



City of Del Mar Staff Report



TO: Honorable Mayor and City Council Members

FROM: Mark Delin, Assistant City Manager
Via Scott W. Huth, City Manager

DATE: January 21, 2014

SUBJECT: Implementation Plan for Law Enforcement Study Recommendations

REQUESTED ACTION/RECOMMENDATION:

Receive the report and proposed action plan and provide direction on any proposed amendments to the proposed action plan.

EXECUTIVE SUMMARY:

In its November 18, 2013 meeting, the City Council received a report on the Evaluation of Law Enforcement Services for the City of Del Mar prepared by Ralph Andersen and Associates. The report was prepared at the direction of the City Council based upon input from the City's Finance Committee. The report contained eleven recommendations relative to ways to improve the delivery of law enforcement services under the existing contract, and also contained alternatives for the City to consider other than continuing with law enforcement services under the existing contract. The Council directed staff to return in January with a plan to implement the recommendations over the course of the upcoming year. The City Manager has also taken some time to review both the Law Enforcement Study and current law enforcement operations with our Sheriff Captain and has put together the following plan for City Council consideration, discussion, and any additional direction.

DISCUSSION/ANALYSIS:

The Law Enforcement Services report examined the current Sheriff's contract in terms of coverage and costs, and comparability with other jurisdictions, concluding that the City's costs are relatively low as compared to peer cities, that service is satisfactory, and there are areas for improvement. The study provided 11 specific recommendations for the City to consider that would improve current contract operating parameters with the Sheriff's Department. Another outcome from the dialog surrounding the report was the need to see how the community felt about Sheriff services. Separate, and apart from the

City Council Action:

consultant study, the City Manager has been working with the Sheriff Captain on increasing the Sheriff's presence in the community and connecting the Sheriff services with the community in the same manner that our other City Departments are working closely with the community. In addition to this effort, and as important, is the need to fully integrate the activities and services provided by the Sheriff's Department with our other City Departments.

The City provides community protection through a variety of means. Primarily, the San Diego County Sheriff provides 24/7 patrol services for emergency response, traffic enforcement, and crime prevention. The Sheriff also provides a full-time Detective and shared resources for Patrol Sergeants, and sheriff management to assist with major/significant incidents as well as day to day management of services.

The City directly provides the community certain areas of enforcement and safety protection through the Park Ranger program, on-duty Lifeguards, Parking Enforcement and the Fire Department. The Park Ranger assists with issues related to animal control, alcohol, public gatherings, vehicle and traffic enforcement, parking, facility use permitting and code violations in our parks and beaches and, on a limited basis, to those areas adjacent to the parks and beaches. Parking enforcement is provided throughout the community and Lifeguards help enforce certain rules and laws at the beach. These City services individually help to minimize crime as well as provide safety protection in the City. However, these services are not well coordinated with our Sheriff services. This situation has weakened how some of the community perceives law enforcement services and more specifically, the Sheriff's Department. It is important that these protective services work well together to keep crime statistics low, ensure community needs are met, and provide a cohesive level of law enforcement and safety services.

Both connecting the Sheriff with the community and better coordination of Sheriff services with our other City Departments are very important issues that we need to manage as we move forward and are a part of the plan that is described below.

The report concluded with several detailed recommendations which are contained in the report excerpt (Attachment A). In the Council presentation on November 18, 2013, the consultant identified 11 specific recommendations that the City Council directed staff to address:

1. Reduce Detective to .50 FTE (full-time equivalent)
2. Consider adding .50 FTE CSO (Community Service Officer)
3. If .50 FTE Detective infeasible, transfer Red Flex Cameras to City employee
4. Encourage portion of 1.0 Detective to locate in Del Mar, provide backup to Patrol
5. Encourage Traffic Deputy to provide backup to Patrol
6. Work with CLETAC Cities to Place Detective Expense in Basic Contract, with Expense Allocated Based On Use of Services

7. Encourage Sheriff to Place Experienced Lateral Deputies in Del Mar
8. Train Patrol Deputies to Provide Community Outreach
9. Provide More Useful Data to City Manager to Evaluate Operations
10. Place Del Mar Name/Seal on Patrol Vehicles
11. Del Mar Place Law Enforcement Information/Links on Website

Recommendations 1 through 4 were based upon limited information collected by the Consultant. The Sheriff strongly disagrees that the one-half Detective would be adequate for Del Mar, and indicates that statistics support the need for the full time detective. In any case, the City is not able to contract for a half detective, unless the cities of Solana Beach or Encinitas would be able to share a Detective position with Del Mar, which they are unable to do so at present. However, we have requested Detective workload data and will be analyzing this data over the next three months, and evaluating options for fully utilizing the Del Mar Detective position in a way which best provides service to Del Mar. We are also examining options related to who should review the Redflex red-light camera tickets – the Detective, Traffic Deputy, Ranger, or a Sheriff Department Community Service Officer? In the past two fiscal years, the Redflex cameras have netted the City \$69,022 and \$37,109 in revenue. This revenue is insufficient to pay for the review by the Detective, running the program into the negative. As the Redflex contract gets closer to its end date in June 2016, the City may evaluate the relative costs and safety benefits of this program.

Recommendation 5 relates to use of the Traffic Deputy to provide backup to patrol. The Traffic Deputy already does provide backup support to the Patrol Deputy. Before the study was implemented, the City Manager working with the Sheriff Captain made changes in the scheduling to shift the Traffic Deputy Work hours to a Thursday-Sunday schedule to overlap the periods of high demand in order to provide additional backup as needed during our busy summer months. The goal has been to use the 40 hour a week Traffic Deputy to work on traffic as well as other enforcement needs as the demand arises. Similarly, the Patrol Deputy is able to provide additional traffic enforcement as needed.

For Recommendation 6, this recommendation was associated with the thought that the Detective was underutilized and therefore this option would help in apportioning out the Detective expense to the overall overhead costs of the Station. If that is found to be the case and we cannot find a better use for the Detective time than staff will enter into discussions with other CLETAC cities to see if there is a desire to apportion the Detective expense according to overall labor expense. However, although this may possibly provide savings to Del Mar, Del Mar would have to achieve the agreement of a majority of CLETAC cities in order to implement this practice. Staff will study this issue to determine whether this approach would be effective.

For Recommendation 7, staff is already working with the Captain on a staffing plan that will ensure that Del Mar receives highly seasoned deputies whenever possible. However, the primary focus for staffing will be to find the type of Deputy that will fit into the Community. The City Manager has also directed that all existing and new staff from the Sheriff's Department who work patrol, traffic or as the assigned detective go through an orientation that will help them transition more effectively into the Community and with our other Departments. Furthermore, that all new Del Mar employees that perform enforcement or other duties that work with the Sheriff's Department go through an orientation with the Sheriff's Department.

Staff believes that Item 8, community outreach, is essential to the Sheriff's success in our community. This item has been covered in detail in the draft action plan. Similarly, Item 9, data acquisition is essential to help us develop performance metrics that can be used to increase our ability to effectively manage the contract, and this is also spelled out in detail in the draft action plan. We have requested that Item 10, placing the Del Mar seal on Sheriff vehicles, be complete by the end of February 2014, and have already accomplished Item 11, which is inclusion of law enforcement information on the City website.

The draft Action Plan (Attachment A) which covers the primary report recommendations can be essentially grouped into the following three categories:

- 1) Visibility and Connectivity;
- 2) Improvement of Coordination and Communication with City Departments; and
- 3) Customer Service and Response Times.

Staff has organized the draft action plan around these three categories. Staff has identified a series of objectives to be accomplished within the first month and within three months, with the objective to be able to improve both service delivery and the public's perception of service delivery, and develop metrics through which this reasonably can be measured. The draft of this plan is included in Attachment A for Council consideration.

The Consultant's report also examined alternatives to the Sheriff's contract that the City might consider. Although the report did cover this topic in significant detail, the City Council believed that the City's Finance Committee could provide additional valuable input on this facet of the study, and tasked the Finance Committee with analyzing other law enforcement alternatives and further refine the costs associated with starting our own Police service.

FISCAL IMPACT:

The draft action plan provides that a modest amount of overtime pay may need to be authorized to allow for the enhanced communication between night shift Deputies and City staff. This amount is unknown and is anticipated to be minor.

PRIOR CITY COUNCIL REVIEW:

At its November 18, 2013 meeting, the City Council directed staff to develop an implementation plan for the Law Enforcement Services recommendations.

ATTACHMENTS:

- Attachment A – Recommendations from Law Enforcement Study Final Report
- Attachment B – Draft Implementation Plan
- Attachment C – San Diego County Sheriff's Department Citizens Advisory Group

Recommendations

If the City of Del Mar decides to continue its contract with the County and the Sheriff's Department, there are changes and/or improvements related to level of service and cost which should be considered moving forward. These changes are based on workload or on the problems in applying the contract to the City.

1. Section V.I.2.b. (Level of Service) of the current contract with the Sheriff provides "a minimum" staffing of "the availability of one continuous twenty-four hour per day patrol unit and one continuously available eight and one-half hour, seven day a week, day traffic unit." As was mentioned previously, this mandatory requirement has been slightly modified for Del Mar, by only requiring a 10-hour four-day a week traffic unit. Otherwise, there is no other requirement for "minimum staffing" in the basic Sheriff's contract. However, Attachment B requires that the City pay for a 1.0 FTE Detective even though the work load for this position does not justify this level and cost of investigative service. In fact, the consultant was told that about one-half of the Detective's workload is administering issues involving red flex camera enforcement, which is not an appropriate use of detective hours. Further, among the number of Detectives among the three cities served by the Encinitas station, Del Mar provides more detective hours on a per capita basis than Solana Beach and Encinitas. This means that Del Mar pays a higher proportionate share for investigative service than other two cities. As pointed out earlier, Del Mar pays for one Detective serving 4,161 people, Solana Beach pays for one Detective serving 12,867 people and Encinitas pays for 6 Detectives serving 59,518 people, or one Detective for every 9,920 served in that City. If Del Mar paid for one-half of a Detective, the ratio would be one Detective serving 8,322 people, which would more comparable to the detective/population ratios in Solana Beach and Encinitas.

It was suggested that Attachment B be modified to require payment for a .5 FTE Detective. The response to that suggestion was that the Department could not provide only a .5 Detective, even though contracts in other counties either provide investigative service as an appropriate fraction of needed Detective service (Orange County), or includes the service as part of the base contract (Riverside County). If there is a need for investigative services, and there is, the minimum staffing of a 1.0 FTE Detective should be reviewed and the actual needed investigative service should be provided.

Since the Encinitas substation has 10 Detectives, and Del Mar's potential request would reduce that number to 9.5 FTEs, contact was made with the City of Solana Beach to inquire about sharing their detective with Del Mar. That would reduce that City's detective to a .5 FTE to match the .5 FTE serving Del Mar. The Solana Beach representative concluded that this would not be feasible because of work load considerations.

Another approach would recognize the large size of the Sheriff's Department. With about 4,000 employees, with a number of Detectives in the Department, a match for Del Mar in the Detective classification likely could be achieved. This would allow the City to reduce its staffing obligation to .5 FTE, by matching this .5 FTE with another .5 FTE Detective somewhere else in the Department.

A third approach is to follow the Orange County model and fold the detective costs into the overall contract. Investigative service would then be costed out by a fraction of the service used by each city and allocated accordingly in Attachment B. This would be similar to the allocation of expense in the current contract for Sergeant services.

In terms of achieving better service at a reduced cost, Del Mar should explore a staffing level of a .5 FTE Detective. If a service improvement is desired for less than its current cost, the City could consider discussing with the Sheriff adding a .5 Community Service Officer (CSO). This would be a more appropriate staffing arrangement to address the City's workload. It would provide non-sworn support to the Deputies and better outreach to the community. This configuration of staffing would also have the benefit of making the Sheriff's staff more visible to the public, since CSOs usually are visible in the community in taking certain reports not requiring a Deputy as well as other duties. It should be remembered that there is great flexibility in the use of CSOs ranging from community outreach, to past tense report taking, crime scene investigation reports, "quality of life" responses, parking enforcement and/or red flex camera follow up. If properly trained, a CSO can prove invaluable in terms of multi-faceted services.

Even though Del Mar is limited in its ability to reallocate resources, another option is to delegate the red flex camera responsibility to a City employee such as code enforcement or the

Park Ranger, and insist that the Detective spend part of his/her work week in uniform and in Del Mar. The Detective could then be available a portion of the week to provide back up to the patrol deputy, when needed, in order to reduce response times for high priority calls in the City.

Further, it was found that the patrol deputy has a limited work load with only 14 – 22% of the deputy's time spent on responding to calls for service, depending on the shift being worked. This percentage of time spent on calls for service was also found by another consultant in a report dated 2010, based on 2009 data. So even with prisoner transport and cover calls occasionally pulling a deputy out of the City, with so much unallocated time available for preventative patrol (47%/day shift; 58%/night shift), limited criminal activity in the main part of Del Mar, high response times, and with only two square miles to patrol within the City, it would appear that the City is either not receiving full patrol deputy hours under the contract..

It is recommended that:

- Del Mar engage the Sheriff's Department in discussions to share a .5 FTE Detective with staff somewhere within the Department's Detective classification, since Solana Beach is unable to partner with Del Mar in sharing investigative services. This recommendation also includes shifting red flex camera responsibility to a city employee.
 - After achieving .5 FTE Detective staffing, the City should consider adding a .5 FTE CSO to its service staffing.
 - The City should work with the Sheriff to readjust the patrol deputy's assignments so that the deputy spends more time in Del Mar, and locate a uniform Detective in Del Mar along with the Traffic Deputy, to provide back up to the Patrol Deputy when needed, which should improve response times for high priority calls,
 - Work with the other CLETAC cities to consider moving investigative service expense into to the base contract with the Sheriff, with the cost of these services included in each cities' Attachment B allocated proportionately based on work load generated by each city, or some other acceptable metric.
2. From a law enforcement perspective, Del Mar is a quiet community, except, of course, for the beach in the summer and during the Del Mar Fair, the racing season, and the other activities surrounding the operation of the fairgrounds. As a result, this not a community to which to assign a newly minted police academy graduates who typically desires more fast-past action such as responding to in progress crimes, engaging in pursuits and making arrests for serious crimes. Entry level trainees may find themselves bored with the low level of crime activity in Del Mar, and their lack of field experience can create challenges in developing an understanding and focus on community policing tasks. For example, during the consultant's ride-along, the Deputy involved was an ideal fit for Del Mar. The ride-along Deputy was an officer who had completed a law enforcement career in another city, and had the seasoning and experience to deal with law enforcement issues in the City. This type of Deputy understands better than most rookies the broader value of community outreach and engagement. They are not as motivated to look for opportunities to participate in "hot pursuits" since they have already had that experience in their first career.

Finally, an entry-level trainee requires a full year in the police academy and field training before working as a single police officer. A lateral hire from another agency can be on the street working alone within five to six weeks subject to that officer learning the nuances of an agency's report-writing system and its geography. Typically, lateral hires can use their experience and training to provide a better fit for Del Mar's policing needs. Lateral hires usually process better decision-making skills and receive fewer citizen complaints.

It is recommended that the City encourage the Sheriff's Department to place seasoned lateral deputies in Del Mar who are tenured law enforcement officers who have already experienced "more exciting" police activity elsewhere. Typically, these types of officers will rely on upon the knowledge gained from their previous field experience in another jurisdiction to embrace the value of building positive rapport with all segments of the community they serve.

3. One of the impressions received from the conduct of this study is the lack of Del Mar specific data to inform the community about the service activity performed in town. For example, there is case load information for the City's Detective. However, this caseload is mixed in with the cases of the other nine Detectives assigned to the Encinitas Station. To a certain extent it is expected that there will be collaboration in addressing the investigations workload. Detectives

will share information and work together on more difficult cases involving the City. The data would suggest, however, that Del Mar is subsidizing the investigative workload in other parts of the Encinitas Substation service area. Plus, as mentioned elsewhere in this report, using a good part of the Detective's time on Red Flex camera cases seems an inappropriate use of a Detective. Regarding the Patrol Deputy workload, it was difficult to pin down calls for service by time of day, and when back-up was needed.

The Sheriff's contract provides not only that the "CITY ...receive monthly reports that provide information with respect to staffing, crime statistics, traffic statistics, programs, patrol activities and Information Led Policing strategies" (Sec. IV.K.), but also provide "...access to reports...pertaining to...statistical reports on crime rates, traffic incidents and calls for service within CITY" at the request of the City Manager (Sec. IV. J.). Parenthetically, while Section IV. B refers to "performance standards and scope of service," only elements of the scope of service are listed in this section, not performance standards. It would probably be useful to most cities to obtain data on performance standards, such as response times, on a regular basis. The latest response time data provided by the Sheriff's Department indicates that top priority calls average 9.7 minutes per call which seems fairly long given the fact that one 24/7 patrol deputy with above average unallocated preventative patrol time is assigned to an area of slightly less than two square miles. Also, priority four calls, such as loud parties, trespass, and vandalism averaged nearly one hour from June – August 2013.

It is recommended that the City Manager, or his designee, insist on regularly provided call for service data for patrol and traffic enforcement, investigative workload data, performance information such as response times, and other pertinent data in order that the level of service provided to the community can be more precisely monitored and assessed.

4. In terms of providing information, it is interesting that there is no information to the public on the City's web page concerning law enforcement service. Other cities, such as Solana Beach, have a section for police services under City Government/Public Safety. On that page it is explained that the City contracts with the Sheriff's Department for law enforcement services, and provides a non-emergency number to contact the Sheriff. There is a link for reporting non-emergency crimes on-line. Various crime prevention programs and services are listed.

It is recommended that the City include appropriate information regarding law enforcement service on its web site.

5. Some of those interviewed expressed a concern over the lack of connection between the Sheriff's Department and the community. When the Patrol or Traffic Deputy comes into downtown, the reaction is: "Here comes the Sheriff." But in Section IV. F. of the contract with the Department provides that the Sheriff's vehicles can be identified as serving the City of Del Mar. This section states, "The name of the city and the city seal will be included on the doors of patrol cars if requested by the City." The only condition is that the City must provide their City seal in the size requested by the Sheriff's Department.

This may be one way to localize law enforcement service in Del Mar and create more of a connection with the community by the Sheriff. It may also have the effect of providing feedback to the community and its elected and appointed officials when the Del Mar car is spotted in other cities. Not that the vehicle will not be used as back-up on calls in other cities, or used to transport prisoners to the jail in Vista, but this identification will encourage the Sheriff's Department to ensure that there is 24/7 patrol deputy stationed in Del Mar as much as feasible.

It was indicated earlier that the current Captain is encouraging community based policing. This involves familiarizing each new officer with all facets of the community. Supervisors instruct Deputies to get out of their vehicles and speak to members of the public, work collaboratively with City Hall staff, the Lifeguards and Parking Enforcement Officers, and to foster positive relationships with businesses which serve alcohol.

The Sheriff has also directed each Captain to establish Community Advisory Groups (CAG), although this has not been accepted by the City. Instead, the Captain has scheduled his own outreach meetings in Del Mar. The City, however, may wish to reevaluate the original offer to create a CAG in the community. While the City supports the Captain soliciting feedback from the community, the City wants any group that is formed to provide their comments and concerns to the City Council, not report to the Captain only.

It is recommended that: (1) the City of Del Mar explore placing its name and seal on vehicles used by the Sheriff's Department that patrol the City; (2) the Sheriff's Captain continue to

take steps to encourage patrol officers to engage in community based policing; and (3) the City of Del Mar discuss with the Captain the possibility of creating a Community Advisory Group.

Del Mar Law Enforcement Action Plan

January 21, 2014

1. Visibility and Connectivity

This work task relates to improving the visibility of the Sheriff in the Community and connecting the Sheriff with the community through improving communication between residents, businesses and City staff.

One-Month Goals

- A. City seal to be placed on vehicles that are regularly patrolling Del Mar. To be completed by March 1st, 2014.
- B. Revise the Patrol and Beat Plan with goal of expanding coverage of high-impact areas (business and Beach areas) and increasing foot patrols and communication with residences and businesses in these areas.

Schedule: The Sheriff currently uses a combination of foot and vehicle patrols to monitor safety throughout the Community. Direction has been given to increase foot patrol and to focus on the following:

- 1. Foot patrols - Once per beat (days) Deputy will conduct a foot patrol on – Camino del Mar - 11th through 15th Streets and 15th Street between Camino del Mar to Seagrove Park
 - 2. Visit with businesses – hear their safety concerns, provide security inspections – make contact with at least half the business owners within 30 days the remaining Business over the remaining two months
- C. Vehicle patrols – Direction has been given that while performing vehicle patrols that additional focus is given to Camino del Mar, Ocean Front, Coast Boulevard, Stratford, and Beach Colony. This direction is consistent with where we are seeing criminal activity and calls for service.
 - D. Law Enforcement Presence on Website – The sheriff's service and contact information was added to the City's web site last month and will be expanded as part of our web site upgrade. The Sheriff will be preparing crime tips, reports, bulletins, safety information to provide to the public on a regular basis. In addition, the Crime Prevention Unit at the patrol station has created a Facebook page to disseminate information specific to Del Mar since some people prefer communicating through Facebook.

Three-Month Goals

- A. Encourage Residents to become active in Del Mar Sheriff's volunteer patrol program and neighborhood watch programs

Continue to solicit interest from the community in participating in the Del Mar Sheriff's volunteer program and Del Mar's neighborhood watch programs and develop a plan to implement neighborhood watches in interested areas of the City.
- B. Develop plan for a Citizen advisory group whose purpose would be to engage the Del Mar Sheriff's Department and other City Departments that provide law enforcement service in constructive dialogue regarding law enforcement issues and concerns in our Community. This is

envisioned as a group that the City Council would appoint members to represent different parts of our Community.

This proposal is building off of Citizens Advisory Group (CAG) process that is a part of the Sheriff's Information Led Policing (ILP) initiative facilitated by the San Diego Sheriff's Department to provide citizens with opportunities to engage their Sheriff's Department in constructive dialogue regarding law enforcement issues and concerns. The CAG is based on the recognition that members of the communities, including our youth, are an integral part of this ILP strategy, that their insights and perspectives can assist Sheriff's Deputies control and prevent crimes in the communities that they serve. CAGs can foster a greater sense of ownership on the part of the citizens and a greater sense of collaboration with law enforcement officials. Each Station/Substation will have a CAG composed of the Station/Substation Captain/Lieutenant and a minimum of four citizens from diverse backgrounds (i.e.: social, economic, religious, etc.) from their area command and one member of the youth in their area who will serve on the CAG based on their ability to provide insights and input regarding law enforcement issues in their communities.

2. Improve coordination and communication with Sheriff's Department and City Departments

The goal of this section is to better integrate the Sheriff staff into City departments. In addition to law enforcement services, the City has typically used contracts to fill certain staff functions such as the City Attorney, City Engineer, and contract fire management services through the City of Encinitas. It has been relatively easy to integrate these functions into the City staff because of the nature of the work has required close coordination in developing projects, or in the management of programs. Integration with the Sheriff's department has been more difficult in the past because the Sheriff's department employees typically do not work side-by-side on projects or program management with City employees, and much of the work that they do is directed by calls received from centralized dispatch that does not go through the City. That said, however, there is a great deal of synergy that is possible by better coordinating safety services within the City.

In addition to its Sheriff services, the City receives public safety services from its Fire Department and Fire Management Services agreement, its Lifeguards, Park Ranger and Parking Officers in the Community Services Department, and from its Code Enforcement Officer within the Planning Department. Together this group makes a powerful team of public safety professionals that can accomplish more by working effectively together. The goals and timelines for this section are outlined as follows:

One-Month Goals

A. Sharing of Staff Schedules:

1. Sheriff to provide the City with the schedule of who is on duty each day, the City will provide a cell phone that will be carried by the Del Mar patrol Deputy each shift. The cell phone number will be provided to City Staff.
2. Community Services to provide Lifeguard, Park Rangers and Parking Officer schedules and contact information to the Sheriff's Department.

B. Monthly Coordination Meetings

1. On a monthly basis (or other interval as may be determined), City and Sheriff Staff will meet to discuss areas of mutual concern and how best to plan for upcoming safety needs including planning for large events that impact the City. It is anticipated that the first meeting will focus on communication between the departments.

C. Radio Communication

1. Agency staff will coordinate the use of 800 MHz radio communication to improve the speed and effectiveness of service delivering and will work out protocols to provide contact lists and contact information of respective safety staff on duty each day.
2. Radio and radio communication training for City staff. The Sheriff's Department will develop a "cheat sheet" that will be a reference document for staff and will help guide them in appropriate radio channels to utilize during different types of incidents.

Three-Month Goals

- A. Schedule trainings of mutual benefit to safety staff, and make it available to all relevant safety personnel, irrespective of agency. Suggested topics are radio communication, emergency response, rescue, etc. Training may be performed by the Sheriff as well as City staff.
 1. Training will be monthly or as needed with safety staff
 2. Training will be as needed for special events – to include the City Manager
- B. Plan to use seasoned deputies – Sheriff will provide a management plan to ensure that whenever possible Del Mar receives Deputies that are experienced and will be comfortable in the low crime environment we have in Del Mar.
 1. Introduce new deputies to staff and get them connected into the City

Every new Deputy should be introduced to staff and prior to the end of the first month of assignment to Del Mar. Overtime of Sheriff Personnel may be approved to be paid by the City to accommodate these meetings prior to shift end or beginning for night personnel.

The City will develop an orientation packet for Deputies, which will include diagrams and photos of City facilities, names, titles, photos and responsibilities of City staff as well as contact information for City employees.

3. Customer Service and Response Times

Metrics to track and evaluate the performance of public safety services will be developed over the next six months.

One- Month Goal

Sheriff to provide the log of all call data for 2013 which includes receipt time, dispatch time, arrival on call time, an indication of which calls require backup, and the ultimate resolution of the call.

Three-Month Goals

Staff will use the information collected to determine

- A. How should data be tracked
- B. How should calls be coded – the goal of this analysis is to simplify the current priority 1, 2, 3 or 4 classification into something more understandable and obvious to the average person. The Sheriff's Department is working with their crime analyst to potentially

separate the calls into “high priority” and “low Priority” categories since just because a call is classified as a type 1 or 2 call that does not mean an immediate response is necessary.

- C. Possible metrics to be provided to Council
 - 1. Call volumes?
 - 2. Minutes/year data? Calls for service data
 - 3. Investigative workload data
 - 4. Response times
 - 5. Crime reports
- D. Scheduling Patrol and Traffic Deputies
- E. Deployment Schedule: Continue to base our enforcement efforts on what our customer and Community needs are and what our crime stats and data are indicating.
 - 1. Day Shift
 - a. Morning rush hours – CDM, Via de la Valle, Jimmy Durante
 - b. Evening rush hours – 4-5:30 Camino del Mar
 - c. Beaches – afternoon
 - d. Businesses – morning – do check-ins
 - 2. Night – shift
 - a. City buildings should be checked twice per shift for suspicious activity
 - b. Bars on the 15th street corridor should be patrolled starting at 6-7 p.m., with the north beach to be patrolled in evenings
- F. Customer Service Survey: The Sheriff’s Department is currently performing a service survey via our web-site. Data will be collected and used to help formulate and guide additional service improvements. Staff will also use the results to help guide the Sheriff’s Service portion of the City Wide Customer Service survey that is going out to the Community in April/May time period. Staff is also collecting feedback for survey questions from the Finance Committee specific to the Sheriff’s service per previous City Council direction. Draft survey to go to City Council for final approval. Data from this survey will be used to bench mark service levels and as a basis for discussions with City Council and the Community on service needs.

Recommendations Regarding Use of Detective

The Law Enforcement Study and recommendations to Council included several regarding the use of the Detective. The report indicated that the Detective should have a significant portion of time available to serve Del Mar in other capacities other than that of crime investigation. The report indicated several suggestions that the City will examine as a way to make this position more effective for the City.

- A. Evaluate data regarding the Detective workload to verify the information in the report that the Detective is not fully being utilized in Del Mar.
- B. Convert any available unallocated time to patrol. When not involved in investigating crimes for Del Mar or doing Redflex red-light ticket review, the Detective should be on patrol duty in Del Mar
- C. Location of Detective – The City has a workspace with a working computer in the existing Sheriff/Ranger office at City Hall. If possible the Detective should perform routine office work in Del Mar. This action will allow the Detective to be more available to the community in general.
- D. Redflex – The Sheriff has indicated that Redflex ticket review requires one-half of the Deputy's time. This is not cost effective for the City, and runs the entire camera program into the negative. The Station Captain or designee is requested to research review options and help the City develop other review strategies.
- E. Examine possibilities for allocating certain positions out of the Encinitas station such as the Detective based upon:
 - 1. call volume for deputies
 - 2. Investigative case load
 - 3. Allocations based upon overall labor (such as is allocated in the Sheriff's cost allocation plan).

Reporting: Staff will be formally reporting back to the City Council on these items and the results of any information found in the data analysis in six months.

SAN DIEGO COUNTY SHERIFF'S DEPARTMENT CITIZENS ADVISORY GROUP

CONCEPT

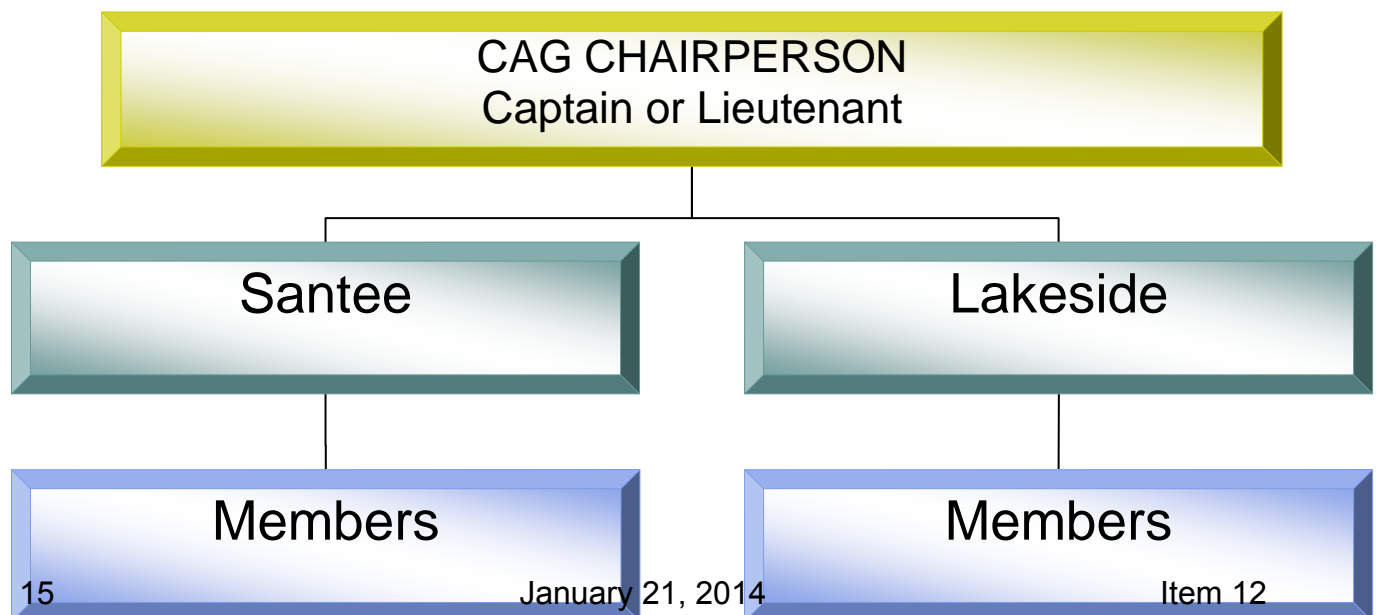
The Citizens Advisory Group (CAG) is part of our Information Led Policing (ILP) initiative facilitated by the San Diego Sheriff's Department to provide citizens of communities in our command areas with opportunities to engage their Sheriff's Department in constructive dialogue regarding law enforcement issues and concerns. The CAG is based on the recognition that members of our communities, including our youth, are an integral part of our ILP strategy, our ongoing goals and objectives and that their insights and perspectives can assist Sheriff's Deputies control and prevent crimes in the communities we serve. By providing a forum where frank and honest, yet respectful, conversations are encouraged, the CAG will foster a greater sense of ownership on the part of the citizens and a greater sense of collaboration with law enforcement officials.

MISSION STATEMENT

To conduct meaningful and constructive dialogue between the Sheriff's Department and a diverse group of citizens and our youth in our Command areas on law enforcement concerns, issues and priorities and ensure that the citizens' and youth expressed concerns are addressed in a collaborative and effective manner.

ORGANIZATIONAL STRUCTURE

Each Station/Substation will have a CAG composed of the Station/Substation Captain/Lieutenant and a minimum of 4 citizens from diverse backgrounds (ie: social, economic, religious, etc) from their area command and 1 member of the youth in their area who will serve on the CAG based on their ability to provide insights and input regarding law enforcement issues in their communities. The CAG organizational chart is as follows: *(below is an example, depending on your area command structure, you may have more than one CAG)*



APPROACH/METHOD

Sheriff's Station/Substation I.M.P.A.C.T. members will identify citizens and youth for each CAG and enlist their participation in the CAG.

A CAG meeting should be held at least 1 time per quarter (every three months) and engage the participants in a productive dialogue about any law enforcement issues and actively solicit feedback suggestions for improvement. The Captain/Lieutenant and or designee should attend each CAG meeting. It is recommended that the CAG incorporate in a quarterly I.M.P.A.C.T. meeting.

Within a week of the CAG meeting, a report to the area Commander identifying the participants and any issues/suggestions for improvement will be generated. The report will be expected to provide recommendations for resolving any of the issues or suggestions raised during the CAG meeting.

The Commander is expected to confer with the author of the report regarding the recommendations and ensure an action plan as appropriate is implement for resolving the identified issues.

IMPLEMENTATION

Implementation of the CAG initiative will begin as soon as the necessary approvals are obtained. Depending on the approval date, the first CAG meetings will start no later than March 1, 2013.