This has been an eventful year for the San Diego Sheriff’s Department. We’ve investigated high-profile cases, initiated cutting-edge technology, formed a Coastal Enforcement Team, seized more than $6 million from an international money laundering operation, and cleared 4,388 warrants.

The year also marked one of the most significant changes in criminal justice in California’s history. In the face of a U.S. Supreme Court decision ordering the State to dramatically reduce its prison population, Governor Brown signed into law the California Criminal Justice Realignment Act of 2011. The measure shifted responsibility for tens-of-thousands of convicted felons from the State to local government—and particularly to local Sheriffs and probation departments.

Beginning in October, the San Diego Sheriff’s Department began housing convicted felons who, up until the passage of Realignment, would have gone to State Prison. This has put a strain on our detention facilities and on the staff of our Detentions Services Bureau. Once the full impact of Realignment is felt, we will house 2100 to 2400 more inmates—all of them convicted felons. Instead of 4000-plus inmates, we will be responsible for 6000-plus. Significantly, these “realigned” inmates serve multiple-year sentences—a contrast with the 77-day average sentence of county jail inmates before Realignment.

Realignment has required the leadership of our Detentions Services Bureau to develop new strategies—not just to house these inmates but also for their re-entry into society. We must take full advantage of their custody time to give them an opportunity to succeed when they return to our communities—not just for their sake but to reduce crime and keep our neighborhoods safe.

In that vein Realignment has also created new challenges for our Law Enforcement Services Bureau. In 2011 we began phasing in TKO: Tracking Known Offenders. This strategy partners Sheriff’s patrol deputies with county probation officers so that we keep
track of where convicted criminals are living in our communities. The aim is to prevent crime, but where that fails, we are there to arrest them and return them to jail.

All of this presents a great challenge. But the men and women of this Department have shown over and over again that they thrive on challenge and are up to the task.

Behind the scenes, our Management Services Bureau directed the financial components of 74 different grant programs, yielding $34 million in revenue to the County. This includes $6.9 million for Operation Stonegarden to fight Border Crime.

These are just some of the highlights. As you read this report, you'll see 2011 was a year where the San Diego Sheriff’s Department continued to uphold the law, protect the courts, house inmates, manage internal operations, and work with the community in successful and interactive ways. I am proud to be Sheriff and represent the men and women, both sworn and professional staff, who do their jobs everyday professionally, competently, and bravely.

Thanks for reading and thank you for your support of our ongoing efforts to make San Diego the safest urban county in the nation.

William D. Gore
Sheriff
San Diego County
Encinitas Station
There were nine armed bank robbery cases in San Diego County, six of which occurred in the city of Encinitas. All were believed committed by an individual dubbed the “Drywall Bank Bandit.” In coordination with the Federal Bureau of Investigation (FBI), the Encinitas Detective Division conducted surveillance of several banks over the course of a few weeks. In February of 2011, one of the stakeout teams observed the suspect enter the Chase Bank in Encinitas. The suspect did, in fact, commit an armed robbery and patrol deputies immediately responded to the area. When the suspect left the bank he was spotted and after a short foot pursuit he was taken into custody. When arrested the suspect was armed with a handgun and had cash from the bank he had just robbed. This was a great example of the “Intelligence-Led Policing” concept that is currently being implemented at the Encinitas Station.

The “Tracking Known Offenders” or TKO program was originally dubbed, “Watchful Eye.” This phase of the pilot program was initiated in January of 2011, at the Encinitas Station. It was designed as a partnership between the Sheriff’s Department and the Probation Department in a concerted effort to effectively manage mid-level probationers. The program utilizes specially trained patrol deputies to conduct compliance checks on medium-risk probationers living in the Encinitas area.

The goal of TKO compliance checks is twofold. First, it reinforces with the probationer the conditions of their probation, with follow-up visits to ensure compliance. Second, it allows deputies the opportunity to learn who’s on probation in their cities. If a deputy establishes a good rapport with a probationer, it could lead to information about crime trends or other activity on the beat. The pilot program has already been started in the Vista Station, with expansion to other North County agencies planned in the near future.

During the summer months of 2011, the Encinitas Sheriff Station formed the Coastal Enforcement Team or CET. This team, comprised of patrol, traffic, and C.O.P.P.S deputies, has been tasked with making contact with the local citizens and business owners. The team addressed concerns related to an increase in tourism and beach attendance, as well as other incidents connected to the San Diego County Fair and the Del Mar Horse Races. The CET was extremely effective, and the personal interaction helped to address the “smaller” problems and make a big difference in quality of life of local residents. The media heavily publicized the team’s efforts and the public accolades were significant. Subsequently, the CET was awarded a Meritorious Unit Citation for their efforts.
Also during this past year, Encinitas Traffic Deputy Dave Toner was presented with numerous citations and awards from the State of California, Mothers Against Drunk Driving, and the Office of Traffic Safety due to his performance and more than 187 DUI arrests in 2010.

Encinitas Station Senior Volunteer and Station SVP Program Coordinator, Laurence Reisner received the County of San Diego Volunteer of the Year Award in 2011, for his dedication and hard work.

**Poway Station & 4S-Ranch Substation**

The City of Poway experienced an increase in vehicle burglaries at the Blue Sky Preserve. These thefts began with a reported incident on November 27, 2010, and over the next three months thirteen incidents were reported. Using intelligence-led policing tactics, detectives were able to establish a pattern of criminal activity. They conducted several surveillance operations and ultimately observed a subject force entry into two vehicles parked at the preserve.

<table>
<thead>
<tr>
<th><strong>Operation Tip the Scales</strong></th>
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<tr>
<td>Targets Searched</td>
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<tr>
<td>Meth Packets Distributed</td>
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<tr>
<td>Total Arrests</td>
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<tr>
<td>Felony Arrests</td>
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<tr>
<td>Misdemeanor Arrests</td>
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<tr>
<td>Warrant Arrests</td>
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<tr>
<td>Field Interviews</td>
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<tr>
<td>Vehicle Stops</td>
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<tr>
<td>Citations (Drug Related)</td>
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<tr>
<td>Treatment Conversations</td>
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Detectives on the surveillance and patrol units moved in to apprehend the subject, however, he refused to stop and initiated a pursuit that extended more than two and one half miles. During
the course of this pursuit, the subject committed numerous traffic offenses in his attempt to avoid capture. He eventually collided with a vehicle stopped at a traffic control signal in the City of San Diego and was apprehended after a short foot pursuit. The subject received a four-year prison sentence at trial.

Operation Tip the Scale is a collaborative effort between more than a dozen agencies, including the San Diego County Sheriff’s Department, San Diego Police Department, San Diego County Child Welfare Services/Drug Endangered Children (CWS/DEC), San Diego County Department of Alcohol Drug Services, the McAlister Institute, County Mental Health Systems, County Probation, California Department of Corrections/Parole, and the Methamphetamine Strike Force.

This was the eighth countywide operation and was conducted with the Poway Sheriff Station’s COPPs Unit coordinating the special detail. Our station managed the efforts of more than 100 law enforcement professionals, along with religious-based counselors and community resources during the operation.

Ramona Substation

With the U.S. Forest Service’s April opening of the upgraded trail to Cedar Creek Falls, came an unexpected influx of people, animals, parking issues, and very expensive rescues. Unprepared hikers and thrill seekers attempted to tackle the rather strenuous trail and impacted the community and neighborhood almost immediately. There were many alcohol-related accidents, dehydration, and jumps from the falls that caused significant injuries. The social media also played a huge role in the number of visitors that were attracted to the area.

The U.S. Forest Service had not expected this upswing in activity, and did not have enough staffing to monitor or enforce safety on the trail or at the falls. The Ramona Sheriff’s Station, along with the Julian Station, and ASTREA, were called to assist with the subsequent enforcement issues and rescues. When a 16-year-old accidentally fell to his death at the falls, the U.S. Forest Service closed the trail temporarily. The Sheriff’s Department began an educational program for the public and also commenced patrols along the entrance to the falls to prevent hikers from venturing on the trail. More than one thousand hours of deputy time was allotted to the trailheads to prevent further injuries or deaths. The first closure lasted until November 15, 2011, and the U.S. Forest Service has decided to extend the closure until the Spring of 2012. With this extension, the Sheriff’s Department terminated the patrols due to financial considerations.
Santee Station

The City of Santee contracts with the Sheriff's Department to provide three special purpose deputies to work as community policing deputies. These deputies are tasked with using analysis-driven law enforcement to respond to neighborhood issues that may be better resolved by the community policing unit, rather than patrol deputies in that area who are often too busy to dedicate more time to long-term issues. Community Policing Deputies are highly trained in areas involving crime prevention, criminal investigations, narcotic investigations, alcohol and drug abuse issues, to name a few.

Community Policing Deputies work in partnership with the community, other law enforcement agencies, code enforcement, and social service agencies, in an effort to make the community a safer and better place to live. This approach is not new, but is being utilized with the latest technology that allows us to take a closer look at certain issues which gives law enforcement the opportunity to have a more lasting effect on crime in the communities where we work.

Some of the issues that the Santee/Lakeside Deputies have been involved with this year include:

- A significant increase in copper wire theft has been occurring in both the Santee and Lakeside areas. After several lengthy investigations, one suspect was arrested. A prison sentence for more than twenty seven cases of copper wire theft has been handed down. A second suspect was also arrested and sent to prison for four more cases.
- After the City of Santee was informed there was an increase in juveniles being served alcoholic beverages at private parties in the community, a new Social Host Ordinance was enacted, which financially penalized the responsible party who oversaw the service of alcohol at these parties. Recently deputies worked with the Santee City Attorney's Office to recoup a large fine from two separate suspects involved in the service of alcohol to juveniles.
- In March, the Santee School Resource Officers assisted the California Highway Patrol and Santana High School with the successful “Every 15 Minutes program.” Unique in its design and powerful in its impact, “Every 15 Minutes” is an educational experience that reminds us all of the dangers associated with driving while impaired, using a mobile phone and texting.

Lemon Grove Station

On November 19, 2011, deputies, in conjunction with citizens and Lemon Grove City Staff, conducted a community event identified as "Operation Clean Streets." The event encompassed multiple facets designed to prevent and deter crime, raise community awareness and physically clean areas of the City of Lemon Grove. A Sheriff's Crime Prevention Specialist coordinated this event between the city volunteer groups, community businesses, Lemon Grove City staff and the Sheriff's Department. Law Enforcement Operations were coordinated out of the Lemon Grove Sheriff's Station and involved more than 100 Sheriff's Law Enforcement personnel.
Some highlights:

1. A ‘Community Cleanup’ was organized between for a pre-designated section of Broadway in the City of Lemon Grove between 0700 and 1300 hours. More than 200 citizen volunteers including children, Boy Scouts, and church leaders assisted with the cleanup and beautification along the main thoroughfare.

2. A prescription Drug Take Back drop off point was established for disposal of unwanted medications.

3. Lemon Grove Sheriff’s personnel conducted high profile traffic enforcement.

4. Sheriff’s Court Services personnel conducted a warrant enforcement detail throughout the Lemon Grove Sheriff’s Command. This detail was very successful and netted 38 total arrests including 4 felonies, clearing 46 total warrants.

5. Lemon Grove Sheriff’s Gang Suppression Unit conducted a trolley detail focusing on gang enforcement within the city and immediate surrounding transportation hubs. This detail was also extremely successful netting 14 arrests including 5 felonies. Deputies conducted dozens of contacts and the majority of the contacts were with known gang members. Deputies safely confiscated numerous narcotics and several weapons during this detail.

**Future Rancho San Diego Station**

On November 18, 2011, the groundbreaking ceremony for the Sheriff’s Rancho San Diego Station was held. The new station will serve as headquarters for the Lemon Grove Command. Construction on the new station is scheduled to start early 2012, and will tentatively open during the summer of 2013. The station will be 27,000 square feet located on five acres. It is located near the intersection of Campo Rd. and Jamacha Boulevard and will serve the communities of Rancho San Diego, Spring Valley, La Presa, Jamul, Casa de Oro, Mt. Helix, and the unincorporated areas of La Mesa and El Cajon.

**San Marcos**

In 2011, the San Marcos Station launched a new Gang Enforcement Team (GET). GET deputies are designated as the high visibility/high enforcement faction of the COPPS unit, and will work closely with the San Marcos Narcotics-Gang Detail.
Narcotics Task Force (NTF)

The Narcotics Task Force (NTF) just closed a major two-year drug investigation into an international money laundering operation by the Sinaloa Drug Cartel that spanned five countries and resulted in a seizure of over $6 million in cash.

Border Crime Suppression Team

In 2011, the Border Crime Suppression Team (BCST) increased their highway interdiction and directed patrol efforts. These operations proved to be very successful as BCST members became experts in identifying load vehicles. During a highway interdiction in December of 2011, BCST members identified a suspicious vehicle based on indicators learned through specialized training and their experience. A subsequent vehicle stop was conducted and 68 lbs. of cocaine was discovered in the spare tire of the vehicle.

Fallbrook Substation

Start Smart Classes for Military Personnel were commenced in 2011. Fallbrook personnel have provided traffic safety training on two separate occasions to more than one thousand Marines at Camp Pendleton. The training was held in an attempt to educate military personnel about the dangers of engaging in risky behavior, including speeding, talking on the phone, texting, and driving under the influence of alcohol or narcotics. Studies have shown that an inordinate amount of young Marines were dying in both motorcycle and car crashes that were directly related to speeding, drinking, and using electronic devices while driving.

Vista Station

The COPPS Unit has continued their work under a three-year grant to combat prostitution and human trafficking. The Sheriff’s Department was designated as the lead agency and resulted in the formation of the North County Regional Prostitution Human Trafficking Task Force (NCRPHTTF), a multi-agency, multi-jurisdictional entity, geared specifically to address those quality of life issues. With the formation of that task force, they have accomplished the following in 2011:

<table>
<thead>
<tr>
<th>Human Trafficking</th>
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<tbody>
<tr>
<td>Investigations Initiated (including one large scale RICO case):</td>
</tr>
<tr>
<td>Number of suspects arrested (State/Federal/Local):</td>
</tr>
<tr>
<td>Number of search warrants (State and Federal):</td>
</tr>
<tr>
<td>Number of victims identified:</td>
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A New Automated Fingerprint Identification System (AFIS) for San Diego County was initiated in 2011. The AFIS System is a computer system that holds the fingerprint records of some 1.5 million arrestees. It is tied to the California Department of Justice fingerprint database which contains the fingerprint records of nearly 9 million people. The Sheriff's Department and the six largest police departments in the county use the database to achieve positive identification of arrestees. In addition, when a good quality latent fingerprint is developed and recovered from a crime scene, the latent print is uploaded into the AFIS system to be searched against the local San Diego County database, the California Department of Justice database, and if necessary, against the FBI's fingerprint database of some 60 million people.

A decision was made in 2008, to replace the 10-year-old AFIS system. A $2.7 million contract was awarded to Cogent Systems after a competitive process, and on December 7, 2011, the new Cogent AFIS system “went live.” Latent fingerprint examiners from crime labs around the county have already seen “hits” on crime scene prints that did not hit in the previous system. When prints of an arrestee are loaded into the system, the person is identified within approximately 20 seconds (assuming the person’s prints are on file.) When a latent fingerprint from a crime scene is searched, the results come back within a few minutes.

Phase 2 of this project will be launched in the summer of 2012, with hand-held devices available as a pilot project to approximately 40 deputies. The mobile ID units will use cellular transmission to communicate with the AFIS system, to achieve quick identification of subjects in the field.

The successful launch of a new AFIS system in San Diego County was a 2011 top priority for the Crime Laboratory, Records, Detentions, and Contracts and Purchasing.

Expanding the Crime Lab's DNA capability to include Y-STR analysis was the top priority for the Crime Laboratory in 2011. After months of work validating the technique for use in our laboratory, by early December, 2011, three DNA analysts were approved to start conducting this new type of DNA analysis. The “Y” in Y-STR stands for the Y chromosome, which occurs only in males. This type of analysis ignores any female DNA in the biological evidence mixture, and looks only at the Y chromosome DNA present in the evidence. This has particular application in cases where there is a mixture of male and female biological material, but the male component is overwhelmed by the amount of female DNA present. An example would be the examination of a female victim’s fingernail scrapings for male DNA.
The results of Y-STR analysis are not as definitive as with the lab’s normal DNA profiling, which can identify a biological material to a specific individual (unless that person has an identical twin.) The results of Y-STR analysis are usually reported in statistics such as “this Y-STR type is found in one in two thousand males.” While this doesn’t absolutely identify the individual, it is strong associative evidence.

The other value in Y-STR analysis is that it gives us information about the male genetic line of the contributor. Since Y chromosomes are passed father to son, there is no change due to genetic contribution from the mother. The fact that Y-STRs are the same along paternal lines means that we can now start the process of familial searching on some cases here in San Diego County that have otherwise grown cold. Y-STR analysis is a necessary first step to familial searching. Familial searching is done in those cases where the evidence DNA profile has not resulted in a match with anyone in the database – so our attention is turned to whether the suspect might have a father, son or brother in the database. If sufficient correspondence is seen in the DNA types between the evidence and someone in the database (suggesting a familial link), including the same Y-STR profile, then followup detective work involving male family members may solve the case.

A new unincorporated COPPS team

In July of 2011, the Board of Supervisors funded nine positions due to an increase in the population in the unincorporated areas. The department committed a sergeant and eight deputies to use intelligence-led policing concepts to reduce crime in the unincorporated areas. The team, known as Sheriff’s Analysis Driven Law Enforcement (S.A.D.L.E.), works closely with the Crime Analysis Unit to identify areas which are experiencing increasing crime. With the partnership and support of the affected area command, A.D.L.E. applies community-oriented and intelligence-led policing strategies to reduce crime. As the strategies are applied, an analysis is frequently conducted to ensure the crime rate is dropping. If not, alternate strategies are implemented and additional analysis is conducted. This continual analysis quickly provides the ability to selectively and effectively use resources.

Communications Center

A staggering total of 257,548 emergency/911 calls for service in 2011 came into our Communications Center in Kearny Mesa. A total of 343,437 non-emergency calls were also received. The state average answering time recommendation for 911 calls is within...
10 seconds. The Sheriff’s Communications Center has consistently maintained a 5-second average answering time for 911 calls and a 25-second average answering time for non-emergency calls. The Communications Center experienced a 6% increase in 911 calls in 2011.

SAFE
The SAFE Task Force performed a record 3000 sex offender registrant compliance checks in 2011.

Traffic Coordinator
Patrol Speed Mapping gives a snapshot of high-speed driving by Sheriff’s marked units throughout the county. It specifically tracks units that travel more than 90mph and over 80% of the posted speed limit. Since its inception, the department has seen a significant reduction in high speed driving incidents, and collisions involving Sheriff’s personnel have dropped over the same period. Posters are prominently displayed at all facilities stating, “Drive Like Your Life Depends on It.”
In April 2011, Governor Brown signed The California Criminal Justice Realignment Act of 2011 into law – Assembly Bills 109 and 117, shifting responsibilities for lower level convicted felons and adult parolees from State Parole to County Probation. On October 1, 2011, The Criminal Justice Realignment Act went into effect. There were several penal code changes relating to this realignment which directly affected how our department conducts business. Realignment’s most dramatic change relates to where sentenced felons serve their custody time as a result of the change in the definition of a felony. In addition, some offenders released from state prison are now supervised under a new supervision program called Post-Release Community Supervision (PCS). This new population is supervised by the County Probation Department and any revocation periods are served in county custody. Furthermore, state parolees are serving their violation terms in county custody as well. Under realignment, the Board of Parole Hearings continues to be responsible for all revocation hearings until relieved by the local courts in July 2013.

As a result of the implementation of the Criminal Justice Realignment legislation, eligible inmates, who would have previously been sentenced to serve a term of incarceration in a state prison, are now serving their term in a county detention facility, pursuant to California Penal Code 1170(h). To date, inmates in our custody sentenced under PC 1170 (h) make up a very diverse population and have many differing characteristics. To name a few examples, they have charges ranging from drug related offenses, DUI, burglary, vehicle theft, and identity crimes. There are inmates currently on active parole serving local prison time, as well as inmates who have never been to prison. The sentence range has typically been ranging anywhere between sixteen months up to seven years, thus far. These inmates can and may be housed in varying custody levels throughout our facilities, (i.e. general population, special needs housing, inmate workers, etc.). An inmate’s initial classification is determined by their original booking charges, criminal history information, medical/psychiatric issues or additional special conditions and information obtained from the initial inmate classification interview. The inmate is then assigned to the most appropriate housing location based on their classification designation.
San Diego Central Jail

The San Diego Central Jail has started a $3,000,000 project to replace the video surveillance system and touch screens within the facility.

As part of this project, SDCJ will add cameras and replace existing cameras. The new system will provide greater resolution and coverage throughout the facility. The zooming capabilities will assist deputies in investigating crimes and monitoring the actions of the inmates in custody. The touch screen system originally installed in the facility is being replaced and upgraded with new technology that will enhance the safety and security. Once completed, deputies assigned to control positions will have the ability to operate doors, answer intercoms, and monitor cameras all from one screen.

Vista Detention Facility

Vista Detention Facility (VDF) assisted with the development of three innovative projects that will assist the department in meeting AB 109 mandates. All three projects require collaboration and coordination with external agencies. None of these projects affect the department’s budget and are described in greater detail below:

In Home Outreach Team (IHOT)

VDF partnered with the County’s Health & Human Service Agency and assisted with the development of IHOT. IHOT is a 3.5 million dollar project designed for individuals with serious mental illness who are resistant to seeking outpatient treatment; individuals that have numerous encounters with acute care or the legal system. IHOT will consist of outreach teams that provide assessment, crisis intervention, case management and support services to individuals with severe mental illness. IHOT will specifically work with individuals who have difficulty assessing and maintaining outpatient mental health services once released from jail or emergency acute care services.

Project Connect

VDF has partnered with Exodus Recovery, Inc., a private corporation that works closely with the San Diego Regional Center. Project Connect is an innovative program for persons with developmental disabilities who are currently involved or are at a high risk to become involved in the criminal justice system.
Psychiatric Emergency Response Team (PERT)

Partnered with the County’s PERT organization in order to link with other law enforcement agencies regarding disposition of arrested citizens with mental health issues. The goal is to “Pass the baton” of legal/medical care responsibility for mentally disabled/mentally compromised inmates to VDF ensuring accurate psychiatric diagnosis and continuity of care.

An additional goal was to institute a process for detention’s deputies to attend the PERT academy. This improves detention’s deputy knowledge of mentally ill inmate management and links jail deputies to law enforcement deputies.

South Bay Detention Facility

The complete renovation of inmate housing units was accomplished in 2011. The renovation of these housing units took approximately nine months to complete and the process involved a thorough cleaning of shower areas, inmate cells and dayrooms. All inmate cells and dayrooms were painted along with other repairs and improvements to each inmate’s cell.

To enhance facility security, staff and inmate safety, new digital video recorders (DVR) were installed. The DVRs record video footage from most of cameras located inside and outside the facility. Sworn supervisors are required to conduct at least two video audits every pay period. These audits require each sergeant to review past video footage of their deputies to verify tasks are being performed according to policy. The sergeants are also looking for any security or safety-related issues.

George Bailey & East Mesa Detention Facilities

In July of 2011, the San Diego County Sheriff’s Department, County of San Diego General Services Division and County Supervisor Ron Roberts marked the beginning of a solar power project in Otay Mesa.

In late October of 2011, Sun Edison, the project contractor, completed the 1-megawatt array. Nine large canopies now cover the parking lot at the George Bailey and East Mesa Detention Facilities. The panels are expected to produce an estimated 1,629,761 kilowatt-hours of energy in the first year, or about 12 percent of the complex’s energy needs will be supplied from a clean, renewable source which will provide a cost savings. The complex includes the George Bailey Detention Facility, housing nearly 1,800 inmates, the East Mesa Detention Facility, housing approximately 500 inmates, and the East Mesa Juvenile Detention Center, holding about 350 youths.
Sun Edison will continue to own and operate the system under a 20-year contract. The county has agreed in turn to buy the system’s energy at a reduced rate. The first year could cost the county an estimated $185,000 for power.

**Jail Information Management Unit**

In 2011, the JIMS team addressed a range of issues arising from California’s recently adopted AB 109 legislation. New dispositions and arrest types were created in JIMS to identify inmates kept in our custody who would have been sent to prison before AB109 came into effect; specialized reports were created by our DSD engineers to capture AB109 data documenting the impact of this legislation on our inmate population.

**Prisoner Transportation Detail**

In 2011, the Prisoner Transportation Detail (PTD) provided transportation support for 58 law enforcement details to include warrant sweeps, DUI sweeps, Byrne Grant and Allied Shield operations. PTD has transported more than 170,000 inmates with cumulative mileage reaching in excess of 650,000. The department saved more than $96,000 dollars with the elimination of dental clinics occurring outside of detention facilities. A portion of these savings relate to transportation costs and have allowed PTD to commit more resources to meet the needs of the ever increasing clinic appointments of the inmate population. Deputies assigned to clinics have transported 1,573 inmates traveling a combined total of approximately 80,000 miles to clinics, courts, federal facilities and juvenile facilities.

**Jail Population Management Unit**

The Jail Population Management Unit (JPMU) had to overcome several challenges as a result of the California Criminal Justice Realignment Act of 2011 (AB109). The implementation of this legislation began on October 1, 2011. As a result, inmates meeting the criteria under this legislation who would have previously served their sentences in state prison are now serving their “local prison” sentences in our county jails. To date, the longest sentence imposed under this legislation to be served in a San Diego county jail is seven years.

From January 1, 2011 through November 30, 2011, our average monthly inmate population was 4774, with a monthly high of 4953 inmates and a monthly low of 4620 inmates. During the course of the previous year (2010), our average monthly inmate population was 4633, with a monthly high of 4759 inmates and a monthly low of 4492 inmates.
In addition to the challenges we face under AB109, new challenges have arrived with an ever-increasing inmate population requiring protective custody and administrative segregation status. As of December 1, 2011, there were 642 protective custody and 236 administrative segregation inmates in our custody. Those inmates represent 18.39% of our total inmate population. During the same period in 2010, the Sheriff’s Department had 511 protective custody and 112 administrative segregation inmates in our custody, representing 13.45% of our total inmate population.

**Detentions Training Unit**

The Detentions Training Unit began this year focused on perishable skills and leadership. Perishable skills are considered to be the high risk/low occurrence skills. These skills are identified as defensive tactics skills and firearms refreshers. The primary targeted audience was staff who had limited exposure to perishable skills training since the completion of the Academy or the initial assignment to a facility.

The other identified area was leadership skills in the area of Critical Incidents and Tactical Response. Training was developed to enhance the supervisor’s knowledge of their roles when incidents occur within their facilities. The targeted audience was trainers, and first and second line supervisors.

The Detentions Training Unit also made changes in the way we schedule staff for training. We introduced a new training notification and scheduling system. The new notification system requires the DTU corporals to have one-on-one contact with the facility staff. The DTU corporals access the training needs of the individual and schedule staff to the required classes. The new scheduling notification system also has a component which notifies the staff several times prior to the date of their scheduled training. Since implementing this notification process, the number of staff who missed their scheduled training has decreased.

This year we have been working diligently to certify all of the Detentions Training Unit staff as instructors in firearms, defensive tactics, less lethal and Taser. Having trained instructors allowed our staff to teach and provide refresher STC certified training. Having certified trainers has also allowed us to move forward in our training plan for the future which will include STC certified Simulator Training.

The Detentions Training Unit purchased a Simulator Training System. The simulator will be the primary training tool used for STC Taser and less lethal scenario related training.

**Detention Support Division**

State legislation also requires a Public Safety Realignment implementation plan be jointly developed by a cross-section of the criminal justice community. Staff from the Detention Services Bureau and Detention Support Division collaborated with the San Diego County criminal justice community, to include The District Attorney’s Office, Public Defender’s Office, Probation, Health and Human Services Agency, State Parole and the Superior Courts. After months of numerous discussions, meetings and committee research, The Community Corrections Partnership (CCP), which includes the
following required representatives; The Presiding Judge (Danielsen), The Sheriff (Gore), The District Attorney (Dumanis), Public Defender (Coker), a Chief of Police (McCoy-Oceanside) and HHSA Director (Macchione) developed a Public Safety Realignment Plan that was approved by The County Board of Supervisors on September 27, 2011.

The CCP plan’s primary realignment goals were identified as the following:

1. Efficiently use jail capacity
2. Incorporate reentry principles into in-custody programming
3. Incorporate evidence-based practices into supervision and case management of Post-Release Offenders; encourage judges to use evidence-based practices in sentencing

Utilizing projections provided to all counties by the state’s Department of Finance, it was anticipated 2,000 additional Post-Release Offenders would be supervised by the Probation Department combined with parolees being housed for revocations. In addition, our county was projected to house an additional 2,000 non-violent, non-serious, non-sex offenders to serve their time locally as a result of being sentenced to “local” prison time (served in our custody). Working with the Jail Population Management Unit, it was determined our department’s operational jail capacity was 5600 beds (4600 males and 1000 females), with an average of 4600 beds occupied prior to October 1, 2011. Utilizing the projected total influx of inmates to our system, The Detention Support Division was tasked with creating several state realignment applications to identify needs within the Detention Services Bureau. These spreadsheets use current staffing ratios to provide an estimate of personnel requirements for facility expansions. Estimated staffing costs based on base salary and current benefits are also included. Additionally, a spreadsheet was created to estimate the realigned population growth based on state assumptions and historical population data. This spreadsheet factors in potential sentence modifications, early release options, facility expansions and provides date estimates of when our system will reach capacity for both males and females. Our initial projections anticipated us reaching operational capacity in the early summer of 2012.

In addition, the Detention Support Division conducted extensive research on alternatives to custody in order to effectively manage the growing population. A proposal to add a County Parole and Alternative Custody (CPAC) Unit to the Detention Services Bureau to manage inmates eligible for alternative custody options was drafted and approved by the County Board of Supervisors. This unit will administer and operate an alternative custody program designed to allow certain offenders to serve their time in home detention while being monitored electronically. This program will decrease operating costs in managing our increasing inmate population.

Furthermore, to meet the challenges of the anticipated increased population system-wide due to the Public Safety Realignment, the East Mesa Detention Facility (EMDF) was identified to become the primary facility for male reentry programming. This plan includes increasing the number of inmates placed in the Local Re-entry Program (LRP) to 500. Correctional Counseling staff will be responsible for expanding the LRP program as well as facilitating other additional programming options offered to long term inmates.
at EMDF. Of course, in order to get EMDF up to capacity, this will necessitate the addition of staff to manage the increased classes, movement, medical and security needs. Currently, EMDF does not maintain 24 hour medical services. In order to effectively operate the programming and LRP, 24 hour medical care must be available. In order to do this, additional nurses are required to reach and maintain capacity. This proposal is a matter of ongoing analyzes and discussion between our department and the County Board of Supervisors.

In collaboration with all Support Divisions, within the Detention Services Bureau, as a team we addressed a range of issues arising prior to the implementation of realignment. Several Policy and Procedures affecting the manner in which inmates are booked into custody, classified and housed were updated. In addition, numerous training bulletins were disseminated amongst our staff. Specialized JIMS reports were created by our DSD engineers to capture realignment data documenting the impact of this legislation on our inmate population. These reports have been instrumental with updating capacity projections, financial impact and other statistical data. In addition, these JIMS reports have been a great tool for our allied law enforcement partners, such as the Probation Department, State Parole and the Courts.

As the implementation of this statute continues to progress, the Detention Services Bureau will continue to collaborate with allied agencies to effectively manage the impacts this legislation will have on our communities and detention facilities.

Food Services Division - By the Numbers

<table>
<thead>
<tr>
<th></th>
<th>Sheriff</th>
<th>Probation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of meals prepared</td>
<td>6,545,064</td>
<td>1,271,417</td>
<td>7,816,481</td>
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<tr>
<td>Amount spent to prepare meals</td>
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<td>Cost per inmate meal</td>
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<td>$1.04</td>
</tr>
<tr>
<td>Number of facilities</td>
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<td>4</td>
<td>11</td>
</tr>
</tbody>
</table>

Inmate Processing Division

Since August 2010, the Inmate Processing Division (IPD) has worked vigorously on developing a web based Social Visitation program which would allow the public to schedule social visitations online. On a monthly average the IPD staff will answer 3,816 telephone calls to schedule social visitations.

This service was formally made available to the public on April 26, 2011 through a press release. During the first three months, 87,193 visitors accessed the application and
scheduled a total of 20,304 visits. IPD is currently at a measurable decrease of 51% telephone calls at the detention facilities for the scheduling of social visits. IPD’s overall goal is to increase the usage up to 75%.

The e-Visit social visitation web based application is a positive contribution as another online customer service based program provided by the San Diego Sheriff’s Department.
The Sheriff’s Court Services Bureau provides judicial and courthouse security for the third largest court system in the United States. San Diego Superior Court’s 1,445 employees, including 130 judges and 24 commissioners, work in the court system’s ten court facilities. The system managed more than 600,000 criminal and civil filings last year.

The bureau has 367 full-time employees and a $44,955,722 budget. More than 280 of these employees and $32,083,809 of the bureau’s budget is derived from a contract between the Sheriff’s Department and the Superior Court for courthouse and judicial security and make this the largest contract managed by the Sheriff’s Department.

The bureau’s courthouse screening stations vetted 4,327,368 visitors and examined more than 4.5 million items. Notably, 37,000 potential weapons were not allowed into San Diego’s courthouses thanks to the vigilant scrutiny of these screeners. The bureau is constantly evaluating its courthouse security procedures and policies, thereby allowing the bureau to provide a safe environment that enables the judicial system to serve the community effectively.

Last year, the bureau’s Investigative Unit reviewed:

- 28 judicial threats;
- 2,854 criminal cases; and,
- 1,096 Grand jury and contract employee background investigations.

The unit also works with the United States Department of Justice in identifying judicial threat subjects who were attempting to purchase firearms. The Extradition Unit processed 701 extradition cases with a waiver rate of 98%, which saved the County of San Diego more than $16 million.

With nearly 2,000 field division and warrant sweep arrests, 4,388 warrants were cleared in 2011.

The bureau’s Civil Unit handled processes such as temporary restraining orders, evictions, wage garnishments, bank levies, and sales. Residents and businesses in San
Diego County use the bureau’s services to help serve civil processes and enforce court orders. In 2011, the unit received and processed 57,669 civil documents. The unit processed more than $24 million in collections and fees, which involved highly complex civil processes, and paid out no monies in county claims. Fees in excess of $2,556.00 were reimbursed to the department.

Since 2002, the bureau has provided security at the County Administration Center (CAC). This historic site accommodates almost 1,000 county employees and elected public officials, who rely on Sheriff’s personnel for their safety and security concerns. The CAC attracts more than 300,000 public visitors per year, and these guests are screened for weapons prior to admittance. More than 1,000 potential weapons were kept out of the CAC due to careful screening. The bureau provides training for all building tenants in personal security, critical response, and emergency evacuation.
During 2011, the Human Resource Services Bureau continued to provided support department-wide for all Personnel, Training, Risk Management, Payroll, and Employee Relations needs. Some of the highlights are below:

**Personnel Division**

In 2011, the San Diego Sheriff’s Department continued to test and screen applicants in the preparation for future staffing needs. Through the year, recruiters attended numerous recruiting and public relations events, job fairs, and educational institution events in an effort to remain in the forefront of law enforcement recruiting in San Diego County. In 2011, recruiters responded to more than 7,724 phone calls and e-mails regarding San Diego County Sheriff’s Department sworn employment. This resulted in the testing of almost 4,251 applicants in 2011. Each month, hundreds of candidates took the Sheriff’s written exam, and afforded reviewers the luxury of being highly selective in the hiring of employees. This allowed us to continue our long standing tradition of hiring the highest quality employees. 153 sworn deputies were hired in calendar year 2011.

The Sheriff’s Department was able to effectively reassign personnel, following natural attrition, in order to accomplish mandatory budgetary reductions. This enabled the department to avoid layoffs and help retain our current department employees. The Department Human Resources Officers (DHROs) conducted 1,029 interviews in 2011, which resulted in the hiring of 91 professional staff employees compared to 39 in 2010; a 133% increase.

**Training Academy**

The San Diego Sheriff’s Department continues to recruit and hire Sheriff’s Deputies to maintain a high level of safety and security for the public. The San Diego Regional Academy successfully trained 106 law enforcement cadets for various law enforcement agencies in San Diego County. This included 42 cadets for the San Diego Sheriff’s Department. The Detentions/Court Academy trained 91 cadets and provided 608 hours for this training. These deputies were assigned to the Detentions Bureau upon graduation.
In-Service Training

The San Diego Sheriff’s In-Service Training Unit (IST) continues to ensure our employees are highly trained with contemporary issues in mind. These classes include tactics, supervision, leadership, traffic enforcement, and drug recognition topics. In 2011, IST facilitated 91 classroom presentations, trained 2,326 students and provided more than 36,282 of hours of instruction. In-service staff created and implemented a three day Active Shooter/Terrorist Take Over based Continued Professional Training due to a number of high profile terrorist attacks in recent years. They continued the safe driving program, “Drive Like Your Life Depends on It” and implemented a four-wheel drive course for deputies driving these types of vehicles.

The Professional Staff Training Unit (PSTU) ensures the department is current with all county training mandates related to professional staff and many times both designs and delivers the training. Many of the courses include supervision and management, new employee orientation and computer-based classes. There were more than 9,935 hours of training offered to 1,285 employees.

Weapons Training Unit

Major facility upgrades involving the Weapons Training Unit (WTU) in 2011 included the completion of the “lead mining” at the Miramar firing range back berms, the installation of a networked computer system in the range guard office which allows the range guards to maintain an electronic range schedule with the USMC Training and Management Office, and the renovation of the Vista firing range, which included repairs to the ventilation system, the installation of a Troy acoustics system, new paint, furniture and flooring. The Vista range is now fully OSHA compliant.

Major projects involving the WTU in 2011 included the purchase of a new PRISim interactive training system, a Department-wide weapons inventory and the continuance of the early vest replacement program. The PRISim system was installed into Classroom A at the Miramar Training Facility, and became operational in October 2011. The weapons inventory and vest replacement program continued throughout the year.

The mobile armory remained operational during 2011. Personnel conducted 15 facility armory visits and provided service repairs to more than 1200 firearms. In October 2011, the mobile armory began the installation of lighting systems on patrol rifles and lethal shotguns, and the conversion of the less-lethal shotgun to safety orange stocks and for-
ends. By years end installations were complete for 239 rifle lights, 116 shotgun conversions and approximately 265 trigger springs were replaced.

The WTU conducted 12 Continuing Professional Training (CPT) firearms classes, 12 patrol rifle courses, 2 firearms instructor courses, 1 rifle instructor course, 10 detentions firearms refresher courses, 6 HDSA firearms safety shoot courses, 1 safety shoot course for the department chaplains and 1 firearms safety course for the department explorers during 2011.

The WTU also presented the first-ever Mobile Field Force Grenadier Training Course. The course trained and certified 18 designated platoon grenadiers in the deployment of chemical agents and all less lethal systems, and included the training of an additional 21 platoon supervisors.

In May, the WTU hosted “Media Day” at the Miramar Training Facility. Assisted by In-Service Training, K-9 and CSB trainers and Public and Media Affairs personnel, WTU conducted demonstrations of all less lethal and lethal weapon systems currently issued to and utilized by patrol deputies. The demonstrations also included defensive tactics, K-9 and the PR1sm use of force training simulator. Media personnel were educated on department use of force guidelines, allowed one-on-one interviews with the Training Division instructors, allowed to fire all weapon systems and even participated in PR1sm use of force training simulator scenarios.

Two department-wide firearms qualifications were held during 2011, one of which consisted of the first-ever department qualification which tested safe unloading procedures for rifles and shotguns containing “chambered” rounds. The WTU conducted 24 scheduled firearms qualification testing venues for all holders of concealed weapon permits, lateral hire applicants and other individuals, and continued to provide testing for numerous HR218 applicant “walk-ins” throughout the year.

**Risk Management**
The Risk Management/Medical Liaison Unit was responsible for coordinating health and safety issues for approximately 3,800 employees. During 2011, the unit handled issues with worker’s compensation; all types leave of absences, and worked to ensure a safe work environment. We purchased new automated external defibrillators (AEDs) and continued to conduct ergonomic evaluations to reduce upper extremity injuries and better coordinate with our employees who are on long-term military leave.

**Peer Support**
The Peer Support Unit is designed to provide an avenue for employees to confidentially and privately discuss their personal issues with fellow coworkers who may have had similar work and personal experiences. They also respond to critical incidents to provide support to the impacted employees. Our Peer Support personnel receive special training to improve their skill at providing needed support to their co-workers.
Payroll
The Payroll Division ensured the accurate and appropriate compensation for approximately 3,800 employees. They handled issues with regular pay, overtime and holiday pay related to the various grants managed by the department. The Payroll Division is committed to seeking innovative ways to improve production and working relationships with all of those they support.

Employee Relations Division
The Employee Relations Division is responsible for labor negotiations; discipline and grievance administration; compensation administration; and administration of the Memoranda of Understanding (MOU), personnel rules, and employment laws, policies, and procedures. The division handled six Civil Service Commission appeals; five grievances; twenty-five unemployment claims; one internal complaint; and attended more than 20 contract meetings with both SEIU and the DSA on a variety of issues.
The goal of the Management Services Bureau is to provide financial, technical and facilities management support for the entire Sheriff’s Department.

**Department Quick Facts**

- Budget for Fiscal Year 2011-12: $611 million
- Sheriff’s Total Authorized Staff: 3,812
  - Authorized sworn staff (FY2011-12): 2,290
  - Authorized professional (non-sworn) staff (FY2011-12): 1,522
- Detention Facilities: 7
- Patrol stations and substations: 18
- Other facilities: 30, including some with multiple users. Additionally, the Sheriff’s Department maintains security for 9 judicial facilities and is responsible for more than 60 remote radio sites.

**Data Services Division**

**NetRMS**

The Sheriff’s Department continued to extend the use of its regional law enforcement records management, “NetRMS” in 2011. With Chula Vista, El Cajon, and Oceanside police departments fully on line, and the Department worked La Mesa, Escondido, and San Diego Harbor police departments on their deployments which will take place in 2012. Carlsbad, Coronado, National City, and San Diego police departments are in the evaluation and planning stages. NetRMS includes case management, workflow management, and crime analysis components, plus automated data exchanges with a variety of other internal and external law enforcement data systems. The Sheriff’s Department negotiated a regional use license for all law enforcement agencies within the San Diego County region providing each agency the opportunity to implement their own systems for a minimal setup cost.

**Windows 7**

During 2011, the Sheriff’s Department began full departmental deployment of Windows 7 after all mission critical applications were certified compatible with new desktop operating system. The
transition to new operating system affords the department a Windows platform that is easy to use, is more responsive and includes set of new tools and functionality that will result in improved staff productivity. For example Windows 7 starts faster, has search function that finds document and programs instantly and allows preview of document content without opening documents. In conjunction with deployment of Windows 7 department workstations are also being upgraded to the latest version of Microsoft Office 2010 that leverages the new Windows 7 capabilities to help staff work more efficiently.

Facial Recognition (eMug)

**CATCH Team success** - On 04/06/11 the Computer And Technology Crime High-Technology program (CATCH) team took down the central figure in a large fraud / ID Theft ring. Forensic examination of his computers revealed fake California driver licenses and photos that were being turned into fake licenses. The exam identified 24 different individuals involved. Using the facial recognition feature in eMug the CATCH team was able to identify 21 out of the 24 individuals. Almost all of them have criminal histories related to fraud and drugs and are on probation. It took less than one hour to identify these suspects. If they had sent out a flyer to local law enforcement it could have taken weeks or months to identify some of these individuals. Using facial recognition from eMug the CATCH team was able to achieve success in this case that could have taken months.

**SDPD Costco Fraud** - In May, a San Diego Police Department (SDPD) Detective sent an e-mail flier seeking information on a female involved in fraud cases. Included in the e-mail was a Costco ID picture of the female subject. Sgt. Ron Edwards ran the photo through the Facial Recognition application and immediately got multiple hits from her various arrests. Sgt. Edwards sent the information to the SDPD detective who was able to solve many of his fraud cases within 5 minutes from receiving the e-mail.

**SDFusion**

SDFusion is a search and subject matching engine developed by Data Services Staff and their consultants that enables us to identify a subject across multiple systems easily. The matching engine automatically identifies individuals that we encounter in various systems and creates a comprehensive historical picture of a subject.
Records and Identification Division

- Processed 16,032 criminal history requests
- Processed 12,002 arrest/crime report requests
- Processed 217,221 10-print cards through the Automated Fingerprint Identification System (AFIS)
- Entered/Cleared 122,616 warrants for arrest
- Entered/Canceled/Updated 50,392 protective service orders
- Serviced 4,874 front counter customers
- Scanned 99,162 jail jacket records (Have now scanned over 680,000 jail jackets since project started in 2005)
- Processed 122,652 telephone calls through the Division's Automated Call Distribution system while placing 44,820 outgoing business calls

Facilities and Special Projects Division

Rancho San Diego Law Enforcement Station

The groundbreaking for this new 26,000 square foot facility was held on November 18, 2011. Site construction work began in December 2011. The overall project cost is expected to be $17.5 million, and completion should occur by May 2013.

San Diego County Women’s Detention Facility

A $221.5 million contract with a Design-Build construction team was signed in August 2011 after a lengthy selection process. A detailed design phase was commenced in Fall 2011, and preparation of the construction documents will continue through the end of 2012. The first phase of this two phase project should be completed by December 2014.

Pine Valley Substation

The site for the future home of the Pine Valley Substation was selected in mid-2011. An architect was retained and design work commenced in late 2011.

Ramona Station Expansion

The Ramona library relocated in 2011, allowing the Sheriff’s Ramona Substation to expand into the vacated space immediately adjacent to the existing Substation. The building was fully remodeled to accommodate administrative and support uses. Upgrades to the original space is in the planning stages.

Fleet Unit

In 2011 the vehicle Fleet Unit deployed 92 new patrol sedans and 18 patrol Expeditions. Additionally, a new tactical command bomb truck was purchased and specialized outfitting will be complete in early 2012.
Contracts Division

- Completed the procurement of a new Automated Fingerprint Identification System (AFIS). This $2.7 million system features state of the art technology that improves case closure rates by greatly increasing the number of prints matched to suspects.
- Completed a new $2.5 million contract with Motorola for 500 Mobile Data Computers used in patrol vehicles.
- Awarded 26 contracts in support of the Aerial Support to Regional Enforcement Agencies (ASTREA) aviation unit. These contracts covered everything from spare parts to training to helicopter engine overhaul.
- Administered over $115,000,000 in revenue agreements.
- Negotiated new contracts for educational and technical education for inmates with the Grossmont Union High School District.
- Contracted for the renovation and improvement of the training rooms in the John F. Duffy Sheriff’s Headquarters building, including installation of state-of-the-art audio visual systems.

Wireless Services Division (WSD)

Regional Communications System (RCS)

The RCS supports more than 21,000 individual radios and during 2011, processed 40,043,342 radio conversations on the network. The Division programmed 3,823 portable and mobile radios for service on the network and provided 53 RCS user training courses throughout the year. The RCS is approaching the end of its 15 year life expectancy and WSD staff worked throughout the year with technical consultants and stakeholders to plan the for the migration to “next generation” technology to meet the public safety communications requirements of San Diego County and Imperial County agencies.

Detentions Facilities Radio System Upgrade

During 2011, WSD replaced obsolete radio systems in four detention facilities in the East Mesa complex with one new state of the art 700 MHz system. This new system provides additional communications capacity and brings the radio communications within the facilities into compliance with new Federal Communications Commission regulations.

Redundant Data Links to Detention Facilities

The Wireless Services and Data Services Divisions worked together to engineer and install redundant data link paths to all Sheriff’s Detention Facilities in 2011. These new data-links are built on a microwave backbone using a mesh network-design to ensure availability and improve overall network communications. These new data links transport critical information for the Sheriff’s Jail Information Management System (JIMS).

Vehicle Communications Upgrades
In 2011, WSD staff installed 210 voice radios into County vehicles and 104 mobile data computers and modems into Sheriff’s patrol vehicles.

Financial Services and Budget/Revenue Management Divisions

Grant Monitoring and Grant Audit Support

Successfully passed audits, site visits and grant monitoring visits in the following areas:

- Audit of the High Intensity Drug Trafficking Area (HIDTA) revenue as part of the County’s Single Audit conducted by Macias, Gini and O’Connell, the County’s external auditors
- State Audit on Peace Officer Standards and Training (POST) reimbursements
- State Audit on DUI Enforcement and Awareness grant
- State Audit on 2006-2009 Urban Area Security Initiative (UASI) grant
- State Audit on Off Highway Vehicle grants
- County audit on Fixed Assets
- Site Visit on the 2007 Public Safety Interoperable Communications (PSIC) grant by the Office of Inspector General
- State Site Visit on 2009 and 2010 Operation Stonegarden grants
- State Site Visit on 2 California Multi-Jurisdictional Methamphetamine Enforcement Team (Cal-MMET) grants
- State Monitoring Visit on Human Trafficking Recovery Act Grant
- Monitoring visits from the City of San Diego for 2007 and 2008 UASI grants, and the 2007 PSIC grant
- Managed the financial components of 74 grants programs that yielded $34 million in revenue, including the fourth year Operation Stonegarden grant award of $6.9 million. Participation in the Stonegarden program has grown from 6 to 20 agencies, including Orange and LA County Sheriff’s Departments.

Collaborated with Licensing Division to develop a fee and required ordinances for the licensing of Medical Marijuana Dispensaries in the County.

Prepared a financial forecast that serves as a planning tool used to establish services priorities and allocate resources over the upcoming five-year period.

Developed and monitored the Department’s two-year operating budget, totaling $611 million for Fiscal Year 2011-12.