

San Mateo County Sheriff's Office Organizational Assessment

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Assessment Completed By



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**EXECUTIVE
SUMMARY**





Meliora Public Safety Consulting, LLC (Meliora PSC) was commissioned by Sheriff Christina Corpus to conduct a comprehensive organizational assessment of the San Mateo County Sheriff's Office (SMCSO). In today's ever-changing public safety environment, public safety leaders must be adept at leading the organization through change, partnering with the community to include those with varying perspectives, collaborating with intra-agency county leaders, addressing opportunities for development, bringing contemporary training and improvement, and being ever-present and willing to adapt to societal issues impacting the industry. An integral piece is the importance of creating a strong executive team who is in alignment with the Sheriff's vision. To that end, Sheriff Corpus built an executive team comprised of highly educated professionals who brought distinct experiences to enhance the team: two police executives with a track record of applying a contemporary approach to leadership and public safety, and a business leader with years of experience in San Mateo County as well as reserve experience at SMCSO.

METHODOLOGY

The organizational assessment process is a multi-step, data-driven process that takes several months to complete due to the comprehensive nature of the work. The scope of the assessment included the following:

- Review the current organizational configuration and service delivery systems to determine optimal staffing that appropriately considers the service delivery expectations, operational budgets, Board of Supervisors' priorities, workload, and goals in all bureaus;
- Assess and evaluate current management capacity, roles and responsibilities, and analyze configuration and reporting relationships to ensure efficiencies;
- Analyze the department's efficiencies in how it serves the community;
- Examine organizational structure and functions;
- Assess human resources related to structure, functions, and duties;
- Assess and evaluate current supervisory roles and responsibilities and analyze reporting relationships to ensure efficiencies;
- Review the office's operational functions and workflow processes;
- Review pertinent documents such as sheriff's office budgets/strategic plans and identify and analyze data from the Computer-Aided Dispatch/Records Management System (CAD/RMS) to provide insight about workload in the Field Services Bureau;
- Analyze organizational/employee performance measurement and accountability systems;
- Assess data collection systems and analytical capacity;
- Analyze agency overtime use and management to include potential staffing alternatives;
- Review staff retention and experience;
- Assess the agency's alignment with 21st Century Policing;
- Conduct focus group meetings with community stakeholders;
- Conduct focus group meetings with various sheriff's office staff groups;
- And conduct interviews with sheriff's office staff.



Meliora PSC conducted a comprehensive organizational assessment based on a six-year data analysis of computer-aided dispatch (CAD) information examining workload, deployment and response times. We opted for a six-year trend analysis instead of a five-year trend analysis in order to provide information on workload pre and post-COVID. We also examined staffing in other areas of the Sheriff's Office compared to the workload and responsibilities of these key functions. In addition to collecting data, policies and documents related to the agency's operational and support service functions, we met with personnel at all levels of the office to gain insight about their ability to provide a high level of service to the community. Meliora PSC also conducted a community meeting to seek input from community members on how the Sheriff's Office is meeting expectations and where there are opportunities for improvement.

As a result of the in-depth assessment of the San Mateo County Sheriff's Office, Meliora PSC found members to be overwhelmingly professional and dedicated to their mission of serving San Mateo County. Contemporary police and sheriff agencies across the country are seeking external reviews of their organizations to gain an objective review and insight on how to make good agencies better. Society demands and deserves public safety agencies that are transparent, committed to continual growth and alignment with best practices, open to community input and continual partnership and dialogue. We are pleased to be part of meeting this expectation for the County of San Mateo.

The in-depth report that follows will highlight areas that demonstrate the Sheriff's Office strengths as well as areas of opportunity for improvement. The recommendations will assist the Sheriff's Office in becoming more aligned with best practices in 21st Century Policing. It is not unusual to have well over 200 recommendations with an agency of this size. This is not indicative of a sub-standard Sheriff's Office, but rather illustrates the depth and detail of the comprehensive assessment process of the entire office. Often recommendations made will involve funding approval from the Board of Directors and/or collective bargaining agreements that will take several months, and in many cases, years to implement.

We have included key highlights that identify themes and significant issues the office is experiencing. Also included in the report are a number of areas the SMCSO is aligned with and/or leading in contemporary public safety principles. A list of summary recommendations and associated pages where the discussion regarding the respective recommendations can be found are included next.

Highlights

- In 2022, Sheriff Corpus was elected the 26th Sheriff to serve San Mateo County. Sheriff Corpus and her new executive team began in 2023. The Undersheriff and Operations Division Assistant Sheriff have decades of police experience in contemporary public safety practices. At the time of the site visit, the second Assistant Sheriff position for the Corrections Division was being filled temporarily by a contract employee who had recently retired from the San Mateo County Sheriff's Office and finished his contracted term; the



Assistant Sheriff of Corrections position remains unfilled. The third Assistant Sheriff position was transitioned to an Executive Director of Administration and is filled by a civilian director

- The SMCSO is staffed with public safety professionals at all levels committed to providing a high level of service. Meliora PSC found personnel to be dedicated and encouraged by the Sheriff's vision to grow the culture of the office to be aligned with contemporary leadership principles and the pillars of 21st Century Policing.
- As part of the assessment, Meliora PSC was asked to provide a proposed organizational chart to enhance functions and efficiencies. During that process, we noted an opportunity to address gaps in management and supervisory oversight. Subsequently, the purpose for adding the following positions will be addressed in detail in the respective bureaus and divisions within the report. As with all sheriff's offices, any staffing additions require approval of the Board of Supervisors.
 - Reassign the Professional Standards Bureau captain position to Support Operations Command.
 - Add one FTE civilian Director (Captain equivalent) with prior experience in overseeing both Records and Property and Evidence Bureaus.
 - Reassign the Transit Bureau lieutenant and Transit Bureau to San Carlos Patrol Bureau and assign the lieutenant to also manage the Field Training program.
 - Add three FTE Lieutenants to the Operations Division with one in the following commands: North County Area Command, Coastside Area Command, and Headquarters Area Command.
 - Add eight FTE Sergeants to the Corrections Division: seven sergeants to the correctional facilities, and one sergeant to Court Security and Transportation Bureau.
- Other additional staffing positions includes, but is not limited to:
 - Add one FTE Grant Manager and one FTE Management Analyst to the Fiscal Services Bureau to monitor and review grants and contracts, and RFPs, respectively.
 - Add five FTE Crime Analyst positions assigned to San Carlos, North Area Command, Coastal Area Command, SFIA/Cargo Theft Task Force, and Task Force Operations.
 - Add three FTE deputy sheriff positions to the Operations Division assigned to Patrol.
 - Add one FTE Motorcycle Deputy assigned to Coastside Area Command serving the unincorporated area and assisting in Half Moon Bay when needed.
 - Add 126 FTE Correctional Officers assigned to Maguire and Maple Street Correctional Facilities.
 - Add six Legal Office Specialists to the Corrections Division.
 - Add six Food Service Workers to the Corrections Division.
 - Add one FTE CSO assigned to Coastside Area Command to handle weekend workload and activities.
 - Add two FTE Cadets (or four part-time cadets) or administrative assistants to cover the public window in Property and Evidence and the public counter in Records.



- Communication breakdowns were mentioned by all levels (sworn, professional staff, and supervisory/management) in virtual meetings as well as on the site visit. This sentiment is frequently expressed during assessments conducted across the country. In some instances, there were examples that justified this sentiment; however, there were other cases that were the result of selective awareness. This presents an opportunity for the leadership, from front-line supervisors to the executive team, to demonstrate intentionality in providing opportunities for staff to be heard, collaborate, and share new ideas as a result of the recommendations presented in this comprehensive report. Meliora PSC suggests consideration be given to the Sheriff hosting quarterly department meetings, inviting staff to attend command staff meetings, and making a concerted effort to personally visit substations, units, and areas where staff work. Those that continue to have selective awareness will have no reason for not being made aware of the progress of the organization. Most others will appreciate the effort made by the Sheriff and the executive team to acknowledge staff's efforts as well as giving them an opportunity to be heard. In addition, it is important for the executive team to work in concert and balance sharing information or requesting tasks be completed through the proper chain of command versus making requests of staff directly without working through their respective supervisors and managers.
- There are several existing vacancies in the Operations and Corrections Divisions and the need to fill these positions and retain qualified staff is crucial. The office is at a critical juncture due to the number of vacancies, an issue that has been growing steadily over the past several years. Subsequently, deputies are expected to work an additional two, 12-hour shifts every two-week pay period. The increased workload is magnifying the adverse impact to personnel and their limited off-duty time, which is compounding morale, recruitment and retention challenges. This workload and schedule cannot be safely sustained.
- Staffing shortages were evident in various areas of the Sheriff's Office. Some shortages were a direct result of not hiring the positions already allocated and other shortages were a function of an over-reliance on staff taking on additional responsibilities to ensure the work is done. Since 2023, a concerted effort has been made to address the hiring shortage.
- In most police and sheriff's agencies, there is a distinction between sworn and professional staff wherein professional staff feel their work is not appreciated. SMCSO professional staff also shared this sentiment during the site visit underscoring the sense of feeling undervalued. The creation of a civilian Executive Director of Administration position creates a civilian career ladder and pathway for professional staff to ascend in supervisory and leadership roles and responsibilities.
- Overall, there is an absence of management reports to strategically assist Sheriff's Office managers and supervisors in effectively overseeing the office. We found that supervisors relied on anecdotal information or even oral history rather than accurate data and analytics. Reports that are needed include crime trends reports, case management reports, deputy activity reports, records and property and evidence reports, and community traffic complaints.
- Dedicated staff is committed to getting the job done; however, there were no position manuals in several instances to assist in the event of a transfer or someone filling a position temporarily. With people retiring, there is a risk that institutional knowledge on the how



and why things are done can be lost resulting in gaps in service or processes not being done creating unintended risk liability exposure.

- In some instances, policies were either in need of creation or updating. The Sheriff's Office already subscribes to Lexipol for policy updates and can use existing services to address these areas. Rather than accepting policies and updates where some aspects of the policy or update is inconsistent with the office's practices, a concerted effort must be given to implementing a process for in-depth policy review and customizing the policies to the actual intent of the office.
- There were opportunities for equipment and resources to be sought, most notably the Portola Valley substation computer software, printer and furniture, POST field training software, and traffic collision software.
- The Data Analysis Toolkit is one program the SMCSO will now be able to use going forward to analyze workload, deployment, and response times. However, other key divisions and units, such as detectives, corrections, and other bureaus lack similar workload analytical systems. It is imperative a priority be made to establish these systems and processes that will assist with tracking data and improving the office's efficiencies.
- There were a number of opportunities to realign some sworn assignments to professional staff and/or create additional professional staff positions. We note this is not specific to San Mateo County SO, but rather the industry recognizing the value of professional staff to perform non-enforcement related areas of public service and more appropriately fund and staff the agency. An example of a contemporary organization, SMCSO has already made this transition by creating a civilian Executive Director of Administration.
- Training is consistently an area of opportunity in most all assessments, and that was the case at San Mateo County SO as well. Training opportunities included leadership, management and supervisory as well as technical skill-based training depending on the assignment. By establishing a Training Plan for the agency with a detailed Training Matrix for each position, both sworn and professional staff, and operationalizing it in a Training Calendar, personnel will be trained timely and prepared for a variety of positions. An unintended consequence of the office slipping into the staffing crisis is staffing being prioritized over training.
- With the growth of the county, the evolution of policing, and having experienced a pandemic, the San Mateo County Sheriff's Office is poised to adapt to opportunities to evolve the agency. Overwhelmingly, personnel at SMCSO are dedicated professionals eager to see the office evolve and become a more contemporary organization. As we shared with staff along the way, it is incumbent on all members of the SMCSO to collaborate with the executive team to realize this overarching goal.

Meliora PSC would like to thank the Sheriff Christina Corpus, Undersheriff Chris Hsiung, Assistant Sheriff Ryan Monaghan, Contractor Paul Kunkel, Executive Director of Administration Victor Aenlle, and their staff for the cooperation and assistance in gathering the details and research needed to complete this project.

The list of summary recommendations is organized into one bureau and three divisions: Professional Standards Bureau, Operations, Corrections, and Administration Divisions.



SUMMARY RECOMMENDATIONS

San Mateo County Sheriff's Office

1. Continue to recruit for diversity particularly amongst women, Asian, and Hispanic groups to better align with the community they serve. (Page 52)
2. Consider pursuing a strategic plan for the SMCSO. (Page 58)
3. Add one FTE civilian Director (Captain equivalent) with prior experience in overseeing both Records and Property and Evidence Bureaus and realign the bureaus and units as reflected in proposed Org Chart. (Page 65)
4. Update Policy § 200 – Organizational Structure and Responsibilities (Page 66)

Professional Standards Bureau

5. Combine professional standards sworn and professional standards civilian under one Professional Standards Bureau. (Page 68)
6. Reassign the PSB captain position to Support Operations Command. (Page 69)
7. Research and implement an electronic personnel management system. (Page 70)
8. Assign SMCSO staff and supervisors who maintain personnel records attend personnel records and Public Records Act. (Page 70)

POLICY

9. Examine the entire policy management process and evaluate who is tasked with policy management to ensure policies are being reviewed, updated, and acknowledged by all SMCSO staff. (Page 74)
10. Consider moving policy management to the Professional Standards lieutenant position under the guidance of a Quality Assurance Unit. (Page 74)
11. Ensure policies are reflective of practice, and either update policy or align practice with the intended policy. (Page 74)
12. Develop bureau/unit manuals for each area of the office. (Page 75)

RECRUITMENT, HIRING, AND RETENTION

13. Review the contract with Guardian and/or contact Guardian and learn which “on-demand” steps and or “on-demand” options they have paid for and/or are using. (Page 78)
14. Request a refresher training demonstration from Guardian. (Page 78)
15. Re-examine the number of personnel assigned to the management and processing of applicants to determine if more staff is needed. (Page 79)
16. Conduct regularly scheduled in-person interviews of applicants during the hiring process. (Page 79)



17. Review Lexipol's latest version of the recruitment and selection policy and consider updating the policy so it can be more reflective of contemporary hiring standards and of the efforts staff is currently making. (Page 81)
18. Regularly document demographic information for current employees and new personnel hired. (Page 82)
19. Make exit interviews mandatory to be conducted in-person by the PSB lieutenant and/or the in-house Sheriff's Office Human Resources Manager. (Page 87)

PERFORMANCE EVALUATIONS

20. Amend Policy § 322 Reserve Deputy to include information about the reserves performance evaluation system. (Page 89)
21. Ensure overdue employee evaluations are completed immediately. (Page 90)

PROMOTIONS/SPECIALTY ASSIGNMENTS

22. Contact Lexipol and establish a promotional policy. (Page 90)
23. Implement a tracking system to electronically track all employees, their assignments, and promotions. (Page 90)
24. Implement a rotational policy that sets limits on the number of years in a specialty assignment and incorporate in policy. (Page 91)

EMPLOYEE WELLNESS

25. Assign Peer Support Group members to attend critical training such as advanced peer support and related conferences. (Page 94)

TRAINING

26. Consider having the Training/Range offsite personnel attend monthly or bi-monthly meetings at headquarters rather than conducting separate meetings. (Page 97)
27. Develop a more expansive and detailed training plan for 2024 and years to follow. (Page 98)
28. Develop a training matrix listing all positions and the respective mandated, essential, and desirable training for each category. (Page 99)
29. Create a more robust training committee and add a professional staff member(s) to the committee to increase the number of personnel on the team. (Page 100)
30. Require the training manager to actively audit and maintain training records to ensure all training is completed and documented. (Page 101)
31. Conduct monthly audits of Daily Training Bulletins (DTBs) to ensure compliance versus waiting for Lexipol to prompt the training manager. (Page 103)
32. Contact Lexipol for training on DTBs, ensure personnel are compliant with monthly DTBs and policy review, and develop a procedure for compliance with DTB and policy review. (Page 103)
33. Implement a formal supervisory training program for both sworn sergeants and professional staff supervisors. (Page 105)



34. Consider making the Sheriff Recruit and Correctional Officer pre-academies more formalized and document the pre-academy plan in written format. (Page 106)
35. Conduct an annual audit (or at minimum when there is a change in range management or sheriff leadership) DOJ/SMCSO weapon inventory list comparisons to ensure all SMCSO guns/weapons are accounted for and continually reconcile the weapon inventory including non-lethal weapons. (Page 110)
36. Analyze if one or more of the administrative training positions could be reassigned/hired to professional staff to oversee one or more of these functions. (Page 111)

INTERNAL AFFAIRS

37. Develop a SMCSO-specific personnel investigations manual. (Page 113)
38. Make available hard copy complaint/commendation forms at the front counter and any substation or public Sheriff's Offices. (Page 113)
39. Update the complaint/commendation form in other languages, replace "citizen" with community member or public, and add a text button next to the Policies and Procedures button indicating "Commendation/Complaint Form." (Page 113)
40. Record the initial meeting with the complainant and transcribe all interviews. (Page 116)

USE OF FORCE

41. Implement a use of force board review process. (Page 122)

EQUIPMENT

42. Track all vests in the Training Unit by expiration date and facilitate new vests for personnel. (Page 126)

WORKERS COMPENSATION

43. Request Human Resources and the Athens Administrator provide a detailed quarterly overview report. (Page 132)

STRATEGIC COMMUNICATIONS

44. Assign Strategic Communications to PSB under the Undersheriff's duties and responsibilities and ensure the Undersheriff provides training and mentorship to the new Director of Communications as well as establish a strategic communications plan. (Page 136)
45. Ensure the Director of Communications is provided the circumstances, needs, and goals that need to be achieved in this new position, and establish objectives for the Director of Communications as soon as possible to include how the new role will be measured and how frequently. (Page 137)
46. Assign the civilian Executive Director of Administration, Director of Communications, and all media team members to attend a PIO course, media relations course, Public Records Act training, as well as an Office of Emergency Services training. (Page 139)



Operations Division

PATROL

47. Provide one sergeant per briefing "pre-briefing time" as straight compensation time off. (Page 143)
48. Establish a master briefing schedule with information sent to the Training Unit and implementing a digital system for this process, and update the Briefing Policy to reflect the current practices. (Page 144)
49. Maintain the collateral duties in their respective division to be used as learning opportunities to grow the acumen of other supervisors and managers who may not have been assigned a collateral duty, and create a master ancillary duty list for the patrol supervisors and managers to ensure the duties and assignments are relevant to the Patrol Division and updated annually. (Page 145)
50. Return the night shift to the 14-shifts per month rotating schedule, the same as day shift. (Page 148)
51. Consider ending the 5:00 a.m. start time for day shift, or at the very least, limiting the number of early deputies to two, versus three or more to maintain the appropriate staffing levels at the end of the shift. (Page 149)
52. Designate spots on the shift sign-up list for each team that can be designated for deputies with less than two years of experience, and implement a shift rotation schedule that would allow deputies to remain on a shift for a limited time. (Page 149)
53. Add three FTE deputy sheriff positions assigned to patrol to meet minimum staffing needs. (Page 151)

OVERTIME

54. Consider making the reduction or elimination of mandatory overtime a critical goal for improving recruiting and retention. (Page 154)
55. Evaluate minimum staffing levels to determine if those levels can be adjusted downward during non-peak hours of calls for service. (Page 154)
56. Consider temporarily suspending some non-mandated court services and patrol response to non-critical calls for service until staffing improves. (Page 154)
57. Evaluate the ongoing projected costs of continuing the practice of paying double overtime compensation. (Page 155)
58. Provide adequate training to all managers and the administrative staff members assigned to support those managers for using the valuable budget monitoring tools, and establish a practice requiring managers to review monthly budget reports that are relevant to their area of responsibility and report any significant trends of over or under expenditures. (Page 156)
59. Develop a system (beyond self-tracking by the employee) that allows supervisors to ensure that employees do not exceed the 48-hour overtime limit and 18 consecutive hours worked limit including the 8-hour off duty minimum before and after a shift. (Page 156)



60. Review and evaluate the consecutive work hours policy in light of the findings of numerous sleep studies conducted for law enforcement. (Page 156)

PATROL ADMINISTRATIVE WORKLOAD

61. Work with the San Mateo County Public Safety Communications and CAD/RMS system vendor to ascertain if there is an electronic feature that allows deputies to log administrative "busy time" for these specific types of daily administrative and personal tasks, and collect details such as type of personal busy time for breaks, gear, equipment, etc., and information of types of administrative activities such as meeting, briefing, report writing, court, etc., for future electronic data analysis. (Page 168)

CALL MITIGATION

62. Consider temporarily suspending deputy response to disturbance calls such as barking dogs, loud vehicle, and loud music and other similar calls; to certain alarm calls such as burglar and car alarms; and replace field response to non-injury and property damage only traffic accidents with an on-line reporting option. (Page 188)

CONTRACT SERVICES

63. Review the contracts and begin negotiation with the cities and towns for full cost recovery of all services provided, to include support staff working at the respective facilities, headquarters or the substation, in support of contract services. Additionally, SMCSO should engage with the contract cities of Millbrae, Half Moon Bay, and San Carlos and the Town of Portola Valley to add deputies to balance the workload. (Page 189)

NORTH COUNTY COMMAND AREA

64. Consider adding a lieutenant rank to the North County Patrol Bureau when staffing permits. (Page 193)
65. Conduct a classification study of professional staff in all bureaus to ensure that the professional staff's classification and duties are accurate. (Page 195)
66. Assign one or two deputies to begin their 12-hour shift at 5:00 a.m. to allow for deputies to be in the field while the other deputies are in day shift briefing. (Page 195)
67. Assign the CSOs to attend a report writing class during their training. (Page 205)

COASTSIDE COMMAND AREA

68. Add one FTE lieutenant rank to the Coastside Area Command when staffing permits. (Page 209)
69. Add one FTE motorcycle deputy to the Coastside Area Command primarily handling the unincorporated areas, but also respond to assisting when required in Half Moon Bay. (Page 211)
70. Ensure the early deputies that start one hour before the normal shift time deploy in the field and return for briefing, or end the practice of using early deputies in Coastside Area Command. (Page 212)



HALF MOON BAY

71. Consider adding one FTE CSO position to the Coastside Command Area on the weekends to assist with tourism related issues, such as parking, traffic, etc. (Page 217)

HEADQUARTERS COMMAND AREA

72. Prior to moving into the new office building, conduct an evaluation of workspace locations to ensure workflow efficiencies. (Page 222)
73. Add one FTE lieutenant rank to the Headquarters Area Command structure to provide administrative oversight of the various functions at Headquarters. (Page 223)

PORTOLA VALLEY

74. Review the Portola Valley substation with consideration given to information security and update the Portola Valley substation's current computer software, printer, and office furniture. (Page 230)

FTO PROGRAM

75. Ensure the FTO supervisor reads the DORs for all deputy trainees. (Page 240)
76. Update and enhance the FTO selection requirements. (Page 240)
77. Develop a trainee/FTO rotational forecasting method that takes into consideration the frequency of FTOs who are training and publish the trainee rotation schedule monthly. (Page 241)
78. Maintain a quarterly FTO meeting schedule and encourage FTP management to publish a yearly meeting schedule to allow FTOs to schedule their time appropriately, and include FTO training during the quarterly FTP meetings to encourage continued learning and advancement. (Page 242)
79. Reorganize the reporting structure of the FTP to include management oversight. (Page 243)
80. Formalize the CSO training manual like the FTP manual to establish standards in not only what is trained but the timeliness of evaluations, and establish FTO-trained Community Service Officers to further formalize the training standard in this area, establish a professional career ladder, and relieve deputy FTOs from this training responsibility. (Page 245)
81. Update Policy § 416 to accurately outline the program and solidify the titles, roles and responsibilities of members involved in the FTP. (Page 245)
82. Develop and adopt an FTP manual that includes detailed learning outcomes of each phase as well as learning syllabuses, and annually review the manual to ensure compliance with statutes and best practices. (Page 245)
83. Purchase updated software that incorporates POST standards and training elements. (Page 246)
84. Reassign the FTP to San Carlos Patrol Bureau as this is a patrol-centric bureau more closely aligned with the FTO program. (Page 246)



SCHOOL RESOURCE DEPUTIES

85. Establish MOUs or MOAs with the schools or school districts SMCSO partners, annually review MOUs or MOAs, and make the updated copies available to the SROs and supervisors. (Page 249)
86. Change the call sign designations for the School Resource Unit. (Page 250)
87. Hold monthly meetings with the Community Engagement Unit to discuss items such as upcoming events, staffing for those events, programs participation, program needs, etc. (Page 250)
88. Open lines of communication with the SRO Team and San Mateo County Office of Education (SMCOE), and assign the SRO sergeant to partner with SMCOE to stay current on programs, issues, and initiatives. (Page 250)
89. Develop a SRO job description that outlines the roles and responsibilities of the position, and include assignment to patrol or juvenile detectives during the summer. (Page 251)
90. Develop and maintain a Schools Emergency Response Book, which includes each school's emergency response strategies, maps, contact numbers, codes, or key locations. (Page 251)
91. Create a comprehensive Community Engagement Section Manual as indicated in SMCSO Policy § 202 – Bureau Manuals, and contact Lexipol to implement a SRO-specific policy. (Page 252)

COMMUNITY ALLIANCE TO REVITALIZE OUR NEIGHBORHOOD (CARON)

92. Develop a standardized community academy course curriculum that focuses on educating the public on the criminal justice system, Sheriff's Office operations and why and how deputies respond to calls; review the curriculum annually. (Page 254)
93. Develop at least two additional Parent Program trainers to deliver course content. (Page 255)
94. Develop a CARON strategic plan that is consistent with the Sheriff's Office mission and vision, and include a strong hierarchal structure that supports the strategic plan. (Page 256)
95. Implement a system to track CARON events, attendance, and costs to accurately account for sponsored events. (Page 257)
96. Assign a position within the Community Engagement Unit to ensure all social media platforms, including websites, contain current information on CARON and SAL. (Page 257)

SHERIFF'S ACTIVITIES LEAGUE (SAL)

97. Develop a youth program that introduces the young adults into working in a Sheriff's Office. (Page 260)
98. Develop a SAL strategic plan that outlines a clear path for the next five years. (Page 261)
99. Establish clearly defined job descriptions and roles within SAL staffing. (Page 261)



BIKE UNIT

100. Create a Bike Unit policy and manual. (Page 262)
101. Ensure the team receives training on Patrol Bicycle Operations due to the perishable skills and safety consideration involving bicycles in a field environment. (Page 262)

TRAFFIC UNIT

102. Reassign the Traffic Unit, including the Administrative sergeant, to Headquarters Command Area – Special Services. (Page 272)
103. Assign the motor deputies' evaluations to be authored by the traffic sergeant with input from the respective patrol team sergeant. (Page 272)
104. Issue agency-owned cell phones to the members of the Traffic Unit. (Page 274)
105. Assign two motor deputies to attend the intermediate accident investigation course this year, advanced traffic collision investigation next year such as automobile-pedestrian, motorcycle and/or bicycle, and reconstruction courses, and that CSOs be sent to the Basic and Intermediate Collision Investigation course. (Page 274)
106. Create traffic collision monthly reports to be disseminated throughout patrol. (Page 281)
107. Increase the number of sworn staff assigned to DRE as well as ARIDE to alleviate the small number of patrol staff assigned this responsibility. (Page 284)
108. Ensure all CSOs are trained and assist with minor injury and non-injury traffic collisions, parking enforcement, crime reports with no suspects, and deploying speed signs throughout the county. (Page 285)
109. Implement a process to track traffic-related complaints by category, location, complainant, outcome, and include the office's response. (Page 286)
110. Implement a process to track the efforts to contact those with suspended / revoked driver's licenses. (Page 286)

PYSCHIATRIC EMERGENCY RESPONSE TEAM

111. Create a Memorandum of Understanding (MOU) outlining the roles and responsibilities of this worthwhile collaborative county effort with BHRS and SMCSO, address the clinicians' schedule flexibility in the MOU, include cross-training of BHRS clinicians, and continue attending the annual conference with the PERT detectives and clinicians annually. (Page 288-290)
112. Update Policy § 424 to include the addition of ECIT. (Page 288)
113. Conduct an annual review and analysis of response to incidents per Policy § 424.12. (Page 288)
114. Assign PERT detectives to attend the POST Homeless Liaison Officer training course. (Page 290)
115. Move forward with plans to provide jail personnel ECIT specifically designed for the jail setting. (Page 291)
116. Collaborate with Forensic Mental Health and BHRS to refer those transitioning out of the jail. (Page 291)



117. Update the CAD/report system to include an indication if there was a mental health component so that monthly, quarterly, annual reports can be generated. (Page 292)
118. Expand the PERT team by two additional teams: two SMCSO detectives and two BHRS clinicians. (Page 295)
119. Create a Behavioral Health Unit to include PERT, CARES, ECIT, Project Guardian, and future efforts in this area. (Page 296)

K9 UNIT

120. Reassign the K9 supervisory duties from countywide security to a patrol sergeant, assign a second patrol sergeant as a K9 supervisor due to the size of the K9 team and in order to provide broader coverage, and ensure the K9 sergeants attend the POST K9 Coordinator's course as soon as possible. (Page 297)
121. Update the policy to indicate a K9 handler's maximum length of service, and add the pre-requisite to successfully complete the POST K9 agitator course to Policy § 307.8. (Page 299)
122. Conduct research on a K9 trainer to provide a monthly 8-hour training day, with unit training continuing the other three weeks in the month. (Page 299)
123. Reassign the K9 Unit to Headquarter Command Area – Special Services. (Page 301)

SWAT/CNU

124. Update the SWAT manual as soon as possible in order align with best practice, update Policy § 403 to include firearms qualification, and ensure being off probation and having at least two years of experience is included in both the SWAT and CNU sections. (Page 303)
125. Seek a police psychologist to continue this important function in the testing process described in the policy. (Page 303)
126. Assign the SWAT leadership team to attend the POST Basic and Advanced Commander's courses as soon as possible. (Page 304)
127. Document the training needs assessment for continuity to ensure the training objectives are either met or addressed the following year. This could be done by establishing a process to track deployments, which can be used to conduct training and address any resource issues that may also be needed. (Page 304)
128. Ensure SWAT/CNU training records are maintained with Professional Standards – Training Unit. (Page 304)
129. Conduct training with San Francisco SWAT and San Jose MERG at least annually. (Page 304)
130. Obtain membership for all current SWAT members to join CATO and/or NTOA. (Page 305)
131. Assign groups of operators to attend the Advanced SWAT Operator's course over the next few years. (Page 305)
132. Assign the CNU sergeant to attend the CNU supervisory course immediately. (Page 306)
133. Reassign SWAT/CNU to Headquarter Command Area – Special Services. (Page 307)



BOMB SQUAD

134. Develop a succession plan to ensure personnel have the opportunity to become part of the bomb squad while minimizing gaps in service should a vacancy occur. (Page 309)
135. Assign the technicians to attend both the hazardous materials certification and FBI post-blast course, and consider assigning deputies currently on the team or those contemplating joining to attend the electronics courses. (Page 309)
136. Create a Bomb Squad Manual to ensure the industry standards are included and SMCSO staff throughout the office are properly trained. (Page 310)
137. Reassign the EOD/Bomb Squad to Headquarter Command Area – Special Services. (Page 311)

Support Operations Command

INVESTIGATIONS BUREAU

138. Fill the vacant detective positions, SFIA/Cargo Theft Task Force unit vacancies, and once the second LOS position is formally vacant, fill the LOS as soon as possible. (Page 314)
139. Consider reclassifying the position and changing the name of the "Court Officer" to "Court Liaison," and create a commensurate salary range for the position. (Page 314)
140. Establish a system to mail a letter or send an electronic email message to all crime victims in cases where the crime report was received, contained no workable leads, and the case was not assigned to a detective. (Page 315)
141. Appoint a member of the office to serve as the crime victim liaison. (Page 315)
142. Research the number of cold case homicides in order to properly manage the cases as more advanced techniques for solving cold cases becomes available. (Page 315)
143. Consider utilizing civilian investigators assigned to the Investigations Bureau. (Page 316)
144. Schedule detectives to work a staggered schedule to include having at least one detective work on Fridays to accommodate public needs that may arise. (Page 316)
145. Create a comprehensive Detective Manual and a SFIA/Cargo Task Force Unit Manual to include contemporary resources, methodologies, and available technology and databases. (Page 318)
146. Assign all General Investigations and SFIA/Cargo Task Force detectives to be sent to a Basic Homicide Investigations school, and send all General Investigations detectives to attend Sexual Assault Investigations school, upon assignment to investigations or whenever feasible depending on class schedules and availability. (Page 318)
147. Provide the Investigations Bureau lieutenant a take-home detective unit. (Page 318)
148. Review the MOU with San Francisco PD and explore them taking a more active role in investigating crimes that occur at the SFIA. (Page 320)
149. Consider utilizing civilian investigators and assigning one to the SFIA Cargo Theft Task Force. (Page 320)
150. Return the LOS from Headquarters or add one FTE LOS to the SFIA Cargo Theft Task Force physically assigned at the airport. (Page 323)



CRIME ANALYSIS UNIT

151. Consider restructuring the CIU, adding five FTE professional support staff Crime Analyst positions and assign one each to the following geographic areas: San Carlos, North Area Command, Coastal Area Command, SFIA/Cargo Theft Task Force, and Task Force Operations. (Page 326)
152. Solicit input from CIU when deciding to purchase and prior to selecting software solutions, applications, or databases as they are most familiar with what the specific needs are for the successful implementation of the crime analysis software solution. (Page 326)

TASK FORCE OPERATIONS

153. Rename Task Force Operations to the Major Crimes Suppression Bureau to more accurately describe the function. (Page 327)
154. Review the position held by the Administrative Assistant II for reclassification to a Management Analyst B. (Page 329)
155. Exempt undercover detectives from working any uniform overtime assignments. (Page 329)
156. Assign all SMCNTF deputies to attend a Basic Homicide Investigations school. (Page 331)
157. Intelligence unit file cabinets should be individually locked in addition to currently being kept in a locked room. (Page 333)
158. Reconcile the policy inconsistencies and update the SMCSO policy and Narcotics Task Force Policy and Procedure Manual. (Page 334)

TRANSIT BUREAU

159. Reassign the Transit Bureau to the San Carlos Patrol Bureau. (Page 336)
160. Create a Transit Bureau policy manual. (Page 337)
161. Initiate dialogue with the districts regarding extending their contracts to provide 24-hour service once staffing issues have stabilized. (Page 338)
162. Consider treating the Transit Bureau as a specialty unit not subject to the shift bid process. (Page 339)
163. Create a one-week training program to onboard new transit deputies similar to the SMCSO's FTO program. (Page 339)
164. Begin tracking the CSO's time on report writing, citation issuing, and on calls for service activity and fill the vacant CSO position as soon as possible. (Page 341)

HIDTA/NCRIC/JTTF

165. Reassign HIDTA, NCRIC, and JTTF to Support Operations Command. (Page 345)

HOMELAND SECURITY

166. Reassign Homeland Security, Countywide Security, and the Emergency Services Bureau to Support Operations Command. (Page 350)



167. Implement a strategic practice by SMCSO executive level leaders, especially the Sheriff, of visiting volunteer meetings, training events, or incidents whenever possible. (Page 352)
168. Enlist a work group from ESB and the Fiscal Unit to create a process to solve the significant problem of providing adequate food and water to support the volunteer cadre. (Page 352)
169. Authorize adequate resources to complete the update of the extensive Homeland Security Division Manual within a year. (Page 352)
170. Develop processes, guidelines, and clearly defined roles and responsibilities for grant management to avoid duplication of efforts. (Page 354)
171. Replace a portion of the Honor Guard's uniform stock each year. (Page 356)

EMERGENCY SERVICES BUREAU

172. Assign administrative/clerical support to the ESB sergeant to manage the extensive record keeping requirements of the position. (Page 358)
173. Ensure the length of the ESB sergeant assignment is at least four to five years based on the time needed for training of the various units as well as developing working relationships, and start succession planning one to two years before the current sergeant vacates the position. (Page 359)
174. Consider consolidating several of the current storage areas. (Page 360)
175. Consider cross-training another member of the Sheriff's Office in the ESB Equipment Coordinator duties, perhaps a current ESBL member. (Page 360)
176. If a decision is made to issue credit cards or open vendor contracts for emergency food and water purchases, members of the ESBL cadre are ideally situated to be assigned that responsibility because they are at the scene of the event, and easily identifiable for the purpose of accountability for any purchases. (Page 361)
177. Develop a training curriculum and/or matrix for the ESBL unit. (Page 361)

AIR SUPPORT UNIT

178. Develop a monthly and annual report that can be auto-populated and shared with executive leaders to provide information and data about the benefits of using grant and forfeited asset seizure funds for the air support asset. (Page 364)
179. Consider training additional personnel to act as Tactical Flight Officers as an ancillary duty. (Page 365)
180. Review by the Executive team of the audit completed in 2020 and consider acting on key recommendations, particularly the Air Support Operating Manual and Homeland Security Division policy and procedural manual, utilization of more TFOs, and a long-term strategy for aircraft maintenance. (Page 365)
181. Conduct internal agency-wide training to raise awareness of the capabilities of the Air Support Unit and the process for requesting the service. (Page 365)

CLIFF RESCUE/DIVE AND MARINE UNITS

182. Consider placing a Sheriff's Office member from each of these three units into a temporary duty assignment (one to three months) to immediately update and



document training and qualifications standards, policies, and procedures for each unit. During the development of these standards and procedures, experts from reputable professional associations, such as the Mountain Rescue Association or California Boating Safety Officers Association, are consulted to ensure that best practices are incorporated into the standards and procedures. (Page 366)

183. Consider accelerating the process of developing policies, procedures, and standards for the unit by immediately assigning the Marine Unit Coordinator to a temporary duty assignment to complete this work. (Page 368)

UNMANNED AERIAL SYSTEMS

184. Increase the monthly training from four to a minimum of eight hours. (Page 372)

RESERVE DEPUTIES

185. Engage reserve deputies to assist more often in the staffing shortages in Transportation and Court Security. (Page 375)

EXPLORERS

186. Continue to rebuild both Explorer Posts consistent with the guidelines contained in the Homeland Security Division Policy and Procedure Manual, revisit the core purpose of each Explorer Post, and consider moving Post 810 to the Community Engagement Bureau. (Page 376)

COUNTYWIDE SECURITY

187. Prioritize a list of relevant training to reinforce the successful performance of these duties and ensure training is attended within 18 months. (Page 377)
188. Review and prioritize the job duties assigned to countywide security, develop a job description, and create policies and procedures to guide the work. (Page 378)
189. Assign an administrative support position to support the work of the sergeant, and particularly manage what is largely the clerical function of managing key cards for hundreds of employees. (Page 378)
190. Assign the security detail for the Board of Supervisor(s) to other sworn positions as an ancillary duty. (Page 378)

Corrections Division

IDENTIFIED CHALLENGES

191. Identify the number of deputies and COs by posts, positions, and relief factors for corrections. (Page 382)
192. Develop and deliver on an ongoing basis a training program that complies with Policy § 300 relating to county personnel, volunteers, and contractors who conduct business in the secure area of the Corrections Division facilities. (Page 383)



193. Staff the Maguire lobby daily with a CO to assist escorts and with self-surrenders. (Page 383)
194. Explore giving COs peace officer powers while on duty and develop and implement a program that addresses use of deadly force and weapons handling/qualification. (Page 384)
195. Develop a formal training program and deliver it to deputies, sergeants, lieutenants, and captains before they are assigned to a specific correction designated position. (Page 384)
196. Staff to the proposed coverage plan with corrections personnel and eliminate the "transient" staffing environment that currently exists. (Page 384)
197. Staff to the proposed coverage plan regarding facility rovers, floor rovers, core posts, and jail transport/search teams. (Page 384)
198. Develop detailed emergency response plans, including various scenarios, and conduct training for all staff assigned in the Corrections Division (not just custody staff) regarding their roles and responsibilities. (Page 384)
199. Adhere to the proposed staff coverage plan regarding the kitchen security officer. (Page 385)
200. Formalize the "Movement Roster" procedures in written policy and procedure that dictates what moves of incarcerated persons are to occur and any changes in their classification status. (Page 385)
201. Change the shift relief time to a time when the shift can have someone open the doors or provide a person to ensure timely access to the building. (Page 386)
202. Develop a formal training program and deliver it to sergeants and lieutenants prior to their assignment to ensure that they are familiar with all LOS staff functions and duties. (Page 386)
203. Review "on call" practices for LOS supervisory staff to ensure compensation for after-hours work performed when contacted by LOS personnel. (Page 386)
204. Staff LOSs in the proposed coverage plan that provides for a relief factor. (Page 386)
205. Conduct an ongoing formal and documented review of policies and procedures. (Page 386)
206. Conduct a review of the incarcerated persons grievance policy, and that the policy and practices be clearly defined and aligned with the requirements of the state standards. (Page 387)

FOCUS GROUPS, STAFF AND OBSERVATIONS

207. Develop, implement and maintain a formal written hazard communication plan at each workplace. (Page 389)
208. Prioritize the organizational assessment recommendations, develop plans of action, and provide ongoing communication to all staff of the status of corrective action plans undertaken. (Page 389)
209. Conduct a detailed assessment of the healthcare delivered at both facilities to either validate staff concerns/observations or confirm that the level of healthcare being provided to incarcerated persons is adequate. (Page 391)
210. Explore a career ladder for promotion in the Corrections Division. (Page 391)



- 211. Incorporate training on Strategic Inmate Management (SIM) in the basic and in-service training program. (Page 392)
- 212. Increase the number of available iPads in each housing pod. (Page 392)
- 213. Staff to the proposed coverage plan and give CO's peace officer powers while in the performance of their duties. (Page 393)

MAGUIRE CORRECTIONAL FACILITY

- 214. Senior leadership should meet with the health care provider and address both parties' concerns. (Page 397)
- 215. Open and staff 2-West medical to reduce the number of hospitalized incarcerated persons. (Page 397)
- 216. Evaluate the trends for medical refusal and communicate to the agency leadership. Then, develop a process where people meeting some of the medical refusal criteria are automatically transported to an emergency room for clearance. (Page 397)
- 217. Review of the trends of incarcerated persons requests to determine what information would be helpful to incorporate into the iPads that an incarcerated person can directly access. (Page 398)
- 218. Conduct an ongoing training refresher regarding information in the jail management system that the housing officers can access to respond to IP questions. (Page 398)
- 219. Develop and implement a mandated cross training program that includes court desk positions. (Page 398)
- 220. Review the impact of the system change and explore options to upgrade the CJIS system that enables integration with the rest of the criminal justice system to reduce court desk workload and error rates. (Page 398)

MAPLE STREET CORRECTIONAL CENTER

- 221. Consider a reconfiguration of the large video visitation area that will permit secure in-person visits. (Page 400)
- 222. Reorganize the clinic area to reduce clutter, and possible excessive/unnecessary supplies. (Page 400)
- 223. Conduct a detailed security assessment to identify and address blind spots throughout both facilities. (Page 400)
- 224. Staff to the proposed coverage plan for a classification officer at MSCC. (Page 401)
- 225. Establish and implement policy and procedures to address the formal screening of incarcerated persons for STG affiliation and include documentation. (Page 401)
- 226. Ensure jail staff are included in the Sheriff's Office gang task force membership to assist in sharing information that may be critical to public safety. (Page 401)

DAILY JAIL OPERATIONS STAFFING

- 227. Staff to the proposed coverage plan that includes four facility rovers in each facility, specific floor rovers, core officers on each shift, and a specific transport team on each shift. (Page 404)
- 228. Fund the proposed coverage plan to support three commissary positions. (Page 408)



- 229. To support long-term planning and validating of functions/needs occurring in corrections, conduct a review of the current JMS system by staff that understands the need to gather, consolidate, evaluate, and report data relating to inmate-on-inmate assaults, inmate on staff assaults, suicide attempts, inmate injuries, escape attempts, various medical and security related events, and other significant incidents that occur. (Page 409)
- 230. Staff to the proposed coverage plan and enable COs to possess peace officer powers in the performance of their duties to assist/perform these transports. (Page 411)
- 231. Record and track the actual transport destinations, mileage, number of deputies on transport, and departure/return times and dates. The data should be used to develop staffing needs on an annual basis regarding jail transportation activities. (Page 411)
- 232. Staff the training section with career corrections staff who have been exposed to correctional best practices, correctional leadership, and succession planning development. To support this will require the agency to develop and implement a formal career corrections pathway for promotional opportunities from CO through the assistant sheriff of corrections. (Page 413)
- 233. Establish and report a more detailed accounting of employment, promotion, assignment, and leaving employment dates. This will better account for turnover rates by job classification and demonstrate the impact of a high rate of supervisor turnover in the Corrections Division. (Page 413)

CHART DAILY ACTIVITIES

- 234. Complete the evaluation of daily activities for both facilities. (Page 420)

COVERAGE PLAN

- 235. Focus on the fire safety program through the proposed extra-hire person or by the proposed standards compliance staff. (Page 429)
- 236. Develop a plan to pursue increasing the number of funded positions required to support the recommended staff coverage plan. (Page 432)

EVALUATE THE COVERAGE PLAN

- 237. Staff the standards compliance positions with career corrections personnel that understand California's minimum standards and the PREA standards. Through constant review of policies, procedures, training, and practices will enhance compliance and minimize liability exposure. (Page 434)

SCHEDULING

- 238. Employees who might be relieved early should communicate their relief to the control center to ensure a sound accounting of personnel on duty is maintained. (Page 439)
- 239. Identify and implement a payroll system that captures the start and relief time of employees to ensure accuracy of actual time worked. The system should also support overtime needs; training scheduling; and the capability to produce various staff coverage reports. (Page 439)



- 240. Pay employees for the actual shift differential pay when it is worked. (Page 439)
- 241. Command Staff evaluate the relief time practice and if appropriate, adjust the relief time to 5:00 a.m. and 5:00 p.m. (Page 443)
- 242. Staff to the proposed coverage plan and that overtime be better managed to control the inefficient staffing on all shifts. (Page 456)

NET ANNUAL WORK HOURS

- 243. Establish better tracking of time away from corrections shifts due to training. (Page 457)
- 244. Track the specific time off and update the Net Annual Work Hour Calculations annually to ensure adequate consideration is provided for a relief factor. (Page 459)

COURT SECURITY AND TRANSPORTATION BUREAU

- 245. Continue to work toward filling deputy sheriff vacancies for this bureau and the office, as noted, staffing continues to be a significant operational challenge. (Page 463)
- 246. Revise the contract between SMCSO and Execushield regarding security service to clearly assign authority and accountability, both operational and administrative oversight, to appropriate SMCSO personnel. (Page 464)
- 247. Daily briefing training should be forwarded to the Training Manager for inclusion in individual personnel records. (Page 467)
- 248. Add one FTE additional sergeant position to bureau staff to ensure proper supervision and a reasonable workload. (Page 469)

CIVIL ENFORCEMENT UNIT

- 249. Reassign management of the Civil Support Unit under the management of the Civil Enforcement Unit lieutenant to ensure operational and supervisory continuity. (Page 470)
- 250. Consideration should be given to creating positions for retired deputies with civil background to return part-time to assist with workload. (Page 471)
- 251. Examine workload to determine the average number of staff hours required per civil activity to provide a measurement of overall unit workload to evaluate current and future staffing needs. (Page 471)
- 252. Develop a unit succession plan to identify potential personnel interested in future assignment to the unit. (Page 471)

HOSPITAL SECURITY

- 253. Create a Memorandum of Understanding, contract or other means as directed by County Counsel to place and ensure authority, responsibility and accountability to the Hospital Security position relative to the lieutenant's duties and responsibilities. (Page 473)
- 254. Ensure any subsequent training provided to SMMC or Execushield staff be approved prior to implementation per SMCSO training policy. (Page 473)
- 255. Develop policy to provide appropriate guidance for the Hospital Security Unit. (Page 475)



Administration

FORENSIC LABORATORY

256. Ensure the civilian Directors attend the monthly Captain's meetings to improve organizational communication and decision making. (Page 479)
257. Consider reinstating the Quality Assurance Manager position and adding it to the Laboratory personnel budget. (Page 480)
258. Assess and update fee schedule for full cost recovery in services provided by the Forensic Lab, firearms and latent prints, and crime scene investigations. (Page 480)
259. Conduct a comprehensive review of the Forensic Biology Unit, and consider adding criminalists to this unit and/or to follow in the industry trend and contemporary standard of separating the unit into multiple units specializing in specific areas of biological sciences. (Page 482)
260. Consider applying funds received from updating the lab fee schedule to be used to annually fund the support of the new LIMS system. (Page 484)
261. Seek a reputable and capable company to repair the card keyed access temporary evidence lockers in the Forensic Lab. (Page 484)

TECHNOLOGY SERVICES UNIT

262. Adjust the TSU schedule so there is coverage for at least an hour after night shift patrol and jail/correctional staff comes on duty. (Page 486)
263. Provide TSU personnel more on the job and external training. (Page 486)
264. Make the strategic initiatives more formalized and share this information with all sheriff staff members. (Page 486)
265. Create an Information Technology Committee. (Page 487)
266. Ensure the Director of Automation and Information Technology Supervisor consistently meet monthly with TSU team members. (Page 491)
267. Assign TSU personnel to periodically attend patrol briefings and section meetings to obtain input on technology systems. (Page 491)

FISCAL SERVICES BUREAU

268. Add one FTE Grant Manager and a team to assist with monitoring & reviewing grants/contracts, and one FTE Management Analyst to assist with RFP's and assist the newly added position of the Grants/Contract Manager. (Page 494)
269. Develop a training manual and a procedural manual for the specialized positions in the Fiscal Bureau. (Page 496)

PAYROLL UNIT

270. Realign the Payroll Unit to report to the Fiscal Bureau. (Page 497)
271. Conduct quarterly meetings between the Payroll Unit and all bureau supervisors and managers. (Page 499)
272. Reassign specific job duties related to personnel to HR. (Page 499)



PROPERTY AND EVIDENCE BUREAU

273. Reassign responsibility of supervising the Dispo Unit from Property & Evidence to the Investigations Bureau. (Page 501)
274. Add one FTE cadet or administrative assistant to staff the public window, release property and evidence, and answer phone calls from the public, deputies, or other employees. (Page 501)
275. Reassign fingerprinting/Livescan duties to the Records Bureau and add one FTE cadet (or two part-time extra-hire) for these duties. (Page 502)
276. Add a lead or supervisor to assist the current P&E manager with duties such as evaluations, scheduling, audit preparation, purging of evidence, special projects, and overall day-to-day supervision when the manager is not present. Should the position be filled internally, continue to fill that P&E position as well. (Page 502)
277. Work with the county dispatch center and CAD/RMS vendor to build a bridge for the Versaterm and Axon systems to communicate. (Page 503)
278. Transfer legacy THEMIS items into RIMS, and also create a case in RIMS for items received from SFIA cross referencing the SFPD case. (Page 503)
279. Prioritize moving all P&E items to one central location when P&E moves to the new building. (Page 503)
280. Immediately work with the Finance Director to create separate accounts for depositing money that is collected as property, safekeeping, or evidence once it no longer has evidentiary value. (Page 508)
281. Assign one of the Dispo Unit staff to seek a liaison with the out-of- county courts to assist with the backlog of CalTrain cases. (Page 509)
282. Create a P&E training manual, with an employee acknowledgement section, ensure the extra hire (part-time) employees attend IAPE training due to the high liability nature of P&E; create a procedural manual and review the Evidence Packaging and Submission Manual for inclusion as soon as possible. (Page 511)
283. Update the P&E policy to include security related to P&E. (Page 511)
284. Immediately conduct a complete and thorough inventory of all current items stored in P&E, including the sub-station P&E rooms. (Page 512)
285. Initiate quarterly random audits of P&E items being stored, preferably from another unit such as the Professional Standards Bureau. (Page 512)

RECORDS BUREAU

286. Consider adding one FTE Director who has in-depth knowledge of Records and Property and Evidence to represent both areas in management and division meetings as well as provide subject-matter expertise. (Page 515)
287. Evaluate the workload assignments for the shifts and allow all employees to work on the different job duties that Records encompasses. (Page 518)
288. Assign a Lead Records Technician to the day shift and night shift. (Page 518)
289. Evenly distribute job duties amongst the supervisors, provide updated training, and rotate supervisors responsibilities after a period to provide global experiences in Records. (Page 521)



290. Ensure the supervisor retains the Agency CLETS Coordinator duties and limit assigning additional duties so they can maintain compliance with the Department of Justice. (Page 521)
291. Reassign the "contact us" emails received by SMCSO to a different unit in the office, possibly Administration. (Page 521)
292. Review the pay scale for all positions to ensure that there are no compaction issues amongst the positions. (Page 521)
293. Address the "crime occurred" issue in RIMS with the contracted communications center manager to work on a remedy. (Page 522)
294. Consider purchasing more efficient traffic collision software. (Page 522)
295. Assign a newly-appointed lead to develop a Records training manual with an acknowledgement section. (Page 523)
296. Assign and rotate a Records staff member, not necessarily a supervisor, to attend the annual CLEARs training seminar each year. (Page 524)
297. Research and implement a software program that would allow all PRR requests to be uploaded into one manageable system. (Page 525)
298. Continue to remain vigilant in remedying the jail management system issue to allow adult information to be sealed. (Page 527)



SAN MATEO COUNTY

Demographics

San Mateo County, California is located in the southern part of the San Francisco Bay Area with the nine counties bordering San Francisco Bay. The county seat is Redwood City and the third most populated city following Daly City and San Mateo. The County of San Mateo is included in the San Francisco-Oakland-Berkeley, California Metropolitan Statistical Area, Silicon Valley. It covers most of the San Francisco Peninsula. San Francisco International Airport is located in the northeastern area of the county and is approximately seven miles south of the city and county limits of San Francisco, even though the airport itself is assigned a San Francisco postal address. The county's built-up areas are mostly suburban, and are home to many corporate campuses.

Geographically, the county straddles the San Francisco Peninsula with the Santa Cruz Mountains running its entire length. The county encompasses a variety of habitats, including estuarine, marine, oak woodland, redwood forest, coastal scrub and oak savannah. Several creeks discharge to the San Francisco Bay, including San Mateo Creek and Laurel Creek, and several coastal streams discharge to the Pacific Ocean. The county has a total land area of 741 square miles, of which 448 square miles is land and 293 square miles is water. It is the third smallest county in California by land area.

The northern and eastern parts of the county are densely populated with largely urban and suburban areas, with many of its cities as edge-cities for the Bay Area, while the deep south and the west-central parts of the county are less densely populated with more rural environmental and coastal beach areas.

The county is governed by the San Mateo County Board of Supervisors. San Mateo County has a current population of 764,442 (2020 U.S. Census); an increase of 6.4% from 718,451 based on 2010 U.S. Census data.

Per the County of San Mateo's County Executive Office, 35.1% of the population is foreign-born with 43.2% speaking a language other than English at home, with other languages including 15.7% Spanish, 9.8% Chinese, 5.7% Tagalog, 1.2% Ilocano, Samoan, Hawaiian, or other Austronesian languages, 1.0% Arabic, 1.0% Russian, 0.9% Hindi, 0.8% Japanese, 0.6% other languages of Asia, and 0.6% Korean. San Mateo County's community race and Hispanic demographics are comprised of 36.1% white, 1.9% Black or African American, 0.1% American Indian and Alaska Native, 29.8% Asian, 1.2% Native Hawaiian or other Pacific Islander, 0.8% Some other race alone, 5.1% two or more races, and 25.0% Hispanic or Latino.

US Census age and gender data indicate 50.2% are female, 18.3% are persons 65 years and over, 19.3% are persons under 18 years, and 5.0% are persons under 5 years. The owner-occupied housing rate is 59.5%. Families and living arrangements reflect 264,323 households with 2.81 persons per household. Percent of persons age five years and older language other



than English spoken at home, accounts for 44.8%. Households with a computer are 97.2% and households with a broadband Internet subscription are 94.4%. Those with a bachelor's degree or higher is 52.9%. Persons in poverty are 7.2% of the population.

San Mateo County Sheriff's Office

The San Mateo County Sheriff's Office (SMCSO) was created in 1856 following the incorporation from parts of San Francisco and Santa Cruz counties. The Sheriff is responsible for planning, organizing, directing, and reviewing the activities and operations of the SMCSO, including adult correctional facilities, rehabilitation, and re-entry services for offenders; public safety and emergency services; forensic laboratory services and specialized programs such as narcotics, search and rescue, and bomb detection and disposal. The Sheriff and her office coordinate assigned activities with other county departments and outside agencies, and provide highly responsible and complex administrative support to the County Manager and Board of Supervisors. The Sheriff's Headquarters is located in the Hall of Justice at 400 County Center, Redwood City.

DEPARTMENT STAFFING

Table 1 reflects all positions for the San Mateo County Sheriff's Office during fiscal year 2023-24 as of January 11, 2024. SMCSO is budgeted for 823 full-time members: 383 full-time sworn staff and 440 professional staff members. Currently, the office is staffed with 287 sworn and 381 professional staff for a total of 668 members, which represents a 19% shortage. More specifically, there is a 25% shortage of sworn personnel and 13% shortage of professional staff. Meliora PSC learned the SMCSO has a long-standing practice of referring to Correctional Officers as sworn staff even though they are not sworn officers. For the purposes of the assessment, we delineated the difference in order to properly conduct the staffing study in the Operations Division. It should be noted that in our experience conducting organizational assessments, the staffing numbers may vary slightly in the report due to ongoing hiring, retirements, and attrition; hence, staffing numbers in the Professional Standards Bureau section are not identical based on the different point in time when the information was provided.

San Mateo County SO is broken into three divisions: Operations, Corrections, and Administration, with Operations and Corrections overseen by Assistant Sheriffs (one currently filled by a Contractor) and Administration managed by the recently created Executive Director of Administration position.



TABLE 1: San Mateo County Sheriff's Staffing Chart, FY 2023-24

POSITION	BUDGETED	CURRENT	VACANT
SWORN			
Sheriff	1	1	0
Undersheriff	1	1	0
Assistant Sheriff	2	1	1
Captain	7	7	0
Lieutenant	15	15	0
Sergeant	61	57	4
Deputy Sheriff	296	205	91 (4*)
SWORN TOTAL	383	287	96 (4*)
PROFESSIONAL STAFF			
Executive Director of Administration	1	1	0
Correctional Officers	164	157	7
Executive Secretary	1	1	0
Administrative Secretary	2	2	0
Executive Assistant	1	0	1 (1*)
Administrative Assistant	10	5	5 (2*)
Office Specialist	2	2 (1**)	0
Office Assistant	3	3	0
Legal Office Services Supervisor	3	3	0
Legal Office Specialist	41	38	3 (1**)
Director of Finance	1	1	0
Deputy Director of Finance	1	0	1
Accountant	2	1	1
Senior Accountant	2	2	0
Financial Services Manager	1	1	0
Fiscal Office Services Supervisor	1	1	0
Fiscal Office Specialist	9	8	1 (1**)
Sheriff's Property Manager	1	1	0
Sheriff's Property Officer	11	9	2 (2*)
Administrative Services Manager	1	1	0
Human Resources Manager	1	1	0
Senior Management Analyst	1	1	0
Management Analyst	13	9	4
Deputy Director of NCHIDTA/NCRIC	2	2	0
Director of Communications	1	0	1
Communications Officer	1	0	1
Laboratory Director	1	1	0



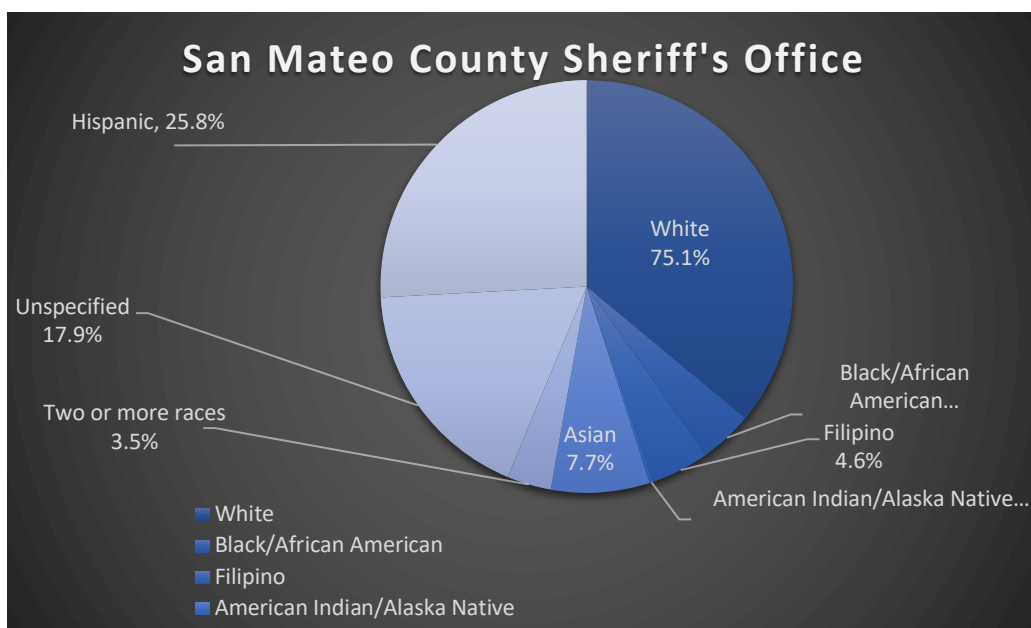
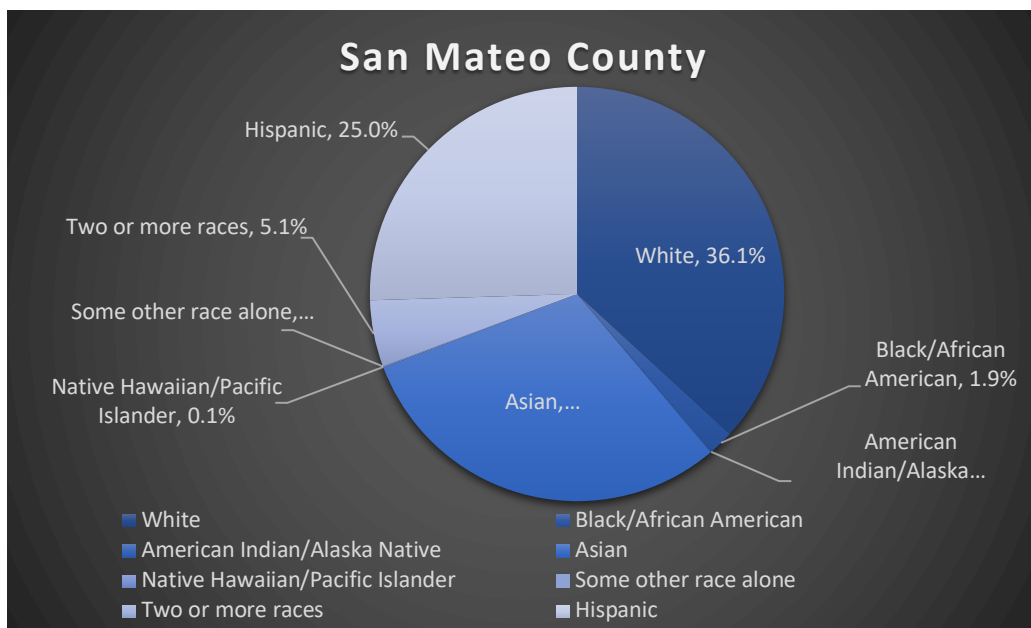
Lead Crime Analyst	9	6	3
Crime Analyst	16	10	6
Supervising Criminalist	3	3	0
Criminalist	19	18	1
Sheriff's Extradition and Warrant Specialist	1	1	0
Dept of Emergency Management Coordinator	1	1	0
Program Services Manager	2	2	0
Program Coordinator	2	2	0
Community Program Supervisor	1	0	1
Community Program Specialist	6	4	2
Community Worker	2	0	2 (2**)
Community Services Officer	21	14 (4**)	7 (6**)
Department Director of Automation	1	1	0
Information Technology Manager	1	1	0
Information Technology Supervisor	2	2	0
IS Client Systems Specialist	3	2	1 (1**)
Senior Information Technology Analyst	3	1	2
Information Technology Analyst	1	1	0
Senior Information Technology Technician	2	2	0
Payroll-Personnel Coordinator	3	3	0
Sheriff's Criminal Records Manager	1	1	0
Sheriff's Criminal Records Supervisor	4	4	0
Sheriff's Criminal Records Technician	17	15	2
Supervising Sheriff's Identification Technician	1	1	0
Sheriff's Identification Technician	3	3	0
Director of Food and Nutrition Services	1	1	0
Food Service Unit Manager	2	2	0
Supervising Cook	2	2	0
Cook	16	11	5
Storekeeping Supervisor	1	1	0
Storekeeper	3	3 (1**)	0
Utility Worker	12	12	0
Professional Staff Total	440	381	59 (5*)
TOTAL POSITIONS	823	668 (6**)	155 (9* / 11**)

Source: San Mateo County Sheriff's Office as of January 11, 2024. * denotes number of frozen positions ** denotes part time positions.



The San Mateo County Sheriff's Office's transparency portal indicates race, Hispanic, and gender demographics accessed in January 2024 based on 726 employees. Again, these staffing numbers are different than other numbers previously provided due to fluctuations in staffing. The data indicates 35.4% white, 4.1% Black or African American, 4.5% Filipino, 0.3% American Indian and Alaska Native, 7.6% Asian, 3.4% two or more races, 17.6 unspecified, 25.4% Hispanic or Latino, and 29% are female.

CHARTS 1 & 2: Race, Hispanic, and Gender Demographic Comparison of County of San Mateo & San Mateo County Sheriff's Office





As noted in the charts above, the demographics reflected for the County of San Mateo and those of the San Mateo County Sheriff's Office are similar, with the main difference being 36.1 White population in the county and 75.1% in the Sheriff's Office; 29.8% Asian population in the county and 7.7% in the Sheriff's Office. There was a notable difference in women with the county having 50.2% women and the Sheriff's Office staff being comprised of 29% women.

With regard to the gender breakdown of sworn deputies, the California Peace Officer Standards and Training (POST) data warehouse¹ on police demographics indicates in 2022, the average percent of sworn female officers/deputies was 14.88%. By comparison, 8.14 % of SMCSO deputies are women, below the state standard. There is currently a 30x30 Initiative started by a coalition of police leaders, researchers, and professional organizations to advance the representation and experiences of women in policing agencies across the United States with agencies being comprised of 30% sworn officers/deputies by the year 2030. The San Mateo County SO has joined the 30x30 initiative and is pursuing equity in the recruitment and hiring process to further the diversity of the organization. Meliora PSC recommends the office continue efforts to recruit for diversity particularly amongst women and Asian groups to better align with the community they serve. In addition to recruiting women, it is also important that women are represented in leadership roles throughout the Sheriff's Office. This will be addressed further in the Professional Standards portion of the report.

Members of the San Mateo County Sheriff's Office are guided by the following mission and values:

MISSION AND VISION STATEMENT

As stewards of our community, we envision a world where all humanity is valued and respected. We recognize our role as leaders in this effort and commit to seeking creative and effective ways to work with and listen to the needs of our residents, businesses, and stakeholders. We do this with the passion to preserve safety for all who live, visit, or work in San Mateo County.

ORGANIZATIONAL CORE VALUES

*Dignity
Compassion
Respect*

THE BOTTOM LINE

People First – Service Above Self

¹ CA POST Website accessed December 2022, <https://post.ca.gov/Law-Enforcement-Demographics>



Crime Information

REPORTED CRIME

As part of the organizational assessment, Meliora PSC reviewed reported crime over the past 10 years as reported to the FBI through the Uniformed Crime Reporting (UCR) program. The FBI UCR program has been providing crime statistics to the public since 1930. Agencies participate voluntarily and submit their crime data either through a state UCR program or directly to the FBI's UCR program. After several years of working to enhance the level of detail, the FBI recently changed the manner in which crime statistics are reported.

Effective January 1, 2021, the FBI transitioned to the National Incident-Based Reporting System (NIBRS) to improve the overall quality of crime data collected by law enforcement. It captures details on each single crime incident – as well as on separate offenses within the same incident. As such, summary crime data collected through the historic UCR system was phased out.

As a result of NIBRS being a new method for reporting detailed crime statistics, there is no legacy NIBRS data for comparison. Until agencies have a few years of historical data in the NIBRS system to reflect crime trends, comparing UCR data to NIBRS data would be an inaccurate manner to compare crime that could result in misleading conclusions. Rather, where able, agencies should continue to collect data in the UCR format for a few years concurrently with NIBRS data reporting so that a more accurate analysis of crime fluctuations could be reflected in the three to five-year window of transition. While the detailed crime data contained with NIBRS will have more data per incident, that should not be misconstrued to assume crime has risen. Hence, by contrasting and comparing the UCR data for a few years during the data reporting transition, reviewing how the crime patterns and fluctuations would be reflected compared to existing UCR data would help clarify if there was an actual increase or decrease in a particular crime category. Concurrently, there would be a collection of three to five years of NIBRS data to begin a more detailed and accurate assessment of crime trends containing a deeper analysis of those years going forward with NIBRS only data.

CAD/RMS systems in a number of California agencies are not compatible with NIBRS reporting resulting in no NIBRS crime data being reported. However, to the credit of the San Mateo County Sheriff's Office, they were amongst the few California law enforcement agencies that transitioned to and are compliant with the NIBRS reporting practices in 2021. The FBI database currently provides UCR summary crime data reports during this transition on the Crime Data Explorer webpage.

Table 2 below reflects the actual number of Part 1 crimes reported by the community to the San Mateo County Sheriff's Office. As noted, violent crime is significantly low and there are more property crimes reported in the county.



TABLE 2: 10-Year Part 1 Reported Crimes, 2013-2022

TYPE	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Homicide	0	1	3	1	2	3	3	2	1	1
Rape	13	38	53	57	65	77	71	85	51	45
Robbery	51	65	90	64	70	78	62	74	39	54
Assault	246	160	184	176	174	152	188	158	518	276
Total Violent	310	264	330	298	311	310	324	319	609	376
Burglary	545	491	467	454	337	335	297	334	248	324
Larceny	1,959	1,653	1,953	2,089	2,411	2,124	2,612	2,172	1,288	1,396
Motor Veh. Theft	288	283	376	300	361	281	336	390	233	192
Total Property	2,792	2,427	2,796	2,843	3,109	2,840	3,245	2,896	1,769	1,912

Source: FBI Crime Data Explorer.

In order to compare communities with varying sizes, geography, community factors, etc., crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison. Thus, the crime rate may reflect a number greater than the actual crime numbers reported in a category (Table 2). In Table 3, indexed crime rates for San Mateo County, the State of California and the nation were examined over a 10-year period between 2013-2022. It should be noted that crime trend data includes data during and post-pandemic.

TABLE 3: Indexed Crimes Rates for San Mateo County, California, Nation 2013-2022

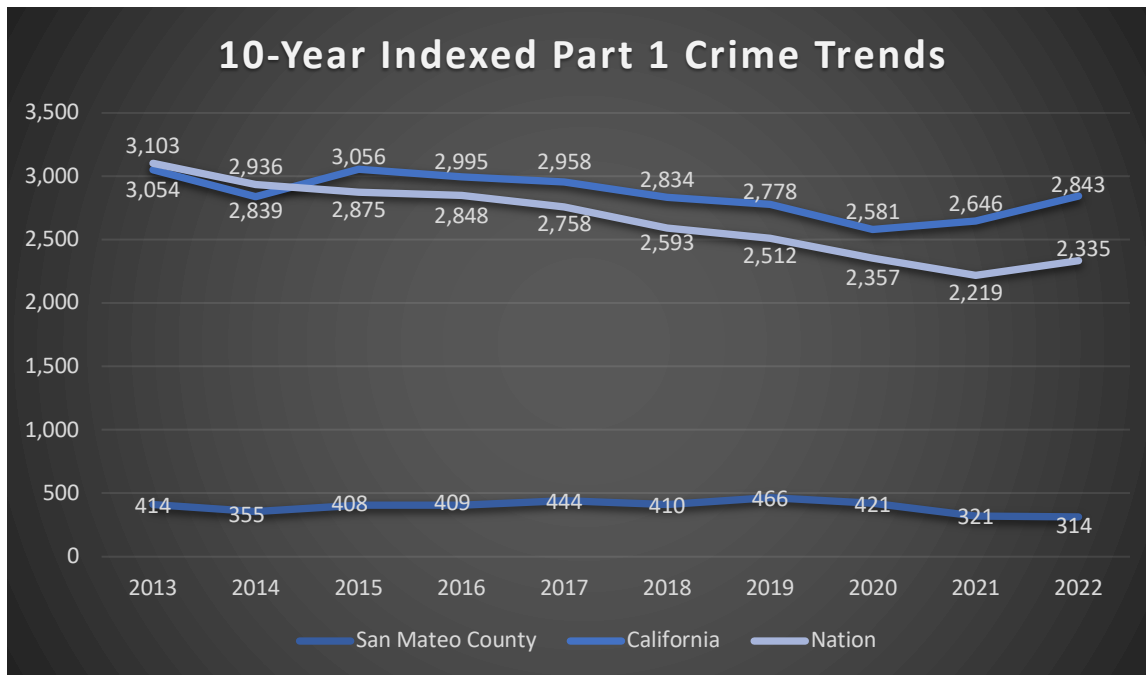
YEAR	SAN MATEO COUNTY			CALIFORNIA			NATION		
	Violent	Property	Total	Violent	Property	Total	Violent	Property	Total
2013	41	373	414	403	2,651	3,054	369	2,734	3,103
2014	35	320	355	397	2,442	2,839	362	2,574	2,936
2015	43	365	408	428	2,628	3,056	374	2,501	2,875
2016	39	370	409	445	2,550	2,995	396	2,452	2,848
2017	40	404	444	453	2,505	2,958	395	2,363	2,758
2018	40	370	410	448	2,386	2,834	383	2,210	2,593
2019	42	424	466	442	2,336	2,778	381	2,131	2,512
2020	42	379	421	442	2,139	2,581	399	1,958	2,357
2021	82	239	321	481	2,165	2,646	387	1,832	2,219
2022	52	262	314	500	2,343	2,843	381	1,954	2,335

Source: FBI Crime Data Explorer.

In order to more easily view the various types of indexed crime trends, Chart 3 below is intended to show the fluctuations and trends. The line graph is intended to reflect how San Mateo County follows or differs from the indexed, overall crime trends across the state and country.



CHART 3: 10-Year Part 1 Crime Trends, County of San Mateo County, State and Nation 2013 – 2022



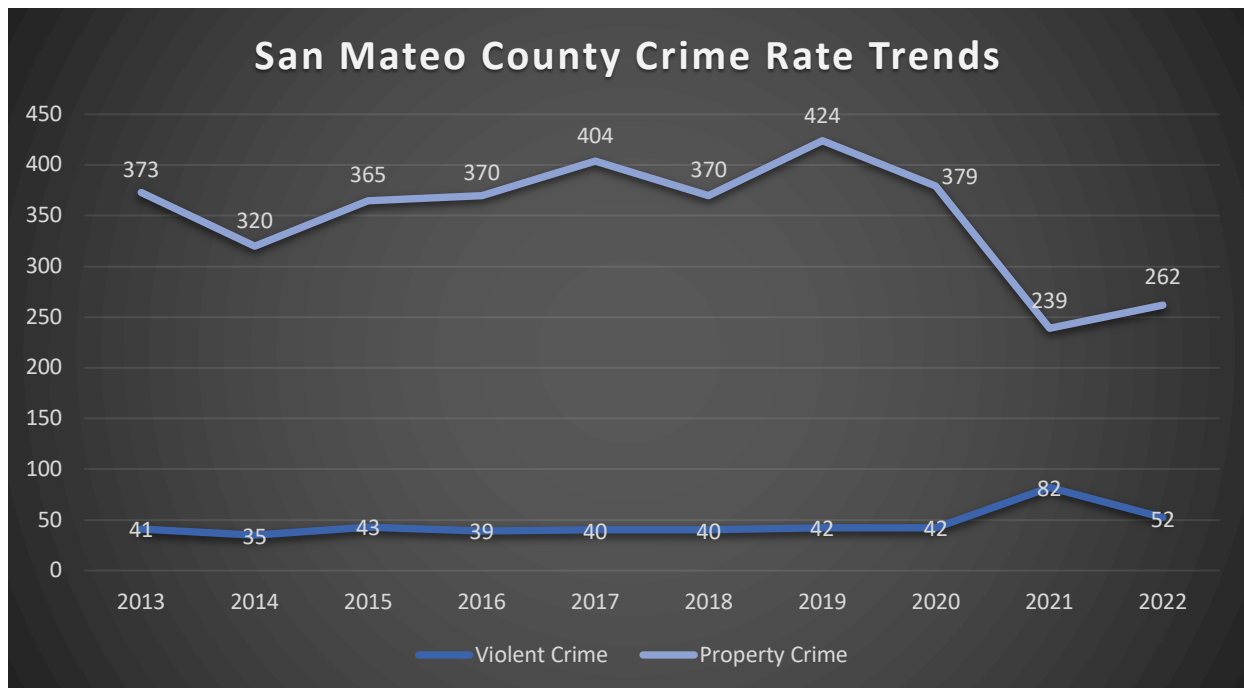
Source: FBI Crime Data Explorer.

As reflected in the chart above, the overall crime rate in San Mateo County is significantly lower than the overall crime rate in California and the nation. From 2013 through 2020, the crime trend remained relatively consistent for San Mateo County in overall Part 1 crime, except in 2014 when there was a decrease. In 2021, crime dropped notably and remained lower in 2022, which is consistent with trends seen during the pandemic. The highest year for overall crime was 466 in 2019 and the lowest year for overall crime was 314 in 2022.

In order to further explore the crime trends in San Mateo County, the next chart will provide a visual representation of the separate types of indexed crime: violent crime and property crime. Violent crime includes homicide, rape, robbery and assault. Property crime includes burglary, larceny, and motor vehicle theft. The last three years include a representation of violent and property crimes during and subsequent to the pandemic.



CHART 4: 10-Year Crime Trends, San Mateo County, 2013 – 2022



Source: FBI Crime Data Explorer.

As Chart 4 indicates, the violent crime rate in San Mateo County represented in dark blue for the past 10 years has remained relatively consistent, although there was an uptick in violent crime in 2021 where the violent crime rate doubled and was the highest indexed violent crime over the 10-year period. Although indexed violent crime rate nearly doubled, it is important to note violent crime remains significantly lower than state and national levels. The lowest violent crime rate was 35 in 2014. Conversely, the property crime rate represented in light blue has remained relatively consistent from 2013 through 2020 with a decrease noted in 2014. Post-pandemic, the property crime rate decreased notably in 2021 and remained relatively lower in 2022. The highest property crime rate was 424 in 2019 and the lowest was 239 in 2021. Again, property crime in San Mateo County is significantly lower than state and national levels.



TABLE 4: Crimes Rate Comparisons with San Mateo County and Other Local Agencies, 2022

City/County	State	Population	Crime Rates		
			Violent	Property	Total
Burlingame	CA	29,003	59	1,013	1,072
Central San Mateo	CA	35,543	51	698	749
Foster City	CA	31,389	42	385	427
Menlo Park	CA	31,332	90	554	644
Pacifica	CA	35,742	88	532	620
Palo Alto	CA	64,922	134	1,945	2,079
Redwood City	CA	79,182	312	1,578	1,890
San Bruno	CA	40,817	118	1,054	1,172
San Mateo	CA	99,184	302	2,330	2,632
<i>Alameda County</i>	CA	<i>1,628,997</i>	<i>47</i>	<i>158</i>	<i>205</i>
<i>Marin County</i>	CA	<i>256,018</i>	<i>27</i>	<i>164</i>	<i>191</i>
<i>Santa Clara County</i>	CA	<i>1,870,945</i>	<i>15</i>	<i>79</i>	<i>94</i>
<i>Santa Cruz County</i>	CA	<i>264,370</i>	<i>140</i>	<i>383</i>	<i>523</i>
San Mateo County	CA	729,181	52	262	314
California		39,029,342	500	2,343	2,843
National		333,790,926	381	1,954	2,335

Source: FBI Criminal Justice Information Services UCR crime reports accessed January 2024. San Mateo County population estimate data based on available 2020 US Census data. San Francisco County not included as no information available on FBI's Crime Data Explorer.

Table 4 is for informational purposes only to provide the backdrop for crime in the region. As reflected in the table above, San Mateo County is below the violent, property and overall crime rates compared to most agencies in the local region, state, and nation.



Strategic Plan

In light of the organizational assessment of the San Mateo County Sheriff's Office, a strategic planning process would be a natural progression to incorporate themes from the list of recommendations in this assessment as the agency continues to build and improve the organization's overall well-being.

Meliora PSC learned there were two strategic planning processes conducted over the past six years: Intelligence-Led Policing Strategic Plan in January 2018, and Office of Emergency Services Strategic Plan in August 2020.

With the transition to the new Sheriff and Executive team, the San Mateo County Sheriff's Office is well timed to conduct a comprehensive Sheriff's Office strategic plan. In order for the implementation of the strategic plan to be successful, a cross-section of internal Sheriff's Office staff, both professional and sworn, will be crucial. Furthermore, it is also essential external partners are involved in the process to include the public and county officials, both elected and staff. The strategic plan could be used to prioritize the recommendations contained in this report. Meliora PSC recommends consideration be given to pursuing a strategic plan for the SMCSO.

Organizational Chart

As part of the scope of the organizational assessment, Meliora PSC examined the current organizational configuration to determine optimal staffing and service delivery. The ensuing charts illustrate the current organizational structure and the recommended organizational structure and functions Meliora PSC proposes. In the subsequent sections of the report, we will discuss opportunities to align functions and personnel to provide optimal service to the community.



Chart 5 depicts the current organizational structure as of September 2023.

CHART 5: Current SMCSO Organizational Chart

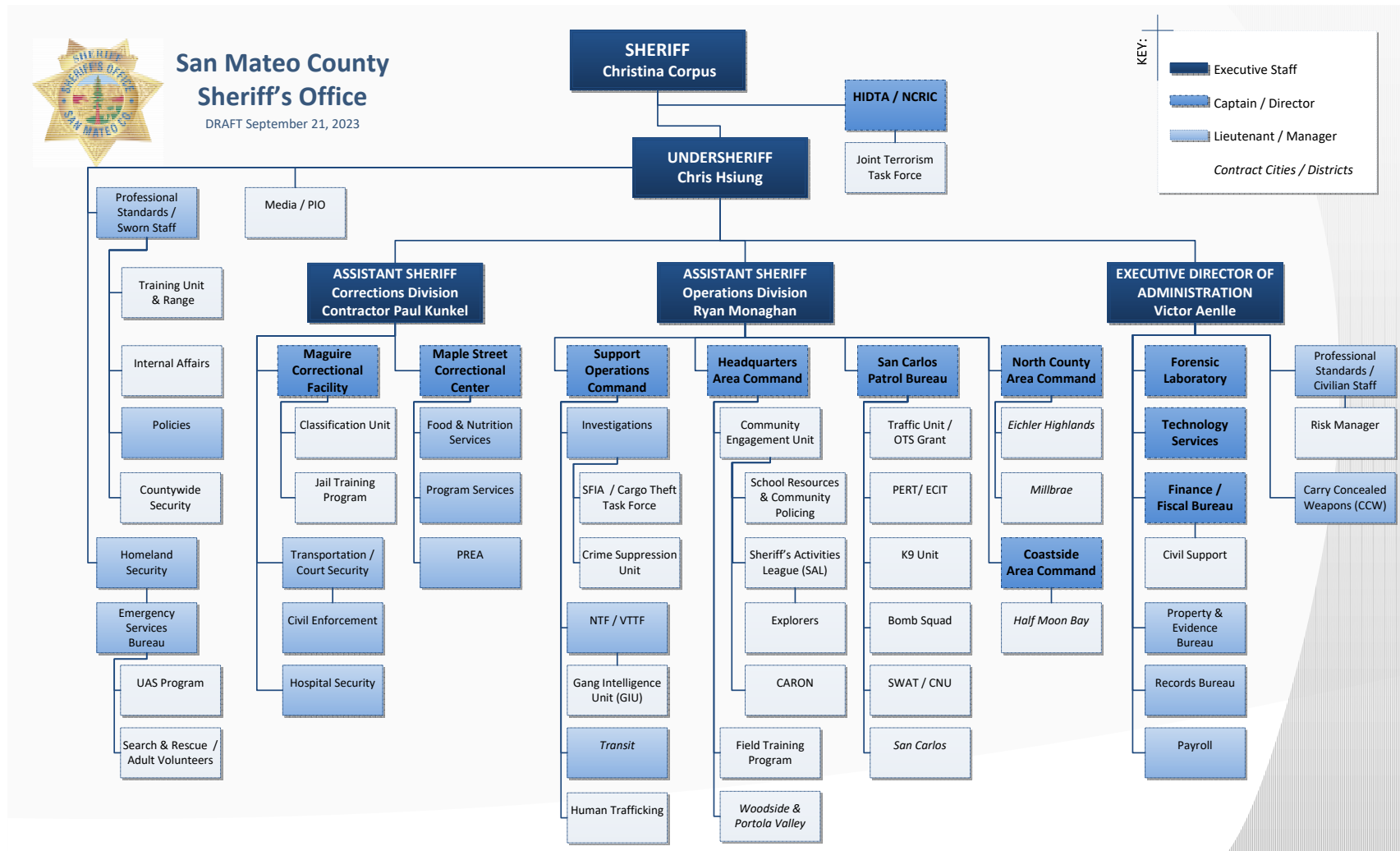




Chart 6 through Chart 10 illustrate the recommended organizational structure.

CHART 6: Proposed SMCSO Organizational Chart

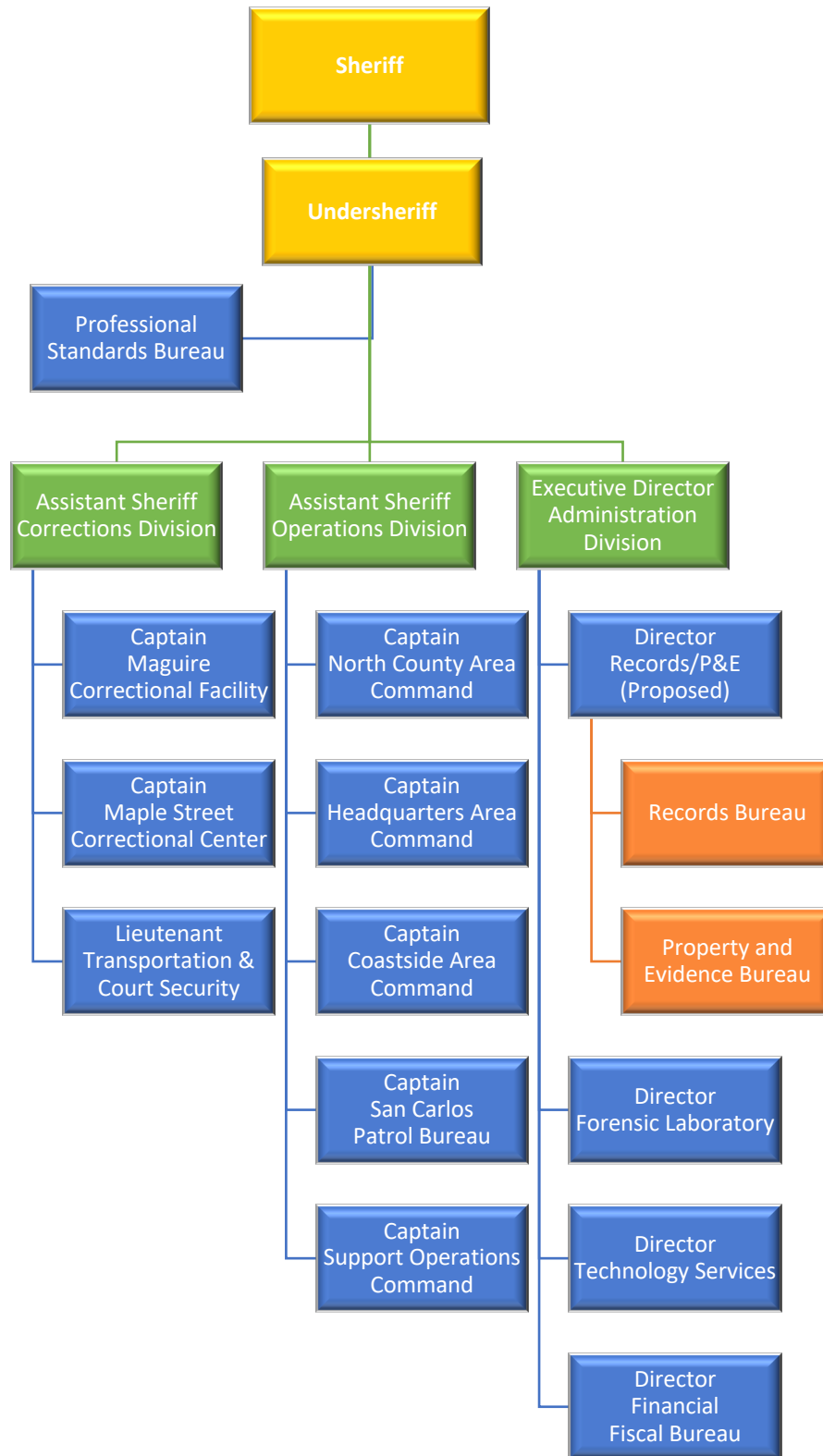




CHART 7: Proposed Organizational Chart, Professional Standards Bureau

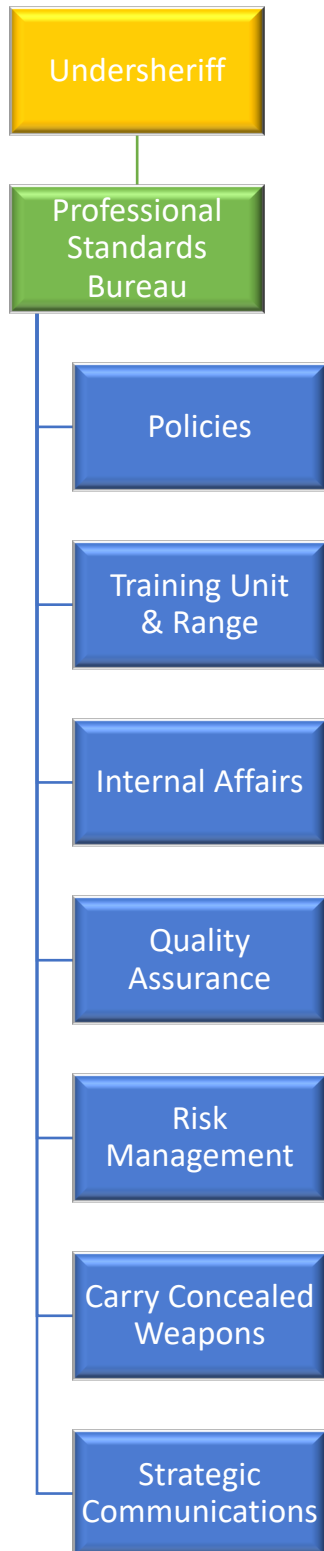




CHART 8: Proposed Organizational Chart, Corrections Division

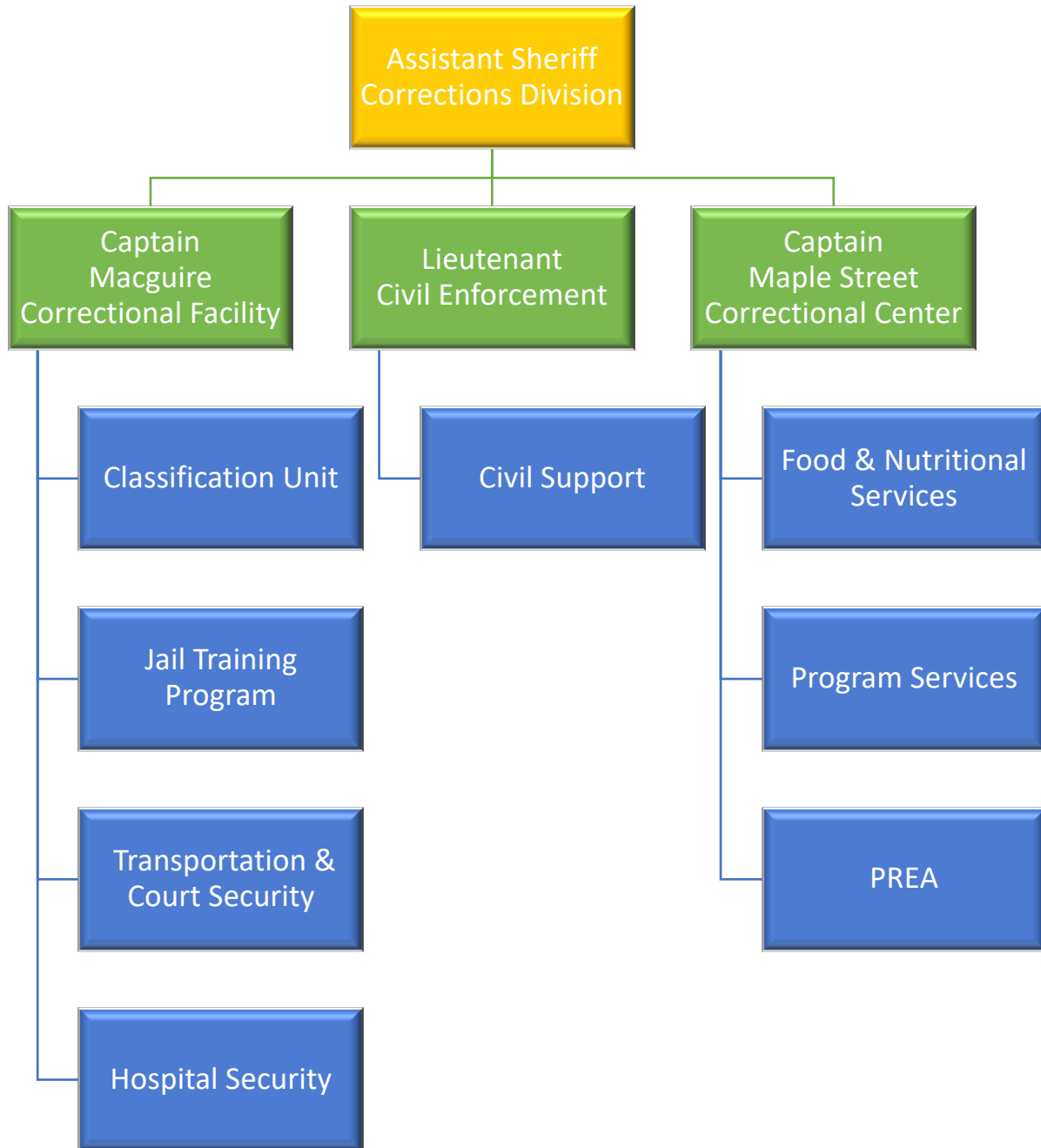




CHART 9: Proposed Organizational Chart, Operations Division

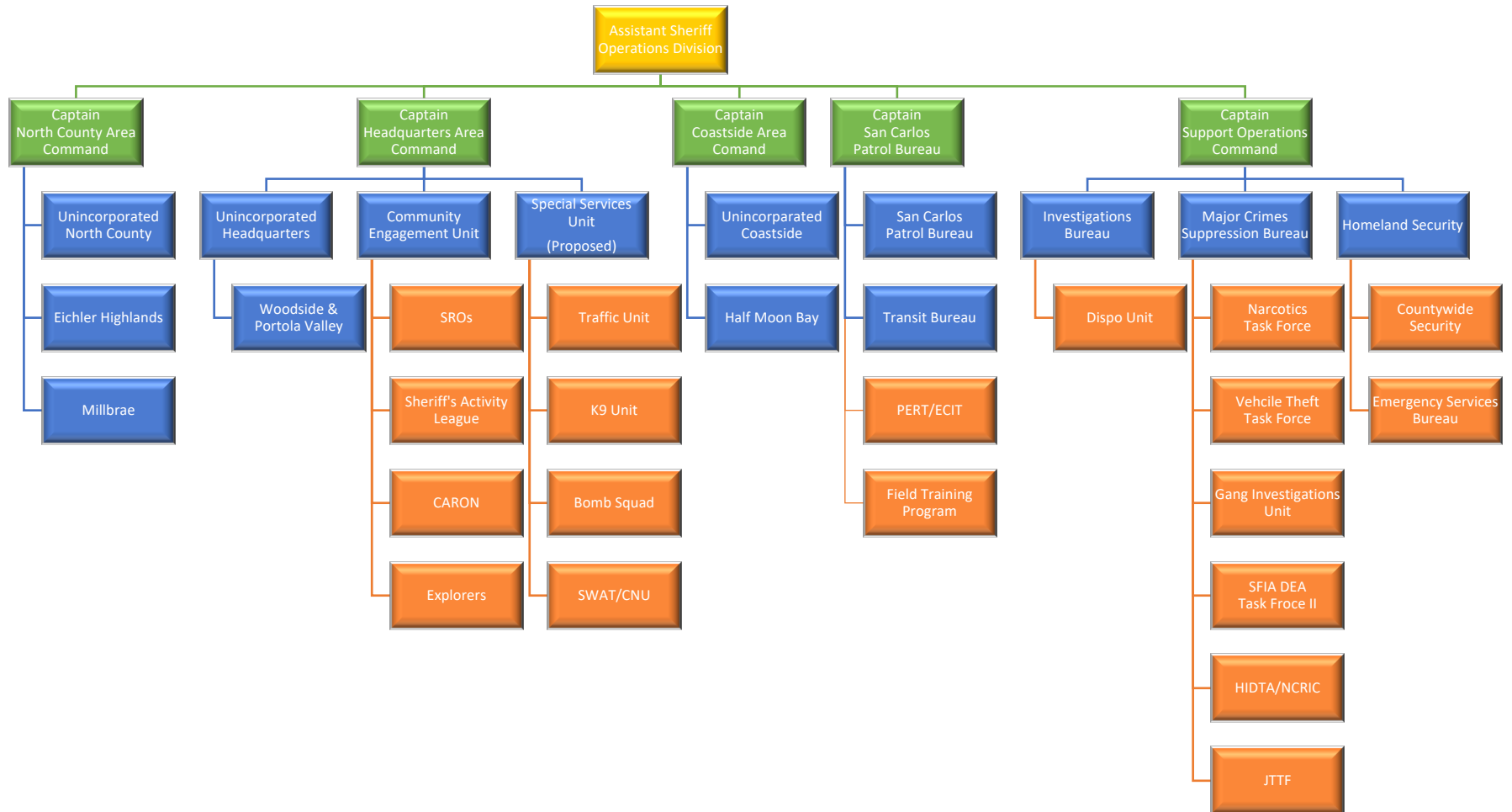
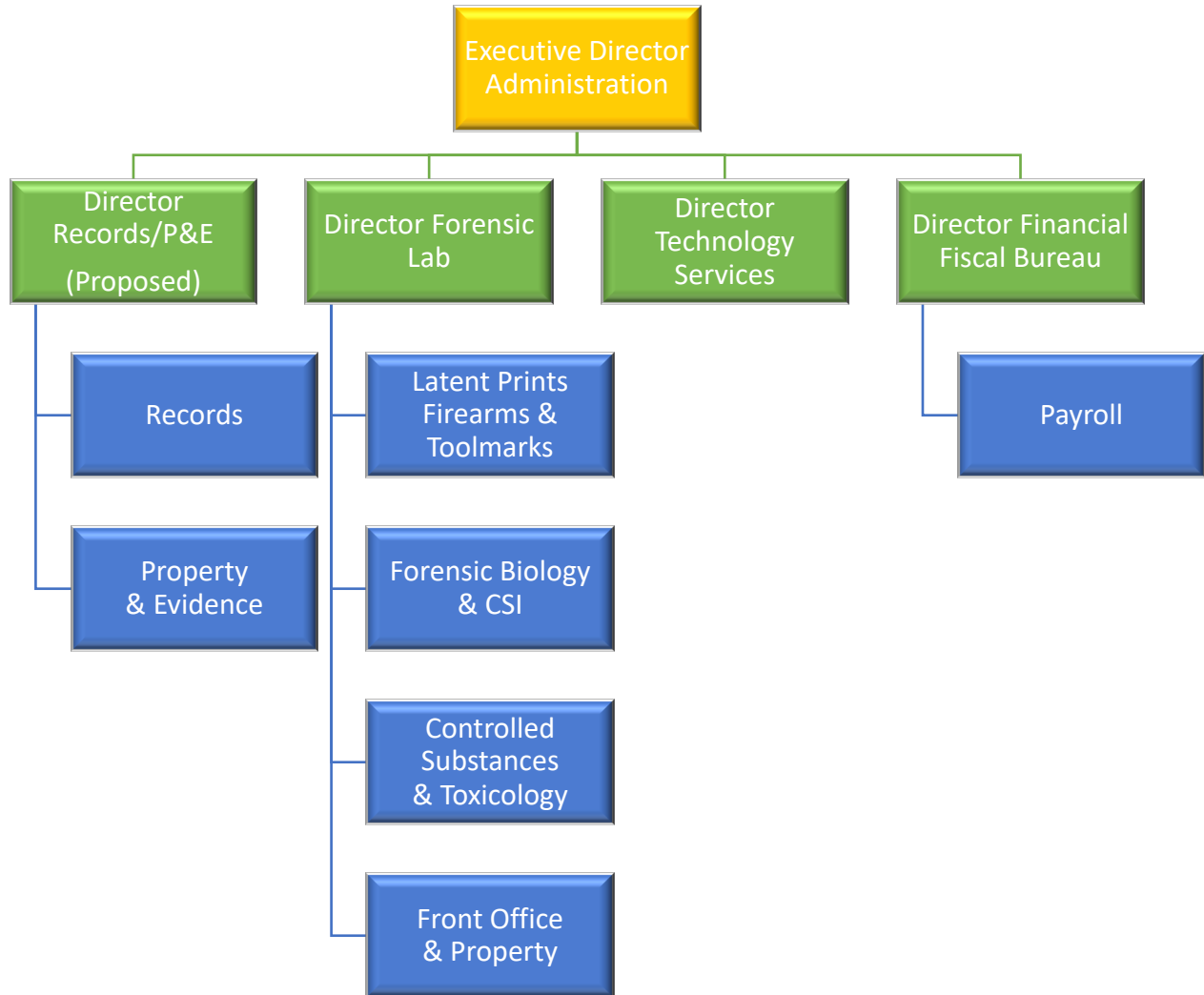




CHART 10: Proposed Organizational Chart, Administration





Organizational Structure And Responsibility

Per San Mateo Sheriff's Office Policy § 200, Organizational Structure and Responsibility, "The organizational structure of this San Mateo County Sheriff's Office is designed to create an efficient means to accomplish our mission and goals and to provide for the best possible service to the public."

The San Mateo County Sheriff's Office hierarchy starts with the Sheriff leading the office followed by Undersheriff, Assistant Sheriffs/Executive Director, Captain/Civilian Director, Lieutenant and so on. Per Policy § 200.2 the Sheriff is responsible for administering and managing the Sheriff's Office and its divisions:

- Administration and Support Services Division
- Operations Division
- Corrections Division

The policy further describes each division, who its commanded by and what they command. Per Policy § 200.3.1 Succession of Command, "the order of command authority in the absence or unavailability of the Sheriff is as follows: (a) Sheriff (b) Undersheriff (c) Assistant Sheriff - Corrections (d) Assistant Sheriff - Administration & Support Services (e) Assistant Sheriff - Operations (f) Captain/Civilian Director (g) Lieutenant/Civilian Manager (h) Sergeant/Civilian Supervisor (i) Deputy/Correctional Officer/Civilian Employee."

Part of the purpose of this organizational assessment is to examine the existing organizational chart and make recommendations based upon the current structure of the office. The SMCSO organization chart dated September 21, 2023, shows functions the Undersheriff oversees and three divisions: Corrections, Operations and Administration. It does not show a Support Services Division. The organizational chart depicts the following:

- The Sheriff oversees HIDTA/NCRIC and JTTF
- The Undersheriff oversees the following: Media/PIO, Homeland Security/Emergency Services Bureau, Policies/Training, IA, County wide Security and all the divisions.
- The Corrections Division is commanded by an Assistant Sheriff with a Captain overseeing the Maguire Correctional Facility and a Captain overseeing the Maple Street Correctional Center.
- The Operations Division is commanded by an Assistant Sheriff with a Captain overseeing the Operations Support Command, Headquarters Area Command, San Carlos Patrol Bureau, North County Area Command and Coastside Command.
- The Administration Division is commanded by the Sheriff's Executive Director of Administration.

To align Policy § 200 with the organizational chart, Meliora PSC recommends SMCSO remove "and Support Services" from the title of the Administration Division from the policy. Consideration should be given to updating the succession of command to have the Assistant



Sheriff – Operations follow the Assistant Sheriff Corrections. The bureaus and units under each division should be amended in Policy § 200 so they are consistent with the organizational chart. For example, Homeland Security and NCRIC/HIDTA show being overseen by the Undersheriff in the organizational chart but in the policy, it is listed under the Operations Division. It is a sound practice to have some separation between the Undersheriff and/or Assistant Sheriffs within their areas of responsibilities, not just for span of control but for span of management and defined managerial areas.

As a result of the SMCSO assessment, Meliora PSC realigned some of the divisions and units' structure and responsibilities as illustrated in the preceding charts.

For purposes of the report, we will discuss each division in its own separate section of the report: Corrections, Operations, and Administration. Recommended changes to the organizational structure of units within those divisions will be included in the respective division's section. However, due to the bifurcation of Professional Standards, we will report on that area overseen by the Undersheriff as one bureau to include both sworn and professional staff along with the reasoning for that recommendation. HIDTA/NCRIC, JTTF, Homeland Security, County Security, and the Emergency Service Bureau will be reported within the Operations Division – Support Operations Command portion of the report as those are the proposed organizational structure areas.

In conclusion, the SMCSO organizational chart needs to be updated with the current hierarchical structure and/or a revised organization structure/chart based on the proposed realignment. Once the organizational chart is updated, Meliora PSC recommends Policy § 200 – Organizational Structure and Responsibilities will need to be updated as well. Meliora PSC recommends SMCSO realign the bureaus and units to balance functions, services, and span of control in the proposed organizational charts.

SAN MATEO COUNTY SO RECOMMENDATIONS

- Continue to recruit for diversity particularly amongst women and Asian groups to better align with the community they serve. (Recommendation #1)
- Consider pursuing a strategic plan for the SMCSO. (Recommendation #2)
- Add one FTE civilian director to oversee with prior law enforcement management experience; and realign the bureaus and units as reflected in proposed Org Chart. (Recommendation #3)
- Update Policy § 200 – Organizational Structure and Responsibilities (Recommendation #4)



**PROFESSIONAL
STANDARDS
BUREAU**





The Professional Standards Bureau section of the report will focus on portions of the administration of the Sheriff's Office through succession planning, policies, training, personnel, management, internal affairs, strategic communications, quality assurance, risk management, the carry concealed weapons (CCW) permit unit, and strategic communications. The San Mateo County Sheriff's Office Professional Standards Bureau provides personnel services to more than 650 employees.

The San Mateo County Sheriff's Office currently has the functions and responsibilities of professional standards sworn and 'civilian' (professional staff) in two different divisions. It is Meliora's understanding that this bifurcation of professional standards occurred because the civilian director is responsible for the management of professional staff where a sworn captain is responsible for the management of sworn.

Having said the above, the flip side of this is having personnel matters (e.g. background and hiring, internal affairs/employee investigation cases and any discipline which results) come under one umbrella to better serve the Sheriff's Office in that there would be a higher likelihood for consistency, continuity, reduce redundancy, and streamline the work process. Also, growth would occur within the ranks, supervisors, and managers as they would benefit and gain a better understanding of both sworn and professional staff management including their personnel rights, MOU provisions, practices, etc. and thus, aid the Sheriff's Office in overall succession planning purposes. Lastly, the bifurcation of these two groups has a general implication that sworn and professional staff are viewed differently with an unintended consequence of one group being more important than another. The sentiment of sworn staff being more important than professional staff is not specific to SMCSO, but is a challenge facing industry leaders nationwide. Contemporary police and sheriff's executives are actively working to bridge the gap and combining PSB under one division is a step in the right direction. In order to align functions, responsibilities, and the practices of professional standards, Meliora PSC recommends SMCSO combine professional standards sworn and professional standards civilian under one Professional Standards Bureau.

TABLE 5: Professional Standards Bureau Sworn Staffing, FY 2022-23

Position	Authorized	Actual	Vacant
Captain	1	1	0
Lieutenant	1	1	0
Sergeant	4	4	0
Deputy / "Detectives"	4	4	0
Administrative Secretary II Confidential	1	1	0
Office Specialist	1	1	0
Total Authorized Personnel	12	12	0

Source: San Mateo County Sheriff's Office Professional Standards Unit.

Currently, Professional Standards Bureau is managed by a captain and a lieutenant and is divided into three main personnel areas: Training Unit & Range, Internal Affairs, and Policies. The unit



has 12 authorized full-time positions (FTEs); all positions are filled so there are no vacancies. With two police manager overseeing 12 full-time positions, an opportunity exists to make better use of one of the managerial positions. In light of the Support Operations Command needing a Captain position, Meliora PSC recommends the PSB captain being reassigned to Support Operations Command (refer to Support Operations Command portion of the report for further details). This will allow the PSB lieutenant position to be one of professional development being mentored by the Undersheriff and enhancing succession planning within the SMCSO. Subsequently, it allows the Assistant Sheriffs and/or Executive Director of Administration to render on a case disposition and recommended discipline. For cases requiring an administrative hearing, the Undersheriff would serve in that capacity.

Professional Standards provides personnel services to the office's more than 650 employees. The Training Unit also had an office specialist as "extra help" assigned one day a week to training to assist the full-time office specialist.

PROFESSIONAL STANDARDS SCHEDULE

All but one of the Professional Standards Sworn Staff Bureau work a 4/10 shift; they are scheduled to work four days a week, 10 hours a day. One person works a 9/80 schedule, typically consisting of one week of four 9-hour days, one week of four 9-hour days and one 8-hour day. So, every other weekend is three days off.

The Professional Standards Bureau provides daily coverage five days a week, Monday through Friday from 6:00 a.m. to 6:30 p.m. Of the five manager/supervisors (1 lieutenant and 4 sergeants) their schedules provide five-day managerial coverage at both the Hall of Justice and Training Center.

TABLE 6: Professional Standards Bureau Civilian Staffing

Position	Authorized	Actual	Vacant
Human Resource Manager I	1	1	0
Management Analyst	2	2	0
Management Analyst – Extra Help	1	1	0
Management Analyst – Short Term Temp	1	1	0
Total Authorized Personnel	5	5	0

Source: San Mateo County Sheriff's Office Professional Standards, Human Resources Manager

The Professional Standards Civilian Staff is managed by a Human Resources Manager I and is divided into these areas: Personnel, Hiring, and Background. The unit has three authorized full-time positions (FTEs); all positions are filled. It also has one short-term and one extra help position; both these positions are filled.

The Human Resources Manager also oversees Payroll personnel; those numbers are not reflective above (see the Finance/Fiscal Bureau section for further information).



SCHEDULE PROFESSIONAL STANDARDS/CIVILIAN STAFF

The Professional Standards Bureau /Civilian section (to include Payroll) provides daily coverage five days a week, Monday through Friday from 7:00 a.m. to 5:30 p.m.

PERSONNEL RECORDS/CUSTODIAN OF RECORDS

The San Mateo County SO Policy § 1014 – Personnel Records § 1014.3 department file outlines what personnel records are maintained and for how long. The policy also outlines how they maintain division files, training files, internal affairs files, and medical files. The Professional Standards lieutenant described SMCSO's retention schedule(s). A review of the policy content was done and the policy outlines SMCSO's retention and purging as well as lists governing federal and state codes.

An electronic personnel records management system to manage the distinct types of personnel records would be beneficial to PSB. Meliora PSC observed some areas that would benefit from an electronic system during our site visit. Staff indicated that going paperless, using a system such as DocuSign where possible, and acquiring electronic system(s) would help streamline the workflow and help information be more readily accessible. Examples of areas where this was observed or shared were Personnel records, background files, evaluations, and training files. Meliora PSC recommends an electronic personnel management system be researched and implemented.

Meliora PSC recommends any SMCSO staff who maintain personnel records, along with their supervisors, attend personnel records and Public Records Act training.

PROFESSIONAL STANDARDS UNIT RECOMMENDATIONS

- Combine professional standards sworn and professional standards civilian under one Professional Standards Bureau. (Recommendation #5)
- Reassign the PSB captain position to Support Operations Command. (Recommendation #6)
- Research and implement an electronic personnel management system. (Recommendation #7)
- Assign SMCSO staff and supervisors who maintain personnel records attend personnel records and Public Records Act. (Recommendation #8)

Succession Planning

Due to the increased number of police professionals leaving the profession through retirement, attrition, public sentiment regarding policing, and other reasons, it is critical now more than ever that a contemporary Sheriff's Office have a succession plan. Succession planning helps ensure that agencies continue to effectively operate without disruption after a personnel transfer, when employees leave their organization, or retire.



Sheriff's office executives are expected to prepare the future leaders of the organization which can mean allowing staff to develop by experiencing several assignments over several years. Depending on employee turnover this is replaced by expediting personal and professional growth since more special assignments and promotions may be available with limited staff willing or qualified to fill them.

To overcome the challenge of staff not benefiting from time to develop and grow in a variety of positions, agencies must focus on increasing training for staff to prepare them for advancement. Some organizations have even brought outside trainers to the agency for training and ongoing coaching and staff development. Another unique consequence of this challenge is many agencies are increasingly recruiting for supervisory and management positions from outside agencies, something the Sheriff has implemented.

The management and supervision of the San Mateo County Sheriff's Office falls on the shoulders of a five-member executive team comprised of: Sheriff, Undersheriff, two Assistant Sheriffs, a civilian Executive Director. In November 2022, the Sheriff was elected and sworn-in January 2023. She appointed a new Undersheriff and Assistant Sheriff from outside SMCSO who each bring three decades of law enforcement experience and contemporary leadership practices. Today's public safety leaders must bring a contemporary approach to modern day policing and community partnerships.

Meliora PSC learned that one of the current Assistant Sheriff's positions (Corrections Division) is vacant and being filled temporarily by a contractor. During the site visit, the temporary contractor's term was ending. More information will be provided in the Corrections Division portion of the report. Consequently, the SMCSO's executive team is limited to four-members: Sheriff, Undersheriff, Assistant Sheriff, and Executive Director. This presents an opportunity for the executive team to focus efforts on developing the managers within the organization to prepare them for executive leadership.

As mentioned in the executive summary, it is imperative the SMCSO executive team align their roles and responsibilities in order to effectively run the organization. The executive team must listen to one another and collaborate together to allow the operational side of the office to grow and flourish while also building and sustaining relationships with county and community partners.

A challenge for the office is the tenure of the existing patrol deputies, with the average years of experience being 5.08 years. The most junior deputy has six months of experience, and the most senior deputy has 24 years of experience.

Conversely, the average tenure of the existing patrol sergeants is 18.87 years. The most junior sergeant has eight years of experience, and the most senior sergeant has 28 years of experience. Of the 16 patrol sergeants, seven have 20+ years of experience of which four have 25+ years of experience; meaning should the four to seven sergeants decide to retire soon that would leave a vacuum of knowledge within the patrol sergeant rank.



Some notable succession planning recommendations are:

- Develop talent by putting a step-by-step plan in place.
- Create bureau, section, and unit manuals so key information is readily available. Manuals help retain critical information that may not be recovered after a person leaves or retires.
- Communicate a succession plan for sworn and professional staff positions with all members.

Key mechanisms to consider tracking to assist in getting a glimpse into a workforce are:

- Number of employees who are eligible for retirement and where in the organization they are currently working. San Mateo County SO is commended for already looking at retirement projections.
 - A step to managing this is ensuring that those eligible for retirement are distributed across the organization and not in one division.
- Years of service/tenured employees will identify employees who may be closer to retirement and have important institutional knowledge.
- Identify where junior/less tenured and experienced employees are in the organizations and make adjustments where possible.
- Tracking and monitoring appointment dates, age at appointment, and separation trends will help forecast future staffing needs across different circumstances. This needs to be monitored to both ensure these employees are retained by the organization as well as monitor when they become vested and/or qualify for retirement depending on the age they begin working for SMCSO.

Policy

Considering the ever-changing challenges and legislative mandates in policing, maintaining a comprehensive and up-to-date policy manual is critical, yet difficult. Policies set the operational expectations and guidelines for the effective and efficient management of a sheriff organization. As a result of the rapid rate of changes in the law based on court decisions, legislation, and current events, many agencies have sought Lexipol, an external source to provide policies that are consistent with best practices. The organization maintains the ability to modify policies to meet their specific operational needs and objectives.

The SMCSO Policy Manual is 719 pages, not including attachments, and addresses many areas of the office. Throughout this report, references to policies and opportunities for additional policies or updated language have been recommended.

San Mateo County SO Policy § 103 – Policy Manual – § 103.2.2 indicates, “The Executive, Command and Management Staff members shall be responsible for the review of all recommendations regarding proposed changes to the Policy Manual.”



Although on paper the Policy § 103.5 states, "The Sheriff will ensure that the Policy Manual is periodically reviewed and updated as necessary," there are several layers between the Sheriff and the person who keeps the electronic version of the policy up-to-date. This is common; the Sheriff is responsible for the Sheriff's Office and its policy manual. Having said that, between the Sheriff and where the policy management occurs is a sergeant, lieutenant, captain, Assistant Sheriff, and Undersheriff. Policy management rests with the training manager with oversight by the Professional Standards Bureau lieutenant.

SMCSO staff shared that a number of people are reviewing and approving the policies and that there is a lot of collaboration with county counsel, the chain of command and sometimes the Deputy Sheriff's Association. The process for updating existing policies or adding new policies (such as when mandated) is managed through the Lexipol software system.

Lexipol attorneys constantly review evolving laws, court decisions, and provide draft policy revisions for the agency to review and adopt as appropriate. The recommended revisions are typically distributed a few times a year. However, the agency is responsible for staying abreast of the updates and conducting a review to determine applicability to the agency. The office retains control of and responsibility for policy language.

The SMCSO Lexipol policy review and implementation process starts when the training manager/sergeant receives a prompt from Lexipol to review a new policy or update to a current policy. The training manager reviews the new or updated policy and sends the recommendation to the Professional Standards lieutenant. The lieutenant then reviews the policy and either accepts it and sends it to sheriffs' personnel, declines the update, or depending on the content of the policy sends it to county counsel for review and then to the Executive Staff for final review and approval before accepting and publishing the policy.

Throughout this report the Meliora PSC team found several instances where individual policies need to be updated and/or amended because some policies are inaccurate, what is listed as policy is not occurring or something different is occurring, and/or there remains Lexipol's use of generic language such as police officers, department, or other terms inconsistent with the Sheriff's Office.

Lexipol has a management and training platform. Lexipol indicates the online Knowledge Management System (KMS) provides electronic policy acknowledgement tracking, automatic archiving of policy versions and efficient distribution of policies and training to staff. The KMS system increases the efficiency and timeliness of policy update reviews and subsequent acceptance or editing of new policy language.

Policy review could be conducted in a meeting environment with all key stakeholders having read the requisite policies in advance. The team can review the agency's policy updates online and present them on screen in the office's training or executive conference room. Attendees can comment and discuss the language to ensure subject-matter-experts, supervisors and



managers have ample voice before a decision is made about the policy language. The edits can be made in real-time in KMS and saved for distribution to agency members.

The review of the policy compliance report rests with the training manager. The sergeant then takes steps to ensure the employee becomes compliant. As mentioned earlier, the training manager (sergeant) is new to their assignment and is getting acclimated to Lexipol's functions. SMCSO staff indicated that they also utilize the Lexipol user acknowledgments. SMCSO does not yet know whether all sheriff personnel are compliant, and the sergeant is encouraged to conduct routine audits to ensure compliance.

Although Meliora PSC can appreciate the efforts by the prior and new training manager/sergeant, it would best serve the Sheriff's Office if the critical nature of this responsibility were handled by a manager/lieutenant or the Quality Assurance Unit, a forthcoming suggestion.

Meliora PSC recommends the entire policy management process be examined and re-worked in its entirety, from who is tasked with policy management, to the process for reviewing and updating individual policies, to conducting a policy review from the first page of the manual to the last page of the manual, to ensuring that policies are being reviewed, updated, and acknowledged by all SMCSO staff. This would include assigning responsibility for the policy to the PSB lieutenant.

Meliora PSC recommends the SMCSO to consider moving policy management to the Professional Standards lieutenant under the guidance of their Bureau Captain or if a Quality Assurance Unit is created that this responsibility be shifted to that unit.

BUREAU/SECTION/UNIT MANUALS

Due to the multitude of responsibilities managed within PSB, it is important that personnel who rotate through these assignments have a way of learning and understanding the duties and responsibilities of an assignment. Manuals also confirm efforts are not being duplicated as well as clearly define the expected roles and responsibilities.

The SMCSO Policy § 202 – Bureau Manuals states, "Each San Mateo County Sheriff's Office Bureau shall develop and maintain a Bureau Operations Manual." It further states, "The Bureau Commander shall review the manual annually for content and relevance. The Professional Standards Lieutenant or designee shall review the changes, additions, and/or revisions to ensure that they do not conflict with the Policy Manual or other Bureau Manuals. Copies of the revised addition will be forwarded to the Undersheriff via chain of command."

Meliora PSC learned that very few in-house manuals exist, and some units are using a form of a manual from outside entities such as the California Peace Officers Standards and Training (POST) FTO Manual. Additionally, Meliora PSC learned from several staff members that a manual would assist them in their respective position. Meliora PSC recommends San Mateo



County SO ensure their policies are reflective of what is practiced. Meliora PSC also recommends that SMCSO develop bureau/unit manuals for each area of the office.

POLICY RECOMMENDATIONS

- Examine the entire policy management process and evaluate who is tasked with policy management to ensure policies are being reviewed, updated, and acknowledged by all SMCSO staff. (Recommendation #9)
- Consider moving policy management to the Professional Standards lieutenant under the guidance of a Quality Assurance Unit. (Recommendation #10)
- Ensure policies are reflective of practice, and either update policy or align practice with the intended policy. (Recommendation #11)
- Develop bureau/unit manuals for each area of the office. (Recommendation #12)

Personnel Management

Personnel's responsibility is to recruit, hire, train and retain qualified individuals to work at the Sheriff's Office in both sworn and professional staff positions. As part of that function, Personnel serves as the primary point of contact for the San Mateo County Human Resources Department.

As indicated earlier in the department staffing portion at the beginning of the report, San Mateo County Sheriff's Office is budgeted for 823 positions: 383 sworn and 440 professional staff. As of January 20, 2024, nine positions are frozen (Sworn: 4 and Professional Staff: 5), there are 140 vacancies (Sworn: 91 and Professional Staff: 49) for a total of 674 current employees: 282 sworn and 392 professional staff. In the tables that follow, we reflect the total budgeted number reduced by the nine frozen positions for a total of 814 positions since they are no longer budgeted for SMCSO.

Within SMCSO, the Correctional Officers are considered "sworn" officers since they are not considered professional staff. However, they are not defined as "peace officers" in California. In order to provide an accurate staffing analysis for sworn staff, Meliora PSC only included sworn deputies as defined by California state statute. Correctional Officers were included in professional staff since that is a more accurate classification of the position. It is important to note in our experience, there has been a long-standing sentiment in police and Sheriff's Offices that sworn staff are more important than professional staff. By including Correctional Officers in the sworn staffing count, this practice unintentionally perpetuates this inaccuracy and organizational pain point for more than half of SMCSO personnel.



TABLE 7: San Mateo County Sheriff's Office Staffing

Category	Filled	Vacant	Frozen*	Total Budgeted
Sworn	282	91	4	373
Professional Staff	392	49	5	441
Total	674	140	9	814

*SOURCE: San Mateo County Sheriff's Office as of January 20, 2024. *Note, frozen positions were not included in the total budgeted positions as they are no longer being budgeted.*

The vacancy rate refers to the percentage/number of unfilled positions within the organization's staffing category. It can be seen as a measure of the organization's ability to attract, retain and hire personnel.

TABLE 8: Sworn Staffing Vacancies by Position

Sworn	Vacancy Number	Notes
Assistant Sheriff	1	
Sergeants	5	There are 5 Acting Sergeants
Deputy Sheriff	85	
TOTAL	91	24.40% vacancy rate

Source: San Mateo County Sheriff's Office Professional Standards.

TABLE 9: Sworn Staff Vacancies by Division

Professional Staff	Vacancy Number	Notes
Administrative Services Division	1	
Support Services Division	1	
Forensic Laboratory Division	0	
Patrol Division	13	
Investigations Division	15	
Homeland Security Division	0	
Corrections Division	38	
Court Security and Transportation Division	23	
TOTAL	91	24.40% vacancy rate

Source: San Mateo County Sheriff's Office Professional Standards.



TABLE 10: Professional Staff Vacancies by Division

Professional Staff	Vacancy Number	Notes
Administrative Services Division	9	
Support Services Division	5	
Forensic Laboratory Division	1	
Patrol Division	9	
Investigations Division	9	
Homeland Security Division	0	
Corrections Division	16	
Court Security and Transportation Division	0	
TOTAL	49	11.11% vacancy rate

Source: San Mateo County Sheriff's Office Professional Standards.

The San Mateo County Sheriff's Office is not the only agency in California suffering from vacancies as the hiring crisis is nationwide. During Meliora PSC's site visit, we heard from several sworn staff that they understand staffing is not just a problem at SMCSO.

TABLE 11: Current Sworn "Peace Officers" Staffing by Position and Gender

Position	Male	Female
Sheriff	0	1
Undersheriff	1	0
Assistant Sheriff	1	0
Captain	6	1
Lieutenant	13	2
Sergeants	57	1
Deputy	193	19
TOTAL: 295*	271	24

Source: San Mateo County Sheriff's Office Professional Standards. *denotes 295 total staff as of February 12, 2024.

Earlier in the demographics section of the report, San Mateo County demographics were compared to SMCSO demographics. Based on the current sworn staffing numbers (not including correctional officers) shown in the table above, 8.14 percent of SMCSO sworn "peace officers" are women.

The Sheriff's Office has signed a pledge to the 30x30 initiative overseen by the Recruitment sergeant. SMCSO staff said their recruitment efforts have considered the office's pledge, and they actively seek to hire and retain qualified women to work at SMCSO.

As discussed earlier in the report, the 30x30 initiative seeks to advance the representation and experiences of women in policing; in short police and sheriff organizations are encouraged to



increase the number of women in policing to 30% by 2030. The 30x30 initiative further explains it uses scientific data to show that not until 30% is achieved will it impact culture versus assimilating into the status quo. The point of this scientific data is that women need to “thrive and not just survive.” The 30x30 initiative also serves to highlight culture, in that police and sheriff organizations are encouraged to transfer their culture to support and celebrate the value of diverse and underrepresented personnel.

RECRUITMENT, HIRING AND RETENTION

Recruitment, hiring, training, and retention of the best deputies is critical for an efficiently run organization and a safe and flourishing community. Recruitment, hiring, and retention of qualified people to police in the community has historically been a challenge for the policing profession.

Recently, the task of finding character-minded, good-hearted individuals willing to join the profession has been reduced due to varied factors including increased external scrutiny, negative public perception of the policing profession, and increased risk of physical and reputational harm.

Agencies are finding the need to evolve their recruitment and hiring process through new procedures, changes in incentives, and identifying and implementing best practices. The industry is also losing experienced police and sheriff professionals who are opting to retire early or change careers and leave the industry all together.

Meliora PSC learned that one employee manages the hiring and background process through Guardian. This is a cumbersome process for one person when in fact Guardian is meant to offer an end-to-end solution that is an easy and efficient way to pre-screen, investigate and approve applicants. Meliora PSC recommends SMCSO review their contract with Guardian and/or contact Guardian and learn which “on-demand” steps and or “on-demand” options they have paid for and/or are using. If they contracted for and used all facets of this platform there would be an increase in both efficiency and quality control of the background process. Meliora PSC also recommends SMCSO request a refresher training demonstration from Guardian.

Having said the above, there are also other responsibilities and duties besides managing incoming applications in coordination with County HR via NeoGov and managing applicants via Guardian. A sampling (not comprehensive) of other duties are custodian of records for DOJ fingerprint returns, communicate with each candidate, assign backgrounds to investigator and monitor their progress, schedule polygraphs/medicals/psyches, draft conditional and final job offer, print and issue ID cards for all personnel and new hires, act as a CCW liaison for fingerprints, manage and process vendor invoices, etc.

Processing the workflow for 1,000 applicants in a ten-month period is a lot for one person to manage, especially an employee who has other duties. Consequently, this is creating a



bottleneck. Meliora PSC recommends SMCSO re-examine the number of personnel assigned to the management and processing of applicants to determine if more staff is needed. The employee reports to both the PSB lieutenant and HR Manager. Although there may be some benefits to a two-manager structure such as career development in that the employee has access to two different strengths and learning opportunities, there are also some challenges that need to be considered:

- Ambiguous priorities: different styles and section responsibilities may lead to different priorities.
- Possibility for miscommunication and challenging to maintain clear instructions.
- Extra responsibility: Can create more work for the employee who must communicate one item to two managers.

Additionally, Meliora PSC learned that after successful candidates undergo an application screening process, written exam, and physical testing process, they are interviewed by a panel comprised of internal staff, mostly deputies. If they are successful up to this point, they undergo an extensive pre-investigative background investigation. Afterwards, SMCSO decides whether they are given conditional job offers.

Employee selection methods for both law enforcement and private industries find it valuable to regularly include an in-person interview by a hiring manager (in this case it could be the PSB lieutenant for sworn or HR Manager for professional staff). Some hiring managers plan a structured interview process and others ask questions based on the employee's background information or a combination thereof. The SMCSO conducts a secondary interview only if there are concerns that developed through the pre-investigative background process. Meliora PSC recommends SMCSO conduct regularly scheduled in-person interviews of applicants during the hiring process. The benefits include being able to see the candidate face-to-face, experience their body language and facial expressions, ability to offer clarity about culture and expectations, build rapport with the candidate, and potentially probe deeper into the background and interview process.

Below are some examples that may assist in the recruitment and retention of current employees. Meliora PSC encourages the Sheriff's Office to consider using some of these to enhance recruitment and retention.

- Review current benefits package; offer more benefits.
- Job Sharing.
- Incorporate growth opportunities for all members.
 - Establish a professional staff career ladder.
- Intentionally seek candidates that share the office's values and mission.
- Recognize employees; employee appreciation and build a positive organizational culture.
- Encourage collaboration. Connect with employees; building a relationship with staff creates a team environment and supports employees wanting to stay.



- Review pay scale, different retirement plan.
- Create a soft exit plan. Employees will leave for one reason or another. Finding out why employees leave will help guide the office's retention strategies and exit interviews are insightful.
- Consider a team building workshop for various levels of the organization.

RECRUITMENT

As of January 2024, there are currently 674 regular employees in the Sheriff's Office. In 2023, from April 1 to December 31, the recruitment team attended a total of 63 venues and events and have contacted over 1,100 people who showed an interest in working for SMCSO. In the last nine months, SMCSO's recruitment staff has accomplished more than the combined total from 2018-2022, which is a commendable example of their commitment and diligence.

Examples of some of the 63 recruitment events/venues include:

- Police academies throughout California.
- Pellet B and WTSB testing sites.
- College job fairs.
- Specialty shows such as Outdoors Expo, National Car show, Sacramento Air Show (each of these events had approximately 100K attendance).
- Recruited at various military bases (Sacramento, San Bruno, San Diego, Colorado Springs, Co.)
- Hosted in-house recruitment events for communities within SMCSO's jurisdiction.
- Mentoring correctional officers to promote to deputy sheriffs.

In addition to recruiting at the above venues, SMCSO staff were tasked with developing, organizing, and implementing a Sheriff's Office Woman's Boot Camp. Staff shared that their efforts garnered approximately 90 reservations for the 10-week program. The program assisted woman who were interested in a career in law enforcement by getting them ready to take the physical agility test and Pellet B written exam. On average, 30 participants attended the 3-hour session every Saturday for the 10 weeks. On the last day, working with POST, SMCSO hosted testing and covered the cost of the test for the 20 women who took part in the testing.

In the last ten months, from April 2023 through January 2024, SMCSO has received over 1,000 employment applications. In 2023, 69 new hires (both sworn and professional staff) were made as compared to 44 in 2022. From April 1, 2023, to December 31, 2023, SMCSO hired 26 new sworn staff and 18 promoted from correctional officers to deputy sheriff for a total of 44. Their dedicated efforts for the past 10 months are coming to fruition. During the first two weeks of February 2024, SMCSO hired an additional 18 sworn staff and are projected to hire and swear in another 14-18 in March. Meliora PSC learned SMCSO has over 200 candidates in the background process.



The San Mateo County Sheriff's Office uses Guardian Alliance Technology cloud-based software. This software is designed to improve the vetting and hiring process of public safety personnel. According to Guardian, the use of their platform "enables agencies to complete background investigations far faster, and with more accuracy than ever before thanks to advanced data mining and management tools, time-saving automation for certain tasks, and artificial intelligence used for social media screening."

San Mateo County SO Policy § 1000 – Recruitment and Selection – under the purpose and scope says "provides a framework for employee recruiting efforts and identifying job-related standards for the selection process." Under applicant qualifications it says, "candidates for job openings will be selected based on merit, ability, competence and experience."

The policy was reviewed and found to lack detail in providing a framework for employee recruiting efforts and identifying job-related standards for the selection process. Having said this, SMCSO does have an existing framework for recruiting. The policy was last revised January 1, 2020. Meliora PSC recommends SMCSO review Lexipol's latest version of the recruitment and selection policy and consider updating the policy so it can be more reflective of contemporary hiring standards and of the efforts staff is currently making. For example, information such as recruitment and selection strategy, selection process, background investigation, disqualification guidelines, employment standards, probationary periods, and pre-employment truth verification testing could be added.

The use of social media and recruitment ads has historically been used by agencies across the region to reach out to potential candidates. However, the best recruiters are members of their own agency. According to a recent California Police Chiefs article², small agencies find success with in-person visits of unaffiliated recruits in California police academies. Establishing relationships with interested candidates is a key step in developing committed employees. When candidates visit the agency, meeting with command staff as well as future peer deputies allows the new generation of police candidates the chance to get to know the department and begin to build relationships as a team member.

At the direction of the executive team, a recruitment team was formed from staff members who are not assigned to the Professional Standards Bureau. Staff shared these members, both sworn and professional staff, help at recruitment event booths as an ancillary duty and are paid overtime. Although there are 15 members on the recruitment team, the office has not been able to utilize most of the members due to overtime obligations in their own bureaus due to staffing shortages. The core recruitment team has been PSB staff members who have taken part in most of the recruitment events. Meliora PSC encourages SMCSO to include at least one female deputy in each of their recruitment events.

In pursuit of SMCSO's ongoing commitment of attracting and retaining top-tier talent, PSB shared San Mateo County SO's recent initiatives aimed at increasing their personnel numbers.

² Ahearn, B. (2022). Recruiting for a Small Rural Sheriff's office. *California Police Chief*, Winter 2022, 12-13.



These initiatives include a recruitment video series, partnership with Sacramento State, and a more streamlined and revamped pre-employment written process. The new sheriff's administration and all involved staff are applauded for making recruitment a high priority. Changes or advancement in the following areas have already taken place:

- Increased social media advertisement.
- Purchase of recruitment advertisements.
- Added additional persons to the cadre of deputies already in place to conduct backgrounds.
 - Utilize deputies who have prior background experience via ancillary duty.
 - Reintegrated background deputies back into the Professional Standards Unit.
 - Utilize outside background investigators.
- Increased attendance at recruitment events such as military bases, street fairs, and colleges.
- Expanded recruitment team.
- Placed a sergeant in charge of recruitment.
- SMCSO has the following hard to fill classification signing bonuses in place to assist in attracting candidates:
 - \$15,000 for Deputy and Correctional Officer positions
 - \$30,000 for the Lateral Deputy position

Expanding the recruitment team aids in using a more personalized approach and ability to attend more recruitment events. Meliora PSC encourages the SMCSO to continue to utilize a diverse recruitment team that represents the face of the Sheriff's Office and sends a message to their applicant pool; if applicants see themselves in the San Mateo County Sheriff's Office through a diverse recruitment team, they may be more apt to apply.

As mentioned earlier in the county and office demographics section, it is important to analyze applicant information to assist the Sheriff's Office in focusing recruitment efforts on enhancing diversity in hiring. Diversity in the workplace means having a workforce inclusive of diverse backgrounds and national origins. It includes gender, cultural background, sexual orientations, and life experience. It also means that the office fosters a sense of belonging that makes everyone feel like they are members of the team.

The San Mateo County Sheriff's Office website transparency portal shows employee demographics; the data represented captures both sworn and professional staff members. The portal does not disaggregate the data. As mentioned earlier in the demographics segment of this report, it is important for the Sheriff's Office to analyze applicant information to assist in recruiting qualified employees that are reflective of the communities it serves. Additionally, having sworn gender data would help analyze SMCSO's progress towards the commitment to the 30x30 initiative. Meliora PSC recommends PSB regularly document demographic information for current employees and new personnel hired.



TABLE 12: San Mateo County SO Recently Hired (2019-2023)

	2019	2020	2021	2022	2023	TOTAL
Sworn Total	35	43	24	23	38	163
Male	28	35	20	20	37	140
Female	7	8	4	3	1	23
Professional Total	25	10	26	21	31	113
Male	10	4	11	12	15	52
Female	15	6	15	9	16	61
TOTAL HIRED	60	53	50	44	69	276
TOTAL MALE	38	39	31	32	52	192
TOTAL FEMALE	22	14	19	12	17	84

Source: San Mateo County SO.

During Meliora’s site visit, SMCSO staff shared the following added recruitment strategies they felt would be helpful:

- Housing plan (housing stipend, subsidized multi-unit housing building, home down payment assistance).
- Increase the hiring incentive amount for employees who bring in new hires and adjust the process.
 - The employee referral program amount is \$1,000; \$500 is received by the referring employee after the first pay period of the newly hired person and \$500 is given when the newly hired person passes probation.
 - Work with County HR to amend the process in which to obtain the incentive. Currently, this incentive is only received if the applicant lists the name of the employee on the “initial” application paperwork. Adding a step to the candidate intake process where HR asks the applicant if anyone recruited them to SMCSO would assist in acknowledging the recruitment efforts of SMCSO staff.
- Streamline the hiring process and assist candidates so they are successful in the process.

PRE-EMPLOYMENT INVESTIGATIONS

The pre-employment background investigation is one of the most crucial investigations of a Sheriff’s Office as those allowed to become members of the organization have a huge responsibility to lead their lives with the highest level of integrity in keeping with the Law Enforcement Code of Ethics. Due to the number of applications received in the last year, the San Mateo County SO has added contract investigators, a current total of eleven, to conduct background investigations. This is common practice for organizations, such as sheriff offices, as retired police and sheriff’s professionals can be hired on an as-needed basis and compensated with salary savings from vacant positions.

Increasing the number of investigators conducting pre-employment background investigations improves the opportunity to hire personnel at a faster rate, especially during peak hiring periods. Hiring more investigators can also alleviate the impact to deputies from other



assignments in the office who assist with background investigations as well as perform mandated overtime. SMCSO is complimented in the efficient and cost-effective strategy to complete the hiring process, wherein timeliness is important in a competitive hiring environment.

The Professional Standards Bureau is responsible for three different types of background investigations: sworn, professional staff (civilian), and security clearance. Security Clearances are conducted on employees who need access to Sheriff's Office facilities. The most common clearances are needed for the Maguire Correctional Facility and Maple Street Correctional Center and are conducted on correctional health personnel. In 2023, 189 sworn backgrounds, 168 professional staff backgrounds, and 218 security clearances were conducted.

Next is a table which represents the number of security clearances conducted by PSB over the last five years. SMCSO staff advised that these numbers are rough numbers because the office does not have a central database for security clearances. Additionally, the small numbers for 2019 may have to do with insufficient record keeping.

TABLE 13: San Mateo County SO Security Clearance Completed (2019-2023)

Security Clearances	2019	2020	2021	2022	2023	TOTAL
Access Security Clearances	14	49	40	57	159	319
Correctional Health personnel security clearances	141	80	34	57	59	371
TOTAL	155	129	74	114	218	690

Source: San Mateo County Sheriff's Office PSB.

The SMCSO background investigation process uses the California POST Investigations manual which works in conjunction with the POST ten dimensions that are incorporated into the background process. The dimensions are as follows:

- Integrity
- Impulse Control/Attention to Safety
- Substance Abuse and Other Risk-Taking Behavior
- Stress Tolerance
- Confronting and Overcoming Problems, Obstacles, and Adversity
- Conscientiousness
- Interpersonal Skills
- Decision-Making and Judgment
- Learning Ability
- Communication Skills



SMCSO shared that during their 2020 POST audit non-compliance report, it was clear that improvement is needed for background investigation documentation for new hires. Those who conducted pre-hire backgrounds at the time were made aware of the issues and no problems have since surfaced.

RETENTION

Equally important to recruitment and hiring is retention. The first step in retaining employees is ensuring they are properly welcomed to the agency. Onboarding new hires is the welcoming process agencies complete to integrate employees into the organization. The SMCSO has a 40-hour, one week New Hire Orientation (NHO) program which covers programs, services, and training. Examples of some of the topics covered are:

- Capital Edge (financial planner).
- County Human Resources covers administrative paperwork and explanation of benefits.
- Payroll
- Lexipol
- Ethics
- Workplace violence
- Resilience
- Biased-Based training

Having a sheriff-specific onboarding program allows the sheriff's staff face-to-face time with a new employee to set goals and expectations as well as show its commitment to providing a positive work environment.

Meliora learned some suggestions made by SMCSO staff to retain employees

- Have a PSB Retention staff serve as an advocate for existing staff members.
- Remedy staff concerns by introducing more new quality workplace programs in line with the Sheriff's vision: (top two not included yet to SMCSO Exec Team)
 - Sheriff office picnics
 - Team building exercises/events
- Wellness hour per shift, a dedicated hour per shift for personal well-being.
- Shift Schedule change, alter the day shift schedule from 2 on 2 off to either 4 on 4 off or 7 on 7 off. This change would support those living further away. Meliora learned the patrol night shift teams have already implemented the longer set of workdays. This is discussed in the patrol section earlier in the report.
- Meal offerings; expand existing meal services beyond the jail to all staff.
- Retention bonuses in the form of time off and/or money after an employee reaches a certain number of years (tenure) with the Sheriff's Office.

The below tables represent employees who left in 2023 by type of departure and classification title.



TABLE 14: San Mateo County SO Number of Employees Departure by Type of Departure and Average Age, 2023

Type of Departure	Number	Average Age at Departure
Normal Retirement	34	54 years old
Resignation	38	34 years old
Probationary Rejection	1	35 years old
Dismissal for Cause	2	38 years old
Disability Retirement	2	45 years old
TOTAL	77	

Source: San Mateo County Sheriff's Office Professional Standards Bureau.

TABLE 15: San Mateo County SO Departures by Classification Title and Type, 2023

Classification Title	Normal Retirement	Resignation	Probationary Rejection	Dismissal for Cause	Disability Retirement
Sheriff	1	0	0	0	0
Undersheriff	1	0	0	0	0
Assistant Sheriff	2	0	0	0	0
Captain	0	1	0	0	1
Lieutenant	1	0	0	0	0
Sergeant	8	0	0	1	0
Deputy	9	11	0	0	0
Deputy Trainee	0	4	0	0	0
Community Program Supervisor	0	1	0	0	0
Cook II	1	1	1	0	0
Correctional Officer	5	7	0	1	1
Crime Analyst	0	2	0	0	0
Criminalist II	0	1	0	0	0
Criminal Records Technician II	0	2	0	0	0
Director of Finance	1	0	0	0	0
Fiscal Office Services Supervisor	1	0	0	0	0
Fiscal Office Specialist	0	2	0	0	0
Food Service Worker	1	0	0	0	0
Information Technology Technician	0	1	0	0	0



Legal Office Specialist	2	2	0	0	0
Management Analyst	0	2	0	0	0
Property Officer II	1	1	0	0	0
TOTAL: 77	34	38	1	2	2

Source: San Mateo County Sheriff's Office Professional Standards Bureau.

Employees are a valuable commodity to organization, and it is in the Sheriff's Office's best interest to meet with employees to address issues that may result in staff seeking other employment. During Meliora PSC's one-on-one meetings, focus groups, and other interactions, we noted employees were hesitant to bring up pertinent issues in a group setting; however, felt more comfortable speaking one-on-one. Meliora PSC encourages SMCSO to help their employees feel more comfortable and embrace opportunities for employees to mention pertinent issues. It is important differing viewpoints are able to be shared without a feeling, perceived or otherwise, of retribution.

In addition to meeting with staff and learning about challenges they have or may cause them to leave, conducting exit interviews with departing employees are insightful in understanding employee satisfaction, department culture, and areas for organizational improvement. Typically, a member of the organization's executive staff will speak with the departing employee to gain insight into the organization and/or why the employee is leaving.

The SMCSO allows exit interviews to be optional for the departing employees. SMCSO makes the PSB lieutenant, PSB sergeants, Command Staff, or Executive Staff available to the departing employee should they want an exit interview.

Meliora PSC recommends the SMCSO make exit interviews mandatory, be conducted in-person by the PSB lieutenant and/or the in-house Sheriff's Office Human Resources Manager and ensure consistency in completing them. Another option would be hiring an outside entity to conduct the exit interviews and offer an option for employees to remain anonymous if they prefer.

An exit interview is not meant to be a check off that it occurred. Instead, the exit interview must be handled tactfully in a genuine manner in order to seek opportunities for the agency to improve and use the information to help the Sheriff make informed decisions about the future of the organization.

RE-INTEGRATION PROGRAM

A "Re-integration Program" is designed to re-integrate employees who have been off work for three or more months due to an injury or other reasons. The program provides staff refreshers on pertinent information, systems, policies, as well as have the returning employees complete any training missed during their absence. SMCSO staff indicated there is no formal reintegration



program but returning employees are required to review policies that were updated or added while they were off work. Sworn deputies must qualify at the range. SMCSO should consider formalizing their re-integration program.

RECRUITMENT, HIRING, AND RETENTION RECOMMENDATIONS

- Review the contract with Guardian and/or contact Guardian and learn which “on-demand “steps and or “on-demand” options they have paid for and/or are using. (Recommendation #13)
- Request a refresher training demonstration from Guardian. (Recommendation #14)
- Re-examine the number of personnel assigned to the management and processing of applicants to determine if more staff is needed. (Recommendation #15)
- Conduct regularly scheduled in-person interviews of applicants during the hiring process. (Recommendation #16)
- Review Lexipol’s latest version of the recruitment and selection policy and consider updating the policy so it can be more reflective of contemporary hiring standards and of the efforts staff is currently making. (Recommendation #17)
- Regularly document demographic information for current employees and new personnel hired. (Recommendation #18)
- Make exit interviews mandatory to be conducted in-person by the PSB lieutenant and/or the in-house Sheriff’s Office Human Resources Manager. (Recommendation #19)

PERFORMANCE EVALUATIONS

San Mateo County Sheriff’s Office Policy § 1002 – Evaluation of Employees addresses the performance evaluation system, including “recording work performance, providing recognition for good work and developing a guide for improvement.” The policy further states, “The evaluation report is intended to serve as a guide for work planning and review by the supervisor and employee. It gives supervisors a way to create an objective history of work performance based on job standards.”

The San Mateo County SO staff utilizes IPro’s Make Note feature for supervisory note-taking and annual performance evaluations. Make Note is a program that allows a supervisor to document an observation or discussion. The note is then linked to the employee or employees, who are notified via email of a new note having been created. The employee can then access the system to read the note and add comments if desired. Notes remain with employees as they are reassigned or take on different supervisors over time. This allows a supervisor to accurately complete an employee’s evaluation at year end even if the employee was supervised by more than one supervisor.

Meliora PSC learned that SMCSO supervisors use the below steps in evaluation preparation and processing.



- Preparation: Collect data, review job goals.
- Meeting Setup: Schedule Ten Day Review with the employee.
- Assessment: Evaluate achievements, strengths, areas needing improvement.
- Feedback: Provide constructive feedback, address employee feedback.
- Goal Setting: Collaborate with employee on setting new objectives.
- Development Plan: Outline steps for improvement.
- Documentation: Record key points and agreements.
- Submission: Send signed Evaluation form to Professional Standards Bureau.
- Filing: Upload to Civil Services and file in personnel folder.

San Mateo County SO is to be complimented for not only promoting the use of the above evaluation steps but for also documenting an Employee Performance Report document which outlines the purpose of a performance review and reports, the process for evaluations, overall rating definitions, and narrative guidelines for specific ratings.

Policy § 1002.3.1 states that evaluations are addressed for reserves in the Reserve Deputies Policy. Meliora PSC found SMCSO’s Reserve Deputies Policy § 322 to be documented with a lot of pertinent information but did not locate evaluation management/evaluations in the policy. SMCSO also does a good job addressing a performance evaluation system for their Field Training Program (Policy §§ 416.4 and 416.7), Volunteers (Policy § 334.7), and Explorers (Policy § 335.7). This is an example of the SMCSO focusing on important performance feedback and striving to meet industry standards. Meliora PSC recommends SMCSO amend Policy § 322 Reserve Deputy to include information about the reserves performance evaluation system.

Meliora PSC found that the Evaluation Policy included § 1002.3 Evaluation Process, that all “sworn and civilian supervisory personnel shall attend an approved supervisory course that includes training on the completion of performance evaluations within one year of the supervisor appointment.” Meliora PSC found that sworn supervisors attend training, but professional staff supervisors do not. See Sergeant/Supervisor training section for further information.

Table 16 depicts Meliora PSC’s review of the SMCSO’s evaluations as of February 2024.

TABLE 16: San Mateo County SO Evaluations Due, 2020-2023

Year	Pending	Total Past Due
2020	1*	0
2021	2*	0
2022	9*	5
2023	14*	42
TOTAL	26	47

NOTE: * denotes evaluations are pending as employee on leave.



If an employee is out on leave, their evaluation will be given to them upon return to work. For purposes of tracking, they are considered pending and not past due. Meliora PSC noted that a number of past due evaluations were in executive, command and supervisory positions and sends a message of inconsistency with policy and practice on an integral part of organizational development. Meliora PSC recommends SMCSO make it a top priority to complete employee evaluations that are past due.

PERFORMANCE EVALUATION RECOMMENDATIONS

- Amend Policy § 322 Reserve Deputy to include information about the reserves performance evaluation system. (Recommendation #20)
- Ensure overdue employee evaluations are completed immediately. (Recommendation #21)

PROMOTIONS/SPECIALTY ASSIGNMENTS

The SMCSO does not have a sheriff Lexipol policy regarding promotions; however, there is one for specialty assignment positions. Meliora PSC recommends SMCSO contact Lexipol and establish a promotional policy.

Meliora PSC learned there is no specific office-wide tracking system for tracking promotions and/or assignments in general. Promotion and specialty assignment hard copy documents are placed in each individual employee's personnel file but not into a database. Meliora PSC recommends implementing a tracking system to electronically track all employees, their assignments, and promotions. IAPro does not have this ability, but other systems such as LEFTA does.

SMCSO Policy § 348 – Specialty Assignments states, “The regular and systematic rotation of personnel through specialty assignments enhances the ability of the Office to accomplish its mission and provides training, experience, and professional development of personnel,” there is no other language describing the rotational policy. Although specific language regarding the length of time is not included in policy, staff indicated office practice is to stay in a special assignment for approximately three to five years depending on the assignment.

PROMOTIONS

The Sheriff's Office facilitates promotions in compliance with the County of San Mateo Human Resources and the Equal Employment Opportunity (EEO) policy. SMCSO is to be praised for being communicative and organized regarding promotional information. A few examples are outlined below:

- They have a work plan document for promotional positions. This work plan includes a table outlining the dates, activity/action items and who is responsible for each portion of the plan. Examples of the activity/action items are discussion of recruitment plan, job



posting, screening of applications, panel board acquisition, and assessment center information.

- They offer promotional informational sessions to Sheriff's Office members and perspective hires. Content includes, but is not limited to, understanding the process, interview preparation tips, common obstacles, and expectations of a leader.
- The Sheriff's Office sends out agency-wide announcements on promotions within the organization. A memo to the organization is sent directly from the Sheriff announcing who was promoted to what rank, when it is effective, a short synopsis of why they were promoted, a photo of the employee promoted and an acknowledgment of the effort of all candidates who tested.

SPECIALTY ASSIGNMENTS

Policy § 348 – Specialty Assignment establishes “a procedure for the transfer of personnel to take a specialty assignment.” It also outlines minimum qualifications, selection process, notification process and states that “regular and systematic rotation of personnel through specialty assignments enhances the ability of the Office to accomplish its mission and provides training, experience, and professional development for personnel.” Meliora PSC observed an opportunity to improve the policy in two areas: describing desired character traits for assignments, and establishing the rotational term for assignments.

Including character traits and other desirable qualifications assists employees prepare for specialty assignments. Again, Lexipol has sample language that can be incorporated into the existing SMCSO Policy § 348.

Establishing a rotational policy provides personnel the opportunity to build their expertise in a variety of assignments. Many agencies require staff to return to patrol or corrections for at least one year to bring back knowledge from the experiences gained in the specialty assignment. Thereafter, personnel can apply for another specialty assignment. Keeping specialty assignments from being permanent assignments provides an incentive for others in the office to strive to achieve a specialty assignment, thereby expanding the number of employees who have additional expertise and sharing that expertise with others when they move onto other assignments. Meliora PSC recommends the SCMSO implement a rotational policy that sets limits on the number of years in a specialty assignment and incorporate in policy. Some agencies have three years with the opportunity to request two, one-year extensions so it places oneness on the special assignment employee to perform well to continue to remain for up to five years. There may be a few assignments, such as the Bomb Squad or others requiring specialized training that takes several years to attain, that might provide for a longer assignment period. Throughout the assessment report, we will describe areas where specific rotational terms may be more suitable.

Meliora PSC had an opportunity to review a sampling of Interest Memos that are sent to the office when there is an opening for a specialty assignment. The memos are professionally



written and establish the norm for the special assignment process as well as outline specific and general characteristic traits as well as specific qualifications needed for each respective position.

PROMOTION/SPECIALTY ASSIGNMENT RECOMMENDATIONS

- Contact Lexipol and establish a promotional policy. (Recommendation #22)
- implement a tracking system to electronically track all employees, their assignments, and promotions. (Recommendation #23)
- Implement a rotational policy that sets limits on the number of years in a specialty assignment and incorporate in policy. (Recommendation #24)

EMPLOYEE WELLNESS

The 21st Century Policing report, Pillar 6: Officer Wellness and Safety states, "The wellness and safety of LEOs (Law Enforcement Officers) is critical not only to themselves, their colleagues and their agencies, but also to public safety." San Mateo County SO is commended for their Peer Support and Program for Resilience in Modern Emergency Response (PRiMER) two-prong approach for employee wellness and safety at every level of the organization.

San Mateo County SO Policy § 1035 policy states, "The San Mateo County Sheriff's Office Peer Support Program and the Program for Resilience in Modern Emergency Response are established for the purpose of providing office personnel with assistance and access to services to help them resolve personal or professional issues causing them emotional or mental stress. The Sheriff's Office recognizes that the duties and responsibilities of law enforcement and corrections personnel are often emotionally demanding and difficult, and that it is common for employees to experience stress-related issues and emotional difficulties."

SMCSO recently acquired Lexipol's Cordico wellness solution mobile app for first responders. Lexipol states, "The Cordico app is 100% confidential and anonymous and comes packed with a wide range of resources developed by clinical experts, with new content and tools."

PEER SUPPORT AND THE PROGRAM FOR RESILIENCE IN MODERN EMERGENCY RESPONSE

The San Mateo County Sheriff's Office is commended for being forward-thinking in establishing their Peer Support Group (PSG) over 21 years ago. The development of their Peer Support Group was a significant first step in their employee wellness strategy. The Peer Support team is managed by a lieutenant and comprised of 14 persons: three lieutenants, five sergeants, two deputies, two correctional officers, and four professional staff who range in rank from line level to director.



PEER SUPPORT GROUP

SMCSO members who are interested in being part of the team submit a memo of interest, are vetted by the existing peer support members, and interviewed by the lieutenant prior to final selection. During Meliora PSC's February site visit we learned there are currently four new prospective sheriff members in the process of becoming a member of the peer support group.

The US Department of Justice COPS Office, Community Policing Dispatch article³ states, "During difficult times, an officer may be more comfortable approaching a peer who understands the context and has experienced the same stressors." The SMCSO Peer Support Group appears to be well received by sheriff members.

SMCSO is encouraged to take advantage of grants that may be available to supplement their existing programs. For example, there was a California Wellness and Mental Health grant available within the last two years.

The Peer Support Group (PSG) is commended for attending briefings and section meetings as a means of holding peer support talks and reaching out to staff members to open lines of communication. They also play a key role in critical incident stress debriefs which they hold should a critical incident arise; they strive to hold a debrief within two days of an incident.

The SMCSO Peer Support Program Policy § 1035 under the definition/referral section states, "Members of the Peer Support Team are trained to be effective listeners and provide constructive feedback, clarify issues, and assist employees in identifying options for problem resolution. Team members who encounter employees and/or family members whose problems are acute or require specialized assistance, will provide information on referral resources." The Sheriff's Office is to be complimented for striving to align its practices with best practice and including employees' families.

During the February 2024 site visit, Meliora learned that the Peer Support lieutenant holds team meetings every other month. The purpose of a Peer Support program is to prevent or lessen the potential impact of stress upon first responders by providing emotional support, information, and assistance. The same would be true for peer support team members. Meetings allow the manager and team members an opportunity to keep track of the group's progress, remind members of their role and responsibilities as a peer supporter. Meliora PSC encourages the peer support team, while emphasizing the importance of confidentiality, and not sharing names or personal specifics, identify themes and needs for sheriff office personnel and keep the group abreast of current or added resources available.

Meliora PSC also learned that the Sheriff's Office is currently in the process of bringing onboard two psychologists who will be available to sheriff staff and will also do ride-a-longs with patrol deputies to get to know and be available to them.

³ US Department of Justice COPS Office. (2023, February). *Peer Support for Officer Wellness*. Volume 17 (2). [Cops.usdoj.gov](https://cops.usdoj.gov).



Per Policy § 1031, specifically § 1031.5 states, "All Peer Support team members shall complete a peer support training course or courses as soon as practicable (Government Code § 8669.6)." SMCSO staff indicated that Peer Support Group members attend beginner peer support training when they initially become a peer support member, but do not necessarily attend conferences or advanced peer support training. Meliora PSC recommends SMCSO Peer Support Group members attend critical training such as advanced peer support and related conferences.

PRIMER (PROGRAM FOR RESILIENCE IN MODERN EMERGENCY RESPONSE)

In addition to offering employees Peer Support, SMCSO implemented an additional mental health/emotional well-being aspect, PRiMER (Program for Resilience in Modern Emergency Response), which offers employees and their family's access to aspects such as family education and support, improved well-being services and benefits, critical incident stress management, etc.

PSG staff shared that "PRiMER is a two-person consulting team tasked with the ongoing creation, maintenance, and implementation of an improved mental health/emotional well-being system for personnel in SMCSO and PSC (Public Safety Communications, aka Dispatch). They developed a 6-pronged approach to providing mental health services and education to all Sheriff's Office and PSC employees, plus families and retired staff of those parties. The 6-pronged approach consists of:

- Family education and support.
- Ensure services/benefits offered to law enforcement around emotional well-being are appropriate to the discipline by extending EAP benefits to family members, developing competent local therapists and more steps, too.
- Yearly sworn personnel education on emotional survival, compassion fatigue and related topics.
- Yearly training for PSG members.
- Critical incident stress debriefs.
- Strengthening infrastructure of PSG, including, but not only assisting with developing a PS manual.

In coordination with County Human Resources there have been several items put in place to support employee wellness; some have not been fully rolled out yet. Examples of both include a program on resilience which includes a video for professional staff, up to six counseling sessions per employee, and a wellness fair will take place soon. It is anticipated that these types of fairs will be held four times a year.

EARLY INTERVENTION PROGRAM

An Early Intervention Program (EIP) is a resource for supervisory personnel to identify employees who may display symptoms of job stress, performance problems at early stages, or personal matters impacting their job performance and/or conduct. The intent of an EIP is to



proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner. While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor and managers, these incidents may appear acceptable in isolation, but a pattern of less-than-optimal job performance may be developing that is more difficult to identify. Tracking the indicators detailed in this program enables supervisors to examine the totality of an individual's actions and make a more accurate assessment of the employee's well-being.

Early intervention indicators and a threshold schedule can be of value to an organization. Each agency that chooses to utilize an EIP should establish its own list of indicators and a threshold schedule that meets the needs of the organization, while considering workload demands present in that agency. The SMCSO has the ability and utilizes an EIP and threshold schedule via IAPro; below is the schedule set by SMCSO. Once a threshold is triggered, an email is sent to an employee's supervisor who then examines the information, analyzes the pattern(s), proactively manages the information, and then closes the loop by providing a response entry into the system.

TABLE 17: Sample Early Intervention Program Thresholds

Incident Type	Threshold
Administrative investigation	2 incidents within 12 months
Citizen complaint	3 incidents within 12 months
PREA	2 incidents within 12 months
Use of force	6 incidents within 12 months
Vehicle accidents	2 incidents within 60 months
Vehicle pursuit	2 incidents within 12 months
Overall Threshold	6 incidents within 12 months

Source: San Mateo County SO Professional Standards.

Early intervention programs have played a crucial role in mitigating risk by evaluating early-stage events and offering training, support and non-disciplinary programs that focus on positive outcome, improved performance rather than solely on punishment. San Mateo County SO is to be commended for implementing an early intervention program.

EMPLOYEE WELLNESS RECOMMENDATION

- Assign Peer Support Group members to attend critical training such as advanced peer support and related conferences. (Recommendation #25)



Training

Training is another critical aspect of policing in the 21st century. Current events have raised the awareness of community members on how important remaining up-to-date on best practices with current training and equipment is a necessity for modern police organizations. Additionally, employees are an agency's greatest asset. Organizations that continually train and incorporate best practices are demonstrating a commitment to a higher level of service. Employees who are professionally trained are better able to make sound decisions that are in the best interest of the county, Sheriff's Office, and the communities it serves.

Over the past few years, in addition to the California Commission on Police Officer Standards and Training (POST) and Standard and Training for Corrections (STC) training mandates, more training for California police personnel has been legislatively mandated. Many of these legislative course mandates are unfunded causing a strain on individual law enforcement agencies' training and department budgets. These courses include de-escalation, use of force, and crisis intervention training.

Some examples of legislative mandates that require added training are:

- PC 835a – Use of force restrictions.
- SB 98 – Public peace: public media access.
- AB 26 – Use of force: duty to intercede.

The SMCSO has addressed the training needs for these topics through monthly training bulletins, internal use of force update classes, internal arrest and control update classes, online POST training, etc.

The SMCSO Training Unit is responsible for the coordination of all training for Sheriff's Office staff, both sworn and professional staff. The training request form is made available to all sheriff members and is an easy-to-use on-line fillable request form. The Training Unit puts on extensive in-house training and coordinates staff attendance at training offered at other locations.

TABLE 18: San Mateo County SO In-House Training

	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL
Courses Offered	30	24	41	39	134
Hours Completed	14,338	13,900	14,257	11,605	54,100

Source: San Mateo County Sheriff's Office Training Unit.

TABLE 19: San Mateo County SO Average Training Hours per Sworn Deputy

	2019-2020	2020-2021	2021-2022	2022-2023
Average Training Hours Per Sworn	80.55	96.54	95.00	80.83

Source: San Mateo County Sheriff's Office Training Unit.



In 2023, the SMCSO managed 10,709 training requests which consisted of either mandated training, required training for specific positions, or individual staff desired training requests. The training was conducted in a variety of ways: on-line classes, videos, internal training, or external training. Of the 10,709 training requests:

- 10,141 were approved, completed, registered, and/or in-progress.
- 186 were denied (also categorized as incomplete) or cancelled.
- 172 withdrew the training request.
- 136 were a no-show.
- 74 are pending.

San Mateo County SO Policy § 204 – Training – states, “It is the policy of this Office to administer a training program that will provide for the professional growth and continued development of its personnel.” The policy further states in § 204.2 Philosophy, “The Sheriff's Office seeks to provide ongoing training and encourages all personnel to participate in advanced training and formal education on a continual basis. Training is provided within the confines of funding, requirements of a given assignment, staffing levels, and legal mandates.”

The Sheriff's Office has set clear objectives for their training program. Listed in Policy § 204.3 - Objectives, “The objectives of the Training Program are to: Enhance the level of law enforcement service to the public, Increase the technical expertise and overall effectiveness of our personnel, provide for continued professional development of Sheriff's Office personnel and Meet the 20-hour per person County training mandate.”

Not all training outlines/syllabuses are retained for SMCSO's records. Retaining training outlines serves various purposes. One main reason to keep proper records is to record what personnel have received. This type of record serves to assist the employee/Sheriff's Office should the employee need remediation and serves to record what the sheriff is training/teaching should an incident come into question, such as a use of force.

The SMCSO Training Unit is housed off-site at the Training Center at Coyote Point/Firing Range, which is about 10 miles from headquarters. The Professional Standards Bureau lieutenant does his best to drive to the Training/Range location as much as possible but this can be difficult due to his day-to-day duties and responsibilities. The lieutenant holds separate meetings for Training and Range but not as frequently as for in-house headquarters personnel. Meliora PSC recommends consideration be given to having the Training/Range offsite personnel attend monthly or bi-monthly meetings at headquarters rather than conducting separate meetings.

Meliora PSC also encourages SMCSO to evaluate whether the Training Unit needs to be brought back to headquarters premises. There are pros and cons to leaving the Training Unit at the Training Center at Coyote Point. The main pros are that the Training Center at Coyote Point grounds are established and is well suited as it has ample training rooms, multiple range shooting areas and houses all training personnel in one location. The Training Unit personnel work hand-in-hand with each other and having them at one location is helpful. The main cons



are that the lieutenant who oversees the Training Unit is not in close proximity to those he supervisors and that the training location is at least 20-30 minutes (sometimes more depending on traffic) from the main Sheriff's Office. And since equipment is issued by the POST Training Coordinator, who is housed at the training center, sheriff personnel need to drive to and back from the Training Center to pick up new or replacement equipment.

TRAINING PLAN, MATRIX, AND CALENDAR

Policy indicates the Sheriff designates a "training plan will be developed and maintained by the Training Manager. It is the responsibility of the Training Manager to maintain, review, and update the training plan on an annual basis. The plan will address the following areas: Legislative Changes; State Mandated Training; Critical Issues Training." The Training Manager is a sergeant. The Training Policy § 204.6 further states that, "The Training Unit will conduct an annual training-needs assessment of the Office. Staff will review the needs assessment. Upon approval by the staff, the needs assessment will form the basis for the training plan for the fiscal year."

Contemporary public safety leaders recognize the importance of providing staff training resources to address the ever-changing challenges in society. As such, taking the initiative to maintain an up-to-date training plan takes into consideration the evolution of policing. Meaning the training plan is not set in stone, rather it adapts to and includes relevant training to prepare sheriff office members to better serve their community.

The last training plan completed by SMCSO was for the calendar year 2022. The 17-page Training Plan includes the following: Executive Summary, POST training needs assessment results, STC training needs assessment results and the 2022 goals and recommendations. Their training plan was "designed to identify the training needs and set priorities for the training needs of" staff. The plan states, "In 2022, we are focused on meeting training compliance standards through the Commission on Peace Officers Standards and Training (POST) and Standards and Training for Corrections (STC)."

The assessment identified a need to provide specific updated training to staff pertaining to new statutory laws, legislative mandates, and case laws. The Training Plan does not include certification requirements for all ranks/classifications nor essential and desired training per rank. SMCSO is complimented for conducting a needs assessment in January 2022. That assessment included an online survey model used to solicit input and feedback from deputies, sergeants, and correction officers.

The POST and STC training coordinators have developed a one-page training document which outlines the 2024 training and abbreviated calendar for both sworn and correctional officer training. Meliora PSC recommends developing a more expansive and detailed training plan for 2024 and years to follow and that the plan include a summary of its training philosophy, more detail relative to purpose and objectives of training, needs assessment, key performance indicators including certifications for all ranks/classifications sworn and professional staff,



training per rank, and training for specialized positions. Additionally, it would be prudent to include POST's perishable skills training calendar and scheduling timeline as well as anticipated upcoming training for the year following.

In addition to the training plan, Meliora PSC recommends a training matrix be developed listing all positions and the respective mandated, essential, and desirable training for each category should be established by the training manager and approved by the Sheriff. This would assist the training manager in keeping up-to-date on who complies and who needs additional training. The training matrix should also include mandated, essential, and desirable training for the Sheriff, Undersheriff, Assistant Sheriff, Sheriff's Executive Director and Captains. For instance, AB 1234-mandated training regarding the Fair Political Practices Commission ethics training (Form 700) should also be added in the required section, as Meliora PSC learned this training has not yet been completed.

A review of the training plan(s) did not show principled policing/procedural justice training listed; however, when asked about this training, SMCSO provided the following:

- Principled Policing: In 2019 there were 11 attendees.
- Procedural Justice: In 2019 there were 11 attendees.
- Implicit Bias and Community Policing: In 2021 there were 160 attendees.
- Implicit Biased Training: In 2023 there were 250 attendees. This class occurs every year.
- Biased Based Policing: Is taught to all sworn new hires at the New Hire Orientation (NHO).

The Sheriff's Office has a sworn training calendar to help keep track of when POST perishable skills course and continued professional training (CPT), mandated training, and other highly recommended training is occurring. The calendar lists the type and number of hours of perishable skills are required and has a breakdown by months of what is being presented. For example, from April to May there will be nine days of training with two groups of 15 students that will receive perishable skill training in firearms and use of force. The calendar also notes that a specified number of spaces have been reserved for the POST Supervisor course and Management course for calendar year 2024.

The training calendar states that eight hours of First Aid training are received by sheriff personnel during even years, which is in line with what POST requires; eight hours of First Aid training every two years. For 2024, the eight hours online training will be completed; part of it is completed online, and the practical is completed in person. SMCSO staff are hopeful that most of the required personnel will complete this training by March 2024. Although First Aid/CPR/AED is listed as a POST mandate, it would be good practice for the SMCSO to include professional staff in this type of training. With a half-million cardiac arrests each year, CPR/AED training increases the likelihood of saving someone's life: whether on-duty or off-duty.

The Sheriff's Office has a one-page STC training plan for fiscal year 2023-2024 to track information on STC mandates, completed STC training for the current training cycle, and



scheduled training for the current cycle. The plan lists the type and number of hours for the training outlined. For example, Defensive Tactics (4 hours): classes held at MCF and are paired with First Aid/CPR (4 hours), and Drug Awareness and Recognition for Corrections (6 hours).

Establishing a training plan, developing a training matrix, and a more comprehensive training calendar is an effective way to ensure training occurs and is up-to-date. This is a critical risk management tool for a contemporary Sheriff's Office.

The establishment and use of a training committee is outlined in Policy § 204.7. The proactive work the committee accomplishes will help mitigate risk and lessen liability for the county. The training committee reviews certain incidents to determine whether training would likely improve future outcomes or reduce or prevent the recurrence of the undesirable issues related to the incident. The SMCSO training committee is comprised of training staff personnel. Meliora PSC recommends SMCSO develop a more robust training committee and add a professional staff member(s) to the committee to increase the number of personnel on the team.

TRAINING RECORDS

Meliora PSC learned that the San Mateo County SO does not have a program/software or system in place that electronically tracks all employee training records. They do have a system via SharePoint which accepts and tracks the status of training requests. Additionally, they use both the Training Management System (TMS) and Learning Management System (LMS) for their training collection/storage. All sworn and STC training records are initially uploaded to TMS, the information is sorted, and filtered into an Excel format. That information is later transferred/uploaded to LMS. TMS/LMS is an antiquated system; the provider no longer supports the system.

A drawback of LMS/TMS is that a training course name could be entered multiple ways by different people. Thus, searching the system for basic and accurate information becomes cumbersome and ineffective. For example, California POST's Motorcycle course could be entered as P.O.S.T. Motorcycle course, POST Motor course, or Basic Motorcycle course. So, if someone wanted to know who from SMCSO attended the motorcycle certification course the information received is not likely to be accurate.

Absent an electronic employee training records system, it is time-consuming and inefficient for staff to manually check individual employee training records and ensure training was attended and recorded. Gaps in training could lead to liability exposure.

Meliora PSC learned that SMCSO queries the POST EDI system and generates a post compliance report. For other types of POST-approved classes and/or mandates the POST EDI system would have to be queried by each employee's name to check their POST profile and see if they are in compliance. Examples of other types of classes are Executive, Management, Supervisor, detective course, motorcycle course, etc. For example, referring to the motorcycle course, when asked if all motor officers have attended a POST-certified motorcycle course, the POST



training coordinator had to check individual personnel training files for the seven motor officers and three alternates to get this information.

For Correctional Officers, like with POST, the same type of query would be done via the STC records system. The STC Coordinator is responsible for managing and tracking training and training files for all Correctional Officers. Training is tracked in the same fashion as that of the sworn employees.

For all other professional staff/civilian employees there is no system to query; the training coordinators would have to check each individual employee personnel training file and/or check the status of course requested via SharePoint.

Meliora PSC also learned that all bureaus, sections, and units are supposed to maintain their own training files, except for continued professional POST training, POST perishable skills training, and STC training records for their personnel. Meliora PSC learned that not all bureaus, sections, units are consistently tracking staff training. Although it is not a bad idea for sections to have a back-up record, the Training Unit should be the central repository for all training records. With manual training records and/or independent training records, there is a possibility that training gaps exist in the current training file management process to include tracking mandates.

The SMCSO is in the preliminary stages of vetting software and is aware that training files and records need to be streamlined. With over 600 staff, the task would be more manageable and would be done consistently and proactively. The Sheriff would like to acquire an employee training records program/software such as LEFTA Systems; Meliora PSC supports and encourages this transition. SMCSO is also exploring using some features of Service Now, a system already in use by the Technical Services Unit, to integrate the training tracking and approval records.

An electronic program would ensure all training records are captured by SMCSO. Meliora PSC recommends require the training manager to actively audit and maintain training records to ensure all training is completed and documented.

POST PERISHABLE SKILLS & CONTINUED PROFESSIONAL TRAINING (CPT) and STC

POST is the regulatory agency which establishes and maintains the minimum selection and training standards for California law enforcement. Participating agencies agree to abide by the standards established by POST. More than 600 agencies participate in the POST program⁴ and are eligible to receive the commission's services and benefits. Services and benefits include job-related assessment tools, research into improved officer selection standards, the development of new training courses, reimbursement for training, etc.

⁴ www.post.ca.gov



Meliora PSC inquired whether SMCSO follows all POST, STC and legal mandates. High liability training is provided to SMCSO staff in accordance with legislative requirements, POST regulations, statutory law, and best practices. SMCSO strives to meet these standards and they at times exceed the standards. For example, POST mandates that police officers/deputies complete tactical firearms training four hours every twenty-four months; SMCSO train deputies once every six months for four hours per session.

Police and sheriff personnel in California are required to attend 24 hours of continued professional training (CPT) every two years. Meliora PSC requested a training compliance report for the period of January 1, 2021, through December 31, 2022, which indicated that 11 sworn employees (eight deputies and three sergeants) were out of compliance for perishable skills training. The report also showed five sworn employees (two deputies, one sergeant, one lieutenant, and one captain) are out of compliance in completing all 24 hours of CPT hours for the 2021-2022 CPT cycle. These sworn employees did not complete perishable skills in areas such as firearms, arrest, communication, use of force, and drivers training.

After further inquiry, staff advised that of the 11 employees out of compliance for perishable skills training and three of the five employees out of compliance for CPT training were on work-related medical leave during the 2021-2022 compliance period. Labor Code Section 4850 is total temporary disability time due to a work-related injury. This is something that POST takes into consideration relative to compliance. Having said the above, this leaves two of the five employees (a Lieutenant and a Captain) out of compliance for the CPT 2021-2022 training cycle.

Meliora PSC learned the STC cycle which closed June 30, 2022, was a bit of a challenge. In the 4th quarter 2021 a COVID-19 outbreak cancelled all in-person training in the correctional facilities so they had to transition to online training to ensure compliance with that cycle.

All STC Staff, Correctional Officers through Captains, are required to complete a minimum of 24 hours of CPT credit during the fiscal training cycle. The training shall consist of STC certified content only. Of the last two training cycles, all STC personnel have complied: completing 24 hours. The current training cycle covers the period from July 1, 2023, through June 30, 2024; it was not reviewed as the training cycle was in progress.

Meliora PSC reviewed a sampling of SMCSO courses that have been approved. An example is their Use of Force 4-hour course. The course outline was well done and documented; it appropriately listed the course goals, use of force topics, and course objectives.

DAILY TRAINING BULLETINS

Training Policy § 204, specifically, § 204.4 Daily Training Bulletins (DTBs) states, "Generally, one training bulletin is available for each day of the month." Meliora PSC learned that the SMCSO Training Unit sends out Lexipol DTBs once a month; with a minimum of one for each day of the month.



During the 2022 training needs assessment, 64 of the 107 (69.16%) sworn respondents and 69 of 136 (50.74%) of correctional respondents said that they read the monthly training bulletins. As mentioned earlier in this report the training manager is new to his assignment and is getting acclimated to Lexipol's DTB function.

The DTB process is initiated when employees receive an email daily advising them that a training bulletin exists. The employee completes the bulletin review. The management of the DTB acknowledgment review report rests with the training manager. Lexipol prompts the SMCSO training manager when an employee is out of DTB compliance; meaning they are not up-to-date with DTB reviews. The sergeant then takes steps to ensure the employee becomes compliant.

Meliora noted that SMCSO's Lexipol services are not being fully utilized. SMCSO staff were either not familiar with how to use the Lexipol policy management software due to being new in their position, or not using it to its full capacity.

For example, Meliora PSC asked the training manager to provide SMCSO's full DTB compliance report to verify compliance. The 2023 compliance report had 199 of the 647 SMCSO staff. Further, a review of the DTB's from those listed on the report ranged from reviewing 1 to 360 DTBs during the 2023 12-month period.

As part of the Professional Standards Bureau management, Meliora PSC recommends monthly audits of the DTBs be conducted to ensure compliance versus waiting for Lexipol to prompt the training manager. In keeping with the mantra of Lexipol, "Predictable is Preventable" meaning if one can understand and identify mistakes, they can be prevented from happening. The proper and consistent use of Lexipol will help reduce liability and mitigate risk.

Meliora PSC recommends several items relative to Lexipol (DTB and Policy review):

- Contact Lexipol and ask them to provide training in their software use and capabilities; to include policy management.
- Ensure personnel become compliant with both DTBs and Policy review.
- Develop a procedure to manage compliance of DTBs and Policy review.

SUPERVISOR AND MANAGER TRAINING

Promotion to first-line supervisor is a key step in policing. The newly-promoted supervisor should be oriented to the position through a training program involving the captains, lieutenants, and tenured supervisors in the office to model leadership and the importance of staff development.

Newly-promoted SMCSO sergeants are required to complete a POST-certified supervisory course within 12 months after the initial promotion, appointment, or transfer to such position per POST Commission Regulation § 1005. Meliora PSC learned that all sergeants have attended



a POST Supervisor course and an Internal Affairs course within one year of appointment. The POST Coordinator has done an excellent job of forecasting training needs; 15 seats have been reserved for upcoming 2024 supervisory courses.

Supervisor development was a key priority in the 2022 Training plan. As outlined above the Training Unit ensures that sergeants attend the mentioned POST classes, and they intend on offering sergeants an 80-hour leadership effectiveness course. The leadership classes were previously conducted at the training facility by a third-party group. However, due to evolving laws, changes in course material, and other considerations, they have decided to outsource these training sessions for staff moving forward. This decision, however, does not definitively rule out the possibility of revisiting the opportunity to facilitate these classes internally in the future.

In addition, the Training Unit has committed to offering and facilitating leadership training at all ranks, such as California POST Supervisor Leadership Institute (SLI), Inner Perspectives, Women Leaders in Law Enforcement, FBI Leeds program, LAPD leadership course, etc.

Sergeants who complete personnel investigations must have a solid understanding of the County and SMCSO's policies as well as the California Peace Officer Bill of Rights (POBR). Sergeants must also have experience in investigations and have demonstrated good case management skills. It is also critical that sergeants conducting complaints stay current in relevant training and seminars that develop their skills to become subject matter experts. These courses can include POBR, California Public Records Act requests, Force Science Institute, labor and employment law and arbitration, as well as staying current on case law as it involves topics such as employment law, force application and de-escalation. Meliora PSC learned that sergeants do not attend training of this nature; SMCSO is encouraged to include critical risk management classes, such as those noted above, in the sergeants' training plan.

Additionally, all sergeants are required to maintain all law enforcement certifications that the deputies receive. Sergeants assigned to the jail are also required to receive mandatory Standards and Training for Corrections (STC) training. (See the Corrections section for more information).

Meliora PSC learned that of the 15 lieutenants, three are attending/completing the POST Management course, one graduated in January 2024, one will graduate in March 2024, and the third will graduate in May 2024. The POST Coordinator has reserved seats in the upcoming 2024 management courses.

Many agencies are now employing an in-depth formal training program for newly-promoted sergeants. Like Field Training Program (FTP), the Police Supervisor Training (PST) program is designed to develop first-time supervisors who will model the organization's vision and values. The program provides the opportunity for a new sergeant to succeed and become a valued asset of the agency, ensuring the organization's supervisory expectations will be met through proper orientation to the position. SMCSO informally conducts new supervisory training for



sergeants; however, does not provide training to professional staff supervisors. Currently, SMCSO partners new sergeants with seasoned sergeants, identified as side-by-side training, so that they can be made aware of daily duties and responsibilities. There is no set time for the side-by-side training; it varies by supervisor. The Sheriff, Undersheriff, Assistant Sheriff, Captain, and Lieutenant meet with the new sergeants and speak to them about their expectations.

Meliora PSC recommends the Sheriff's Office implement a formal supervisory training program for both sworn sergeants and professional staff supervisors. Included in this training is a segment where critical and applicable policies are reviewed with supervisors to aid them in understanding their role and responsibilities.

These include, but are not limited to the following:

- 102 – Oath of Office
- 103 – Policy Manual
- 200 – Organizational Structure and Responsibility
- 201 – Organizational Responsibility by Rank
- 300 – Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques
- 301 – Use of Force Review Process
- 302 – Handcuffing and Restraints
- 305 – Officer-Involved Shootings and Deaths
- 306 – Firearms
- 307 – Canines
- 308 – Search and Seizure
- 311 – Vehicle Pursuits
- 312 – Child Abuse
- 313 – Discriminatory Harassment
- 314 – Missing Persons
- 317 – Hate Crimes
- 318 – Standards of Conduct
- 319 – Report Preparation
- 320 – Media Relations
- 323 – Mutual Aid and Outside Agency Assistance
- 325 – Major Incident Notification
- 326 – Death Investigation
- 341 – Briefing Training
- 345 – Emergency Vehicle Operations
- Chapter 4 – Patrol Operations
- Chapter 5 – Traffic Operations
- Chapter 6 – Investigation Operations
- Chapter 7 – Equipment
- Chapter 9 – Custody
- 1002 – Evaluation of Employees
- 1006 – Drug and Alcohol-Free Workplace



- 1007 – Sick Leave
- 1008 – Vacation/Other Leaves
- 1011 – Personnel Complaints
- 1014 – Personnel Records
- 1021 – Overtime Compensation Requests
- 1023 – Occupational Disease and Work-Related Injury Reporting
- 1024 – Uniform Regulations
- 1030 – Illness and Injury Prevention

Like the FTP program, a manual that includes the expectations, policies, and incident-based checklists would be beneficial to supervisors, especially new supervisors. Critical areas covered should have a description, performance rating, and a completion sign off area. The completed PST signed-off manual should be maintained in the Training Unit.

THE ACADEMY

All new, entry level deputies hired by San Mateo County SO must successfully complete a California POST-certified law enforcement training academy. The SMCSO has a position, referred to as Deputy Sheriff Trainee, for candidates with no prior sworn police experience who are hired and paid to attend law enforcement training at a state-approved police academy.

Meliora PSC applauds the San Mateo County SO for creating this position as it provides another opportunity to recruit deputies. By including this position, the office can either hire a Deputy Sheriff Trainee to attend the police academy or hire a Deputy Sheriff Trainee and retain them until an academy start date is available, and/or hire a self-sponsored recruit already attending the academy.

To enhance the trainee's success, several police agencies have implemented a pre-academy to provide instruction regarding the academy training environment, scholastic requirements, and physical training to increase the opportunities for success. The pre-academy is usually a two or three-week course offered where current personnel train the trainee in report writing, physical training, weapons awareness, weapons basic usage, department policy and academy protocols.

SMCSO has an informal pre-academy. Staff indicated the pre-academy covers items such as an overview of the organization, geography, four hours of defensive tactics, four hours of firearms and eight hours of defensive tactics for deputy recruits. Meliora PSC recommends SMCSO consider making the Sheriff Recruit and Correctional Officer pre-academies more formalized and document the pre-academy plan in written format. The plan could include what content is presented including sheriff policies and procedures, report writing, taser, case law, radio code, evidence processing, academy protocols, etc.

The POST Coordinator deputy serves as the academy liaison in coordination with the FTO Sergeant. The liaison is the main point of contact for the academy should a trainee get injured, need help remediating and receiving added training in a specific learning domain, providing role players for academy training scenarios, etc.



The academy standard format of the Regular Basic Course is delivered in one-part instructional sequence and the California POST Academy certification⁵ minimum is 664 hours; however, most academies exceed the 664 minimum standard.

As specified in Peace Officers Standards and Training (POST) Commission Regulation 1008, requalification of Regular Basic Course (RBC) training is a 160-hour POST course. A re-qualification course is required when an individual does not become employed in a position that requires the RBC within three years of successful course completion, or an individual completes the RBC, and subsequently has a three-year-or-longer break in service from a position that requires the RBC.

SMCSO utilizes different academies. Academies are used depending on availability at the time they have a recruit to send or an academy which is near the recruit's primary residence.

Academies used include:

- Alameda County Sheriff's Office Training Center, Regular Basic Course is 1,064 hours.
- Sacramento County Sheriff's Office, Regular Basic Course is 956 hours.
- Santa Clara County Sheriff's Office, Regular Basic Course is 964 hours.
- South Bay Regional Public Safety Training Consortium, Regular Basic Course is 888 hours.
- South Bay Regional Public Safety Training Consortium, Requalification Course is 160 hours.

Over the past five years, 69 SMCSO recruits have attended the academies (RBC and requalification) of which 50 have successfully graduated, a 72% success rate. SMCSO is encouraged to continue strategic efforts and augment their pre-academy to enhance the probability for the recruit's success.

TABLE 20: SMCSO Recruit Regular Basic Course (RBC) Academy Attendance and Results, 2019-2023

	Recruits to RBC Academy	Recruits Not Completed RBC Academy	Recruits Graduated RBC
2019	11	2	9
2020	18	6	12
2021	19	6	13
2022	12	4	8
2023	4	1	3
Total	64	19	45

SOURCE: San Mateo County Sheriff's Office POST Coordinator.

⁵ post.ca.gov; Regular Basic Course



TABLE 21: SMCSO Recruit Requalification Academy, 2019-2023

	# to Requalification Academy	# Not Completed	# Graduated
2019	1	0	1
2020	1	0	1
2021	0	0	0
2022	1	0	1
2023	2	0	2
Total	5	0	5

SOURCE: San Mateo County Sheriff's Office POST Coordinator.

Seven recruits began the RBC academy in 2023; five graduated in January 2024 and two are slated to graduate in March 2024. Additionally, SMCSO has proactively held spaces in upcoming academies; a total of 26 spaces have been reserved for academies scheduled between now and July 2024.

STANDARDS AND TRAINING FOR CORRECTIONS (STC) ACADEMY

All new, entry level corrections officers hired by San Mateo County SO must successfully complete a Standard and Training for Corrections (STC) Adult Corrections Officer (ACO) core training academy within one year of their hire date. San Mateo County SO does not have a Correctional Officer (CO) pre-academy separate from the Sheriff's Recruit Trainee pre-academy; CO recruits are given eight hours of defensive tactics.

The Adult Corrections Officer (ACO) core academy minimum is 176 hours as specified in the Board of State and Community Corrections (BSCC) regulations. SMCSO utilizes the Santa Clara County Sheriff's Office Justice Training Center Corrections Academy. As illustrated in Table 22, over the past five years, 137 SMCSO correctional officer recruits have attended the ACO academy of which all have successfully graduated, a 100% success rate. San Mateo County SO is to be praised this success rate.

TABLE 22: SMCSO Adult Corrections Officer (ACO) Core Academy Attendance and Results, 2019-2023

	# to ACO Academy	# Not Completed ACO Academy	# Graduated ACO
2019	63	0	63
2020	41	0	41
2021	13	0	13
2022	15	0	15
2023	5	0	5
Total	137	0	137

SOURCE: San Mateo County Sheriff's Office STC Coordinator.



As of January 19, 2024, two correctional officers are attending an ACO academy and are due to graduate in March 2024.

The STC Coordinator is responsible for maintaining liaison with academy staff on correctional officer recruits' performance during the academy. Upon successful completion of the academy, correctional officers may either begin their Jail Training Officer (JTO) program, continue their JTO training, or if they finished their JTO training prior to attending the training, they will return to their workstation. The purpose of the 14-week JTO program is to provide new correctional officers with a breadth of training that will enable them to function on their own.

TRAINING CENTER AT COYOTE POINT – FIRING RANGE

San Mateo County SO's Policy § 306 – Firearms provides guidelines for “issuing firearms, the safe and legal carrying of firearms; and firearms maintenance, training, and accountability.” Subsections of this policy cover policy, authorized firearms, ammunition and other weapons, firearm issuance, inventory and control, firearms qualifications, safe handling, inspection and storage, firearms training and qualifications, report of firearm discharge, rangemaster duties, flying while armed, and carrying firearms out of state.

Staff indicated that all guns assigned to new hires are entered into the RIMS electronic property tracking system and assigned to personnel listing the issuance date, gun type, and serial number.

Policy § 306.9 of the policy outlines the rangemaster's duties. The rangemaster has a multitude of duties and one of the rangemaster's duties is to conduct scheduled inventories of duty weapons. Policy § 306.4.2 (a) states, “Duty Weapons: Twice per year, the Rangemaster or his or her designee will inventory by serial number all firearms and less-lethal weapons assigned to sworn staff members, bureaus, and the SWAT Team.” Subsection (b) states, “Bureau Commander Inventories: Once a year, every Bureau Commander with firearms and less-lethal weapons assigned to either the bureau or sworn staff members within the bureau will inventory all weapons by serial number. These inventories will be forwarded to the Rangemaster.”

Meliora inquired about SMCSO's weapon inventory and tracking of all weapons (e.g., firearms, rifles, shotguns) and less-lethal weapons (40mm, tasers, pepper spray) purchased by the Sheriff's Office and assigned to personnel. It would be prudent for the agency to request an up-to-date list from DOJ of what weapons are registered to SMCSO. Staff indicated this request was completed in 2020 in coordination with the property section and has since kept good tracking records. Staff advised that via the DOJ list comparison they were able to properly account for weapons, remove guns from the list that they no longer possessed and list in the new owner's name, filed lost or stolen reports for guns listed and not in their possession. Additionally, they checked their internal list for any guns that have been returned or have been listed on a current or prior destruction list, so that those firearms could be updated via



California Law Enforcement Telecommunications System (CLETS) as “destroyed” and removed from the DOJ list.

As the DOJ list comparison was completed four years ago, Meliora PSC recommends SMCSO conduct an annual audit (or at minimum when there is a change in range management or sheriff leadership) DOJ/SMCSO weapon inventory list comparisons to ensure that all SMCSO guns/weapons are accounted for and continually reconcile the weapon inventory including non-lethal weapons. This action should be documented in a memo to file, so they have a tracking mechanism.

The rangemaster supervises 18 deputy sheriffs assigned to range staff in an ancillary capacity. A sergeant is also on the range staff as an ancillary duty to support range staff as an additional supervisor when the rangemaster is not available.

The SMCSO range provides a venue for firearms training for all authorized Sheriff's Office employees as well as the Sheriff's Reserve Program, San Mateo County CCW, and about 27 allied agencies. Allied agencies include but are not limited to: Burlingame PD, Hillsborough PD, San Bruno PD, San Mateo PD, California Department of Corrections and Rehabilitation (CDCR), California Highway Patrol (CHP), District Attorney's Office, San Francisco Probation, US Customs, and South Bay Police Academy.

The San Mateo County Sheriff's Office requires sworn personnel to qualify with their duty weapon two times a year/every six months, in addition to the POST perishable skills training outlined in the training section of this report. Each training session is four hours in length and consists of range training, firearm use, use of force scenarios, force on force training and tactics.

During the site visit, Meliora toured the range training facility at the Training Center at Coyote Point. Meliora PSC was impressed with both the range and training building facilities, which boasts a training room facility, training offices, shoot house, and two different shooting ranges. Equally impressive was the outline of the first training module of 2024 document. The range sergeant also shared the process for remedial range training should a deputy require it, which is well thought out.

The document outlined the active shooter training module, which was well organized, written well and well documented. It first gave a summary of the training presented; active shooter response followed by a safety brief that all range team members read verbatim to all “students/attendees” so there is consistency regarding safety practices. Next the document outlines the training overview, lesson plan broken down by classroom training, handgun, and rifle course of fire, two scenarios with an assessment checkoff list. The document concludes with an outline of the minimum staffing needed to conduct the training outlined.



The rangemaster submits to the Training Manager documentation of the training courses provided. Documentation includes the qualifications of each instructor who provides the training, a description of the training provided and, on a form that has been approved by the office, a list of each sworn staff member who completes the training.

The rangemaster ensures “that each sworn staff member meets the minimum requirements during training shoots and, on at least a yearly basis, can demonstrate proficiency in the care, cleaning and safety of all firearms the sworn staff members is authorized to carry.” In addition to the two range sessions the rangemaster developed an “Open Range Day” program where their range is closed to outside agencies one day out of the month, fourth Friday of the month, and SMCSO sworn staff are afforded the opportunity to use the range for added practice under range staff supervision.

In 2020, when the rangemaster assumed responsibility of the range, he spent the first year restructuring training to meet current laws; PC 835(a) and AB392, and to implement real life training tactics. Additionally, SMCSO hired a company, Progressive Force Concepts, who helped the SWAT members and range staff standardize and modernize SMCSO tactics training.

The rangemaster also managed the transition of the Sheriff's Office Taser 7, 40mm Less Lethal, red dot/optic sights for handguns and associated training for these both in the jail and patrol. Staff indicated the Sheriff's Office was the fifth law enforcement agency in the State of California to issue red dot handguns to their line staff. Meliora PSC learned that Police1 featured the SMCSO in the October 28, 2021, edition in an article titled, *“Is it time for your agency to move to red dot sights?”* The article represented SMCSO well.

Since 2020, SMCSO has successfully obtained POST certification for the following training classes:

- Red Dot Transition
- 40mm Less Lethal launcher
- Updated rifle class
- Taser 7 class

Considering staffing issues in many police agencies, contemporary organizations look for opportunities to ensure sworn personnel are assigned to best positions suited for their unique skills, training, and expertise while transitioning positions once held by sworn deputies to professional staff. Although some may feel this is taking away positions from sworn staff, Meliora PSC maintains it is an organizational responsibility to ensure the right people with the requisite knowledge, skills, and abilities germane to a position fill it. The training manager and POST and STC coordinator positions are examples of positions that may be better filled with a professional staff member as enforcement is not a fundamental aspect of training. Meliora PSC recommends SMCSO analyze if one or more of these administrative training positions could be reassigned/hired to professional staff to oversee one or more of these functions. Reassigning



these duties to a professional staff member allows the current sworn training staff to be reallocated to meet staffing needs in patrol or elsewhere. Also, providing additional professional staff positions within the organization will expand career opportunities and create a civilian/professional staff career ladder for the professional staff.

TRAINING RECOMMENDATIONS

- Consider having the Training/Range offsite personnel attend monthly or bi-monthly meetings at headquarters rather than conducting separate meetings. (Recommendation #26)
- Develop a more expansive and detailed training plan for 2024 and years to follow. (Recommendation #27)
- Develop a training matrix listing all positions and the respective mandated, essential, and desirable training for each category. (Recommendation #28)
- Create a more robust training committee and add a professional staff member(s) to the committee to increase the number of personnel on the team. (Recommendation #29)
- Require the training manager to actively audit and maintain training records to ensure all training is completed and documented. (Recommendation #30)
- Conduct monthly audits of Daily Training Bulletins (DTBs) to ensure compliance versus waiting for Lexipol to prompt the training manager. (Recommendation #31)
- Contact Lexipol for training on DTBs, ensure personnel are compliant with monthly DTBs and policy review, and develop a procedure for compliance with DTB and policy review. (Recommendation #32)
- Implement a formal supervisory training program for both sworn sergeants and professional staff supervisors. (Recommendation #33)
- Consider making the Sheriff Recruit and Correctional Officer pre-academies more formalized and document the pre-academy plan in written format. (Recommendation #34)
- Conduct an annual audit (or at minimum when there is a change in range management or sheriff leadership) DOJ/SMCSO weapon inventory list comparisons to ensure all SMCSO guns/weapons are accounted for and continually reconcile the weapon inventory including non-lethal weapons. (Recommendation #35)
- Analyze if one or more of the administrative training positions could be reassigned/hired to professional staff to oversee one or more of these functions. (Recommendation #36)

Quality Assurance Unit

Meliora PSC suggests SMCSO consider creating a new unit, Quality Assurance, to ensure that proper management, supervision, training, policy management, personnel development, and accountability of the Sheriff's Office is occurring. Quality Assurance could be assigned duties such as manage the office's policy manual, manage procedures, work with bureaus to assist them in creating bureau/unit/section manuals, operate as the office's quality control mechanism and assure the executive team that the office along with its members are meeting



quality requirements, best practices, and safety standards. Quality Assurance should fall under the direction and guidance of the Undersheriff.

Internal Affairs

Ethical behavior is the cornerstone of public trust. For any public safety organization to maintain such trust, it must constantly demonstrate that its relationship with the community will be fair, objective and rooted in consistently applied ethical practices. Members of the San Mateo County Sheriff's Office are expected to demonstrate, through words and actions, that the best interest of the public is always at the forefront of their decisions.

The SMCSO does not have an Internal Affairs manual; they use one from a neighboring county. Meliora PSC recommends that a SMCSO-specific, personnel investigations manual be developed. The manual could include the following topics: definitions, policy statement, internal affairs unit, complaint process, internally generated cases, process for conducting investigations, administrative process, records retention, training, and officer involved shootings or death cases.

PERSONNEL COMPLAINTS

Trust in American policing is experiencing a pendulum swing and maintaining the public's trust is vital to the mission of public safety. Sir Robert Peel is credited with saying:

To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions, and behavior, and on their ability to secure and maintain public respect.

SMCSO personnel commendation/complaint forms are maintained in a clearly visible location in public areas of the San Mateo County Sheriff's Office facility and are accessible through their website via the online reference computer icon. The forms are well done and easy to read; they are clear, concise, are fillable, explain the commendation and complaint policy, complaint investigation procedure, and findings of an investigation. During the site visit, the forms were not observed at the sheriffs' facility, most sub stations, and the community engagement offices. Meliora PSC recommends SMCSO make available hard copy complaint/commendation forms at the front counter and any substation or public Sheriff's Offices.

To enhance the public's experience; Meliora PSC further recommends the following:

- In addition to the English version, offer forms in languages that mirror your demographics.
- Remove Citizen from the form name/form and either use Public, Community, or other word.
- Add a text box button, next to the Policies and Procedures box button, which says Commendation/Complaint form.



Sheriff offices must exhibit professionalism, courtesy, and significance to those who bring favorable, but importantly, report potential misconduct or deficient performance. San Mateo County SO Policy § 1011 – Personnel Complaints – specifically addresses this by stating, “The San Mateo County Sheriff’s Office takes seriously all complaints regarding the service provided by the San Mateo County Sheriff’s Office and the conduct of its members.” The policy further indicates, “It is also the policy of this San Mateo County Sheriff’s Office to ensure that the community can report misconduct without concern for reprisal or retaliation.” SMCSO Policy § 1011.4.2 – Acceptance states, “All complaints will be courteously accepted by any office member and promptly given to the appropriate supervisor.”

The acceptance of a community member’s complaint is critical to preserving the integrity of the Sheriff’s Office and maintaining public trust. Equally important is ensuring communication occurs with the community members throughout the process. It would serve the Sheriff’s Office well if in the Personnel Complaint Policy § 1011.4.2 – Acceptance of complaints, and in practice, that they underscore the importance of communication at the onset of the complaint process where the supervisor is required to ensure the complainant is provided the investigator’s name and the complaint number within three days of assignment.

The policy also requires that the SMCSO member conducting the investigation “should provide the complainant periodic updates on the status of the investigation” (SMCSO Policy § 1011.6.6) as well as the final disposition (SMCSO Policy § 1011.10.3). Staff felt as though they communicated efficiently with complainants at the onset of a complaint and during the subsequent investigation. To ensure consistent handling of complaint investigations, Meliora PSC suggests the Professional Standards lieutenant verify contact with the complainant at the onset, during, and upon conclusion of the personnel investigation.

Employees pursue their career with the best intentions. When misjudgment occurs, employees will accept discipline and criticism in a more positive manner when they feel the process was conducted properly, fairly, and they have been provided continuous updates. The guidelines set forth by the Sheriff’s Office are intended to establish consistency with the internal affairs process and promote the philosophy tenants of leadership and excellence.

Being the subject of a personnel complaint can be one of the most stressful parts of an employee’s career; therefore, supervisors must understand the dynamics of the process before an investigation begins. Supervisors have the responsibility to ensure that employees understand the personnel investigation process and subject employees are kept current on the status of the investigation. SMCSO is complimented for the process they have in notifying employees that they are the subject of an IA. They conduct all notices in person and read the notice aloud to the employee.

Supervisors are also tasked with conducting timely, thorough, and complete investigations that are based on facts without bias. The investigation must be completed with strict compliance with employee rights, policy, and law. Weekly or bi-weekly complaint/internal affairs case



reviews by handling sergeants with the Professional Standards lieutenant are beneficial in ensuring cases stay on track and in line with policy and procedures.

As with background investigations, several agencies across the state have opted to seek outside investigators to conduct personnel investigations, whether they are complaints from a member of the community or internally-generated. In addition to completing the investigations in a timely manner and without impacting the sergeants' primary duties, external investigations promote confidence in the objectiveness of the investigation. Staff indicated complaints that are less complicated or straightforward are managed by the employee's immediate sergeant. All other cases are managed by the PSB internal affairs sergeant. IA cases where the subject (accused) employee is at the rank of sergeant or higher require the investigator to be at least one rank higher than the subject employee. For example, if the accused employee is a sergeant, then a lieutenant or higher-ranking member would be assigned as the complaint investigator or depending on the rank of the subject employee, a contracted external investigator could be used. SMCSO is praised for proactively using outside investigators, when needed, which is a contemporary practice in the industry.

SMCSO utilizes a tracking system called IPro/Blue Team, which assists them in tracking all inquiries, community concerns, complaints, and internal affairs investigations. IPro/Blue Team was acquired and implemented in 2020. IPro/Blue Team is an efficient web-based software application system that gives SMCSO the ability for supervisors to enter administrative investigations, upload documents and recordings for administrative review as well as provide the ability to provide data analytics to include management reports and graphs. Policy § 1033 – Blue Team provides “guidelines for the use of the BlueTeam application to submit administrative investigations. Use of BlueTeam will provide consistency in the reported information and make administrative investigations immediately available for review and processing by the Professional Standards Bureau.” SMCSO also uses this system to track other risk management areas such as use of force incidents, employee involved collisions, pursuits, awards/commendations, and PREA allegations. SMCSO is commended for using an electronic data tracking system for internal affairs investigations.

PERSONNEL INVESTIGATIVE PROCESS

Reporting and investigating allegations of employee misconduct are established in San Mateo County SO Policy § 1011 – Personnel Complaints. Per Policy § 1011.3.1 upon receipt of complaint, the matter is classified and defined as either:

- **Informal** – A matter in which a supervisor is satisfied that a supervisor of rank has taken appropriate action greater than the accused employee.
- **Formal** – A matter in which a supervisor determines that further action is warranted. Such complaints may be investigated by a supervisor of rank greater than the accused employee or referred to the Professional Standards Bureau, depending on the seriousness and complexity of the investigation.



- **Incomplete** – A matter in which the complaining party either refuses to cooperate or becomes unavailable after diligent follow-up investigation. At the discretion of the assigned supervisor or the Professional Standards Bureau, such matters may be further investigated depending on the seriousness of the complaint and the availability of sufficient information.

Per San Mateo County SO Policy § 1011.3, “Inquiries about conduct or performance that, if true, would not violate policy or federal, state, or local law, policy or rule may be managed informally by a supervisor and shall not be considered a personnel complaint. Such inquiries include clarification regarding policy, procedures, or the response to specific incidents by the San Mateo County Sheriff's Office.”

Per SMCSO policy § 1011.6.1 (c), complaints may be resolved between the supervisor and complainant, a practice that is appropriate. By meeting with the complainant, the supervisor can learn more about the facts concerning the incident and to explain the deputy's conduct where appropriate. Often, the explanation and insight provided resolves the matter. Other times, the supervisor may learn additional information not previously known that elevates the complaint to a formal one. Interaction with the public and supervisor is key to communication and continuing to build trust.

Meliora PSC noted per San Mateo County SO Policy § 1011.6.2 (g) – Administrative Investigation Procedures, “The interviewer shall record all interviews of employees and witnesses. The Administrative Investigation Procedures policy also indicates that upon acceptance of a complaint, the initial contact with the complainant be recorded to include any interviews. SMCSO currently records interviews during the actual investigation. Recording interviews is a key aspect of the investigative process so that all parties' interviews can be transcribed for the post-investigative process. Having both transcripts as well as recordings provides details and context of the facts of the investigation so that the Sheriff's Office may make the most appropriate determination. SMCSO does not have a designated person or company who transcribes interviews. PSB recognizes that including transcriptions in the investigative report is an important aspect of a complete investigation. Meliora PSC recommends the initial meeting with the complainant be recorded and all interviews be transcribed.

Per Policy § 1011.6.5 – Completion of Investigations, “Every investigator or supervisor assigned to investigate a personnel complaint or other alleged misconduct shall proceed with due diligence in an effort to complete the investigation within forty-five days and no later than one year from the date of discovery by an individual authorized to initiate an investigation (Government Code § 3304).” PSB strives to complete internal affairs cases in 45 days. As of January 2024, there were twelve open investigations, one is under 45 days, eleven of these are past 45 days; none are past one year.

Upon completion of the personnel investigation, a conclusion of fact is determined. SMCSO's Policy § 1011.6.4 – Dispositions lists the following findings:



- **Sustained** - a final determination by an investigating agency, commission, board, hearing officer, or arbitrator, as applicable, following an investigation and opportunity for an administrative appeal pursuant to Government Code §§ 3304 and 3304.5, that the actions of the peace officer or custodial officer were found to violate law or department policy (Penal Code § 832.8).
- **Not Sustained** - the investigation failed to disclose sufficient evidence to clearly prove or disprove the allegation made in the complaint.
- **Unfounded** - an investigation clearly established that the allegation is not true.
- **Exonerated** - the act or acts, which provided the basis for the allegation or complaint occurred; however, the investigation revealed it was justified, lawful, and proper.

If an investigation discloses misconduct or improper job performance that was not alleged in the original complaint, the investigator shall take appropriate action adding additional allegations when appropriate.

DISCIPLINE

SMCSO Policy § 1011.10.2 – Sheriff Responsibilities, “Upon receipt of any written recommendation for disciplinary action, the Sheriff shall review the recommendation and all accompanying materials. The Sheriff may modify any recommendation and/or may return the file to the Assistant Sheriff for further investigation or action. Once the Sheriff is satisfied that no further investigation or action is required by staff, the Sheriff shall determine the amount of discipline, if any, that should be imposed.” Another benefit of moving Professional Standards under one umbrella is the Undersheriff can assume the role in discipline on behalf of the Sheriff. The Assistant Sheriff(s) could dispense the discipline and the Undersheriff would remain a neutral party in order to serve in an administrative hearing role. Furthermore, based on the limited size of the executive team, the SMCSO could also seek an outside hearing officer should the Undersheriff need to assist in the development of staff providing recommendations for discipline.

The Professional Standards Bureau is responsible for documenting and investigating all complaints of Sheriff's Office employees. In 2023, a total of 85 internal affairs investigations were generated, 25 were sustained, 8 were not sustained, 27 were exonerated, 13 were unfounded and 12 are pending. The tables below reflect SMCSO's total number of complaints and personnel investigations received and associated dispositions for the last five years. These include complaints by members of the public, internally-generated from SMCSO personnel, and complaints made in the detention facilities.



TABLE 23: Overview of Total Complaints, 2019-2023

	Total	Sustained	Not Sustained	Exonerated	Unfounded	Other	Pending
2019	107	30	17	32	22	4	2
2020	50	21	4	12	12	1	0
2021	84	19	4	24	36	1	0
2022	76	19	3	34	17	1	2
2023	85	25	8	27	13	0	12
Total	402	114	36	129	100	7	16

Source: San Mateo County Sheriff's Office Professional Standards Bureau and State/DOJ Form JDIS 724.

TABLE 24: Complaints by Member of the Public, 2019-2023

	Total	Sustained	Not Sustained	Exonerated	Unfounded	Pending
2019	52	4	10	20	17	1
2020	27	6	2	9	10	0
2021	62	3	4	20	35	0
2022	47	2	1	31	11	2
2023	49	5	6	24	11	3
Total	237	20	23	104	84	6

Source: San Mateo County Sheriff's Office Professional Standards Bureau, State/DOJ Form JDIS 724.

TABLE 25: Internally Generated Complaints, 2019-2023

	Total	Sustained	Not Sustained	Exonerated	Unfounded	Other*	Pending
2019	34	24	3	2	1	4	0
2020	16	12	1	2	0	1	0
2021	20	16	0	2	1	1	0
2022	24	16	2	1	4	1	0
2023	26	19	0	0	0	0	7
Total	120	87	6	7	6	7	7

Source: San Mateo County Sheriff's Office Professional Standards Bureau. *Other was used to indicate that the employee either retired or resigned prior to the completion of the investigation or a no finding.

TABLE 26: Complaints Made in the Detention Facility, 2019-2023

	Total	Sustained	Not Sustained	Exonerated	Unfounded	Pending
2019	21	2	4	10	4	1
2020	7	3	1	1	2	0
2021	2	0	0	2	0	0
2022	5	1	0	2	2	0
2023	10	1	2	3	2	2
Total	45	7	7	18	10	3

Source: San Mateo County Sheriff's Office Professional Standards Bureau, State/DOJ Form JDIS 724.



The total number of complaints annually appears low for the size of the Sheriff's Office and given the number of total contacts they have with members of the public per year.

For context, in 2022 the SMCSO had a total of 76 complaints. For that same year, the San Mateo County Sheriff's Office had 41,097 Community-Initiated Contacts or calls for service and 34,281 Field-Initiated Contacts, a total of 75,378. The 75,378 does not include detention setting contacts by SMCSO as this is not tracked, so had detention contacts been included the number would be higher.

In 2023, of the 49 complaints from community members, five were sustained, six were not sustained, 24 were exonerated, 11 were unfounded and three are pending completion. In 2023, of the 26 internal complaints generated by sheriff staff members, 19 were sustained, and seven are pending completion.

It is not unusual for there to be a higher percentage of sustained findings in internal complaint investigations as opposed to complaints from community members. Internal complaints are typically generated from supervisors or office personnel who are more aware of specific policy violations and report violations. So, there may be a higher likelihood that an internal complaint is sustained. External complaints may be based on procedural issues or not provide the community member with the benefit of context on why a deputy performed in the manner they did. This is not to say that all complaints by community members lack foundation for poor service and/or policy violation, but rather to share insight from this noteworthy outcome in assessments conducted across the country.

According to Human Resources, there have been six grievances since 2019. Four were disciplinary and the other two were MOU related. One was resolved prior to arbitration; one sworn employee was awarded their job back after arbitration and the other four are still pending.

AT FAULT ON-DUTY TRAFFIC ACCIDENTS

According to the National Institute for Occupational Safety and Health (NIOSH) Motor vehicle-related incidents are a leading cause of line-of-duty deaths for law enforcement personnel in the United States; they are also preventable. Promoting motor vehicle safety is an important aspect of police and sheriff agency management. To that end the SMCSO is to be applauded for having a standardized training and correction (penalty) schedule for at fault on-duty traffic collisions. The schedule is as follows:

- 1st and 2nd offense(s): Supervisor notes. Supervisor notes stay in an employee's personnel file for one year or until their next evaluation. Remedial training may also accompany the supervisor note if appropriate.
- 3rd offense: Is at the discretion of the Professional Standards Bureau. The determination depends on the severity of the accident and the time between accidents.



As a result, it could be another supervisor's note or a letter of reprimand (LOR). An LOR stays in the employee's service file for five years. Remedial training may also accompany the supervisor note and/or LOR.

- 4th offense and beyond: an internal affairs investigation is generated and discipline is determined by the Executive team. Remedial training will also likely accompany these incidents.

INTERNAL AFFAIRS RECOMMENDATIONS

- Develop a SMCSO-specific personnel investigations manual. (Recommendation #37)
- Make available hard copy complaint/commendation forms at the front counter and any substation or public Sheriff's Offices. (Recommendation #38)
- Update the complaint/commendation form in other languages, replace "citizen" with community member or public, and add a text button next to the Policies and Procedures button indicating "Commendation/Complaint Form." (Recommendation #39)
- Record the initial meeting with the complainant and transcribe all interviews. (Recommendation #40)

Use of Force

The necessary and appropriate use of force in performing a deputy's duties up to and including the taking of a human life is among the most complex, difficult, and critiqued actions of law enforcement. At no time in the past has it been looked at, examined, and judged as it is today. With the ease with which people are using cellphones and social media to record police in the performance of their duties, including their use of force, it is essential and critical that the office have and follow a comprehensive, up-to-date policy on the use of force.

Due to an elevated level of scrutiny and litigation, a comprehensive tracking, review, and correction/training process is a necessary requirement. Highly publicized use of force incidents has resulted in a push for reforms on use of force in policing as well as reporting requirements to track use of force incidents and injuries to deputies and community members. Per SMCSO Policy § 300.12 (b), "Statistical data regarding all officer-involved shootings and incidents involving use of force resulting in serious bodily injury is to be reported to the California Department of Justice as required by Government Code § 12525.2. See the Records Bureau policy." Meliora PSC verified the DOJ form(s) are completed; the last being for calendar year 2023.

USE OF FORCE POLICIES

Recently, use of force incidents have captured the attention of communities across the nation. Police interactions that drive the public's concerns include fatal shooting, severe physical force



and/or choke holds that cause unconsciousness or even death, although these types of incidents are not typical police uses of force.

San Mateo County SO has several policies pertaining to use of force, examples are:

- Policy § 300: Use of Force, Conducted Energy Device (Taser), Control Devices and Techniques.
- Policy § 301: Use of Force Review Process.
- Policy § 302: Handcuffing and Restraints.
- Policy § 305: Officer-Involved Shootings and Deaths.
- Policy § 306: Firearms.

Contemporary police and sheriff organizations are continually reviewing their use of force policies to balance the importance of protecting human life and the apprehension of suspects. Policies should include training on the use of force; dealing with those with disabilities or in mental health crisis; limitations on and prohibitive uses of force; documentation, reporting, investigation, and review; and discipline and accountability.

The California Attorney General provided a list of core principles addressing force issues. The principles include:

- Proportionality and de-escalation.
- Prohibiting the Use of Retaliatory Force.
- Limits on Choke or Neck Holds, and Head Strikes.
- Limits on use of Force on Handcuffed or Restrained People.
- Clear Policies on Specific Weapons, Including Firearms and Less-Lethal Weapons.
- Systems for Handling Encounters with People with Disabilities or in Mental Health Crisis.
- Providing Necessary Medical Assistance.
- Documenting and Reviewing Uses of Force.

Under Policy § 300.2, there are several key items documented relative to the above listed core principles and that of a contemporary agency; safeguarding human life and dignity, vulnerable populations, de-escalation, levels of force, duty to intervene, duty to report, and fair and impartial policing. SMCSO is to be complimented for including these in their policies and practices.

USE OF FORCE REVIEW

Providing relevant training for use of force as well as de-escalation and crisis intervention training is critical for the Sheriff's Office. The purpose of comprehensive training is to ensure employees are using proper and reasonable applications of force in the performance of their duties. With respect to the use of deadly force, no other responsibility of the county or office has more importance. As Sir Robert Peel said,



To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public cooperation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

SMCSO Policy § 300.15 – Use of Force Review Factors states, “Professional Standards will evaluate each use of force incident” using several factors such as written reports, supervisor report, body-worn camera footage, application of force, and whether the force followed policies or not. Additionally, SMCSO Policy § 301 – Use of Force Review Process, subsection § 301.2 states, “The San Mateo County Sheriff's Office will objectively evaluate the use of force by its employees to ensure that their authority is used lawfully, appropriately and is consistent with training and policy.”

San Mateo County SO is to be acknowledged for recognizing this gap in high liability of police administration. Additionally, SMCSO uses the IAPro system electronic tracking and data analysis system which enhances data tracking and the ability to create management reports; this system also aids in the timely and efficient annual use of force analysis.

Many contemporary police and sheriff's agencies have an internal use of force review board in place to review all use of incidents. Meliora PSC recommends SMCSO implement a board of this nature to enhance the use of force review process. The review board could help identify training issues, equipment updates, policy, and procedure needs.

The Professional Standards Bureau is responsible for documenting and investigating all Use of Force incidents. In 2023, 530 Uses of Force incidents were reported. Of the 530 Uses of Force, 3 were out of policy, 527 were within policy and 14 had a secondary policy violation. A secondary policy shortfall means there was a policy violation that was not related to the actual use of force; mostly this is for not activating the Body Worn Camera.

Furthermore, in the past four years there has been no use of force causing great bodily injury. The fact that none of the encounters resulted in great bodily injury or death is a testament to the department of deputies and the quality training they receive. San Mateo County SO is also applauded for their transparency as the office posts statistics and data on the office website such as Complaints, IA Investigations and Use of Force. Tables 27 and 28 below details the SMCSO's use of force incidents over the past four years.

As mentioned above for context, in 2022 the SMCSO had a total of 680 use of force options used. For that same year, the San Mateo County Sheriff's Office had 41,097 Community-Initiated Contacts and 34,281 Field-Initiated Contacts for a total of 75,378 contacts. The 75,378 does not include detention setting contacts by SMCSO as this is not tracked, so had detention contacts been included the number would be higher.



TABLE 27: Use of Force Incidents by Year by Dispositions, 2020-2023

	2020	2021	2022	2023
Within Policy	552	583	680	527
Out of Policy	0	0	0	3
Secondary Policy Shortfall	0	3	21	14
TOTAL FORCE OPTIONS USED	552	583	680	530

Source: San Mateo County SO supplied IAPro data.



TABLE 28: Use of Force Incidents by Force Type, 2020-2023

FORCE TYPE	2020	2021	2022	2023
	FORCE OPTIONS USED	FORCE OPTIONS USED	FORCE OPTIONS USED	FORCE OPTIONS USED
ECD (Electronic Control Device)	2	6	3	1
40 mm	2	0	0	0
40 mm Flexible Baton	1	0	1	1
Bola Wrap	1	0	1	0
Control Holds*	226	226	284	226
Distraction Techniques	3	0	1	4
Elbow Strike	0	0	0	0
Firearm Discharged	2	0	0	0
Firearm Display ONLY	0	0	0	0
Hair Pull	1	4	4	1
Handcuffed	2	0	0	0
K-9 Deployment	1	0	0	0
Kicked	1	0	2	1
Kinetic Energy Device	2	0	1	1
Knee Strike	1	9	8	8
Leg Sweep	6	7	9	3
OC Spray	6	6	3	3
Pepper ball Launcher	4	6	9	6
Pressure Points	3	3	5	7
Pro-Straint Chair**	187	203	224	170
Punched	17	11	39	21
Push	1	11	11	6
Restraints	4	0	0	0
Shield Strike	0	0	0	0
Takedown	41	69	56	48
WRAP	38	22	19	23
TOTAL FORCE OPTIONS BY YEAR	552	583	680	530
TOTAL FORCE INCIDENTS BY YEAR	118	136	127	103

Source: San Mateo County SO supplied IPro data.



A use of force incident may have multiple force options used in one incident. For example, in 2023 there were 103 force incidents with 530 force options applied. SMCSO is committed to accurately documenting each use of force by every employee involved. Therefore, it is important to note the force options applied is not the number of force incidents. SMCSO provided the following examples for context:

- Control holds are impacted by the Jail setting. SMCSO statistically captures everyone who uses a control hold. For example, controlling an individual could mean that there is one deputy using a control hold for each limb of a person; meaning one incident could have as many as four control hold per incident. Examples of control holds are an arm lock, a wrist lock, etc.
- To ensure the application of the Pro-Strait chair is safely applied, if available it could take up to six deputies to safely place an individual in the chair. Ideally it takes one person per limb, one person for the person's head and one to buckle the device. The number of deputies also depends on the resistance and proper application.

PSB provides annual end-of-year Use of Force reports to the executive team and IAPro is set up so that executive team members have access to IAPro and can view Use of Force cases and statistics anytime.

USE OF FORCE RECOMMENDATION

- Implement a formal use of force board review process. (Recommendation # 41)

Pitchess Motions

A Pitchess motion is a request made by a defendant in a criminal or civil case to learn whether a specific law enforcement officer has any prior misconduct in his/her personnel file that is relative to the defendant's case. The motion is named after the case *Pitchess v. Superior Court* (1974). California Evidence code §§ 1043 and 1045 outline the process for filing a Pitchess motion. California Senate Bill 1421 was signed into law in September 2018; this new law makes a Pitchess motion unnecessary for some types of information requests. California Evidence Code §§ 1043 through 1047 set forth the procedure for discovering peace officer personnel records in criminal cases.

The San Mateo County Sheriff's Office has a thorough procedure in place to process Pitchess Motion requests that includes notifying the employee of the motion, reviewing the personnel file, working with County Counsel regarding the request, and PSB's role as Custodian of Records for the court hearing. Subsequently, PSB will notify the employee of the outcome of the motion. Meliora PSC found the SMCSO is following best practice for the receipt and processing of Pitchess motions.



Pitchess Motions are logged by fiscal year. Below are the number of Pitchess motions they have had between FY 2018-2019 through FY 2022-2023:

- 2018-2019: 5
- 2019-2020: 2
- 2020-2021: 6
- 2021-2022: 6
- 2022-2023: 8

Equipment

In the 21st Century Policing report, Pillar 6: Officer Wellness and Safety emphasizes that every law enforcement person be provided with an anti-ballistic vest and individual tactical first aid kit.

Meliora PSC inquired about vests and first aid kits for SMCSO personnel and learned that ballistic vests are issued to sworn deputies, community service officers (CSO's) and reserve deputies. Each has an expiration date and the vests are good for three to five years. Each employee is expected to request a replacement vest when the vest expires. Meliora PSC recommends the Training Unit track all vests by expiration date, monitor expiration dates, order, and facilitate new vests for personnel. If expiration dates are managed appropriately personnel should receive a new vest prior to the expiration of the current vest. Furthermore, personnel should not be issued expired vests as a temporary solution.

All personnel are issued a personal small first aid kit every two years and a first aid kit is placed in every patrol vehicle. The POST Coordinator is working on a more specified replacement program for first aid items. The coordinator tracks and completes re-issuance of personal small first aid kits and the FTO Administrative Sergeant is responsible for auditing the first aid kits in the car.

Pillar 6: Officer Wellness and Safety also states that law enforcement organizations should have a mandated wear policy for body armor (ballistic vests) and seatbelts and provide training on the importance of both. San Mateo County SO is complimented for having both policies, Policy § 1013 – Body Armor and External Vest Carrier and Policy § 1012 – Seat Belts. Seat belts and their importance is covered in all SMCSO emergency vehicle operation classes.

San Mateo County SO logs and tracks firearms, rifles, tasers purchased by the Sheriff's Office and assigned to personnel as indicated in the Training portion of the report.

In smaller law enforcement organizations, it serves them best to have one single entity, such as Personnel or the Training Unit, be responsible for recordkeeping of all equipment such as rifles, firearms, tasers, body worn cameras, vests, first aid kits, etc. The usual exception being technology items, such as cell phones, laptops, and desktops, which should all be logged and



tracked by a Technology Services Unit. The current equipment tracking system is working effectively.

The POST Coordinator is responsible for ordering, tracking, and issuing all non-weapon related equipment (e.g., Naloxone, flashlights, belts holsters, ballistic vests, and Narcan). All employees should receive the same type and amount of equipment prior to their first day of service. Each employee has a log in their personnel file which documents when and what equipment was issued to them. The range sergeant is responsible for tracking all weapons and less lethal weapons and has a database for these items.

If an employee is asking to have a piece of equipment replaced (e.g., duty belt) due to wear and tear, they must bring in their current duty belt in and exchange it for a new item. Meliora inquired as to how expiration dates are tracked for items issued such as Naloxone and Narcan; these are issued in batches with the same expiration date which are tracked in a spreadsheet for proper disposal and new issuance of those items.

EQUIPMENT RECOMMENDATION

- Track all vests in the Training Unit by expiration date and facilitate new vests for personnel. (Recommendation #42)

Intern Program

SMCSO Volunteer Policy § 334 outlines the purpose and scope, volunteer management, volunteer manager, supervision of volunteers, confidentiality, property and equipment, disciplinary procedures, termination, and evaluations. Policy § 334.1.1 says, "An individual who performs a service for this Office without promise, expectation, or receipt of compensation for services rendered. This may include search and rescue volunteers, unpaid chaplains, unpaid reserve deputies, interns, persons providing administrative support and youth involved in our law enforcement Explorer Posts, among others."

Policy indicates the Volunteer Program is coordinated through the Emergency Services Bureau; however, Meliora learned the Intern program is managed by a management analyst assigned to Professional Standards Civilian Bureau.

SMCSO staff advised the Intern program has been in existence since at least 2015. An intern job type is called "extra help." Interns work a maximum of 20 hours per week. Work schedules are during the standard work week, Monday through Friday, 8 a.m. to 5 p.m. SMCSO typically hires between 10 to 20 interns per year; see table below. Interns are managed by a management analyst from the Professional Standards Civilian Bureau.

Intern qualifications are as follows:

- Candidates must be 18 years of age or older.



- A high school diploma or equivalent education certificate is required.
- Applicants must have the legal right to work in the United States.
- Successful completion of a comprehensive background investigation is necessary for employment.
- Interns assigned to roles in the Crime Lab, Correctional Facilities, or working with youth also need to secure a medical clearance.

The recruitment and hiring of SMCSO interns are the responsibility of PSB and County Human Resources (HR). Applicants apply via NEOGOV and County HR to ensure that those proceeding on with the process have completed applications and answered any supplemental questions. SMCSO then interviews the intern candidates using an internal interview panel. Successful candidates go through a pre-employment background before being hired. Once hired the intern goes through the SMCSO New Hire Orientation (NHO).

The Intern program runs for 12 weeks during the summer months. SMCSO staff advised interns support the assigned unit/division in its operation. They perform a variety of routine tasks such as answering telephones, filing, maintaining office supply inventory, and other miscellaneous administrative tasks.

To ensure the best placement of the summer interns, the management analyst first polls the divisions requesting an intern to identify the division's needs and then meets with all hired summer interns to try to match interests and capabilities with office needs. Interns are assigned across approximately thirteen divisions. On-the-job training is conducted and exposure to a variety of aspects of the Sheriff's Office is accomplished. Depending on operational needs and interest of the intern, there are times where an intern may have an opportunity to work more than one location during the 12-week program. The SMCSO is also working to add in some "field trip" type events to other areas of the Sheriff's Office to give the interns more exposure in the field of law enforcement.

At the conclusion of the 12-week program the management analyst solicits feedback from both the intern and the divisions they were assigned for improved management of the following years summer intern program.

TABLE 29: Interns Hired from 2019-2023

Year	How Many Interns Hired	How Many Stayed On/Hired After the Summer Ended
2019	15	3
2020	No Program Due to Covid-19	
2021	13	6
2022	13	4
2023	18	6
TOTAL	59	19

Source: San Mateo County SO Professional Standards.



The Intern program is a valuable part of the Sheriff's Office as it offers community members an opportunity to gain valuable work experience in the field of law enforcement and be exposed to the operations of the Sheriff's Office. As evident by the table above, it also serves as a valuable recruitment resource to the Sheriff's Office where 32.2 percent of the 59 Interns were hired by the office over the past five years.

Risk Management - Workers Compensation

SMCSO has policies and procedures in place to guide management of all types of injury and illness absences including:

- Policy 1007 – Sick Leave
- Policy 1009 – Communicable Diseases
- Policy 1023 – Occupational Disease and Work-Related Injury Reporting
- Policy 1027 – Modified-Duty Assignments

Additionally, SMCSO Policy § 1030 – Illness and Injury Prevention states to “establish an ongoing and effective plan to reduce the incidence of illness and injury for members” of the Sheriff's Office.

TABLE 30: Risk Management Staffing

Position	Authorized	Actual	Vacant
Management Analyst	1	1	0
Total Authorized Personnel	1	1	0

Source: San Mateo County Sheriff's Office.

SCHEDULE

The risk manager works 20 hours a week and has no set schedule.

DUTIES AND RESPONSIBILITIES

The SMCSO management analyst fills the role of risk manager and is responsible for the following:

- Maintain and manage the workers compensation program.
- Assist department employees with claims.
- Identify risk management patterns and/or concerns.
- COVID manager; Process COVID claims, developed risk management controls and contingency plans.



Although the Fiscal Services Division manages the payments, payroll, and financial records for Worker's Compensation cases and absences due to injury and medical conditions, the risk manager has no role in monitoring or analyzing financial or operational impacts of these absences.

The risk manager is the main point of contact for workers compensation and carries the responsibility for ensuring that all policies and procedures are being followed, tracking and monitoring the status of all employees on Worker's Compensation, and other extended leaves due to injury or illness. The Sheriff's Office relies on San Mateo County Human Resources/Personnel, risk manager, and their Third-Party Administrator, Athens Administrator, to manage these claims.

Athens Administrator's website states, "We approach Workers' Compensation claims management with a commitment to solving our clients' problems. By keeping caseloads low, our claims examiners can deliver the highest level of personalized service and support. We utilize leading-edge technology such as Paperless Claims Administration, Risk Information Management Systems and Predictive Modeling to maximize productivity and efficiency. Instead of reacting to events, we are working ahead of the game to resolve and close claims faster and help you increase profits."

Meliora PSC requested aggregate information on work-related injuries and medical conditions to spot any trends that might indicate the need for further review to identify opportunities to reduce or mitigate situations that result in lengthy absences and staffing shortages. SMCSO provided the following information.

TABLE 31: Worker's Compensation Claim Data, 2019-2023

Year	Number of Claims	Workdays Lost	Cost of Workdays Lost	Total Cost (4850+Indemnity+Medical Payouts)
2019	86	19,637	\$2,283,135.00	\$12,160,068.00
2020	63	19,608	\$3,112,688.00	\$12,792,359.00
2021	67	18,741	\$3,422,259.00	\$12,124,511.00
2022	338	22,168	\$3,592,144.00	\$13,468,312.00
2023*	44	10,783	\$2,044,746.00	\$7,297,878.07

Source: San Mateo County Worker's Compensation staff. * 2023 as of November 12, 2023.

ANALYSIS OF WORKERS COMPENSATION CLAIM DATA

There were no significant variations between 2020 and 2021 in workers compensation cases, for actual workdays lost, and the "cost" of workdays lost to the county. In review of 2022 indicates there was a significant increase from 2021. Staff advised this was a result of Covid-19 cases. Conversely, there was a decrease in 2023. When Meliora PSC inquired about the



decrease, SMCSO staff said that long term difficult cases have since been resolved and SMCSO adjusted the “modified duty” procedure in which employees, in more cases, can return to work a modified duty position prior to being cleared for full duty. This was not a card blanche type of modification but one that was managed. Administration also helped play a part in understanding restrictions and deciding if the employees were trending on the right track to full recovery before placing them in a time restricted light-duty position. Modifying the procedure has resulted in fewer workdays lost.

Returning workers as soon as medically possible within the guidelines of workers case procedures in turn helps to minimize staffing issues. The risk manager works together with County Human Resources. The stated priority indicates that reducing the cost is a high priority. Doing this is a key component in reducing costs, which includes the expense of covering staffing shortages with overtime. Facilitating employees’ return to full duty is an added key component to the overall management of injury claims that impact staffing shortages.

Worker’s Compensation claims will always be a factor in policing due to the hazardous nature of the job. Managing other injuries and medical conditions is also critically important due to the level of physical and mental acuity necessary to safely perform many of the jobs in the Sheriff’s Office. Because absences due to both on and off-duty injuries contribute to significant staffing issues, both should be managed and monitored in concert.

Although the requirements and expenses for covering Worker’s Compensation claims can be high, the sheer absences due to non-industrial injury and medical conditions can contribute to staffing issues. For example, although not a high number for this size of an agency - nine personnel are either off-work or on modified duty due to a non-industrial injury or out on disability. Conversely, as of January 2, 2024, 38 or 80.85 percent are attributed to industrial injury worker’s compensation claims.

TABLE 32: Current Sworn Staff Industrial and Non-Industrial Injuries

Type	Industrial	Non-Industrial	Disability
Off-Work	26	2	6
Modified Duty	12	1	0

Source: San Mateo County Worker’s Compensation staff as of January 2, 2024.

The SMCSO is commended for allocating a position to be an in-house risk manager. Doing this enables the Sheriff’s Office to make more informed decisions and ensures that the office remains proactive in addressing workers’ compensation. The risk manager administrative position works in concert with the Professional Standards lieutenant, Executive Staff, Finance/Fiscal Bureau, and Human Resources to perform the duties in the Sheriff’s Office to better track, monitor, and manage extended absences.



As the main point of contact with County Worker's Compensation Administrator and Athens, the risk manager interacts with Athens to facilitate approval of authorized treatment that otherwise could hasten an injured employee's return to work.

Workers' compensation claims management can be a catch twenty-two in that if the administering company has a conservative approach disallowing certain expensive medical procedures, saving money on the front end, in lieu of much longer times for slower healing, costing the agency more on the back end due to overtime costs to fill staffing gaps. There are times where the preference of the employee is to have more aggressive medical procedures to hasten recovery. Having a risk manager to function as a conduit between the employee and workers compensation administrator is helpful; however, there are times where the Sheriff Executive Staff may need to step in to ensure the claim continues in a timely manner.

The system currently in place, including the risk manager position, to manage long-term absences due to injury and medical conditions appears to be helping to obtain and analyze data that assists in better managing these cases. Long-term absences are a significant driver of the need for forced overtime to cover staffing minimums in patrol and detention.

Meliora PSC inquired as to whether there are any discernable patterns of reportable injuries. SMCSO staff noted one pattern of industrial injuries occurring in the corrections setting. SMCSO staff stated the root cause was two-fold: inmates have showed more aggression not just with staff but with each other and there seems to be an increase of mental health issues. The result of both have caused more correctional officers/deputies to suffer injuries when managing these incidents. SMCSO requires an after-action report post-incident and the reports are processed and analyzed by supervision. The result is developing ways to mitigate these incidents and/or providing more training for correctional staff.

When Meliora PSC requested data such as number of claims, workdays lost from SMCSO, there were delays in receiving some information. Meliora PSC recommends the San Mateo County SO request Human Resources and the Athens Administrator provide a detailed quarterly overview report. The report can assist the Sheriff's Office Executive and Command Staff in identifying costs, trends, and opportunities to better manage extended absences, staffing challenges, and overtime use. Additionally, an analysis of the report can aid the Sheriff's Office in making informed decisions on short-term and long-term planning and adjustments to staffing and other operational decisions.

COVID-19

The Coronavirus pandemic impacted economy and lives around the world as well as had an impact on the business and employment industry. At the onset of COVID-19 there was no prevention plan in place for businesses and employers. SMCSO is praised for pivoting and utilizing their risk manager for COVID-19 management as well. The risk manager did not have a manual or past practice in place to manage COVID-19 from both an employer-employee standpoint but also from a correction facility operational perspective. The onset of COVID and



the period immediately following were time-consuming and, in some ways, prevented the risk manager from focusing 24/7 on its management. The added waves of different strains of COVID have also been time consuming and caused added management.

The risk manager had to pivot on several different fronts for the Sheriff's Office.

- Receiving and following health orders from the County and Cal/OSHA
- Developing Covid-19 plans, policies, and procedures; to include employee and inmate testing.
- Supply and demand chain for acquiring masks, disinfectant wipes, tests, and other COVID related supplies.
- Distribution and management of Covid-19 tests; including expiration dates of tests.
- Streamlining the COVID-19 workers compensation and off-duty COVID process.

WORKER'S COMP RECOMMENDATION

- Request Human Resources and the Athens Administrator provide a detailed quarterly overview report. (Recommendation #43)

Carry Concealed Weapons Unit

California Penal Code § 26150 codifies the ability for the sheriff to issue a carry concealed weapon (CCW). As such, SMCSO has a unit assigned to the processing of CCW applications.

TABLE 33: Carry Concealed Weapons Unit Staffing

Position	Authorized	Actual	Vacant
Senior Management Analyst (Part-time employee)	1	1	0
Management Analysts (Part-time employee)	5	5	0
Total Authorized Personnel	6	6	0

SOURCE: San Mateo County Sheriff's Office.

SCHEDULE

The CCW Unit Senior Management Analyst (SMA) and members of the unit are "extra help" part-time 20-hour a week, employees and do not have set hours. Instead, they are given a certain number of applications to process per week and track their own hours.

DUTIES AND RESPONSIBILITIES

The CCW Unit conducts in-person interviews, thorough investigations, and submits reports on those who submit an application for CCW. Each management analyst is given a certain number of applications per week to process. Each of the management analysts come into the office



once a week on average to check in and do in-office tasks. All management analysts have a county-issued laptop that allows them to remote in and work on their investigations.

PROCESS

An applicant submits their application online via Permitium, sanmateoca.permitium.com. The Senior Management Analyst checks the system daily and reviews all submitted applications to verify that all supporting documentation is attached. If all pertinent documentation is attached, then the system sends an email to the applicant.

The email documents and outlines the CCW application process and steps for the applicant, including the need for the applicant to be fingerprinted. There are times where an applicant withdraws their application as they do not want to proceed with fingerprinting. If they proceed and submit their fingerprints via the Department of Justice (DOJ); print returns can take anywhere from six to eight weeks to return from DOJ. If the fingerprints do not return "clear," then the applicant is notified that they are denied. If the fingerprints return "clear," then that applicant is moved to the pending file and assigned to a CCW investigator.

Each investigator is assigned about 15 applications per week; the average time to complete one CCW investigation is about two to three or more weeks (not including DOJ fingerprint returns). Times vary on availability of information received and ability to contact the applicant. New January 2024 legislation, California Senate Bill 2 (SB2), requires more in-depth background checks. For example, CCW applicants are now required to submit three-character references and issuing agencies are required to interview the references as part of their investigative review.

To augment the awareness of CCW applicants regarding the impact of SB2, it would be helpful to add a document on the website application portal outlining a summary of SB2; including a copy of Penal Code § 26230, which contains a list of statewide places, properties, and conditions, where a CCW license will no longer permit one to carry a firearm. Additionally, information acknowledging a lawsuit has been filed in the United States District Court challenging the constitutionality of SB2 and noting that until a court rules on the lawsuit, SB 2 still went into effect on January 1, 2024.

Meliora PSC foresees that reference interviews will add time it takes to complete CCW investigations. The SMCSO is encouraged to track time spent on application processing to determine if added personnel are needed to process and investigate CCW applications.

SMCSO follows and is aware of all current and new legislative mandates in processing, approving, and denying CCW applications, including the appeal process. Meliora PSC observed the *Permitium* workflow automation software and noted the system is efficient for the Sheriff's Office and appeared intuitive for applicants to use.



APPLICATIONS

As of January 23, 2024, there were a total of 1,622 CCW permit holders in San Mateo County.

Between 2019-2023 a total of 2,986 CCW applications were submitted; 355 were withdrawn, 1,286 were delivered, 919 are pending, 129 are approved pending delivery, 280 were denied, 3 were revoked, 3 were suspended, and 11 were unknown/expired. The 2,986 does not reflect applications currently in process; 938 applications are currently in process, of which 57 are from 2022. A total of 980 CCW applications were received in 2023. Of those applications, 51 applicants withdrew their application, 117 new permits were issued/delivered, 779 are pending, 27 are approved pending issuance, and 6 requests were denied.

TABLE 34: Carry Concealed Weapon Applications, 2019-2023

Application Status	2019	2020	2021	2022	2023
Withdrawn	13	51	62	178	51
Delivered	142	152	123	752	117
Pending	0	0	0	140	779
Approved (Pending Delivery)	0	0	0	102	27
Denied	49	83	44	98	6
Revoked	2	0	1	0	0
Suspended (Moved out of State)	1	1	1	0	0
Unknown / Expired	4	4	3	0	0
# of Submitted Applications by Year	211	291	234	1,270	980

SOURCE: San Mateo County Sheriff's Office CCW Unit.

Of the 919 applications pending; they could be pending for the following reasons:

- Currently being processed by investigators.
- Under review by either the Sheriff or the Sheriff's admin.
- Awaiting fingerprint returns from the Department of Justice.
- In a queue waiting to be assigned an investigator.
- Pending medical testing.

FEE SCHEDULE

Factors that cause a fee schedule to be adjusted are things such as inflation/consumer price index, changes in demand, and ensuring its accuracy and alignment with like fees. The frequency with which fee schedules are evaluated and updated vary.



In 2023, the San Mateo County Sheriff’s Office “contracted with MGT Consulting to conduct a user fee study to calculate full cost recovery for services provided by various bureaus within the organization.” Included in the study was a review of the Sheriff’s Office CCW public fees. Based on the results, the Sheriff’s Office proposed an amendment to the fees charged for CCW permit application and processing. Meliora PSC compliments the Sheriff’s Office for conducting a fee study and suggests that the Sheriff’s Office consider conducting other fee studies and full cost recovery analysis for different facets of services they offer as was mentioned earlier in various sections of the report.

Strategic Communications

Strategic communications, known as media relations, does not fall under the Professional Standards umbrella; it is a separate section/bureau. In light of the critical role strategic communications plays in building and sustaining relationships with the community, many agencies assign the unit to PSB. Furthermore, the SMCSO is fortunate to have an Undersheriff who is a subject-matter-expert; hence, Meliora PSC recommends assigning Strategic Communications to PSB under the Undersheriff’s duties and responsibilities.

STAFFING

TABLE 35: Media / Press Information Officer (PIO)

Position	Authorized	Actual	Vacant
Director of Communications	1	1	0
Office Specialist	1	1	0
Total Authorized Personnel	2	2	0

Source: San Mateo County Sheriff’s Office.

SCHEDULE

The Director of Communications works a 5/8 shift, a schedule for five days a week, 8 hours a day, Monday through Friday from 8:00 a.m. to 5:00 p.m. The Office Specialist works 30 hours a week, typically four days a week, 7.5 hours a day, Monday through Thursday from 7:30 a.m. to 3:30 p.m.

DUTIES AND RESPONSIBILITIES

SMCSO is in the process of transitioning from a stand-a-lone Media/PIO position to a Sheriff’s Director of Communications with assigned staff. The new position will be responsible for the following:



- Advise the Sheriff, Undersheriff and executive management on the formulation, strategic development, implementation, and evaluation of the Sheriff's Office communications, etc.
- Oversee the Sheriff's Office media relations program.
- Oversee development of print and web communications.
- Website management in conjunction with an external company, Nimbus Design.
- Develop and implement a communications plan.
- Develop and manage the Sheriff's Office brand identity to broaden awareness of Sheriff's Office programs.

COMMUNICATIONS OVERVIEW

In January 2024, SMCSO created and hired a Director of Communications position. The director is in the process of creating a workplan for the newly established Strategic Communications section. Meliora PSC recommends the Director of Communications is provided the circumstances, needs, and goals to be achieved in this new position. Meliora PSC also recommends the Sheriff's Executive team establish objectives for the Director of Communications as soon as possible to include how the new role will be measured and how frequently.

SMCSO is complimented for creating the Director of Communications to not only ensure transparency and community connections continue to evolve in keeping with 21st Century Policing, but also to enhance internal communications. As the director settles into the new role, there is a unique opportunity for SMCSO to benefit from the Undersheriff's background and experience as a nationally-recognized expert in this area of policing. As he has been known to do with other agencies across the country, to include police and Sheriff's Offices large and small, the Undersheriff has a proven track record of helping agencies develop plans for success. Meliora PSC recommends the Undersheriff provide training and mentorship to the new Director of Communications as well as establish a strategic communications plan.

As the industry continues to evolve and improve, refining the decision-making process regarding communication, both internally and externally, is crucial to ensuring information is disseminated in a timely and accurate fashion. In order to accomplish this, those with the authority to share information on behalf of the office must work hand-in-hand with the agency head and/or deputy. In the case of a Sheriff's Office, this responsibility would fall to the Sheriff or Undersheriff working closely with the Director of Communications. Historically, managers and first-line supervisors with a lack of understanding may slow the process, which could ultimately undermine the opportunity for transparency and timely information sharing. This issue is further accentuated during crisis. Contemporary organizations are well prepared with a decision-making process aligned with the agency executive so when crisis occurs, experts in communications, such as the Director of Communications, have a strong foundation of experiences to navigate through crisis.



MEDIA RELATIONS OVERVIEW

Media relations have evolved over the years from traditional print and local media to electronic or social media that instantly reaches people locally, nationally, and worldwide. The Sheriff's Office is engaged on social media using the following platforms:

- X, aka Twitter
- NextDoor (Used specifically for missing persons; otherwise, it is used infrequently)
- Instagram
- Meta (Facebook)
- San Mateo County Sheriff's Office website; <https://www.smcsheriff.com>
- Next Door (bureau specific)
- LinkedIn
- Recruitment website; <https://smcsheriffcareers.com>
- YouTube

Use of a social media team is consistent with best and evolving practices in social media. Days are long past of one media relations representative of an agency whose information must be approved by the chain of command prior to distribution. Social media's instant access to information has prompted the policing industry to pivot and change its communications philosophy and approach. Social media has fundamentally changed the way agencies seek and receive news and communicate with the public. Subsequently, information is provided in a more transparent manner to keep communities informed of crime and quality of life information, as well activities of "their" Sheriff's Office.

The Sheriff's Office has a Media Relations Policy § 320, "provides guidelines for media releases and media access to scenes of disasters, criminal investigations, emergencies and other law enforcement activities."

The traditional role of a Public Information Officer (PIO) has changed on several fronts. Now professional staff are utilized as PIO's, and they not only manage traditional media relations duties but are increasingly moving to the forefront of communications and community engagement. The San Mateo County SO is to be applauded for recently making this transition. They had one FTE sworn person designated as the primary point of contact for the news media/PIO. In January 2024, the SMCSO hired a Director of Communication who will be their full-time Communications - PIO/Media Relations representative. Moving these duties to a professional staff member allows the current sworn person to be reallocated to meet staffing needs elsewhere, a prudent decision.

San Mateo County SO staff shared that they have a Social Media team comprised of seven staff, four sworn and three professional staff employees. Before acquiring the full-time Director of Communications, the social media team members were utilized for after-hour/on-call. SMCSO has a dedicated cell phone for media relations. The team does their best to meet weekly to discuss media content for the upcoming week and any other pertinent items.



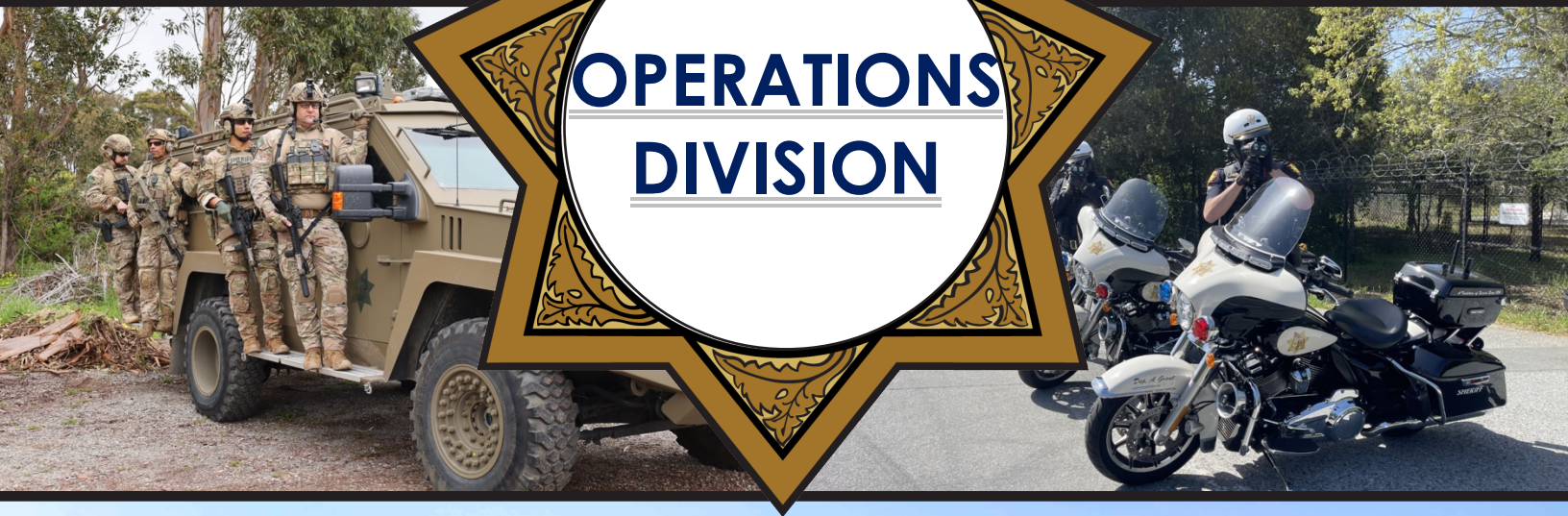
SMCSO are working diligently to reach more county residents via social media to show the community sheriff personnel are human and care about the community. They have a new media piece called "meet a deputy" where they periodically highlight a deputy, their background and reason for being in law enforcement.

Meliora PSC encourages the SMCSO to continue to utilize its social media team to its fullest capacity to aid in distributing information in the most effective manner to the public, proactively through social media. Additionally, SMCSO should consider reviewing the time it takes to approve the release of media content and adjust the approval chain hierarchy if needed.

Meliora PSC recommends the civilian Executive Director of Administration, Director of Communications, and all media team members attend a PIO course, media relations course, Public Records Act training, as well as an Office of Emergency Services training.

STRATEGIC COMMUNICATIONS RECOMMENDATIONS

- Assign Strategic Communications to PSB under the Undersheriff's duties and responsibilities, and ensure the Undersheriff provides training and mentorship to the new Director of Communications as well as establish a strategic communications plan. (Recommendation #44)
- Ensure the Director of Communications is provided the circumstances, needs, and goals that need to be achieved in this new position, and establish objectives for the Director of Communications as soon as possible to include how the new role will be measured and how frequently. (Recommendation #45)
- Assign the civilian Executive Director of Administration, Director of Communications, and all media team members to attend a PIO course, media relations course, Public Records Act training, as well as an Office of Emergency Services training. (Recommendation #46)





The San Mateo County Sheriff's Office is dedicated to the safety of the community as well as those persons who are incarcerated. We will discuss the Corrections Division later in the report. Sworn deputies, supervisors and command staff are assigned to Operations and Corrections, and Administration is comprised of professional staff.

The Operations Division is comprised of the North County Area Command, Coastal Area Command, Headquarters Area Command, San Carlos Patrol Bureau, and Operations Support Command. The North County Area Command, Coastal Area Command, Headquarters Area Command, and San Carlos Patrol Bureau are either entirely or partially patrol-centric and responsible for responding to emergencies such as life-saving calls and in progress crimes, as well as working in those respective communities to address quality of life issues. Investigations in Operations Support Command conducts follow-up investigations based on calls for service as well as proactively addressing crime and quality of life issues.

North County Area Command, Coastal Area Command, Headquarters Area Command, and San Carlos Patrol Bureau

The San Mateo County Sheriff's Office divides patrol into four separate Patrol Bureaus or Area Commands, which are led by a Captain (North County, Coastside, Headquarters, and San Carlos). The fundamental responsibility of policing agencies is to provide a safe environment for the public's safety as well as ensure quality of life. The San Mateo County Sheriff's Office recognizes these key responsibilities to allow the community to flourish and thrive as reflected in their Mission-Vision and Values Statements. In order to properly serve the community, sheriff offices must ensure their services reflect the needs and available resources for their respective county.

As is customary for many Sheriff's Offices throughout the state, cities, communities and districts contract with their local Sheriff's Office to provide law enforcement services. San Mateo County SO contracts with Eichler Highlands, Half Moon Bay, Millbrae, Portola Valley, San Carlos, and Woodside. This portion of the report will discuss each respective contracted area's background, workload, and response time separately. Table 36 below provides a snapshot of those positions assigned to North County Area Command (Eichler Highlands and Millbrae), Coastal Area Command (Half Moon Bay), Headquarters Area Command (Woodside and Portola Valley), and San Carlos Patrol Bureau.



TABLE 36: Patrol Division Staffing FY 2022-23

Position	2023/2024 Budgeted	2023/2024 Actual	Vacant
Sworn Personnel			
Captain	4	4	0
Sergeant	19	19	0
Deputy Sheriff	98	84	14
Total Sworn	121	107	14
Civilian Personnel			
Community Service Officer	19	9 FT/7PT	4.5
Management Analyst	1	1	0
Records Technician	3	3	0
Legal Office Specialist	1	1	0
Total Civilian	24	14FT/7PT	4.5
Total Authorized Staffing	145	121FT/7Pt	18.5

Source: San Mateo County Sheriff's Office as of January 2024.

The primary responsibility of patrol deputies is to patrol unincorporated San Mateo County and contract cities, respond to calls from the community, proactively address issues related to crime, and enhance the quality of life for those who live, work and visit the county and contract cities. There are four patrol teams who provide 24/7 service 365 days a year. There are two day shift teams and two night shift times in order to provide seven-day coverage.

SUPERVISION AND MANAGEMENT

The patrol captains work a 9/80 schedule Monday through Thursday, that is to say they work four 9-hour shifts from 8:00 a.m. to 5:00 p.m. Monday through Thursday with three days off one week, and work one 8-hour shift every other Friday where they are off on the weekend. They are scheduled to work Monday through Thursday and alternate working Fridays to ensure there is a manager working every Friday. Meliora PSC learned there are no lieutenants assigned to the Operations Division.

Sergeants work on a team scheduled with deputies and are assigned to day shift or night shift. In a few cases, there is an afternoon shift that works from 10:00 a.m. to 10:00 p.m. or 12:00 p.m. to 12:00 a.m. There are four patrol sergeants assigned to each the four main commands: Headquarters, Half Moon Bay, San Carlos, and Millbrae. In order to provide seven-day coverage year-round, two sergeants are assigned to day shift and two sergeants are on night shift for each of these four areas.

Meliora PSC learned the sergeants do not work the same hours as the deputies on their shifts. Instead, they start their shifts between 4:00 a.m./p.m. and 5:00 a.m./p.m. and finish their 12-hour shifts between 4:00 p.m./a.m. and 5:00 p.m./a.m. Staff indicated the reasoning for the



altered shift hours was to allow time for the sergeants to contact the sergeant going off-duty for information for their oncoming shift regarding office-related matters, incidents from the previous shifts, and/or training information along with preparing the shift schedule and addressing any staffing-related issues regarding sick calls, operations, etc. This pre-briefing time is essential in order for the on-coming supervisor to be prepared for briefing; however, Meliora PSC believes one to two hours is excessive for these tasks. Since this is not a donning/doffing issue, 30-60 minutes is ample time to prepare for briefing especially if the outgoing supervisor assists with addressing sick calls and the oncoming supervisor prepares for briefing in advance on the shift prior. Moreover, the team sergeant is not available to deal with calls and personnel matters that may arise in the last two hours of a shift. Leaving prior to the rest of their team is not consistent with contemporary leadership practices. Meliora PSC recommends providing one sergeant per briefing "pre-briefing time" as straight compensation time off. This would allow the sergeants assigned to Headquarters, Half Moon Bay, Millbrae, and San Carlos to be properly compensated for their administrative time to prepare for briefing.

Meliora PSC learned all existing sergeants have attended the California Peace Officer Standards and Training (POST) Supervisory Course. Additionally, the office sends new sergeants to the Internal Affairs course to ensure they receive training on Government Code § 3300 within their first year. The San Mateo County SO is to be commended for ensuring all supervisors in patrol are up-to-date with the POST-mandated Supervisory Course.

There were no lieutenants assigned to patrol. Rather, the sergeants are responsible for supervising deputies in the field as well as attending to matters within the station(s) to include handling administrative tasks. Instead of overburdening sergeants, contemporary agencies assign a lieutenant the responsibility for management oversight of field activities in patrol. As we note in the respective commands, it is important to add lieutenants in a Watch Commander role to patrol to ensure management of patrol functions and responsibilities. This also provides the community direct access to a sheriff manager should the need arise. Since it is recommended to have a lieutenant in each of the four commands, four patrol lieutenants could provide seven-day coverage over the busier times of the day from early in the morning to late at night, thus allowing sergeants to be in the field to be a resource, risk manager, and mentor.

TRAINING

Briefing is an opportunity to present mandatory and optional training, review policies, procedures, and other relevant topics in an environment amenable to open discussion among various levels of experience and rank. Briefing time is also an opportunity to disseminate and discuss information on current operational and administrative topics. The relatively short but significant interaction between supervisors and deputies during briefing enables each to voice their opinions and provides an important opportunity for sergeants to display leadership. Briefing training can also be documented to satisfy California POST and/or San Mateo County SO training requirements.



One of the key responsibilities of a patrol sergeant is to provide briefing training, and San Mateo County SO Policy § 341 – Briefing Training – codifies this expectation. In addition to sharing information regarding daily patrol activity, the policy indicates briefing should also include the following:

- Reviewing SMARTFORCE (Intelligence-Led Policing)
- Notifying deputies of changes to schedules and assignments
- Notifying deputies of new and or updated policies and Special Orders
- Reviewing recent incidents for training purposes
- Providing training on a variety of topics
- Scheduling i.e. vacations, training and ensuring shifts are appropriately staffed
- Assigning warrants for service (due diligence)
- Assigning vehicles and equipment

Staff indicated that briefing training is conducted by the patrol sergeants at the beginning of their shift. There is no master briefing schedule to ensure patrol personnel are provided information and training contemporaneously on the same topics. When asked for briefing training records as described in Policy § 341.2.1 – Documentation – Meliora PSC learned those records are documented in the daily activity log. However, we noted the policy did not describe the type of documentation or where training records are to be maintained. Staff indicated the only way to search briefing training would be to conduct a word search. Should the SMCSO need to provide briefing training records on a topic, this could be an arduous and time-consuming process. The training documentation should include the following:

- Training topic
- Date, time and location
- Who provided the training?
- Who attended the training?
- What was the learning goal?
- Was the learning goal met (verification)?
- Copies of articles, video, etc. for the training file

A searchable, digital system including the details above would be much more efficient. Because briefing occurs at four separate locations throughout the county, digital training documentation sent to the Training Unit is not only a logical solution, but efficient as the unit is responsible for maintaining training records for all personnel. Meliora PSC recommends establishing a master briefing schedule with information sent to the Training Unit and implementing a digital system for this process.

San Mateo County SO subscribes to the Lexipol policy manual as well as the Daily Training Bulletins (DTB) associated with the policies. DTBs are training associated with the agency's policy manual. However, when agencies appropriately customize a policy, they must ensure the related training through the DTB is also updated to reflect any customization to the office. DTB's are designed to assist first-line supervisors provide training within the time constraints of



briefings. SMCSO sends reminders to the sergeants when their personnel have not completed the DTB's so the sergeant can ensure they are done in a timely manner. More information regarding department training was described in the Training section of the Professional Standards Bureau portion of the report.

Meliora learned the Smartforce system is no longer in use at SMCSO. This will be one example of many where the policy needs to be updated to meet practice. Meliora PSC recommends the Briefing Policy be updated to reflect the current practices.

SUPERVISOR/MANAGER COLLATERAL DUTIES

Agencies similar in size to the San Mateo County Sheriff's Office share collateral duties as a means to provide leadership opportunities, professional development, and greater responsibilities as well as ensuring key roles and responsibilities are handled.

In addition to the fundamental responsibility of supervising and/or managing the Patrol Division, it is standard practice for sergeants to have additional or collateral duties/assignments. It is important that most of the collateral assignments relate to the Patrol Division rather than assigning a collateral duty to someone who has historically handled it, particularly if in another division, and having the assignment remain with the individual rather than allowing others an opportunity to experience that responsibility. Although it may seem reasonable to keep a responsibility with someone who understands the assignment and has had it for several years, by assigning duties based on a person's experience rather than keeping them in the division that best suits the respective duty/assignment prevents others from experiencing leadership development as it relates to the division they are assigned.

Meliora learned there are a number of collateral duties that are retained by a supervisor or manager, regardless of their current assignment. Meliora PSC recommends the collateral duties remain in their respective division and be used as learning opportunities to grow the acumen of other supervisors and managers who may not have been assigned a collateral duty. This not only balances out assignments and prevents burnout from over-assigning tasks, but also is a way to build internal succession planning as supervisors and managers are exposed to other duties and responsibilities outside their primary duties.

Although collateral duties are needed, it is important they be assigned in a manner that does not overwhelm the supervisor or manager and take away from their primary duties in the Patrol Division. The managers' ancillary duties include, but are not limited to:

- Special Weapons and Tactics
- Crisis Negotiations Unit
- FTO Program
- K9 Unit
- PERT
- Bomb Squad



- Explorers
- Peer Support

Meliora PSC requested a list of collateral duty assignments for sergeants and learned it does not exist. Since collateral duties are not only important for staff development, it is important these critical areas have supervisory oversight to ensure accountability. Moreover, it ensures these duties are evenly spread amongst the supervisors to ensure the patrol sergeants can balance the additional duties with their primary duty of field supervision. Collateral assignments could include assigning deputies with no collateral duties some assignments and/or as assistants in the respective duties for the sergeant. Providing training for a collateral duty along with the responsibility for oversight enhances the leadership growth of San Mateo County SO personnel. This practice also gives Sheriff's Office staff insight into other aspects of how the duties and responsibilities of patrol functions are impacted by budget, societal needs, forecasting, collaboration with county staff/departments and community members, and subsequently embedding leadership growth, development and succession planning into the culture of the organization. A master Collateral Duty list should be created and disseminated to Patrol Division personnel. This would inform Sheriff's Office staff who to seek out for suggestions and/or concerns with the areas of responsibility.

During the organizational assessment, we learned that functionally speaking, sergeants take on additional responsibilities and some, but not all, include:

- Volunteers
- Bomb Squad
- K9 Unit
- Special Response Team
- Crisis Negotiations Team
- Rangemaster
- Off-road motorcycle unit

In order to ensure there is managerial and supervisory oversight for these essential functions, Meliora PSC recommends a master ancillary duty list be created for the patrol supervisors and managers to ensure the duties and assignments are relevant to the Patrol Division and updated annually. Some duties may be better suited for other divisions or may need to be shared throughout the Sheriff's Office, but those are typically at the sergeant level.

WORK SCHEDULE AND SHIFTS

Sergeants and patrol deputies work a 12-hour rotating shift schedule; meaning in a 28-day pay period, they would be scheduled to work 14 shifts or 168 hours. Staff indicated the rotating work schedule was created several years ago to ensure everyone would have two weekends off every 28-day cycle. Meliora PSC learned the day shift work schedule rotates in a different manner than the night shift as described below:



Day shift :

14 shifts – 28-day pay period

- Work three 12-hour shifts
- Off two days
- Work two 12-hour shifts
- Off three days
- Work two 12-hour shifts
- Off two days
- Work three 12-hour shifts
- Off two days
- Work two 12-hour shifts
- Off three days
- Work two 12-hour shifts
- Off two days

Night shift:

17 shifts 28-day pay period

- Work four 12-hour shifts
- Off three days
- Work five 12-hour shifts
- Off four days
- Work four 12-hour shifts
- Off four days
- Work four 12-hour shifts

11 shifts 28-day pay period

- Off four days
- Work three 12-hour shifts
- Off five days
- Work four 12-hour shifts
- Off four days
- Work four 12-hour shifts
- Off four days

As shown above, the night shift works longer workweeks. Consequently, they alternate with one 28-day pay period consisting of 11, 12-hour shifts and the following consisting of 17, 12-hour shifts (204 hours). The months they work 17 shifts is compounded by the added two overtime shifts every two weeks or four overtime shifts every 28-day pay period, resulting in months they work 21 shifts. This is an excessive number of shifts to work. According to the American Academy of Sleep Medicine's article on Circadian Adaptation to Shift Work (2022), "Night shift workers usually sleep 1 to 4 hours less than daytime workers. This leads to impaired social and cognitive function, as well as pathological sleepiness with safety and health hazards."



According to Reidy, Dawson, and Vila (2018), shift work related fatigue on police officer's encounters with the public increased the odds of a public complaint.⁶

Staff indicated these long workweeks are advantageous for personnel who prefer to spend more time with families and/or are super commuters (those who live out of state). The unilateral decision to accommodate staff as means to retain them is understandable. Ensuring personnel have a part of the weekend off a couple times during the month will also assist with work-life balance. Although it is important to balance staff retention, the risk and liability associated with fatigue and critical decision-making cannot be dismissed. Meliora PSC recommends the night shift return to the 14-shifts per month rotating schedule, the same as day shift.

Per the Memorandum of Understanding (MOU) with the County of San Mateo and the Deputy Sheriff's Association dated January 10, 2021 through January 10, 2026, and the County of San Mateo and the Organization of Sheriff's Sergeants dated April 5, 2021 through April 18, 2026, overtime is defined as overtime worked in excess 168 hours in a 28-day cycle or in excess of 84 hours in a 14-day cycle, respectively. The night shift schedule results in working 204 hours every other month, and only working 132 hours the opposite months. Hence, 36 hours of overtime is built into the schedule every 28-day pay period and this does not include the mandated four extra shifts per month to cover the vacancies.

Additionally, the MOU for deputies and sergeants indicates employees working between 6:00 p.m. and 6:00 a.m. receive shift differential pay one pay step above the employee's base pay or 5.74 percent. Those deputies and sergeants assigned to a specialty unit are also eligible to receive specialty pay of 5.74 percent.

Currently, there are four patrol shifts comprised of 81 deputies that work either day shift or night shift. However, Meliora PSC noted there were three afternoon shifts (Coast) that worked from 12:00 p.m. to 12:00 a.m. and one day shift (Millbrae) that worked from 10:00 a.m. to 10:00 p.m. on the schedule. In addition, both Headquarters and Coast Bureaus had half of the shift's personnel starting one hour prior the 6:00 a.m./p.m. start time. In theory, these "early" deputies would need to return to their respective stations for briefing, but Meliora PSC learned often times the deputies may remain nearby or in the station for briefing. Having one or two deputies start one hour early to handle late calls from the prior shift is a sound practice; however, having more than two deputies appears a bit high based on the calls for service data. By having more come in early, they would leave one-hour early and potentially create the need for early deputies on the next shift.

As mentioned, patrol conducts in-person briefings at 6:00 a.m. for day shift and 6:00 p.m. for night shift at Headquarters, San Carlos, and North County, and at 6:30 a.m. for day shift and 6:30 p.m. at Half Moon Bay (Coastside) with oncoming deputies assigned to the four regions.

⁶ Reidy, S., Dawson, D., Vila, B., (2018). U.S. police rosters: Fatigue and public complaints. *Sleep Research Society*, 42(3), 1-10.



An examination of the call for service data does not suggest the morning shift change would require a cover deputy as there are fewer calls in the early morning hours. Conversely, keeping the 5:00 p.m. start times would provide overlap coverage to allow the day shift deputies to end their shift on time as late calls for service could be handled by the "early" start night shift deputies. Meliora PSC recommends consideration be given to ending the 5:00 a.m. start time for day shift, or at the very least, limiting the number of early deputies to two, versus three or more to maintain the appropriate staffing levels at the end of the shift.

As mentioned, the patrol teams assigned to Headquarters and Coast Bureaus have a few positions with early start times. For purposes of shift analysis, we refer to the listed start times of 6:00 a.m./p.m. that indicates shift assignments as follows:

Day Shift: 6:00 p.m. to 6:00 a.m.

- Team 1 – 22 deputies assigned
- Team 2 – 22 deputies assigned

Night Shift: 6:00 a.m. to 6:00 p.m.

- Team 3 – 20 deputies assigned
- Team 4 – 17 deputies assigned

Historically, the office assigns personnel to their assignment and shift. Staff does not have the ability to choose a schedule that supports their personal preferences and to meet outside needs, such as family, educational pursuits, and other aspects of their lives. Meliora PSC learned the SMCSO is implementing a shift rotation this spring. For the first time, shift sign-ups will occur every six months based on seniority. In order to ensure less experienced deputies and sergeants do not end up on the same shift, Meliora PSC recommends the office reserve spots on the sign-up list for each team that can be designated for deputies with less than two years of experience especially in light of the hiring campaign the SMCSO is conducting. This also allows less tenured deputies to learn from the experienced deputies on their respective shift. Staff indicated the average experience level in patrol is approximately five years.

Providing deputies with the opportunity to work different shifts can expose them to more variety in the types of calls for service from the community. For example, driving under the influence (DUI) incidents typically occur in the evening hours versus day time. If a deputy works primarily day shift, they will not have the exposure to DUI investigations. Conversely, fraud and/or burglary cases may occur more frequently during the day time hours and assigning deputies only to night shift limits their exposure to these types of calls for service and investigations. In order to ensure deputies are exposed to different shifts, including a rotational component to the seniority sign-ups provides this opportunity.

Seniority sign-ups are new to SMCSO patrol divisions. From a recruiting standpoint, if new deputies and laterals are relegated to the night shift until a new deputy is hired so deputies can move up in seniority, waiting for this to occur could take time and increase their level of frustration. Ultimately, this may lead to deputies opting to lateral to another agency for more stability in their schedule and other opportunities. In order to alleviate this issue as well as



afford newer deputies the opportunity to work other shifts, Meliora PSC recommends the Sheriff's Office implement a shift rotation schedule that would allow deputies to remain on a shift for a limited time. For instance, deputies could remain on the same shift for two deployments (i.e. day shift), then on the third deployment be required to move to another shift (i.e. night shift). This would in essence allow those tenured deputies a year on their desired shift, then to come off that shift for six months before being able to return to their desired shift. With the implementation of shift rotations and designated spots for less tenured deputies, the balance of the needs of the Sheriff's Office and empowering staff to have more influence on their off time would be achieved.

When fully-staffed, 19 sergeants and 98 deputies are assigned to patrol. Of those, two sergeants are assigned as administrative sergeants and one sergeant and nine deputies are assigned to the Community Engagement Unit and not assigned a beat as a primary first responder. Hence, the actual number of sworn staff assigned to patrol-centric functions are 16 sergeants and 89 deputies to provide patrol coverage for the 24/7, 365 days required. In conducting organizational assessments across the country, we have found that staff will be unavailable approximately 15 percent during the year for time off related to training, vacation, sick time, FLSA, worker's compensation, military leave, etc. For purposes of patrol staffing, Meliora PSC used the 81 deputies working, not including vacant positions, at the time of the site visit.

MINIMUM STAFFING

Minimum staffing does not necessarily mean adequate staffing, but rather indicates there are usually enough personnel available to respond to calls for service. SMCSO not only patrols the unincorporated areas within San Mateo County, but is also contracted to provide patrol services to six areas: Eichler Highlands and Millbrae (North County Area Command), Half Moon Bay (Coastside Area Command), Portola Valley and Woodside (Headquarters Area Command), and San Carlos (San Carlos Patrol Bureau). Minimum staffing for these contract services are established per the respective contracts and will be addressed further in the contract services portion of the Operations section.

As was depicted earlier in the Response Time portion of the report, the 81 deputies assigned to patrol shifts during the data analysis responded to Priority 1 calls outside the five-minute standard. Minimum staffing is established by hour of the day versus per shift, which is best practice as staffing should be evaluated and assigned based on workload. The Sheriff's Office has used long-established minimum staffing by shift, but without the benefit of a detailed data analysis (in the future, the Data Analysis Toolkit will provide the data to inform minimum staffing determinations). The current shift minimums are as follows:



- 6:00 a.m. to 6:00 p.m. – 19 deputies
 - North County – 4 deputies
 - Coastside – 6 deputies
 - HQ – 6 deputies
 - San Carlos – 3 deputies
- 6:00 p.m. to 6:00 a.m. – 20 deputies
 - North County – 4 deputies
 - Coastside – 6 deputies
 - HQ – 7 deputies
 - San Carlos – 3 deputies

As mentioned above, the 12-hour shifts sergeants and deputies work should result in 168 hours each 28-day pay period. Due to the severe shortages in personnel, sergeants and deputies must work two additional shifts per two-week pay period or four shifts per 28-day pay period.

SMCSO is working diligently to address the first priority: filling the current staffing vacancies. As depicted in the data analysis in the next section of the report, the office is obviously understaffed. Until such time as the office is closer to appropriate staffing levels, determining appropriate staffing levels becomes challenging due to the change in workload when SMCSO is fully staffed. In the future, the Data Analysis Toolkit will provide the information necessary to illustrate the leveling of workload with the addition of staff.

In order to address the number of personnel needed to ensure patrol staffing levels are met, we must first calculate the actual hours a deputy is scheduled. A standard 28-day pay period is 160 hours (four weeks x 40 hours per week), which equates to 2,080 hours per year (160 hours x 13 pay periods per year). However, SMCSO's 12-hour patrol schedule results in a deputy being scheduled to work 14 shifts in a 28-day pay period or 168 hours (14 shifts x 12 hours) or 2,184 hours per year (168 hours x 13 pay periods per year). From a scheduling perspective, 2,184 hours per year equals 182 shifts per year a deputy is scheduled ($2,184 \div 12 = 182$). However, this does not factor in leave time for vacation, sick leave, FMLA, worker's compensation, military time, or training courses, which in our experience averages approximately 15% time off per year. Consequently, a deputy works approximately 154.7 shifts per year ($182 \times 15\% = 27.3$ shifts leave time; $182 - 27.3 = 154.7$ shifts). Thus, it would take 2.36 deputies to cover one 12-hour shift for one year ($365 \text{ days} \div 154.7 = 2.36$). For a 24-hour shift, SMCSO would need five deputies ($2.36 \times 2, 12\text{-hour shifts} = 4.72$) to fill one position in patrol. Since shift minimums for all four bureaus are set at 19 for day shift, that would require 45 deputies ($19 \text{ shift minimums} \times 2.36 \text{ deputies for one position} = 44.84 \text{ deputies}$) to provide seven-day coverage. The night shift minimum is set at 20 deputies for that 12-hour period. Therefore, since it takes 2.36 deputies to cover one 12-hour shift for a year, it would require 47 deputies total ($20 \times 2.36 = 47.2$) to provide seven-day coverage on night shift. So, for 24-hour coverage, it would require 45 day shift deputies and 47 night shift deputies for a grand total of 92 deputies assigned to patrol. The current patrol schedule has 89 patrol deputies allotted, a shortage of three deputies. Meliora PSC recommends adding three FTE deputies to meet the minimum staffing requirement in patrol.



As mentioned above in the staffing analysis, it is important to note that since administrative workload is not captured, the workload is under-reported. Once administrative workload is captured, the SMCSO will be able to include this CAD data for the Data Analysis Toolkit and get a truer workload picture.

During the site visit, we noted 89 deputies assigned to the Patrol Division with eight of those positions being vacant, leaving a total of 81 positions. The importance of focusing recruitment and hiring efforts cannot be overstated. Once trainees are hired, it will still be several months before they can work as a solo-unit and alleviate the staffing shortage. As such, San Mateo County SO has provided sufficient patrol positions; however, those positions must be staffed. The agency is already in the midst of filling these positions. Meliora PSC encourages the vacant deputy positions to be filled as soon as possible. (Refer to the Professional Standards Unit portion of the report for details on strategies).

Shift minimums are a part of the field sergeant's responsibilities, but it is also important the sergeants be given the latitude to address staffing based on the time of year, call load, and other information they will now have through the workload study. The ability to continue conducting workload and deployment analysis through the Data Analysis Toolkit will allow supervisors and managers the opportunity to make informed, strategic decisions regarding shift minimums.

In order to ensure staff is able to have adequate time off for vacation, San Mateo County SO provides an opportunity at the beginning of the year for personnel in each bureau to sign up for vacation on a seniority basis, a sound practice to manage staffing. Per the Memorandum of Understanding with the Deputy Sheriff's Association, the length of any single scheduled vacation is dependent upon hours accrued and years of service.

PATROL RECOMMENDATIONS

- Provide one sergeant per briefing "pre-briefing time" as straight compensation time off. (Recommendation #47)
- Establish a master briefing schedule with information sent to the Training Unit and implementing a digital system for this process, and update the Briefing Policy to reflect the current practices. (Recommendation #48)
- Maintain the collateral duties in their respective division to be used as learning opportunities to grow the acumen of other supervisors and managers who may not have been assigned a collateral duty, and create a master ancillary duty list for the patrol supervisors and managers to ensure the duties and assignments are relevant to the Patrol Division and updated annually. (Recommendation #49)
- Return the night shift to the 14-shifts per month rotating schedule, the same as day shift. (Recommendation #50)
- Consider ending the 5:00 a.m. start time for day shift, or at the very least, limiting the number of early deputies to two, versus three or more to maintain the appropriate staffing levels at the end of the shift. (Recommendation #51)



- Designate spots on the shift sign-up list for each team that can be designated for deputies with less than two years of experience, and implement a shift rotation schedule that would allow deputies to remain on a shift for a limited time. (Recommendation #52)
- Add three FTE deputies assigned to patrol to meet minimum staffing needs. (Recommendation #53)

OVERTIME

Overtime is important both from the financial impact of overtime in SMCSO as well as the impact overtime scheduling practices have on employee well-being, retention, and recruitment. Overtime management is another fundamental responsibility of supervisors and managers. When Meliora inquired about overtime management reports, we learned the Finance and Fiscal Bureau prepares an extensive monthly budget report with details regarding all types of revenue and expenditures, such as overtime, broken down by section. The respective manager can see what percentage of the budget for each item remains. There are bar graphs for each section that are useful and easy to understand at a glance. Additionally, there is a sub-unit report that contains much more detail.

When Meliora met with the managers in patrol, we learned for some there is either a lack of awareness about this valuable budget tracking system or lack of time spent on review. SMCSO has management analysts that have the skills to assist in monitoring the reports and keeping the respective managers aware of the status of overtime and other budget expenses. Not only is this an important function as it relates to fiscal responsibility, but also for risk management. For instance, not tracking overtime hours worked weekly and/or monthly by deputy could create a concern should a deputy be working too much overtime at the risk of not getting enough rest or time off between shifts. Simply providing managers an electronic file with the spreadsheets is only one step in providing information. The most crucial component is helping them learn what each section and sub-section reflects, areas to routinely monitor, and where to seek additional assistance. In essence, we are illuminating the opportunity for the Sheriff's Office to develop the culture from a decades-long geo-political model to a more collaborative and supportive one, which is consistent with Sheriff Corpus' intent.

When assessing overtime, it is important to balance the financial and operational impacts with employee wellness and morale. This is particularly critical as the Sheriff's Office seeks to improve staffing levels by increasing the retention of current employees and recruiting new members in an extremely competitive environment.

EMPLOYEE IMPACT

The high number of vacancies in SMCSO requires that most patrol and corrections staff are mandated to work overtime. A significant amount of mandatory overtime for deputies occurs in the Court Security and Transportation Sections. Two factors that exacerbate the negative impacts of mandated overtime: the long commute for employees who are unable to afford the



cost of living in San Mateo County, and the healthy expectation of employees to achieve appropriate work/life balance. A number of employees interviewed, who work 12-hour shifts with round trip commutes averaging two to three hours, reported they barely have time to eat and sleep before returning to work. Doing this three-days in a row, in anticipation of three or four days off, is manageable. However, adding an extra workday of mandatory overtime not only contributes to fatigue, but also reduces the number of “recovery” days that are important to maintaining physical and mental health. Employees with family obligations, especially with their children, experience increased stress when three days in a row with no time for family becomes four days in a row, AND one less day off to make up for the extended absence.

In the current competitive environment for police staffing, agencies that rely on routine mandatory overtime are at a disadvantage when recruiting and especially retaining deputies. This is intensified when competing agencies offer sizable signing bonuses and are located in more affordable communities where lengthy commutes are not as necessary. When deputies leave SMCSO to work for other agencies, not only does it create a significant financial impact to replace them, but it feeds the vicious cycle of having to rely on mandatory overtime to cover the vacancy until it is filled. In most cases, it takes nearly a year to refill a vacant position.

Meliora PSC recommends SMCSO consider making the reduction or elimination of mandatory overtime a critical goal for improving recruiting and retention. Because vacancies in sections that require minimum staffing levels drive the high use of mandated overtime, Meliora PSC recommends minimum staffing levels be carefully evaluated to determine if those levels can be adjusted downward during non-peak hours of calls for service. Meliora PSC recommends SMCSO consider temporarily suspending some non-mandated court services and patrol response to non-critical calls for service until staffing improves.

FISCAL IMPACT

As is typical of Sheriff's Offices, SMCSO operates with a modest and carefully managed budget. The agency has established a pattern of exceeding the adopted annual budget for overtime each year for the past four years. High use of overtime is not an unusual or unwise practice for agencies that have modest budgets and persistent vacancies. The number of staff vacancies and amount of salary savings are generally predictable from year to year. If over expenditure in the overtime budget is less than the salary savings, the budget can be balanced or even improved. It is usually less expensive to use intermittent overtime to cover intermittent absences (vacation, sick leave, comp time, and training) than to increase the number of FTEs to maintain a constant level of staffing across the entire work schedule.

The table below shows a limited view of vacancy rates in the sections that use the highest level of overtime to backfill vacant positions. The vacancy rate noted for each year was a “snapshot” of the vacancy rate each September.



TABLE 37: Vacancy Rate, September 2019-2023

Vacancy Rate	2019	2020	2021	2022	2023
Patrol	10%	11%	5%	7%	9%
Investigations	7%	12%	10%	15%	21%
Corrections	2%	3%	3%	17%	19%
Court/Transport	3%	18%	12%	15%	27%
Total Sworn	5%	7%	5%	14%	18%

SOURCE: San Mateo County Sheriff's Office.

Next, Table 38 compares actual overtime expenditures to adopted overtime budgets, and the salary savings that are sometimes used to cover the over expenditures. This pattern is consistent with the common practice of covering vacancies with overtime, in lieu of filling the positions.

TABLE 38: Overtime Expenditures, 2018-2022

Overtime/Salary Savings	2019/20	2020/21	2021/22	2022/23
Budget for Overtime	\$11,137,284	13,873,782	14,365,532	13,538,975
Actual Expenditures	18,703,536	17,444,767	19,760,186	26,755,412
Over Expenditure	7,566,252	3,570,985	5,394,654	13,216,437
Salary Savings	3,933,212	13,461,514	10,767,053	5,734,944
Positive/Negative Offset	3,633,040	9,890,529	5,732,399	7,481,493

Even though salary savings were not sufficient to cover overtime over expenditures in two of the four years reflected above, SMCSO had a net positive gain of \$4,508,395 from salary savings offsetting over expenditures for overtime in the fiscal years between 2019-2023. It is notable that overtime expenditures have skyrocketed in Corrections without commensurate anticipated salary savings. This may be due to the agreement to pay double overtime compensation when personnel have exceeded 9 hours of working overtime in one week. As stated above, use of overtime to cover intermittent absences can be cost effective when the overtime rate is 1 ½ times regular pay. This may not be the case when using a double overtime rate as described. Meliora PSC recommends SMCSO evaluate the ongoing projected costs of continuing the practice of paying double overtime compensation.

MANAGEMENT AND OVERSIGHT

The finance section of SMCSO is to be commended for providing clear and useful information about expenditure trends to managers within the Sheriff's Office through monthly reports that are predictable and easy to understand. These reports allow managers at every level to monitor spending by each section, bureau, and the entire office. Additionally, these reports are accompanied by links to SMCSO's SharePoint site for granular level details for each unit and budget item. To access and understand the data provided, managers do not need a finance or accounting background. However, it is important the managers are properly trained to utilize



these very valuable tools. Once trained, managers should incorporate the practice of monitoring these monthly reports into their regular work routines.

Meliora PSC recommends SMCSO provide adequate training to all managers and the administrative staff members assigned to support those managers in using these valuable budget monitoring tools. In many cases those staff members will be management analysts with relevant analytic and technical skills.

Meliora PSC recommends SMCSO establish a practice requiring managers to review monthly budget reports that are relevant to their area of responsibility and report any significant trends of over or under expenditures. These reports cover all expenditures and particular attention should be paid to overtime. Over or under expenditures can be red flags for positive or negative unintended consequences of operational and staffing decisions. The earlier these issues are identified, the easier they are to resolve.

Overtime use and compensation requests are covered in SMCSO Policy § 1021. The policy delineates the process for managing overtime and ensuring that requests for compensation are handled in a timely manner. Policy § 1021.3 (b) covers maximum overtime hours worked by employees and imposes the following limitations:

- Employees may not work more than 48 hours of overtime in a pay period. (Bureau Commanders must approve overtime work in excess of the 48-hour limit.)
- Employees may not work more than 18 consecutive hours and must have a minimum of 8 hours off duty time before and after each regular or overtime shift.
- Employees must track their own overtime and inform their supervisors when the time limitations are reached.

There does not appear to be any method, other than employee self-reporting, for supervisors to confirm when employees are over any of these limits. Meliora PSC recommends SMCSO develop a system (beyond self-tracking by the employee) that allows supervisors to ensure that employees do not exceed the 48-hour overtime limit and 18 consecutive hours worked limit including the 8-hour off duty minimum before and after a shift.

Sufficient sleep is necessary in work that is performed in a high-risk environment and require a high level of vigilance. Without adequate sleep, employee health, safety, and performance can be compromised. Moreover, the safety of the public is also placed at risk. Meliora PSC recommends SMCSO reviews and evaluates the consecutive work hours policy in light of the findings of numerous sleep studies conducted for law enforcement. One example of such a study can be found at <https://labs.wsu.edu/sprc/research-areas/behavior/>.

OVERTIME RECOMMENDATIONS

- Consider making the reduction or elimination of mandatory overtime a critical goal for improving recruiting and retention. (Recommendation #54)



- Evaluate minimum staffing levels to determine if those levels can be adjusted downward during non-peak hours of calls for service. (Recommendation #55)
- Consider temporarily suspending some non-mandated court services and patrol response to non-critical calls for service until staffing improves. (Recommendation #56)
- Evaluate the ongoing projected costs of continuing the practice of paying double overtime compensation. (Recommendation #57)
- Provide adequate training to all managers and the administrative staff members assigned to support those managers for using the valuable budget monitoring tools, and establish a practice requiring managers to review monthly budget reports that are relevant to their area of responsibility and report any significant trends of over or under expenditures. (Recommendation #58)
- Develop a system (beyond self-tracking by the employee) that allows supervisors to ensure that employees do not exceed the 48-hour overtime limit and 18 consecutive hours worked limit including the 8-hour off duty minimum before and after a shift. (Recommendation #59)
- Review and evaluate the consecutive work hours policy in light of the findings of numerous sleep studies conducted for law enforcement. (Recommendation #60)

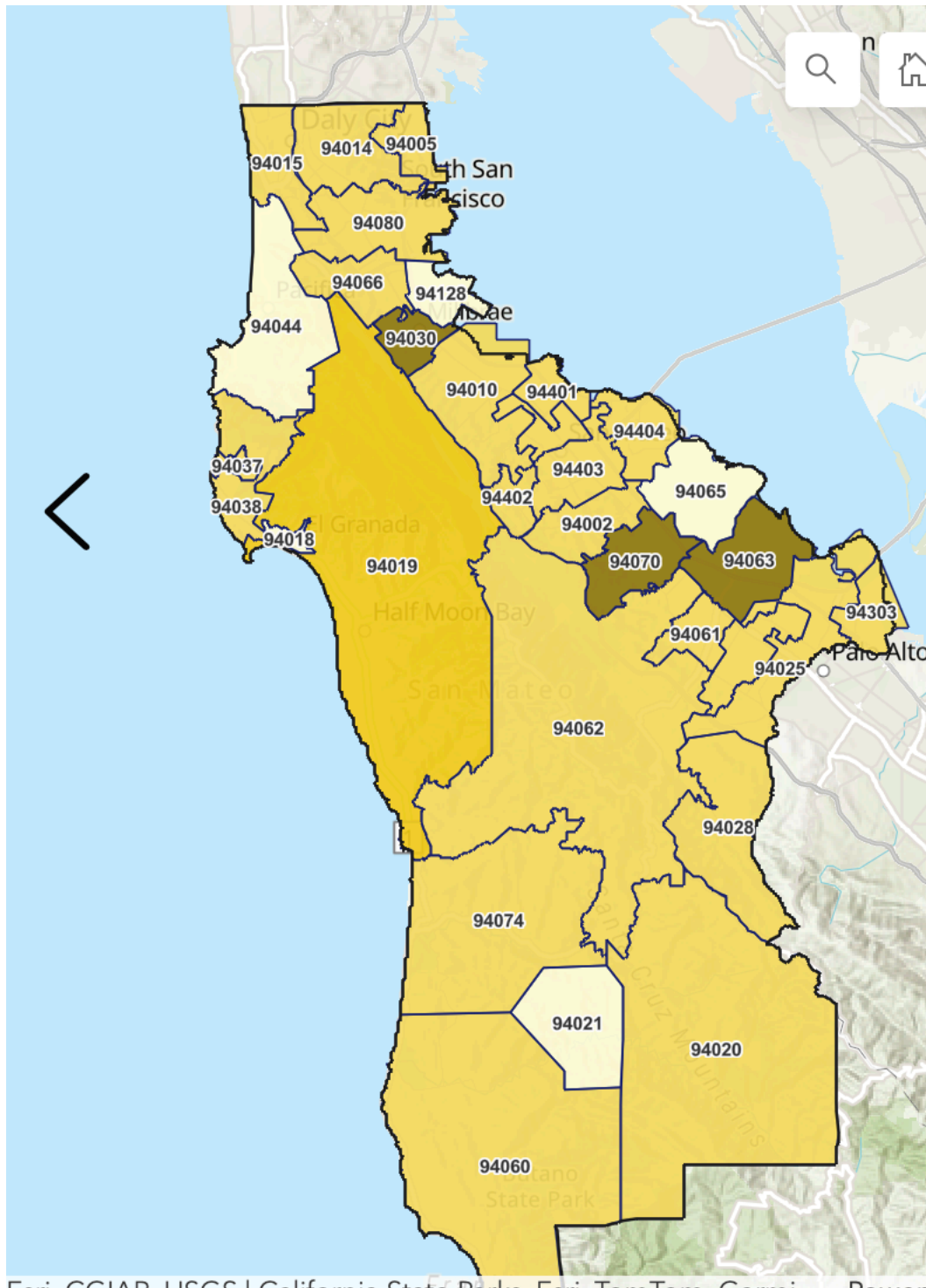
PATROL AREAS AND BEATS

As mentioned earlier in the response time portion of the report, the San Mateo County SO has 14 patrol areas, which includes the six contracted law enforcement patrol services. These areas include Burlingame, Eichler Highlands, area south of 92 to county line and west of 35, area south of Pacifica to 92 and west of 280, Half Moon Bay, Menlo Oaks, Millbrae, North Fair Oaks, Portola Valley, San Carlos, SMCSO south, SMCSO north, Transit, and Woodside.

The chart below illustrates the areas for San Mateo County SO, and shows the vast area, as well as topography to include winding, hilly, two-lane roads. The four bureau commands are spread out and involve various terrain and access. For instance, the coastal region requires travel through windy, mountainous as well as coastal two-lane roads that impacts response times for calls and assisting other beats. With the addition of seasonal factors such as weather (fog, rain) and local wildlife (deer), response times may be extended. On the contrary, San Carlos and Millbrae may be spread north and south, but freeway access provides a more direct route.



CHART 11: San Mateo County SO





San Mateo County SO assigns deputies to each area, although based upon available staffing, they may or may not patrol the beat in which they are assigned due to assisting another deputy in a neighboring area or beat. The industry standard for 21st Century Policing is for deputies to be knowledgeable about their assigned area, to include becoming acquainted with community members and businesses, so they can collaborate to address crime and quality of life issues. Historically, the office's practice of assigning deputies to one area supports this goal. As the office transitions to seniority sign-ups, it will be important to emphasize the importance of deputies serving the same areas.

Calls for Service Data Analysis

The communications center is a critical component of an effective public safety organization. San Mateo County Public Safety Communications (SMCPSC) plays a considerable role in sheriff-community relationships since they are frequently the first person a community member seeking assistance speaks with. The efficiency in listening to the caller, gathering pertinent information, and relaying critical details to first responders significantly impacts the safety and well-being of community members, SMCSO deputies, and fire/EMS personnel. This is especially critical for in-progress crimes as the efficacy of SMCPSC is integral in apprehending criminals. Meliora learned the SMCPSC is a separate county agency not part of the San Mateo County Sheriff's Office and as such is outside the scope of this assessment.

The communications center handles 9-1-1 calls for emergency services, community calls for assistance, and inter-agency requests through the Computer-Aided Dispatch (CAD) system. When those calls for service result in a report, arrest, assist, and/or investigation, the subsequent documentation becomes part of the SMCSO RIMS Records Management System (RMS). As part of the assessment, Meliora PSC requested historical data from both the Integraph CAD and RIMS RMS systems to assess workload, data analytics for organizational management and oversight, and efficiencies with associated systems and processes.

Contemporary law enforcement agencies must have the ability to access data systems and importantly, have analytical abilities to review, assess, and respond accordingly. As we note system capacity assets and shortcomings, those will be shared as this is a critical component for not only the proper management and oversight of a Sheriff's Office in the 21st century, but also enables Sheriff's Office leaders to be transparent and responsive to the communities they serve, a key goal of Sheriff Corpus' vision.

San Mateo County staff provided Meliora PSC's data scientist CAD data from 2017-2022, and our data scientist completed a comprehensive data analysis. Furthermore, Meliora PSC will provide a Data Analysis Toolkit program so Sheriff's Office staff can replicate the tables and charts in the Data Analysis Report annually with ensuing year's CAD data. The goal is that SMCSO staff can repeat the review of the data provided for this assessment and continue to evaluate and assess workload, performance and responsiveness in the future. This will position



the San Mateo County Sheriff's Office leaders to make informed, strategic adjustments accordingly.

Our comprehensive data analysis included a review of workload, to include administrative activities, deployment of deputies, and response times. These areas were used to determine appropriateness of staffing levels. The discussion that follows refers to some tables and charts from the Data Analysis Report. There are additional tables and charts represented in the Data Analysis Report included in the Data Analysis Report section that are full of useful data that further illustrates the activities of the San Mateo County Sheriff's Office.

Public safety agencies must ensure that sheriff resources are available during the times of the day when they are most needed. This is accomplished by the design of shift schedules that meet demands appropriately, as well as supplying enough deputies during the times they are needed. Decisions regarding the supply and demand of law enforcement services often include resources provided by elected officials balancing community needs and expectations with available assets. The determination of how many deputies to provide and for what purpose defies an exact calculation and must be made through a series of informed, and sometimes difficult, choices. Each of these elements will be explored in the following sections of the report.

WORKLOAD

In order to more clearly understand the service demands for the San Mateo County Sheriff's Office, Meliora PSC analyzed CAD data for the San Mateo County SO for the period of January 1, 2017, through December 31, 2022. SMCPCSC provided the call data that was then thoroughly reviewed by Meliora's data scientist. This involved exporting all call data, removing duplicate calls, calls not handled by other agencies, and further ensuring the call data accurately reflected calls for service for San Mateo County SO.

As a result, from 2017-2022, there were 694,722 unique records and when filtered to those only associated with patrol operations, there were 480,324 records (calls for service and field activities) registered in the CAD data. To synthesize the distinct types of calls for service and examine thousands of calls for service more efficiently, 596 different call types were grouped into 21 categories as depicted in the table below. Table 39 illustrates the call categories to include the initiator (source) of the call: community-initiated or field-initiated, and total calls for service during that six-year period. Community-initiated refers to calls received by the San Mateo County Public Safety Communications Center by a member of the public or outside agency. Field-initiated refers to activities generated by San Mateo County SO staff, to include deputies and professional staff.



TABLE 39: Calls for Service by Category, Source, 2017-2022

Record Categories	Community-Initiated Contacts							Field-Initiated Contact						
	2017	2018	2019	2020	2021	2022	Total	2017	2018	2019	2020	2021	2022	Total
Accident	1,756	1,703	1,919	1,247	1,334	1,620	9,579	209	193	180	117	119	123	941
Admin	828	889	1,213	703	1,009	669	5,311	834	903	1,053	581	804	787	4,962
Agency Assist	582	568	583	516	721	655	3,625	409	363	331	203	321	358	1,985
Alarm	5,680	5,068	4,878	3,911	3,517	4,330	27,384	46	36	33	20	20	19	174
Check-Area	420	425	466	418	317	334	2380	15,350	11,907	10,796	17,086	17,696	14,187	87,022
Community Policing	810	767	822	1,596	1,799	2,424	8,218	4,275	4,261	4,095	3,315	3,435	3,547	22,928
Crime-Person	1,294	1,250	1,256	1,195	996	1,241	7,232	40	44	28	20	18	15	165
Crime-Property	2,827	2,791	3,093	3,215	3,300	3,398	18,624	146	117	119	111	76	91	660
Crime-Substance	182	150	133	117	82	70	734	11	6	15	6	17	6	61
Disturbance	6,347	5,914	5,724	7,169	5,962	6,129	37,245	147	162	114	98	92	83	696
Fire	1,878	1,420	1,659	1,338	1,805	1,915	10,015	37	27	23	15	9	14	125
Investigation	2,502	2,609	2,626	2,559	2,784	2,917	15,997	204	115	109	87	117	143	775
Medical	4,394	4,545	4,198	3,792	3,892	4,968	25,789	16	27	11	8	6	6	74
Mental Health	154	150	130	107	122	244	907	7	5	2	4			18
Miscellaneous	1,560	1,416	1,443	1,071	1,835	1,559	8,884	239	216	159	90	91	81	876
Parking/Traffic Related	3,135	3,259	3,303	2,492	2,345	2,315	16,849	873	704	721	471	485	470	3,724
Pedestrian Contacts	822	757	840	811	716	563	4,509	2,834	3,436	3,544	1,753	2,144	2,289	16,000
Prisoner/Warrant	19	22	21	24	109	74	269	273	363	240	95	110	159	1,240
Suspicious Incident	3,434	3,224	3,147	2,978	2,584	2,840	18,207	2,430	2,721	2,146	999	975	783	10,054
Traffic Enforcement	1,062	964	1,158	798	733	988	5,703	14,120	18,849	19,905	9,718	14,632	11,119	88,343
Unknown Trouble	2,565	2,266	2,177	1,564	1,607	1,844	12,023	7	4	1		4	1	17
Total	42,251	40,157	40,789	37,621	37,569	41,097	239,484	42,507	44,459	43,625	34,797	41,171	34,281	240,840

Source: San Mateo County Public Safety Communications Center CAD data.



From 2017-2022, the top *community calls for service* were:

- 37,245 Disturbance calls or 16% of community-initiated calls for service during those six years, and 8% of all calls for service for those six years.
- 27,384 Alarm calls or 11% of community-initiated calls for service during those six years, and 6% of all calls for service for those six years.
- 25,789 Medical calls or 11% of community-initiated calls for service during those six years, and 5% of all calls for service for those six years.

From 2017-2022, the top *field-initiated calls for service* were:

- 88,343 Traffic Enforcement calls or 37% of field-initiated calls for service during those six years, and 18% of all calls for service for those six years.
- 87,022 Check Area calls or 36% of field-initiated calls for service during those six years, and 18% of all calls for service for those six years.
- 22,928 Community Policing calls or 10% of field-initiated calls for service during those six years, and 5% of all calls for service for those six years.

Of note, there were a total of 26,590 crime-related (person, property, substance) calls for service from the community or 11 percent of community-initiated calls, and 886 crime-related field-initiated calls or 0.4 percent of field-initiated calls, for a total of 27,476 or 6 percent of all calls for service for those six years. The crime related calls for service data further illustrates the low crime rate reported in San Mateo County, which is also depicted in the crime information previously described in the report.

Notably and correlated to the pandemic, 2020 community-initiated calls *increased* in community policing by 94 percent, crime property by 4 percent, and disturbance calls by 25 percent, and have continued to trend upwards in community policing and crime property. Most other community-initiated calls in 2020 *decreased* with noteworthy declines in alarm calls by 20 percent, medical calls by 10 percent, parking/traffic related calls by 25 percent, suspicious incident calls by 5 percent, traffic enforcement by 31 percent, and unknown trouble by 28 percent. Conversely, field-initiated calls overall *decreased* in 2020, except for check area calls that increased by 58 percent.

Meliora PSC learned the San Mateo County SO does not typically investigate traffic collisions in the unincorporated areas; rather, the California Highway Patrol is responsible for traffic collision investigations in those areas. Conversely, San Mateo County SO handles traffic collisions in the contract cities. More information will be provided in the Traffic portion of the report.

Of note in Table 39 above was the significant drop in calls during and after the COVID pandemic in 2020. From 2019-2020, community-initiated calls for service dropped from 40,789 to 37,621, an 8 percent decrease; and field-initiated activity dropped from 43,625 to 34,797, a 20 percent decrease. The decrease in community-initiated calls for service continued through 2021; however, in 2022 rose by 9 percent. In contrast, field-initiated activity increased in 2021 by 18 percent and then dipped down in 2022 by 17 percent. It is important to note that field-initiated activity has not returned to



pre-pandemic levels. We will explore this further in both the staffing and recruitment sections later in the report.

Chart 12 depicts the downward trend of total calls for service from 2017 through 2022. Of particular note is the significant 14 percent drop in total calls between 2019 to 2020.

CHART 12: Total Calls for Service by Year

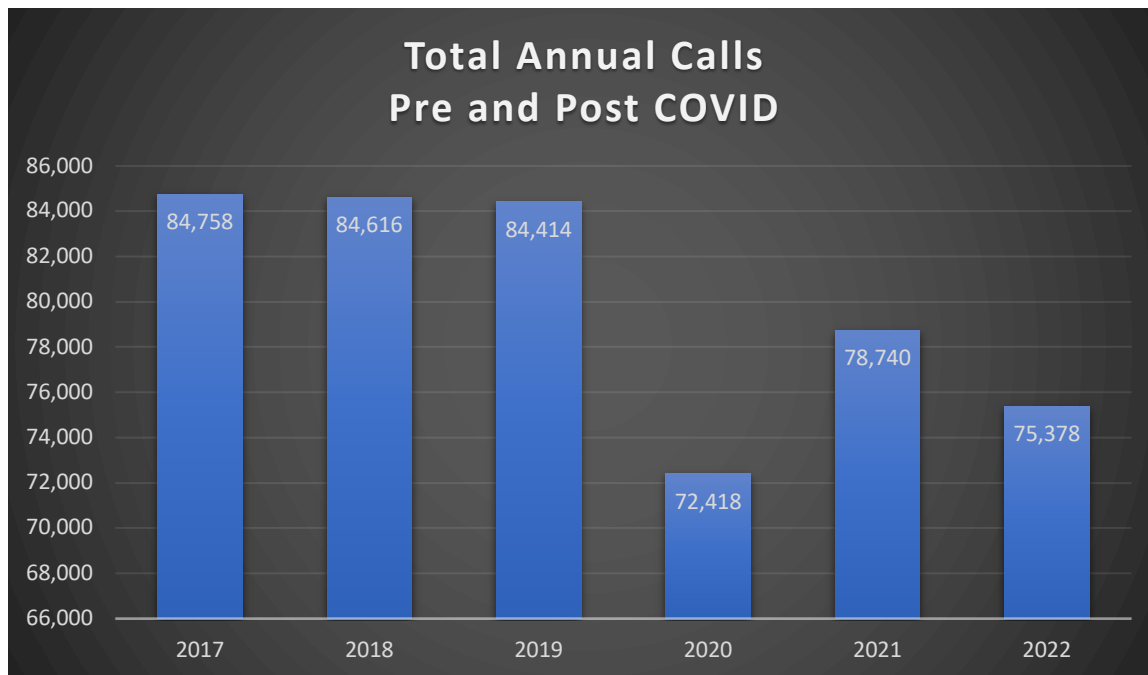
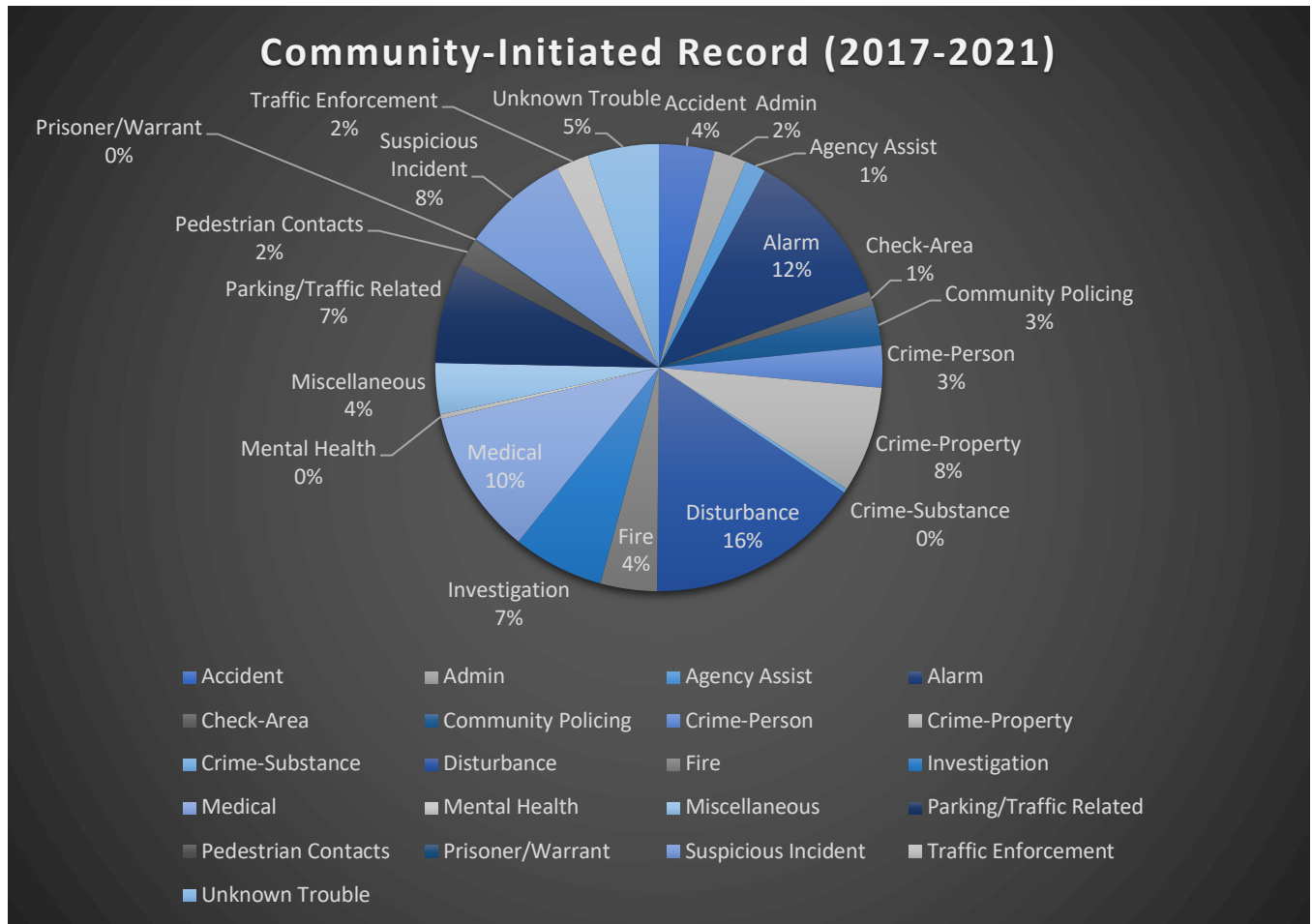




Chart 13 below illustrates the breakdown of percentage of community-generated calls for service per day by category for the five-year period between 2017-2021.

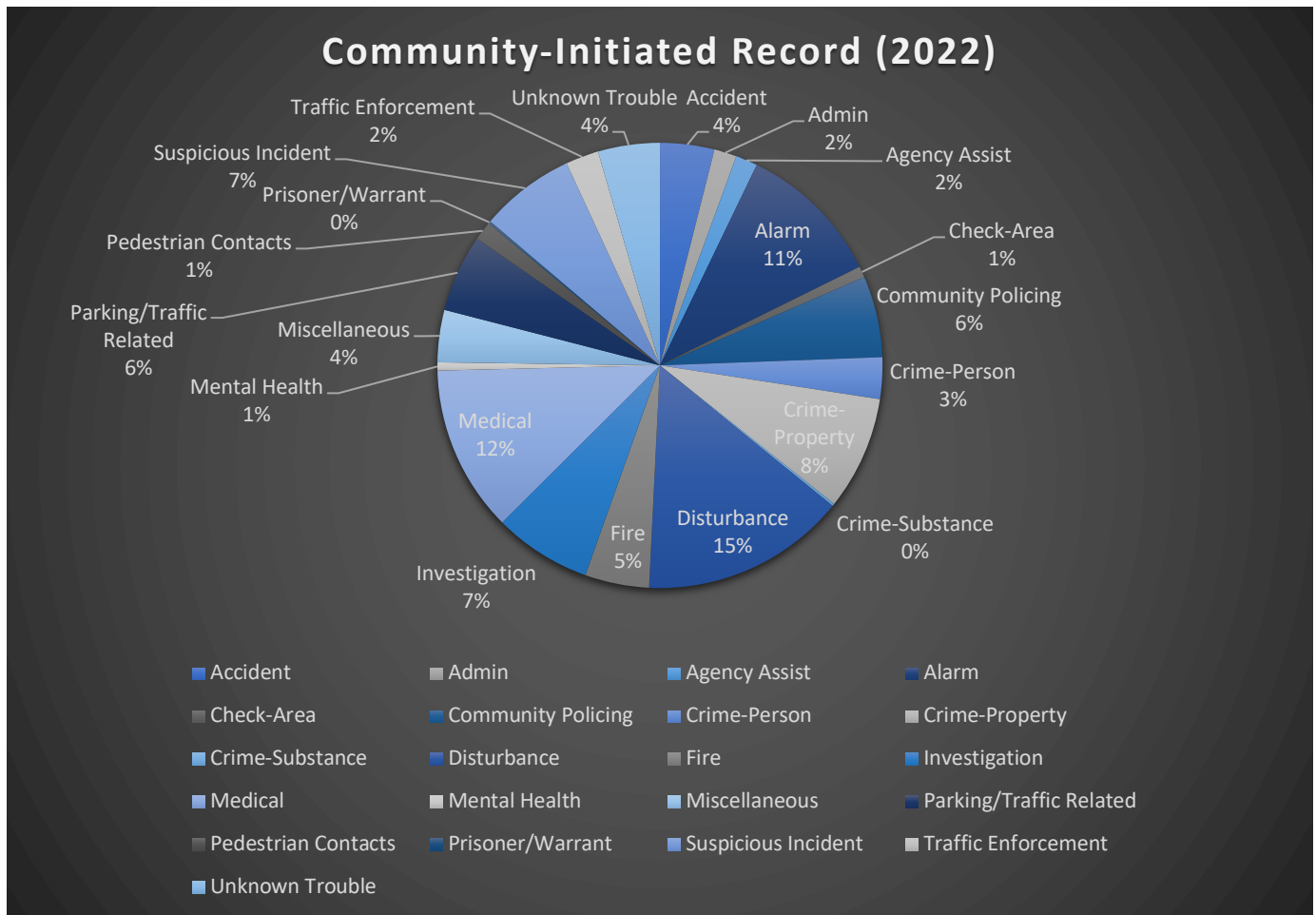
CHART 13: Record Category Summary for Community-Initiated Calls, 2017-2021



In order to compare Chart 13's five-year percentage of calls per day trend, the following Chart 14 represents the most recent full year of percentage of calls per day in 2022. Disturbance, alarm, and medical recorded calls were the highest in both the five-year trend and in 2022.



CHART 14: Record Category Summary for Community-Initiated Calls, 2022



As depicted in Chart 14, the top three community calls for service in 2022 accounted for 38 percent of community calls and 20 percent of all calls for service:

- Disturbance 6,129 calls or 15% of community calls and 8% of all calls in 2022,
- Medical 4,968 calls or 12% of community calls and 7% of all calls in 2022; and
- Alarms 4,330 calls or 11% of community calls and 6% of all calls in 2022.

In the next table, we examine the total calls for service by month and year for 2017-2022. During the six-year trend, most of the highest calls occurred during the months of August, July, and March. The total calls by year indicate a downward trend in community-initiated calls for service from 2017 through 2021, with a slight uptick in 2022. Field-initiated activities trended upward from 2017 through 2019, and then decreased from 2020 through 2022, with an uptick in 2021. Again, there was a significant decrease in 2020 in both community and field contacts coinciding the COVID pandemic.



TABLE 40: Total Records by Month, by Year

Months	Community-Initiated Contact						Field-Initiated Contact						Agency Total		
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	CI	FI	Total
January	3,584	3,166	3,442	3,014	2	3,219	4,117	3,474	4,238	3,628		3,074	16,427	18,531	34,958
February	3,174	3,059	3,035	3,066	2,830	3,073	4,034	3,321	3,558	3,081	4,379	3,465	18,237	21,838	40,075
March	3,477	3,292	3,284	2,932	3,200	3,141	4,372	3,410	4,121	2,855	4,052	3,654	19,326	22,464	41,790
April	3,314	3,177	3,352	3,066	3,042	3,307	3,783	3,655	3,983	2,437	3,626	3,229	19,258	20,713	39,971
May	3,608	3,238	3,509	3,339	3,348	3,631	3,447	3,508	3,881	2,383	4,297	3,402	20,673	20,918	41,591
June	3,660	3,417	3,639	3,262	3,490	3,666	2,930	3,146	3,531	2,319	3,784	2,945	21,134	18,655	39,789
July	3,920	3,765	3,658	3,378	3,765	3,607	3,141	3,859	3,122	2,605	4,069	2,920	22,093	19,716	41,809
August	3,568	3,571	3,606	3,527	3,601	3,652	3,487	4,270	3,689	2,714	3,743	2,751	21,525	20,654	42,179
September	3,636	3,471	3,439	3,154	3,725	3,530	3,480	4,063	3,812	3,241	3,572	2,465	20,955	20,633	41,588
October	3,644	3,550	3,537	3,238	3,898	3,524	2,918	4,016	3,641	3,411	3,393	2,104	21,391	19,483	40,874
November	3,245	3,146	3,084	2,762	3,147	3,224	3,227	3,860	3,221	3,165	3,267	2,068	18,608	18,808	37,416
December	3,421	3,305	3,204	2,883	3,521	3,523	3,571	3,877	2,828	2,958	2,989	2,204	19,857	18,427	38,284
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840	480,324

Table 40 provides an illustration of the average calls per month, by year and initiator. Community-initiated average calls were higher in July, August, and October, respectively. Field-initiated average activity was generally higher in March and February, respectively. As with studies we have conducted previously, San Mateo County is consistent with our experience where community-initiated calls for service are higher during summer months and field-generated activities are higher in spring.



PATROL ADMINISTRATIVE WORKLOAD

Patrol administrative activity is workload that is either associated with community call for service or field-initiated activity, or time spent on activities not related to a specific call for service. Often times, deputies complete a call for service but return to a location near a crime scene to contact potential witnesses or other victims and/or further investigate the crime, collect evidence, or other work related to the original call for service. Other patrol administrative activity would include report writing, attending training or a meeting, going to court, taking vehicles for maintenance, along with break and meal time. This time is workload and part of a deputy's workday that is committed versus available time to conduct proactive policing.

Based on the information provided by the CAD/RMS data search, these administrative activities where workload was performed are not available as the SMCSO does not currently capture administrative activities in the CAD/RMS system. It is important to account for this time in assessing patrol workload although agencies often do not gather this type of CAD data. As agencies become more data-centric, the value of capturing all workload to include patrol administrative activity is becoming more apparent.

Table 41 below provides a breakdown of out of service or administrative activity as an example. Due to the fact administrative activity is not captured, the resulting workload assessment for SMCSO will be under-reported and the data analysis regarding workload, deployment, and staffing impacted. The table below is provided as a sample of the type of detailed information that should be captured for future data analysis.

TABLE 41: Administrative Activity Sample

Description	Count	Avg. Occupied Time
Court		
Equipment Maintenance		
Meeting		
Out on Portable		
Phone Message		
Pick Up		
Report Writing		
Return to Station/HQ		
Training		
Total Administrative		
Administrative		
Break		
Meal		
Total Administrative		
Grand Total		



Meliora PSC learned there is currently no mechanism to capture the required workload. This presents the San Mateo County Sheriff's Office, as well as those cities who contract for dispatch services, an excellent opportunity to create a process to capture deputies' workload in order to better plan and determine service delivery levels. Meliora PSC recommends the San Mateo County SO work with the San Mateo County Public Safety Communications and CAD/RMS system vendor to ascertain if there is an electronic feature that allows deputies to log administrative "busy time" for these specific types of daily administrative and personal tasks. This would mitigate using over-the-air radio traffic to provide dispatch as well as field personnel the ability to remain aware of their activities and availability for emergencies and other pending calls for service. When adding this feature, Meliora PSC recommends details be collected such as type of personal busy time for breaks, gear, equipment, etc., and information of types of administrative activities such as meeting, briefing, report writing, court, etc., be included for future electronic data analysis.

PATROL ADMINISTRATIVE WORKLOAD RECOMMENDATION

- Work with the San Mateo County Public Safety Communications and CAD/RMS system vendor to ascertain if there is an electronic feature that allows deputies to log administrative "busy time" for these specific types of daily administrative and personal tasks, and collect details such as type of personal busy time for breaks, gear, equipment, etc., and information of types of administrative activities such as meeting, briefing, report writing, court, etc., for future electronic data analysis. (Recommendation #61)

DEPLOYMENT

There were 480,324 events recorded in the CAD data associated with CSO, Day Shift, Night Shift, Swing Shift, as well as a designation that was not provided. These records occur between January 1, 2017, and December 31, 2022. In the table below, we examine the number of deputies associated with an event over the six-year period. Most events were associated with one deputy (61.49%) deployed, with decreasing percentages associated with two deputies, three deputies, and so forth. These records were analyzed based on the hour of day, weekend and weekday, day of week, month, and season to supply a more holistic examination of the deployment of units.

As the data depicts in Table 42 below, a majority of all calls for service are handled by one deputy, 61.49 percent, and a smaller portion or 24.04 percent are handled by two deputies. The remaining 14.47 percent of calls are handled by three or more deputies.



TABLE 42: Number of Responding Units and Percentage of Deployed Units per Recorded Event, 2017-2022

Assigned Units	Community-Initiated						Field-Initiated						Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Community-Initiated	Field-Initiated
One Unit	18,516	16,995	17,882	16,277	17,237	18,831	32,768	33,405	33,637	28,984	33,445	27,386	105,738	189,625
Two Units	14,189	13,406	13,472	12,739	11,351	12,272	7,288	8,440	7,514	4,296	5,688	4,803	77,429	38,029
Three Units	5,635	5,682	5,487	5,208	5,316	5,586	1,619	1,721	1,598	949	1,345	1,328	32,914	8,560
Four or More Units	3,911	4,074	3,948	3,397	3,665	4,408	832	893	876	568	693	764	23,403	4,626
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840

Further analysis of call categories provides more details regarding the types of calls for service that require more deputies. As can be seen below in Table 43 below, alarms, disturbance, investigation, suspicious incident, and traffic enforcement calls for service consistently require more than two deputies over the six-year trend.



TABLE 43: Number of Responding Units up to Four Deputies, by Category, by Year

Record Status	One Unit						Two Units					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	477	446	535	321	394	497	578	528	631	407	410	463
Admin	1,383	1,483	1,865	1,022	1,533	1,260	220	241	338	212	236	155
Agency Assist	405	372	415	290	484	457	350	322	291	267	337	318
Alarm	1,864	1,510	1,459	1,199	583	1,070	2,745	2,494	2,424	1,961	1,912	2,091
Check-Area	15,201	11,719	10,656	16,905	17,469	13,904	440	477	463	467	440	470
Community Policing	3,870	3,662	3,521	3,523	4,154	4,770	885	966	964	978	784	876
Crime-Person	367	355	377	333	284	289	376	346	301	331	216	310
Crime-Property	1,192	1,087	1,230	1,134	1,221	1,247	998	989	1,118	1,281	1,232	1,233
Crime-Substance	62	54	50	49	50	34	79	51	65	51	33	31
Disturbance	2,283	1,950	1,917	2,677	2,099	1,978	2,462	2,356	2,267	2,795	2,209	2,388
Fire	1,213	913	1,111	882	1,335	1,380	417	304	337	264	257	277
Investigation	752	627	601	442	531	595	1,048	1,099	1,090	1,153	1,183	1,221
Medical	3,170	3,225	3,030	2,777	2,719	3,602	718	725	600	498	531	616
Mental Health	8	10	5	2	4	16	45	37	31	38	37	66
Miscellaneous	1,048	941	952	656	1,510	1,239	468	444	402	296	265	249
Parking/Traffic Related	2,650	2,458	2,530	1,939	1,886	1,819	975	1,093	1,122	758	694	734
Pedestrian Contacts	1,971	2,275	2,389	1,472	1,466	1,270	1,200	1,425	1,472	801	934	1,011
Prisoner/Warrant	55	70	62	18	75	43	144	193	123	41	66	67
Suspicious Incident	1,959	2,134	1,823	1,166	977	1,008	2,541	2,424	2,193	1,723	1,398	1,423
Traffic Enforcement	10,069	14,040	15,874	7,651	10,979	8,583	3,972	4,568	4,088	2,227	3,442	2,663
Unknown Trouble	1,285	1,069	1,117	803	929	1,156	816	764	666	486	423	413
Total	51,284	50,400	51,519	45,261	50,682	46,217	21,477	21,846	20,986	17,035	17,039	17,075



TABLE 43 CONTINUED: Number of Responding Units up to Four Deputies, by Category, by Year

Record Status	Three Units						Four or More Units					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	380	365	428	273	239	291	530	557	505	363	410	492
Admin	46	51	52	35	30	28	13	17	11	15	14	13
Agency Assist	131	118	124	100	134	124	105	119	84	62	87	114
Alarm	821	790	720	572	773	836	296	310	308	199	269	352
Check-Area	89	91	103	82	71	93	40	45	40	50	33	54
Community Policing	191	224	238	266	188	208	139	176	194	144	108	117
Crime-Person	252	215	223	213	203	238	339	378	383	338	311	419
Crime-Property	443	469	522	578	538	596	340	363	342	333	385	413
Crime-Substance	38	35	22	16	10	8	14	16	11	7	6	3
Disturbance	1,125	1,116	999	1,190	1,134	1,107	624	654	655	605	612	739
Fire	139	124	129	102	115	135	146	106	105	105	107	137
Investigation	528	587	585	623	705	697	378	411	459	428	482	547
Medical	265	320	300	275	319	375	257	302	279	250	329	381
Mental Health	36	39	32	27	34	73	72	69	64	44	47	89
Miscellaneous	152	153	138	108	97	77	131	94	110	101	54	75
Parking/Traffic Related	273	320	261	186	184	159	110	92	111	80	66	73
Pedestrian Contacts	361	332	386	208	329	399	124	161	137	83	131	172
Prisoner/Warrant	47	72	39	28	35	49	46	50	37	32	43	74
Suspicious Incident	871	866	802	683	699	700	493	521	475	405	485	492
Traffic Enforcement	786	842	748	411	654	582	355	363	353	227	290	279
Unknown Trouble	280	274	234	181	170	139	191	163	161	94	89	137
Total	7,254	7,403	7,085	6,157	6,661	6,914	4,743	4,967	4,824	3,965	4,358	5,172



In 2022, there were 75,378 calls deputies responded to (41,097 community-initiated and 34,281 field activities), of which 29,161 calls were dispatched with multiple deputies. The top call categories for deputy response in 2022 were as follows:

1-Unit Response

- Check area (13,904 calls) represents 18% of all calls
- Traffic Enforcement (8,583 calls) represents 11% of all calls
- Community-Policing (4,770 calls) represents 6% of all calls

2-Unit Response

- Traffic Enforcement (2,663 calls) represents 4% of all calls
- Disturbance (2,388 calls) represents 3% of all calls
- Alarm (2,091 calls) represents 3% of all calls

3-Unit Response

- Disturbance (1,107 calls) represents 1% of all calls
- Alarm (836 calls) represents 1% of all calls
- Suspicious Incident (700 calls) represents 1% of all calls

4-Unit Response

- Disturbance (739 calls) represents 1% of all calls
- Investigation (547 calls) represents 0.7% of all calls
- Accident (492 calls) represents 0.7% of all calls
- Suspicious Incident (492 calls) represents 0.7% of all calls

Now we will examine the average number of units as it relates to the call categories. As seen below in Table 44, mental health, crime-person and accident calls for service require a significant number of resources, averaging 3.40, 2.78 and 2.70 units respectively, compared to the six-year period agency average of 1.63 deputies for all calls.



TABLE 44: Average Number of Responding Units per Category, by Initiator, by Year

Record Categories	Community-Initiated Contact							Field-Initiated Contact							Agency
	2017	2018	2019	2020	2021	2022	Average	2017	2018	2019	2020	2021	2022	Average	Average
Accident	2.68	2.75	2.58	2.69	2.87	2.87	2.73	2.26	2.18	2.34	2.27	2.56	2.36	2.31	2.70
Admin	1.39	1.40	1.36	1.42	1.32	1.34	1.37	1.03	1.05	1.04	1.06	1.04	1.04	1.04	1.21
Agency Assist	2.13	2.20	2.04	2.04	2.04	2.14	2.10	1.80	1.80	1.69	1.68	1.73	1.77	1.75	1.98
Alarm	1.94	2.00	2.00	1.96	2.26	2.16	2.04	1.65	1.67	1.55	1.55	1.95	1.84	1.68	2.04
Check-Area	1.80	1.72	1.64	1.72	1.61	1.82	1.72	1.03	1.04	1.05	1.03	1.03	1.04	1.03	1.05
Community Policing	1.42	1.50	1.42	1.47	1.30	1.29	1.37	1.33	1.38	1.43	1.38	1.32	1.31	1.36	1.36
Crime-Person	2.58	2.68	2.68	2.63	3.11	3.22	2.81	1.78	1.75	1.68	1.80	1.89	2.13	1.80	2.78
Crime-Property	2.06	2.11	2.06	2.09	2.15	2.19	2.11	1.49	1.79	1.64	1.56	1.54	1.48	1.58	2.09
Crime-Substance	2.11	2.15	2.02	1.85	1.91	1.80	2.01	1.00	1.33	1.53	1.67	1.00	1.00	1.23	1.95
Disturbance	2.06	2.12	2.11	2.00	2.12	2.18	2.09	1.88	2.02	1.84	1.69	1.89	1.99	1.90	2.09
Fire	1.63	1.65	1.58	1.63	1.53	1.64	1.61	1.51	1.37	1.61	1.20	2.89	1.57	1.57	1.61
Investigation	2.31	2.38	2.42	2.48	2.56	2.64	2.47	1.57	1.78	2.05	1.78	2.20	1.63	1.80	2.44
Medical	1.49	1.53	1.52	1.50	1.63	1.60	1.55	1.44	1.78	2.00	1.88	1.33	2.50	1.77	1.55
Mental Health	3.43	3.35	3.48	3.35	3.47	3.48	3.43	1.86	2.20	2.50	2.00			2.06	3.40
Miscellaneous	1.69	1.66	1.65	1.75	1.37	1.43	1.57	1.61	1.63	1.73	1.66	2.26	2.10	1.75	1.59
Parking/Traffic Related	1.52	1.55	1.52	1.48	1.47	1.48	1.51	1.29	1.35	1.39	1.39	1.44	1.44	1.37	1.48
Pedestrian Contacts	1.44	1.43	1.45	1.35	1.33	1.39	1.40	1.70	1.67	1.65	1.69	1.85	1.97	1.74	1.67
Prisoner/Warrant	3.21	2.82	2.62	2.83	2.13	3.24	2.67	2.33	2.30	2.25	2.76	2.83	3.32	2.51	2.54
Suspicious Incident	2.22	2.28	2.24	2.21	2.41	2.35	2.28	1.73	1.66	1.70	1.85	2.07	2.13	1.78	2.10
Traffic Enforcement	1.69	1.69	1.64	1.58	1.59	1.56	1.63	1.43	1.36	1.30	1.35	1.37	1.39	1.36	1.38
Unknown Trouble	1.79	1.82	1.78	1.75	1.68	1.66	1.75	1.57	2.00	2.00		1.25	1.00	1.59	1.75
Average	1.92	1.97	1.93	1.93	1.98	2.01	1.96	1.31	1.34	1.31	1.23	1.27	1.31	1.30	1.63



In Charts 15 and 16 below, it is apparent in primary unit occupied time and total service time that mental health calls and prisoner/warrant transports are time intensive, followed by crime persons and accidents. Contemporary police and sheriff's agencies are focusing on de-escalation and other ways to resolve crisis calls more effectively. In order to successfully handle these call types, time is required to slowly, methodically, and compassionately provide a safe environment for the individual(s) in crisis, as is seen in the data. A key role of the Sheriff's Office is transporting incarcerated persons. This process again requires time to ensure the safety for all involved. In speaking with San Mateo County SO staff, Meliora PSC learned like other agencies in California, the Sheriff's Office has focused on de-escalation as well as taking more time on community contacts that require deputies to complete Racial Identity Profiling Act (RIPA) reporting, which is reported to the Department of Justice and outside the scope of this assessment.

CHART 15: Community-Initiated Primary Unit Occupied Time, by Year – with Averages

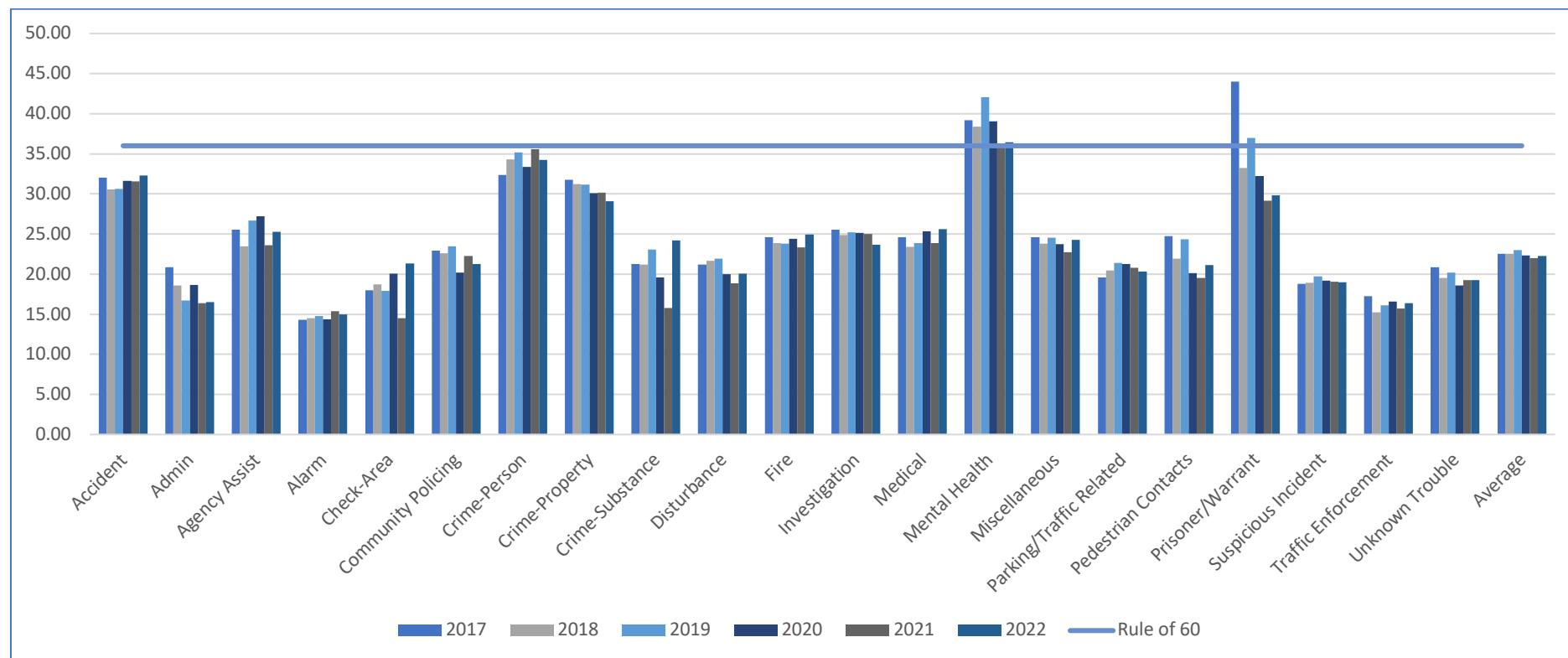
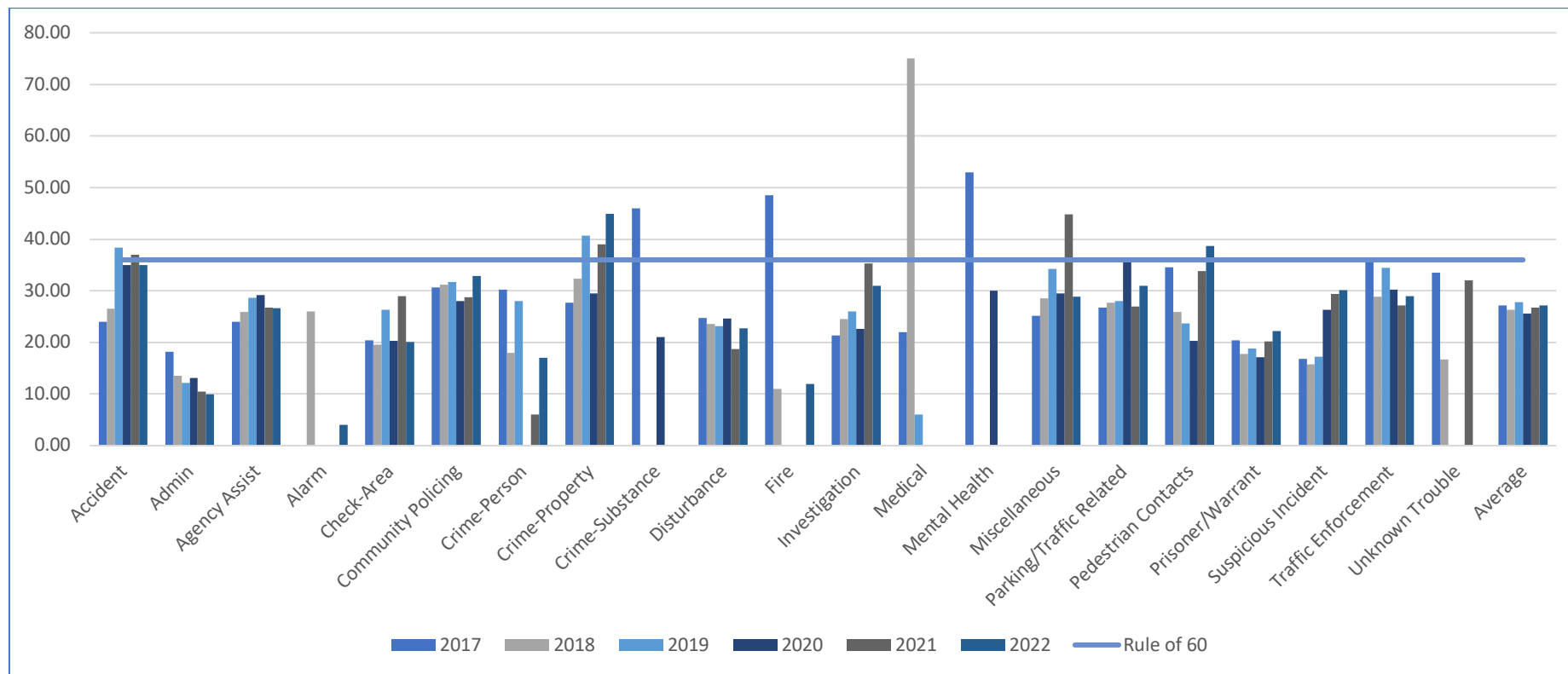




CHART 16: Field-Initiated Primary Unit Occupied Time, by Year – with Averages





In the following two tables, we examine calls for service by areas. The San Mateo County Sheriff's Office has divided the jurisdiction into 14 areas to balance calls for service, workload, and response times.

TABLE 45: Records by Beat, by Year, 2017-2022

Beat	Community-Initiated Contact						Field-Initiated Contact					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Burlingame Hills (BRH)	847	902	724	643			653	723	594	475	1	7
Eichler Highlands (EIC)	645	607	591	495	514	532	198	452	272	327	1,205	1,352
Everything South of 92 to County Line and West of 35	1,525	1,399	1,347	1,395	1,415	1,722	1,998	1,777	1,697	1,362	1,646	1,932
Everything South of Pacifica to 92 and West of 280	3,683	3,319	3,479	3,556	2,796	2,716	4,345	5,045	4,736	3,063	3,253	2,349
Half Moon Bay (HMB)	4,675	4,833	4,940	4,514	4,524	5,090	4,482	6,643	5,445	4,772	6,044	4,349
Menlo Oaks (MOK)	621	591	530	478	453	522	379	464	370	205	606	504
Millbrae (MLB)	8,508	8,078	8,399	7,175	7,547	8,647	5,866	5,766	5,943	4,741	8,992	7,262
North Fair Oaks (NFO)	5,066	4,730	4,893	5,165	5,328	5,406	6,425	7,076	7,571	5,622	4,987	4,447
Portola Valley (PVY)	3,437	3,206	3,195	2,586	2,815	2,985	8,848	5,673	5,189	3,822	3,023	2,817
San Carlos (SNC)	9,400	8,843	8,990	8,560	8,419	9,181	6,691	7,318	8,284	6,753	6,833	4,994
Sheriff's Office North (BRH and unincorporated)					666	799					979	1,652
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	3,844	3,649	3,701	3,054	3,013	3,384	2,622	3,522	3,524	3,655	2,488	2,017
Transit					71	108					102	103
Woodside (WDS)					8	5					1,011	496
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281

Source: San Mateo County Sheriff's Office CAD. Unfortunately, the original records by beat are missing values prior to 2021 in Sheriff's Office North (BRH and unincorporated), Transit, and Woodside, with those records associated with a blank. As such, Meliora PSC is unable to provide a detailed analysis. Results are provided based on available resources.



It should be noted that Transit calls, both community and field initiated, were specifically related to patrol deputy activity. This is not meant to show all activity handled by deputies assigned to the Transit Bureau, and this will be addressed later in the Transit portion of the report.

RESPONSE TIMES

Being adequately staffed to respond to emergency calls for service is a key responsibility for any Sheriff's Office. In order to assess response times, Meliora PSC examined the response times of a variety of calls from emergency calls to more routine calls for service. As the SMCPSC was outside the scope of the assessment, SMCSO may consider a review of the call priorities to ensure they are aligned with the goals of the office.

Response times reflect the agency's time (from receipt of a call for service to arrival) to respond to the community's request for assistance, as such, we focus the Response Time portion of the data analysis on community-initiated calls for service. These segments reflect the dispatch time – from a call being created and dispatched where the deputy acknowledges they are en route; and travel time – the duration of time to travel to the call location. The dispatch time combined with travel time comprises the total response time. As illustrated below, for the past six years the average response time for all community-generated calls is over 9 minutes.

When evaluating response times based on priority, it is important that Priority 1 calls receive the most attention. Priority 1 calls are the highest level of emergency and require an immediate response as they deal with life emergencies and in-progress crimes. The difference of a few minutes could impact life-saving efforts as well as determine how quickly a wanted person is located and apprehended. The industry standard is five minutes or less for Priority 1 calls. It is apparent from Table 46 below that for the past two years, Priority 1 calls average from just over 7 minutes to just over 8 minutes, respectively, for total response time.



TABLE 46: Average Priority, by record Status, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
1					1:15	1:02					6:21	7:33					7:36	8:36
2					1:43	1:39					7:06	7:16					8:50	8:56
3					1:55	1:52					7:10	7:21					9:05	9:14
4					2:38	2:37					9:16	9:10					11:54	11:48
5					2:05	2:08					7:58	8:46					10:04	10:54
6					2:05	2:13					8:26	10:14					10:32	12:27
9					2:05	2:03					10:51	9:52					12:56	11:56
(blank)	0:33	0:32	0:32	0:39	2:40	3:00	8:26	8:18	8:28	8:11	1:30	29:00	9:00	8:50	9:00	8:50	4:10	32:00
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48

As seen below in Table 47, depending on the type of call, the 2022 response times vary from 8 minutes 16 seconds (medical) to 12 minutes 50 seconds (parking/traffic related) and averaged 9 minute and 48 seconds overall.



TABLE 47: Response Time Record Status and Average Minute, by Category, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	0:25	0:25	0:26	0:29	1:32	1:28	7:52	7:39	8:05	8:04	8:05	7:29	8:18	8:04	8:32	8:34	9:38	8:57
Admin	0:31	0:35	0:31	0:33	1:45	1:58	9:22	7:36	7:48	7:54	7:26	7:33	9:53	8:12	8:20	8:27	9:11	9:31
Agency Assist	0:48	0:48	0:48	0:50	2:06	2:10	10:30	9:40	10:32	10:32	9:26	9:40	11:18	10:28	11:20	11:22	11:32	11:50
Alarm	0:18	0:16	0:16	0:17	1:50	1:45	7:49	7:35	8:01	7:44	7:18	7:37	8:08	7:52	8:18	8:01	9:08	9:22
Check-Area	0:33	0:37	0:37	0:42	2:40	2:32	8:28	8:48	8:00	8:49	7:47	8:55	9:01	9:26	8:37	9:32	10:27	11:28
Community Policing	0:45	0:46	0:52	0:49	2:13	2:12	11:11	9:39	10:53	10:37	9:32	8:34	11:57	10:25	11:45	11:27	11:46	10:47
Crime-Person	0:35	0:32	0:34	0:37	2:12	2:10	8:22	8:50	8:38	8:04	8:25	8:00	8:58	9:22	9:12	8:42	10:37	10:10
Crime-Property	0:37	0:36	0:35	0:35	2:23	2:29	9:17	8:54	9:06	8:47	8:13	9:00	9:54	9:31	9:42	9:22	10:37	11:29
Crime-Substance	0:54	0:44	0:38	0:49	2:38	2:43	7:54	9:04	8:42	10:11	8:15	8:17	8:48	9:49	9:21	11:00	10:54	11:00
Disturbance	0:34	0:33	0:30	0:36	2:14	2:14	7:52	7:51	7:42	7:15	6:35	7:02	8:26	8:24	8:13	7:52	8:50	9:16
Fire	0:26	0:23	0:23	0:30	0:53	0:48	8:24	7:56	8:40	7:43	7:45	7:50	8:50	8:20	9:04	8:14	8:38	8:38
Investigation	0:37	0:38	0:38	0:38	2:33	2:30	8:35	8:18	8:11	8:29	7:47	7:39	9:13	8:56	8:49	9:07	10:20	10:10
Medical	0:38	0:34	0:36	1:07	1:19	1:16	7:24	7:35	7:54	7:23	6:39	6:59	8:02	8:10	8:30	8:31	7:58	8:16
Mental Health	0:27	0:24	0:26	0:37	2:29	2:41	8:16	8:03	7:44	8:22	7:43	9:51	8:44	8:28	8:10	8:59	10:12	12:32
Miscellaneous	0:44	0:41	0:34	0:46	2:01	2:03	10:46	9:59	10:50	10:43	9:20	9:36	11:30	10:40	11:24	11:29	11:21	11:39
Parking/Traffic Related	0:42	0:42	0:42	0:44	2:21	2:15	9:48	10:28	10:41	10:43	10:12	10:35	10:30	11:10	11:24	11:27	12:33	12:50
Pedestrian Contacts	0:46	0:43	0:36	0:42	1:59	2:06	8:56	8:50	9:01	7:18	6:32	6:33	9:42	9:34	9:37	8:00	8:32	8:40
Prisoner/Warrant	0:23	0:54	0:28	0:18	2:49	1:58	11:40	8:54	9:54	8:41	8:09	7:39	12:03	9:48	10:23	9:00	10:59	9:37
Suspicious Incident	0:33	0:33	0:32	0:37	2:31	2:32	7:21	7:25	7:28	7:07	6:36	6:52	7:55	7:58	8:01	7:44	9:07	9:24
Traffic Enforcement	0:32	0:33	0:33	0:33	2:23	2:20	8:48	6:45	7:30	7:34	8:14	7:46	9:20	7:18	8:04	8:07	10:38	10:06
Unknown Trouble	0:41	0:36	0:37	0:42	1:38	1:39	8:51	8:21	8:30	8:05	7:54	7:46	9:33	8:57	9:07	8:47	9:32	9:25
Total	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48

NOTE: Pedestrian contacts are deputy-generated activity so there is no time associated in this table that is based solely on community-initiated calls for service.



Below in Table 48, a review of total response time by area in 2022 shows average response times varied from 7 minutes and 46 seconds in Millbrae to 19 minutes and 26 seconds in the area south of 92 to county line and west of 35. Due to the distance along with topography of windy roads impacted by weather and wildlife, these factors contribute to the extended total response time.

TABLE 48: Response Time Record Status and Average Minute, by Area, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Burlingame Hills (BRH)	0:36	0:34	0:35	0:40	0:00	0:00	13:29	15:19	15:28	16:29	0:00	0:00	14:05	15:53	16:03	17:09	0:00	0:00
Eichler Highlands (EIC)	0:29	0:23	0:26	0:44	1:43	1:52	10:02	9:40	11:22	14:01	10:07	10:41	10:32	10:04	11:49	14:46	11:50	12:34
Everything South of 92 to County Line and West of 35	0:36	0:33	0:32	0:41	1:49	1:52	19:04	19:29	19:56	19:03	17:17	17:34	19:40	20:02	20:29	19:45	19:07	19:26
Everything South of Pacifica to 92 and West of 280	0:33	0:34	0:35	0:41	1:56	1:53	9:45	8:57	8:57	9:36	7:45	9:07	10:19	9:31	9:32	10:17	9:41	11:00
Half Moon Bay (HMB)	0:33	0:34	0:31	0:40	2:01	1:53	7:40	6:42	7:16	6:42	6:00	6:25	8:14	7:17	7:48	7:23	8:01	8:18
Menlo Oaks (MOK)	0:26	0:31	0:32	0:33	2:03	1:59	12:41	11:27	12:03	10:59	11:27	11:07	13:08	11:58	12:35	11:33	13:31	13:07
Millbrae (MLB)	0:33	0:31	0:30	0:35	1:59	1:58	6:05	6:15	6:36	6:26	5:42	5:47	6:38	6:46	7:07	7:01	7:41	7:46
North Fair Oaks (NFO)	0:33	0:31	0:31	0:38	1:57	1:58	6:22	6:26	6:26	6:10	6:06	6:12	6:56	6:57	6:57	6:49	8:03	8:10
Portola Valley (PVY)	0:31	0:29	0:29	0:40	1:46	1:48	11:05	10:36	11:03	10:49	10:36	10:36	11:36	11:05	11:32	11:29	12:23	12:25
San Carlos (SNC)	0:34	0:33	0:32	0:38	2:00	1:55	7:37	7:26	7:33	7:19	7:12	7:10	8:11	8:00	8:06	7:57	9:13	9:06
Sheriff's Office North (BRH and unincorporated)	0:00	0:00	0:00	0:00	1:53	1:45	0:00	0:00	0:00	0:00	12:34	12:51	0:00	0:00	0:00	0:00	14:28	14:37
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	0:36	0:34	0:34	0:42	1:52	1:50	13:54	13:31	13:32	13:29	13:13	12:22	14:31	14:05	14:07	14:11	15:05	14:13
Transit	0:00	0:00	0:00	0:00	0:11	0:20	0:00	0:00	0:00	0:00	6:30	4:10	0:00	0:00	0:00	0:00	6:41	4:30
Woodside (WDS)	0:00	0:00	0:00	0:00	1:00	2:30	0:00	0:00	0:00	0:00	4:00	12:00	0:00	0:00	0:00	0:00	5:00	14:30
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48



STAFFING ANALYSIS

Proper sheriff's patrol staffing is a key decision weighing on communities across the country. This dilemma is not new, but is more critical in today's current fiscal environment. Communities expect sheriff departments to have sufficient staffing to respond immediately to emergency calls for service, timely to non-emergency calls for service, and adequately to handle quality of life issues. Due to the differences presented in every community from population size, to rural versus suburban, to land size and topography, just to name a few variables, there is no single calculation to arrive at the appropriate staffing number.

Historically, deputies-per-thousand-population was one way in which counties and cities determined proper staffing. However, the International Association of Chiefs of Police indicates that ratios are totally inappropriate as a basis for staffing decisions as the difference from suburban, to urban to rural communities impacts staffing.

Agencies across the country use a minimum staffing model that takes into account the jurisdiction's specific needs. The agency's management team determines the minimum staffing levels based on past practice and call volume, and in some instances minimum staffing levels are codified in policy.

The International City Manager's Association recommends staffing be determined based on a *Rule of 60* guideline⁷. This three-pronged approach is predicated on the following:

- 60 percent of the total number of sworn deputies be assigned to patrol
- Average workload for patrol staffing should not exceed 60 percent
- Total service time should not exceed a factor of 60

As stated in the *Analysis of Police Department Staffing* report,

Uniformed patrol is considered the backbone of policing. Officers assigned to this important function are the most visible members of the department and command the largest share of departmental resources. Proper allocation of these resources is critical to having officers readily available to respond to calls for service and provide law enforcement services to the public.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

⁷ An Analysis of Police Department Staffing: How many deputies do you really need? McCabe, James, 2013, International City Manager's Association White Paper.



From an officer's standpoint, once a certain level of CFS activity is reached the officer's focus shifts to a CFS-based reactionary mode. Once a threshold, or a saturation point, is reached, the patrol officers mindset begins to shift from a proactive approach in which he or she looks for ways to deal with crime and qualify-of-life conditions in the community to a mindset in which he or she continually prepares for the next CFS. After saturation, officers cease proactive policing and engage in a reactionary style of policing. Uncommitted time is spent waiting for the next call. The saturation threshold for patrol officers is believed to be 60 percent.

Using the *Rule of 60* as part of the staffing analysis, Meliora PSC noted the following.

RULE OF 60 – PART 1

In applying *Part 1* of the *Rule of 60* to a Sheriff's Office, we calculate 60 percent of the total number of sworn personnel assigned to the patrol based on the number of sworn personnel assigned to the Operations Division. As of January 2024, San Mateo County SO is currently budgeted (allocated) 383 sworn positions, and has 287 filled with 96 vacant sworn positions of which four are frozen. San Mateo County SO has allocated 146 sworn positions (Captain to deputies) to the Operations Division (patrol and investigations). Of those 146 sworn positions, 109 allocated sworn positions are assigned to the Patrol Bureau(s), which is 75 percent. As such, patrol staffing exceeds the first part of the *Rule of 60* guideline. Based on the actual number of sworn personnel assigned to the Operations Division (129), the 101 sworn personnel assigned to the patrol bureau(s) represents 78 percent of sworn personnel, again well within the first part of the *Rule of 60* guideline.

RULE OF 60 – PART 2

The second part of the *Rule of 60* guideline indicates average workload for patrol staffing should not exceed 60 percent. In minutes, this would mean 100 percent of workload is equal to 60 minutes, and 60 percent of workload is equal to 36 minutes. Should the average workload minutes exceed 36 minutes consistently in a 24-hour period, it would indicate the office is understaffed. Conversely, if the average workload minutes was significantly less than 36 minutes, then it may indicate the office is overstaffed. Simply exceeding 36 minutes during an hour time frame from time-to-time in a 24-hour period alone does not indicate an agency is understaffed. Meliora PSC cautions that no one portion of the *Rule of 60* guidelines can be applied independently. As mentioned previously, staffing decisions must take into considerations distance/terrain, rural vs metropolitan, and other distinguishing characteristics about the agency and community.

As we examine the average workload for patrol staffing, Meliora PSC analyzed CAD data for six years to include pre and post-pandemic 2017-2022. The tables and charts that follow are based on the average workload in minutes of the primary unit and total service time of deputies on a call. Workload that included all deputies on a call always provides the highest amount of time as data assumes all deputies were on scene for the entire duration of the call. While we recognize that in reality, assisting deputies may arrive and clear the call while it is still ongoing when additional/assisting deputies are no longer needed, San Mateo County SO CAD data was unable to



distinguish in detail the specific times of assisting deputies other than the primary unit/deputy assigned. Therefore, total service time depicts the maximum average service time per hour versus actual total service time.

In Table 49 below, we examine the average workload in minutes, by hour of day. The primary unit average occupied times column reflects the six-year trend from 2017-2022 by hour as does the total service time. The overall average for the primary unit during the six-year trend analysis was 22.50 minutes (22 mins 30 secs) for time spent handling community calls for service. The total service time/maximum average service time of deputies on community calls for service was 49.12 minutes (49 mins 7 secs). The data illustrated the overall average total service time for the six years consistently above the 36 minute or *Rule of 60* threshold indicating the San Mateo County SO is clearly understaffed. The fact there are nearly 100 vacant sworn positions further illustrates this critical staffing shortage.

Chart 17 provides a visual illustration of the *Rule of 60 – Part 2* – for the six-year trend. Total service time is consistently above the *Rule of 60* throughout the 24-hour period. As mentioned earlier in the report, the workload Meliora PSC is able to analyze does not include administrative time where deputies are writing reports, following up on investigations, meal breaks, etc. Had that data been available, the primary unit average occupied times as well as maximum total service time workload would have increased.

As mentioned in the *Rule of 60* article referenced above, when patrol deputies become saturated with calls for service, the natural tendency is to handle calls in a reactive mode waiting for the next call versus remaining proactive in addressing crime and quality of life matters. Meliora has heard from many police officers and deputies during assessments a reluctance to be proactive when staffing is short either due to resources being delayed to assist and/or not wanting to burden others on the shift with handling a call for service in their area while they engage in proactive activity/investigations. We heard these sentiments again during our site visit at SMCSO.

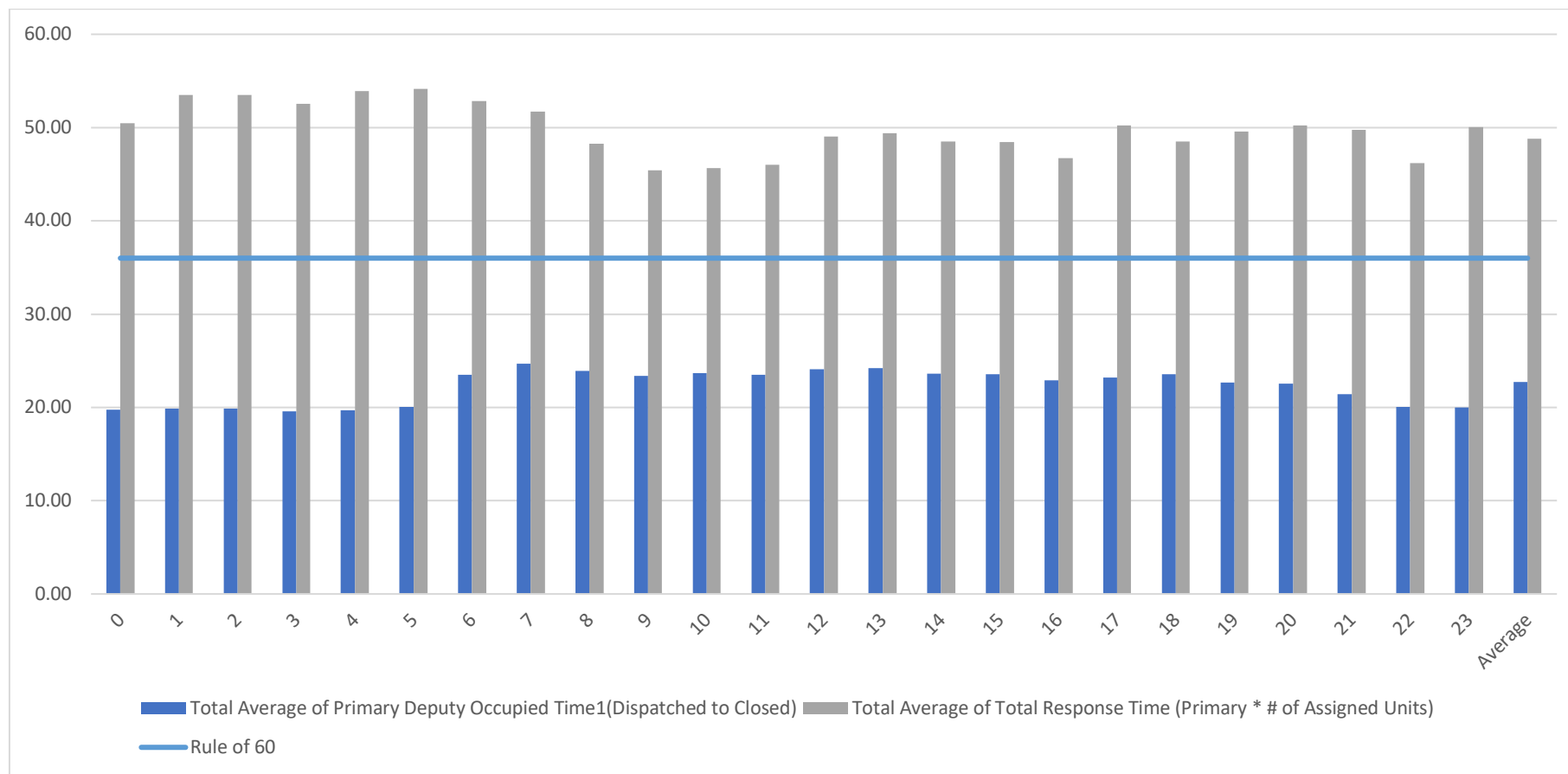


TABLE 49: Average Workload in Minutes by Hour of Day, by Year

Community-Initiated Contact Hour	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Deputies
00	19.72	20.55	20.21	19.75	17.06	19.43	47.40	50.50	51.09	47.16	47.28	58.30	19.61	50.01
01	21.40	20.41	19.58	18.45	19.75	18.28	57.20	54.71	47.80	45.73	59.91	57.65	19.75	53.24
02	19.02	19.86	19.98	18.64	21.71	20.80	50.25	51.94	54.10	46.72	61.98	63.64	19.78	53.58
03	19.84	22.19	17.60	19.46	18.24	18.07	52.19	61.45	46.46	50.99	51.92	53.64	19.36	52.76
04	20.04	20.33	17.72	19.50	19.65	18.70	52.34	52.43	44.07	56.23	56.74	65.55	19.34	53.89
05	20.87	18.11	19.43	21.28	20.89	17.87	53.31	47.34	51.69	61.83	67.59	47.01	19.80	54.76
06	22.62	23.35	24.39	23.77	22.39	22.82	49.14	53.61	53.54	54.53	52.88	52.14	23.32	52.65
07	24.93	23.91	24.45	24.12	22.66	23.17	51.21	53.03	51.35	52.14	47.27	53.63	24.04	51.55
08	22.96	22.68	24.97	24.22	23.60	22.58	44.51	45.93	53.76	49.70	47.14	48.24	23.56	48.31
09	23.10	22.17	23.82	23.98	23.40	21.67	44.02	43.86	47.91	47.48	47.96	43.41	23.06	45.69
10	21.96	22.61	23.70	24.51	21.70	23.60	42.34	44.26	45.02	48.04	43.96	50.62	23.03	45.41
11	22.75	23.50	23.44	23.92	22.70	22.44	42.86	49.08	47.93	47.98	44.94	45.73	23.20	46.58
12	24.13	23.31	23.56	23.47	24.26	24.86	48.97	46.82	47.70	48.96	49.69	59.15	23.83	49.53
13	24.13	23.08	24.71	23.28	24.56	23.84	48.91	47.61	51.14	46.87	56.05	52.05	23.89	49.88
14	23.80	22.78	23.28	23.41	22.88	24.20	47.78	47.21	47.38	48.86	49.45	56.42	23.38	48.99
15	23.57	23.66	23.79	23.07	22.79	22.91	47.68	48.23	50.21	46.00	50.64	52.59	23.38	48.85
16	23.05	23.61	23.07	22.15	21.73	22.07	44.54	49.71	44.10	47.24	47.04	50.27	22.76	46.86
17	23.44	22.34	26.09	22.14	21.88	23.08	49.31	47.65	58.21	46.30	51.01	53.57	23.28	50.91
18	24.07	23.64	23.48	22.74	24.01	24.42	47.37	47.87	47.98	47.05	54.95	54.73	23.66	49.24
19	22.42	23.33	23.02	22.19	21.68	23.07	46.84	51.74	47.85	50.24	51.64	55.97	22.68	50.17
20	22.21	23.10	21.78	22.19	23.69	23.11	45.44	51.44	45.76	51.16	61.77	60.96	22.52	50.87
21	21.61	21.91	22.09	20.99	20.02	21.42	48.32	49.40	50.72	47.93	48.93	56.62	21.47	50.06
22	20.56	20.55	20.90	19.32	19.32	18.63	44.15	47.15	46.15	43.76	49.31	50.35	20.04	46.29
23	19.43	20.57	21.77	18.73	17.93	20.03	43.81	52.63	52.24	46.63	45.84	58.97	19.87	49.66
Average	22.53	22.55	22.99	22.34	22.02	22.25	46.90	48.80	49.02	48.26	50.56	53.56	22.50	49.12



CHART 17: Average Primary Unit Occupied Time and Total Service Time by Hour, Community and Field-Initiated, 2017-2022



Note: Recall the Total Response Time represents the Primary Deputy Occupied Time, which is then multiplied by the number of units assigned to the record.



RULE OF 60 – PART 3

When interpreting the workload by hour, the total service time should not exceed 60 minutes per hour based on the *Rule of 60* guidelines. Such a result would indicate the event would spill into the next hour potentially compounding resource issues and was not present in this case.

The fact the overall total service time provides the maximum service time and due to the majority of total service time falling above the *Rule of 60 – Part 2* threshold, even though the *Rule of 60 – Part 1* being within the guideline, San Mateo County SO appears to be experiencing a critical staffing shortage. It is important to also note current staffing vacancies in Patrol. The fact there are nine vacancies impacts staffing efficiencies and should be addressed immediately as mentioned earlier.

The *Rule of 60* staffing analysis is a valuable benchmark to determine staffing, but should also be included with other factors. Therefore, deputy activity totals were examined to ascertain the activities handled per day and subsequently per deputy.

Table 50 below breaks out calls for service data as well as specific activities which are part of calls per day. If we assume deputy activity is handled equally, and 81 deputies were assigned in patrol for 155 shifts (182 possible shifts in a year less 15 percent due to time off as mentioned earlier), the following breakdown illustrates the activities per day and per deputy.

TABLE 50: Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	75,378	206.52	930.59	6.00
Community-initiated calls	41,097	112.59	507.37	3.27
Field-initiated calls	34,281	93.92	423.22	2.73
Community Policing	5,971	16.36	73.72	0.48
Reports	7,391	20.25	91.25	0.59
Traffic Stops	12,107	32.92	149.47	0.96
Citations	14,011	38.39	172.98	1.12
Arrests	2,740	7.51	33.83	0.22

Table 50 above illustrates the average deputy activity level as follows:

- 75,378 total calls per year = 930.59 total calls per deputy per year or 6.00 calls per shift
- 41,097 community-initiated calls = 507.37 community-initiated calls per deputy per year or 3.27 community-initiated calls per shift
- 34,281 field-initiated calls = 423.22 field-initiated calls per deputy per year or 2.73 patrol-initiated calls per shift
- 5,971 community policing activities = 73.72 community policing activities per deputy per year or 0.48 per shift (nearly one every other shift)



- 7,391 reports = 91.25 reports per deputy per year or 0.59 per shift (one report every other shift)
- 12,107 traffic enforcement = 149.47 traffic enforcement activities per deputy per year or 0.96 per shift (one traffic enforcement contact every shift)
- 14,011 citations = 172.98 traffic citations issued per deputy per year or 1.12 citations per shift
- 2,740 arrests = 33.83 arrests per deputy per year or 0.22 arrests per shift (one arrest every five shifts).

These estimates are on the high side since not all activities are conducted by deputies. Sergeants and CSOs occasionally handle calls for service, write citations and conduct traffic enforcement activities, so including them would have reduced the average per deputy, albeit insignificantly.

Based on the activity breakdown in Table 50, and the six-year trend for average workload of the primary deputy of 22.72 minutes (22 mins. 43 secs.) coupled with the average total service time of 48.82 minutes (48 mins. 49 secs.) depicted in Chart 17, patrol is understaffed.

CALL MITIGATION

As noted in the *Rule of 60* and activity levels along with Meliora PSC's observations and meetings during the site visit, the San Mateo County Sheriff's Office is experiencing a critical staffing challenge. This is not specific to San Mateo County SO, in fact, the staffing shortage is adversely impacting police and sheriff's agencies across the country. In order to offset the workload, police and sheriff's agencies are considering call mitigation efforts. We recognize these suggestions may not be popular with community members; however, in order to preserve the ability to respond to calls in a timely manner, it is important to evaluate the possible call mitigation strategies.

There are three key strategies when evaluating the best possible response for the SMCSO that takes into consideration the duties and responsibilities beyond the patrol operations and community safety, but also addresses the impact to those in the corrections system. The three strategies to reduce workload are staffing, services, and personnel (sworn or professional staff). The staffing portion was explained in the aforementioned *Rule of 60* that identified SMCSO needs to increase patrol sworn staffing.

Agencies must examine types of services they are able to provide; otherwise, there is an inaccurate expectation of services in the community that the office cannot meet. Furthermore, extensive response times can adversely impact community trust and confidence in the office. A review of community calls for service indicates SMCSO is a full-service agency handling everything from a barking dog call to in-progress crimes to community events. Full-service public safety agencies are common in many police and sheriff agencies. However, the unprecedented staffing shortages experienced in the industry raise the question if services should be temporarily curtailed while the staffing shortages are addressed.



In considering what types of services should be temporarily suspended, we reviewed the community-initiated calls for service and noted some nuisance calls, alarms, medical calls, and non-injury traffic collisions presented opportunities for the Sheriff to work with community leaders to temporarily defer this workload.

Nuisance calls to include barking dogs, loud vehicle, loud music are types of calls that would fall under disturbance calls for service. From 2017-2022, disturbances were the top community-initiated call for service. As illustrated earlier in Table 39, there were 37,245 disturbance calls or 16 percent of community-initiated calls for service and 8 percent of all calls for service for that six-year period. Additionally, Table 44 reflects the average number of units responding to disturbance calls is 2.09. We are not suggesting all disturbance calls be deferred; rather, by reviewing the types of disturbance calls that can be temporarily suspended, the workload can be reduced. Meliora PSC recommends consideration be given to temporarily suspending deputy response to disturbance calls such as barking dogs, loud vehicle, and loud music and other similar calls.

Alarms were the second-highest community-initiated call for service over the six-year trend. There were 27,384 alarm calls or 11 percent of community-initiated calls for service and 6 percent of all calls for service from 2017-2022. The low ratio of actual crimes detected by an alarm to false alarms indicates a high number of false alarms – approximately 98 percent. Furthermore, technological advancements have included on site cameras allowing the resident or business owner to call to report an actual intrusion and suspected crime in progress. Although it may be unpopular, Meliora PSC recommends consideration be given to temporarily suspending deputy response to certain alarm calls such as burglar and car alarms.

A number of police and sheriff's agencies do not respond to non-injury traffic collisions that do not pose a traffic hazard as a workload reduction approach. In SMCSO's case, the California Highway Patrol handles injury traffic collisions in the unincorporated areas of San Mateo County. The Traffic Unit handles all traffic collisions, both injury and non-injury investigations. In light of the on-line reporting system available for SMCSO, Meliora PSC recommends non-injury and property damage only traffic accidents be added to the on-line reporting options versus a deputy response.

SMCSO staff is encouraged to review the call type and category contained in the Data Analysis Report portion of the report to determine other call types that may be considered for call mitigation. Staff indicated that all medical calls are dispatched even those more appropriate for fire personnel to handle, such as an elderly person fallen needing assistance. This would explain why the third highest community-initiated call for service over the six-year trend was medical calls. The 25,789 medical calls represent 11 percent of community-initiated calls for service and 5 percent of all calls for service from 2017-2022. Clearly, some life-saving medical calls should still be dispatched such as baby not breathing, heart attack, and possible drowning calls. Due to San Mateo County Public Safety Communications being a separate county entity, the Sheriff and/or a designee will need to collaborate and decipher what calls that should be temporarily suspended.



CALL MITIGATION RECOMMENDATION

- Consider temporarily suspending deputy response to disturbance calls such as barking dogs, loud vehicle, and loud music and other similar calls; to certain alarm calls such as burglar and car alarms; and replace field response to non-injury and property damage only traffic accidents with an on-line reporting option. (Recommendation #62)

Contract Services

As previously noted, San Mateo County SO contracts with Eichler Highlands, Half Moon Bay, Millbrae, Portola Valley, San Carlos, and Woodside within one of four area commands. This portion of the report will discuss each respective contracted area's background, workload, and response time separately.

DUTIES AND RESPONSIBILITIES

The deputies assigned to the contract cities fulfill the following duties:

- Patrol services, including general patrol.
- Response to in-progress crimes.
- Completion of field interviews and investigations.
- Conducting investigations.
- Traffic education and enforcement.
- Traffic collision investigations.
- Preparation of a variety of different reports.
- Community outreach.

The Sheriff's Office may provide additional services which fall outside the scope of the contracted duties described above; however, the cost for these services is not passed onto the contract cities. Services include:

- School Resource Officer.
- K-9 Unit (some contracts do include this position).
- Special investigative services including the Narcotics Task Force (NTF) and Vehicle Theft Task Force (VTTF).
- Emergency Service Bureau services include specialized units such as SWAT and Search & Rescue.
- Local emergency support services.
- Psychiatric Emergency Response Team (PERT) services.
- Media relations services.

Meliora PSC recommends SMCSO review the contracts and begin negotiations with the cities/towns for full cost recovery of all services provided, to include support staff working at the respective



facilities, Headquarters or the substation, in support of contract services. Furthermore, the contracts for patrol deputies with the respective towns and cities bind the SMCSO to fill the contracted number of deputies. As such, the towns and cities effectively do not experience staffing shortages as those contracted positions are mandatory deputy positions on the daily schedule. Should a deputy assigned to a contract city take time off, the position would still be filled by another deputy. Each contract town or city will be described further, and in some cases, the number of daily calls for service, response times, and total service time suggests more deputies may be needed. Meliora PSC recommends while the contracts are reviewed for cost recovery, the SMCSO also engage the contract cities of Millbrae, Half Moon Bay, and San Carlos and the Town of Portola Valley to add deputies to balance the workload.

The tables below reflect the community-initiated calls for service, field-initiated activity, and response times for the unincorporated areas as well as contracted areas, denoted in bold.

CONTRACT SERVICES RECOMMENDATIONS

- Review the contracts and begin negotiation with the cities and towns for full cost recovery of all services provided, to include support staff working at the respective facilities, Headquarters or the substation, in support of contract services. Additionally, SMCSO should engage with the contract cities of Millbrae, Half Moon Bay, and San Carlos and the Town of Portola Valley to add deputies to balance the workload. (Recommendation #63)



TABLE 51: Records by Beat, by Year, 2017-2022

Record Status	Community-Initiated						Field-Initiated						Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Community-Initiated	Field-Initiated
Burlingame Hills (BRH)	847	902	724	643			653	723	594	475	1	7	3,116	2,453
Eichler Highlands (EIC)	645	607	591	495	514	532	198	452	272	327	1,205	1,352	3,384	3,806
Everything South of 92 to County Line and West of 35	1,525	1,399	1,347	1,395	1,415	1,722	1,998	1,777	1,697	1,362	1,646	1,932	8,803	10,412
Everything South of Pacifica to 92 and West of 280	3,683	3,319	3,479	3,556	2,796	2,716	4,345	5,045	4,736	3,063	3,253	2,349	19,549	22,791
Half Moon Bay (HMB)	4,675	4,833	4,940	4,514	4,524	5,090	4,482	6,643	5,445	4,772	6,044	4,349	28,576	31,735
Menlo Oaks (MOK)	621	591	530	478	453	522	379	464	370	205	606	504	3,195	2,528
Millbrae (MLB)	8,508	8,078	8,399	7,175	7,547	8,647	5,866	5,766	5,943	4,741	8,992	7,262	48,354	38,570
North Fair Oaks (NFO)	5,066	4,730	4,893	5,165	5,328	5,406	6,425	7,076	7,571	5,622	4,987	4,447	30,588	36,128
Portola Valley (PVY)	3,437	3,206	3,195	2,586	2,815	2,985	8,848	5,673	5,189	3,822	3,023	2,817	18,224	29,372
San Carlos (SNC)	9,400	8,843	8,990	8,560	8,419	9,181	6,691	7,318	8,284	6,753	6,833	4,994	53,393	40,873
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	3,844	3,649	3,701	3,054	3,013	3,384	2,622	3,522	3,524	3,655	2,489	2,017	20,645	17,829
Sheriff's Office North (BRH and unincorporated)					666	799					979	1,652	1,465	2,631
Transit					71	108					102	103	179	205
Woodside (WDS)					8	5					1,011	496	13	1,507
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840

Source: San Mateo County Sheriff's Office CAD. Unfortunately, the original records by beat are missing values prior to 2021 in Sheriff's Office North (BRH and unincorporated), Transit, and Woodside, with those records associated with a blank. As such, Meliora PSC is unable to provide a detailed analysis. Results are provided based on available resources.



TABLE 52: Response Time Record Status and Average Minute, by Area, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Burlingame Hills (BRH)	0:36	0:34	0:35	0:40	0:00	0:00	13:29	15:19	15:28	16:29	0:00	0:00	14:05	15:53	16:03	17:09	0:00	0:00
Eichler Highlands (EIC)	0:29	0:23	0:26	0:44	1:43	1:52	10:02	9:40	11:22	14:01	10:07	10:41	10:32	10:04	11:49	14:46	11:50	12:34
Everything South of 92 to County Line and West of 35	0:36	0:33	0:32	0:41	1:49	1:52	19:04	19:29	19:56	19:03	17:17	17:34	19:40	20:02	20:29	19:45	19:07	19:26
Everything South of Pacifica to 92 and West of 280	0:33	0:34	0:35	0:41	1:56	1:53	9:45	8:57	8:57	9:36	7:45	9:07	10:19	9:31	9:32	10:17	9:41	11:00
Half Moon Bay (HMB)	0:33	0:34	0:31	0:40	2:01	1:53	7:40	6:42	7:16	6:42	6:00	6:25	8:14	7:17	7:48	7:23	8:01	8:18
Menlo Oaks (MOK)	0:26	0:31	0:32	0:33	2:03	1:59	12:41	11:27	12:03	10:59	11:27	11:07	13:08	11:58	12:35	11:33	13:31	13:07
Millbrae (MLB)	0:33	0:31	0:30	0:35	1:59	1:58	6:05	6:15	6:36	6:26	5:42	5:47	6:38	6:46	7:07	7:01	7:41	7:46
North Fair Oaks (NFO)	0:33	0:31	0:31	0:38	1:57	1:58	6:22	6:26	6:26	6:10	6:06	6:12	6:56	6:57	6:57	6:49	8:03	8:10
Portola Valley (PVY)	0:31	0:29	0:29	0:40	1:46	1:48	11:05	10:36	11:03	10:49	10:36	10:36	11:36	11:05	11:32	11:29	12:23	12:25
San Carlos (SNC)	0:34	0:33	0:32	0:38	2:00	1:55	7:37	7:26	7:33	7:19	7:12	7:10	8:11	8:00	8:06	7:57	9:13	9:06
Sheriff's Office North (BRH and unincorporated)	0:00	0:00	0:00	0:00	1:53	1:45	0:00	0:00	0:00	0:00	12:34	12:51	0:00	0:00	0:00	0:00	14:28	14:37
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	0:36	0:34	0:34	0:42	1:52	1:50	13:54	13:31	13:32	13:29	13:13	12:22	14:31	14:05	14:07	14:11	15:05	14:13
Transit	0:00	0:00	0:00	0:00	0:11	0:20	0:00	0:00	0:00	0:00	6:30	4:10	0:00	0:00	0:00	0:00	6:41	4:30
Woodside (WDS)	0:00	0:00	0:00	0:00	1:00	2:30	0:00	0:00	0:00	0:00	4:00	12:00	0:00	0:00	0:00	0:00	5:00	14:30
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48



North County Command

North County Area Command has the responsibility of patrolling the unincorporated areas of north San Mateo County as well as the two contracts with Eichler Highlands and the City of Millbrae. This combined patrol area accounts for approximately 20 percent of the overall county patrol workload in terms of community-initiated contact and field-initiated contacts. North Area Patrol and the City of Millbrae is overseen by a captain who reports directly to the Operations Assistant Sheriff. Along with the responsibility of being the commander for North County Patrol, the captain also acts as the Chief of Police Services for the City of Millbrae. The captain has been assigned to his current position for approximately one year and expects to remain in that position for another two years.

LIEUTENANT POSITION

There is no lieutenant rank assigned to the North County Patrol Bureau. The rank structure is the Captain/Chief of Police, and then the four shift sergeants who report directly to the captain. In most agencies, a patrol bureau of this size (30 employees) would have a lieutenant rank assigned. The sergeants are assigned to handle all of the bureau's patrol administrative duties which include scheduling, briefings, complaints, and other assorted tasks assigned by the captain. During the site visit, the day shift sergeants were interviewed and commented that they spend three to four hours on average each day in the station completing their administrative work.

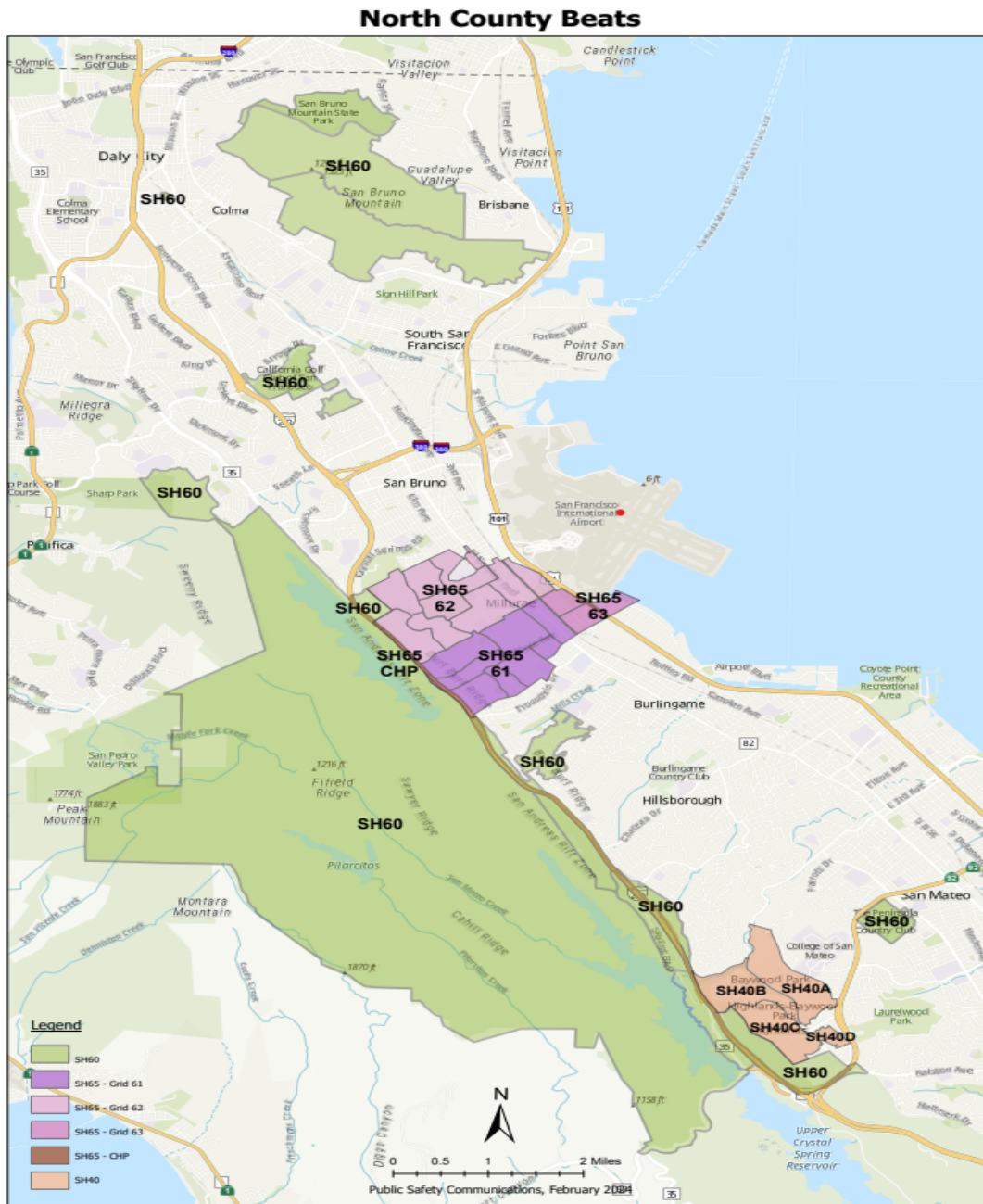
If a lieutenant rank was added to the North County Patrol Bureau, that position could act as the day shift watch commander and could handle many of the current responsibilities now being handled by the day shift sergeants allowing them to be out in the field providing direct supervision, mentoring, and teaching to the shift patrol deputies. The lieutenant would also relieve the captain of some responsibilities enabling him to be more active in community engagement. Meliora PSC recommends consideration be given to adding a lieutenant rank to the North County Patrol Bureau when staffing permits.

NORTH COUNTY PATROL/CITY OF MILLBRAE BEAT MAP

The below map shows the designated beat areas for the North County Patrol and the City of Millbrae. North County patrol consists of the two areas marked in green and orange, while the City of Millbrae is highlighted in shades of purple. As can be seen, the North County Patrol consists of extremely large pockets of areas that are sometimes many miles apart.



CHART 18: North County Command Map



NORTH COUNTY PATROL STAFFING

The tables below show personnel staffing for North County Patrol that is separate from the personnel assigned to Millbrae.



TABLE 53: North County Patrol Staffing, FY 2023/24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
Captain	0.5	0.5	0
Lieutenant	0	0	0
Sergeant	0	0	0
Deputy Sheriff (North Patrol)	5	5	0
Deputy Sheriff (Eichler Highlands)	3	3	0
K-9 Deputy	2	1	1
Total Authorized Staffing	10.5	9.5	1

SOURCE: San Mateo County Sheriff's Office as of February 2024.

PROFESSIONAL CIVILIAN POSITIONS

During the site visit, Meliora PSC noted the professional positions in Half Moon Bay, Millbrae, and San Carlos do not appear to be equitable. For example, in Half Moon Bay there is only one Records Technician; in Millbrae, there is a Records Technician and a Legal Office Specialist, and in San Carlos there is a Management Analyst and a Records Technician. It also appears that several of them are working outside their classification doing administrative work that is not in their defined work duties. Meliora PSC recommends a classification study of professional staff in the bureaus be conducted to ensure that the professional staff's classification and duties are accurate.

NORTH COUNTY PATROL/CITY OF MILLBRAE POLICE SERVICES/EICHLER HIGHLANDS PATROL SCHEDULES

Deputies assigned to North County Patrol, Eichler Highlands, and the City of Millbrae all work twelve hours shifts from 6:00 a.m. to 6:00 p.m. and 6:00 p.m. to 6:00 a.m. As mentioned above, all day shift deputies begin their shift at 6:00 a.m. while the night shift deputies end their shift at 6:00 a.m. There is no overlap of shifts between when night shift ends and day shift begins, essentially leaving all of the three areas without any deputies in the field if a call would come out. Briefings usually last approximately 30 minutes, so during that time, if a call is dispatched, deputies are responding from the station. If one or two deputies began their shift at 5:00 a.m. and immediately went into service in the field, the areas would not be left without an immediate response by deputies. This practice is already being done in the Coastside Area Command. Meliora PSC recommends one or two deputies begin their 12-hour shift at 5:00 a.m. to allow for deputies to be in the field while the other deputies are in day shift briefing. The overlap in the evening shift could be handled by the Millbrae deputy who works a mid-day shift (more information on Millbrae below).



NORTH COUNTY PATROL

North County Patrol is the unincorporated area in north San Mateo County. North County Patrol is divided into two separate beats (60 beat and 40 beat). Beat 60 is a much larger beat than is beat 40, which is the Eichler Highlands beat. Each beat is assigned a deputy for each shift (day/night); however, as explained below in the Eichler Highlands section, the Eichler Highlands night shift deputy is split between the Eichler Highlands and North County Patrol.

Since there is only one deputy assigned to each shift in the 40 and 60 beat areas, if a call is dispatched in either beat requiring two deputies, the 40 and 60 beat deputies will respond to assist each other. At times, a Millbrae deputy will be assigned as an assist car to the two beats if they are within a closer proximity to the call, and then the other North County Patrol car will respond to cover the City of Millbrae while the Millbrae deputy is out of the city assisting the North County Patrol deputy. The on-duty supervisors do an excellent job of ensuring the City of Millbrae's contractual agreement for deputies is fulfilled.

NORTH COUNTY PATROL WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, deputies assigned to North County Patrol handled a total of 1,645 calls in 2021 and 2,451 calls in 2022. That difference amounts to a 49 percent increase in calls for service from 2021 to 2022. The largest increase came in the Field-Initiated Contact category which is the deputy's observation activity.

A review of the data illustrates that in 2021, deputies handled 666 Community-Initiated Contacts, and in 2022, they handled 799. So, deputies responded to 20 percent more Community-Initiated Contacts in 2022. At the same time, deputies made 979 Field-Initiated Contacts in 2021, and 1,652 in 2022. This shows deputies conducted 69 percent more field observations than in 2021.

As shown in Table 53, there are currently six deputies assigned to North County Patrol and we apply that figure for calculating the deputy workload in 2022 since staffing ebbs and flows. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from North County, Eichler Highlands, Millbrae deputies, which is staffed by 19 deputies so that figure was used in those calculations.



TABLE 54: North County Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	2,451	6.72	408.50	2.63
Community-initiated calls	799	2.19	0.37	0.002
Field-initiated calls	1,652	4.53	0.76	0.005
Reports*	1,673	4.58	88.05	0.57
Citations*	3,397	9.31	178.79	1.15
Arrests*	530	1.45	27.89	0.18

**NOTE: Reports, citations and arrest totals are from all deputies assigned including North County, Eichler Highlands, and Millbrae.*

Table 54 above illustrates the average North County deputy activity level as follows:

- 2,451 total calls per year = 408.50 total calls per North County deputy per year or 2.63 calls per shift
- 799 community-initiated calls = 0.37 community-initiated calls per North County deputy per year or 0.002 community-initiated calls per shift (average of 2.19 calls per day)
- 1,652 field-initiated calls = 0.76 field-initiated calls per North County deputy per year or 0.005 field-initiated calls per shift (average 4.53 calls per day)
- 1,673 reports = 88.05 reports per all deputies assigned to North County Command per year or 0.57 per shift (one report every other shift).
- 3,397 citations = 178.79 traffic citations issued per all deputies assigned to North County Command per year or 1.15 citations per shift.
- 530 arrests = 27.89 arrests per all deputies assigned to North County Command per year or 0.18 arrests per shift (nearly one arrest every five shifts).

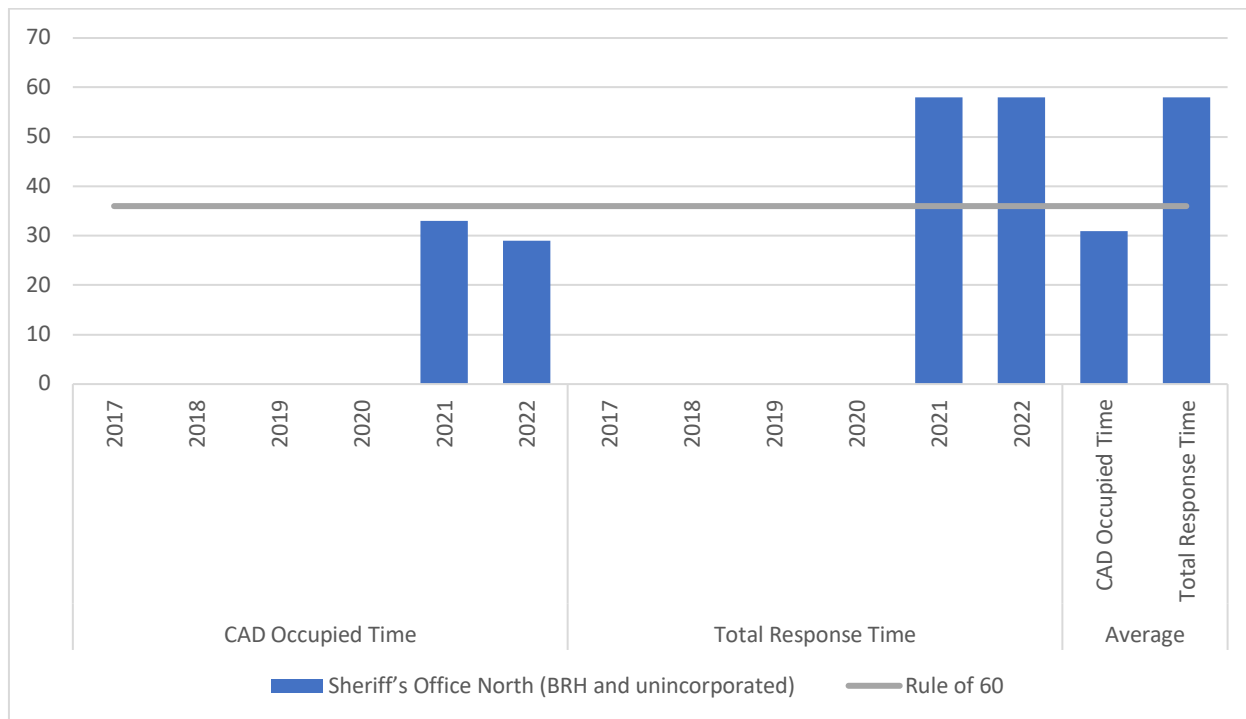
These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As mentioned earlier in the Patrol portion of the report, response times indicate the time it takes from the receipt of the call at SMCSO to the deputy's arrival on scene. Table 52 above reflects average response time in 2022 for all calls for service was 14 minutes and 37 seconds for North County Patrol.

As illustrated in Chart 19 below, in 2021 the primary North County Patrol deputy spent approximately 33 minutes on average per incident, and in 2022, the primary deputy spent approximately 29 minutes on average per incident. Over the six-year period, the primary North County Patrol deputy spent approximately 31 minutes on average per incident. Over the six-year period, the primary North County Patrol deputies spent approximately 31 minutes on average per incident. The average total response time over the past six years was 58 minutes. Again, we caution that this represents the maximum total response time for all deputies on the calls.



CHART 19: Average Occupied and Total Response Time, by Year Sheriff's Office North (BRH and unincorporated)



NORTH COUNTY PATROL RECOMMENDATIONS

- Consider adding a lieutenant rank to the North County Patrol Bureau when staffing permits. (Recommendation #64)
- Conduct a classification study of professional staff in all bureaus to ensure that the professional staff's classification and duties are accurate. (Recommendation #65)
- Assign one or two deputies to begin their 12-hour shift at 5:00 a.m. to allow for deputies to be in the field while the other deputies are in day shift briefing. (Recommendation #66)
- Assign the CSOs to attend a report writing class during their training. (Recommendation #67)

EICHLER HIGHLANDS

Eichler Highlands is the largest of the Eichler Developments consisting of over 700 homes that were built from 1955 to 1965. Joseph Eichler was a post-war real estate developer who developed distinctive residential subdivisions of mid-century modern style tract housing. The development is approximately 25 miles south of San Francisco and can be reached by taking the Bunker Hill Drive from the 280 Freeway.

The Highlands covers an area of approximately 1.495 square miles and has a population of 3,159 residents. The median household income in 2021 was \$196,196 compared to San Mateo which was \$129,957. The majority of the homes in the Highlands (811) are valued at over two million dollars,



and the average household size is 2.8 people. Over 25 percent of the residents in the Highlands have at least a Bachelor's degree or a Master's degree.

The San Mateo Highlands Community Association governs the Highlands; however, membership is voluntary. The purpose is to promote the general welfare of all the residents and property owners in matters of community interest, property and personal rights. The association's board of directors consists of a President, First Vice President, Second Vice President, Treasurer, and Secretary.

HISTORY OF SMCSO EICHLER HIGHLANDS CONTRACT

In 1957, County Service Area 1 (CSA1) was established to provide enhanced fire service for the Highlands and other neighborhoods in the unincorporated areas. When the district was created a share of the CSA1 resident's property taxes was dedicated to paying for enhanced fire service through CalFire. In 1966, the Highlands community realized they wanted extra patrols by the San Mateo County Sheriff's Office and began paying for a deputy position through the CSA1 property tax allocation. Eichler Highlands board meetings occur the same night as the Millbrae council meeting, so the assigned Highlands deputy and the shift sergeant attend the meetings since the Captain attends the Millbrae council meeting.

The office has a substation for the deputies located at the County's Youth Service Center. The old substation was located within the Eichler Highlands Recreation Center but did not offer any privacy for the deputies to work. Deputies are now using the Youth Service Center substation as it allows deputies to write reports, make phone calls, conduct follow up investigations, and take breaks in private.

EICHLER HIGHLANDS STAFFING AND SCHEDULING

The current contractual agreement between Eichler Highlands and the San Mateo County Sheriff's Office is for one patrol deputy, 18 hours per day, 7-days a week. There are currently three deputy positions assigned to the Highlands for seven-day coverage.

The patrol shifts for the two deputies are 6:00 a.m. to 6:00 p.m. (dayshift), and 6:00 p.m. to 6:00 a.m. (nightshift). However, the night shift deputy works only in the Highlands the first six hours of the shift from 6:00 p.m. until midnight, and then after midnight is assigned to North County. Consequently, the Highlands has a dedicated law enforcement presence from 6:00 a.m. until midnight each day. Although there is no deputy assigned to the Highlands after midnight, if a call for service is dispatched for the Highlands between midnight and 6:00 a.m., that deputy who was assigned to the Highlands for the first six hours will respond and handle the call.

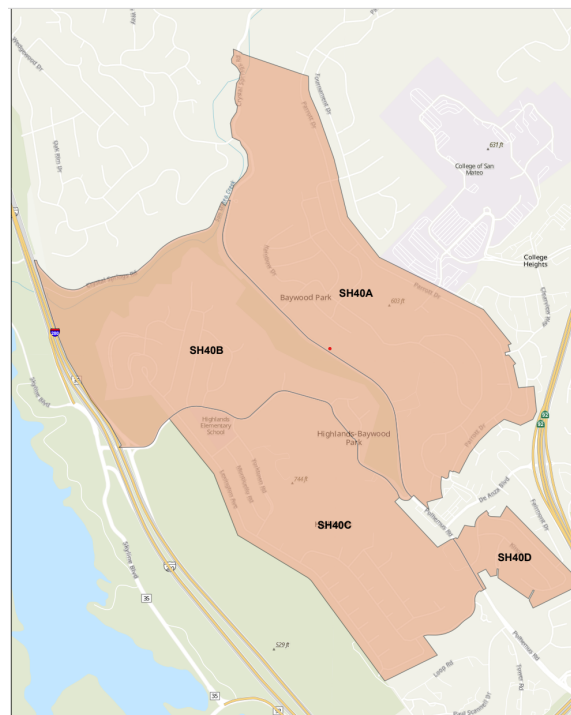
Deputies are assigned to the same beat or jurisdiction each workday, allowing those deputies to get to know the people who reside and work in their assigned area. Being in the same part of town every day also helps the deputy better understand the problems associated with his/her individual beat. Having deputies assigned to the same beat or jurisdiction also allows the deputies to develop



relationships through their interactions with the people who live in the Highlands. The same deputies are assigned to the Highlands each day.

The Eichler Highlands deputies attend briefings at the Millbrae substation with the deputies assigned to Millbrae and North County. Deputies assigned to the Highlands will investigate all crimes to conclusion that come to their attention, based upon their abilities and skillset. Deputies will ask their supervisors for guidance if needed, and since most supervisors assigned to Millbrae are former detectives, they can usually provide that guidance. However, if needed, the deputy can also reach out to the Millbrae detective for guidance. The Millbrae detective will usually only receive cases that are beyond the capabilities of the patrol deputy or that require specialized training.

CHART 20: Eichler Highlands Beat Map



EICHLER HIGHLANDS WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, deputies assigned to Eichler Highlands handled a total of 1,719 calls in 2021 and 1,884 calls in 2022. That difference amounts to a 10 percent increase in calls for service from 2021 to 2022. The largest increase came in the Field-Initiated Contact category, which is the deputy's observation activity, where there was a 12 percent increase from 2021 to 2022. In addition, during the same time frame, there was a four percent increase in Community-Initiated Contacts (Calls for service).

A review of the data illustrates that in 2021, deputies handled 514 Community-Initiated Contacts, and in 2022, they handled 532. So, deputies responded to four percent more Community-Initiated calls



for service in 2022. At the same time, deputies made 1,205 Field-Initiated Contacts in 2021, and 1,352 in 2022. This shows deputies conducted 12 percent more field observations than in 2021.

As shown in Table 53, there are currently three deputies assigned to Eichler Highlands and we apply that figure for calculating the deputy workload. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from North County, Eichler Highlands, Millbrae deputies, which is staffed by 19 deputies so that figure was used in those calculations.

TABLE 55: Eichler Highlands Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	1,884	5.16	628	4.05
Community-initiated calls	532	1.46	177.33	1.14
Field-initiated calls	1,352	3.70	450.67	2.91
Reports*	1,673	4.58	88.05	0.57
Citations*	3,397	9.31	178.79	1.15
Arrests*	530	1.45	27.89	0.18

*NOTE: Reports, citations and arrest totals are from all deputies assigned including North County, Eichler Highlands, and Millbrae.

Table 55 above illustrates the average Eichler Highlands deputy activity level as follows:

- 1,884 total calls per year = 628 total calls per deputy per year or 4.05 calls per shift
- 532 community-initiated calls = 177.33 community-initiated calls per deputy per year or 1.14 community-initiated calls per shift
- 1,352 field-initiated calls = 450.67 field-initiated calls per deputy per year or 2.91 field-initiated calls per shift
- 1,673 reports = 88.05 reports per all deputies assigned to North County Command per year or 0.57 per shift (one report every other shift).
- 3,397 citations = 178.79 traffic citations issued per all deputies assigned to North County Command per year or 1.15 citations per shift.
- 530 arrests = 27.89 arrests per all deputies assigned to North County Command per year or 0.18 arrests per shift (nearly one arrest every five shifts).

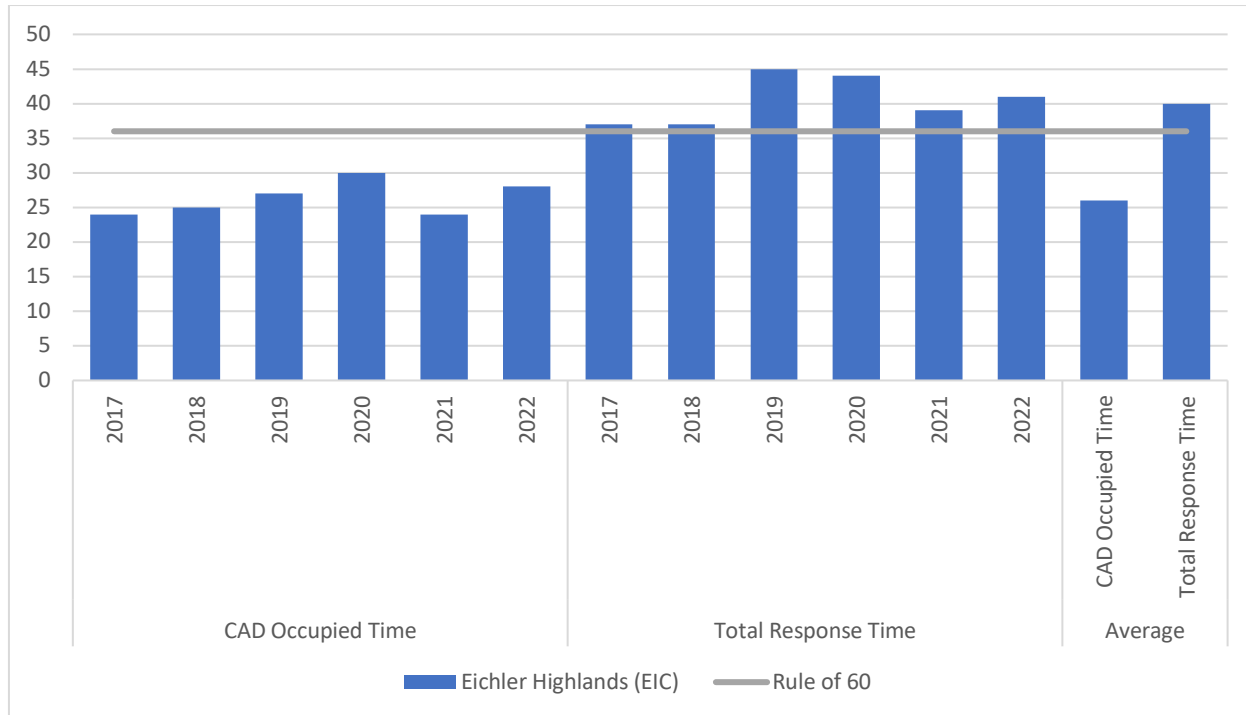
These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As reflected earlier in Table 52, average response time in 2022 for all calls for service in Eichler Highlands was 12 minutes 34 seconds.



As illustrated in Chart 21 below, in 2021 the primary Eichler Highlands deputy spent approximately 24 minutes on average per incident, and in 2022, the primary deputy spent approximately 28 minutes on average per incident. Over the six-year period, the primary Eichler Highlands deputy spent approximately 26 minutes on average per incident. The average total response time over the past six years was 40 minutes. This represents the maximum total response time for all deputies on the calls.

CHART 21: Average Occupied Time and Total Response Time, by Year, Eichler Highlands



MILLBRAE

The San Mateo County Sheriff's Office provides the City of Millbrae community with a full range of services, including responding to emergency calls for service, performing directed patrol activities, engaging in neighborhood problem solving, traffic enforcement, investigative follow-up, and the filing of cases in the local court. The patrol operation is comprised of two day shift patrol shifts and two night shift patrol shifts, along with a deputy on a midwatch shift and a motor deputy included to handle traffic related issues. The patrol shifts are each supervised by a sergeant who reports directly to the Millbrae Chief of Police, a SMCSO Captain.

The City of Millbrae is an incorporated city in Northern San Mateo County whose population was 23,216 according to the 2020 census. Millbrae consists of 3.29 square miles of land, and 0.02 square miles of water. The city operates under a Council-Manager form of government.



TABLE 56: Millbrae 2020 Census Information

Millbrae 2020 Census information	
The population per square mile	7,255
Persons 65 years and over	20.8%
Persons 18 years and younger	18.9%
White	47.3%
Asian	42.8%
Black or African American	0.8%
Native American	0.2%
Pacific Islander	1.0%
Hispanic or Latino	11.9%
Two or more races	4.4%
Median household income	\$146,649

MILLBRAE HISTORY OF LAW ENFORCEMENT SERVICES

On March 4, 2012, the City of Millbrae closed its local police department and began contracting for police services with the San Mateo County Sheriff's Office, thus creating the Millbrae Police Bureau. The mission of the Millbrae Police Bureau is to provide the highest quality of law enforcement services to those who reside, work, and frequent the City of Millbrae.

The Millbrae Police Bureau is located at 581 Magnolia Avenue, Millbrae. The office is open to the public Monday through Friday from 9:00 a.m. to 5:00 p.m. and offers the following services:

- Report Releases & Requirements
- Vehicle Releases & Requirements
- Visa/Clearance Letters & Booking Chronology Requirements
- Safe Medicine Disposal Site
- Emergency Call Box



TABLE 57: Millbrae Staffing, FY 2023-24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
Captain	.95	.95	0
Lieutenant	0	0	0
Sergeant	4	4	0
Deputy	10	10	0
Motorcycle Deputy	1	1	0
Detective	1	1	0
Total Sworn Staffing	16.95	16.95	0
Civilian Personnel			
Community Service Officer (Full-Time)	1	1	0
Community Service Officer (Part-Time)	1*	1*	0
Extra Help Community Service Officer (1,040 hours a year)	2*	2*	0
Legal Office Specialist	1	1	0
Records Technician	1	1	0
Total Civilian Staffing	3 FT/3 PT	3FT/3PT	0
Total Staffing	19.9 FT/3 PT	19.9 FT/3 PT	0

Source: San Mateo County Sheriff's Office as of February 2024. * denotes part-time position.

SUPERVISION

The Millbrae deputies are supervised by the Millbrae patrol shift sergeant, who reports to the Millbrae Police Chief – a San Mateo County Sheriff's Captain. As mentioned above, there are four teams of deputies and each has their respective team sergeant providing 12-hour coverage and combined provide 24-hour coverage.

The SMCSO Captain/Millbrae Chief represents the city at the County Police Chiefs and Sheriff's monthly meetings and attends city council meetings.

SCHEDULE

Deputies assigned to the City of Millbrae work twelve hours shifts from 6:00 a.m. to 6:00 p.m. and 6:00 p.m. to 6:00 a.m. In the City of Millbrae, the city also has what is considered a mid-watch deputy who works from 10:00 a.m. to 10:00 p.m., during the city's busiest hours. Having a mid-watch shift deputy assigned to the City of Millbrae is a sound staffing strategy because that deputy provides additional assistance and response during the city's busiest hours.

The four sergeants are scheduled to provide 24/7, 365-day patrol services wherein two are assigned to a 12-hour day shift and two are assigned to a 12-hour night shift, covering opposite ends of the week. Each day shift sergeant has a five-member team of deputies, of which three are assigned to



Millbrae. Each night shift sergeant has a four-member team of deputies, of which two are assigned to Millbrae.

The City of Millbrae is divided into three beat areas. Police beats are used to effectively divide available deputies across a law enforcement agency's jurisdiction, ensuring there is an organized police presence across the agency's jurisdiction and accountability to all areas of the agency's area.

Two beat areas have a deputy assigned 24/7, while the third beat area has a deputy assigned only during the hours of 10:00 a.m. to 10:00 p.m. Although the deputies are assigned a beat area for accountability and responsibility and attempt to spend the majority of their shift in their assigned beat areas, they will go into the other beat areas to follow-up the other deputies on calls as needed. This is a common policing practice when there is only one deputy assigned to each beat area and the call requires a two-deputy response.

MILLBRAE COMMUNITY SERVICE OFFICERS

The City of Millbrae pays for one full-time CSO, one part-time CSO, and one extra help CSO that can only work a limited number of hours. The full-time CSO works Monday through Friday 7:00 a.m. to 3:00 p.m., while the part-time CSO is assigned to Team 1 on day shift from 6:00 a.m. to 6:00 p.m.

The CSO's write parking tickets, provide traffic control when needed, assist the property and evidence techs when they pick up evidence, take cold crime reports (no suspect info), pick up and drop off documents at the court, cover the front desk when needed, and drive vehicles to and from the motor pool when maintenance or repairs are required on patrol vehicles. Basically, the CSO's are available to assist whenever needed.

In 2023, the CSO's issued 3,354 parking tickets, completed 179 crime reports, and completed 2 accident reports.

CSO TRAINING

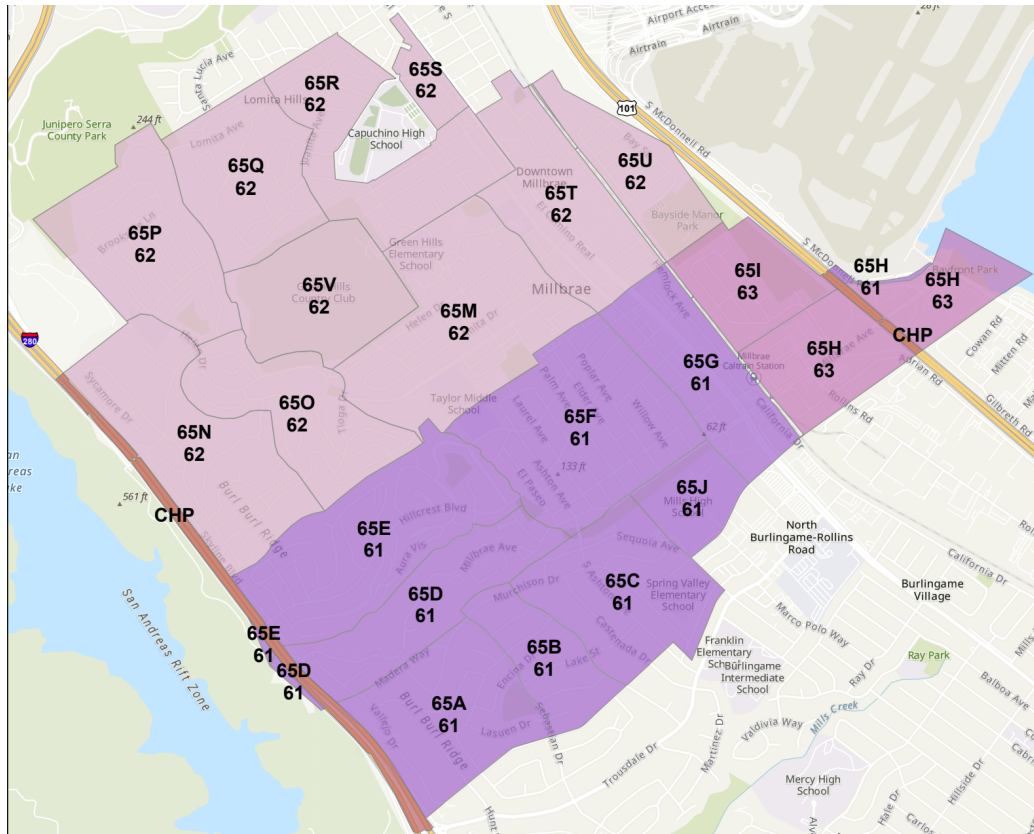
The full-time CSO has attended basic accident investigation training; however, has not received any formal report writing training. Although the crime reports taken by the CSOs have no suspect information, it is still important the report be well-written and contain the elements of the crime. Meliora PSC recommends the CSOs also attend a report writing class during their training.

MILLBRAE DETECTIVE

The City of Millbrae contracts for one detective who is located in a centralized location within the Investigation Unit at Headquarters in Redwood City. Further discussion regarding assignment location will be addressed in the Support Operations Command portion of the report.



CHART 22: Millbrae Beat Map



MILLBRAE WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, deputies assigned to Millbrae Patrol handled a total of 16,539 calls in 2021 and 15,909 calls in 2022. That difference amounts to a 3.8 percent decrease in calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category, which is the deputy's observation activity. Conversely, there was an increase in Community-Initiated Contacts (calls for service) from 2021 to 2022.

A review of the data illustrates that in 2021, deputies handled 7,547 Community-Initiated Contacts, and in 2022, they handled 8,647. So, deputies responded to 15 percent more Community-Initiated calls for service in 2022. At the same time, deputies made 8,992 Field-Initiated Contacts in 2021, and 7,262 in 2022. This shows deputies conducted 19 percent fewer field observations than in 2021.

As shown in Table 57, there are currently 10 deputies assigned to Millbrae patrol and we apply that figure for calculating the deputy workload. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from North County, Eichler Highlands, Millbrae deputies, which is staffed by 19 deputies so that figure was used in those calculations.



TABLE 58: Millbrae Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	15,909	43.59	1,590.90	10.26
Community-initiated calls	8,647	23.69	864.70	5.58
Field-initiated calls	7,262	19.90	726.20	4.69
Reports*	1,673	4.58	88.05	0.57
Citations*	3,397	9.31	178.79	1.15
Arrests*	530	1.45	27.89	0.18

**NOTE: Reports, citations and arrest totals are from all deputies assigned including North County, Eichler Highlands, and Millbrae.*

Table 58 above illustrates the average Millbrae deputy activity level as follows:

- 15,909 total calls per year = 1,590.90 total calls per deputy per year or 10.26 calls per shift.
- 8,647 community-initiated calls = 864.70 community-initiated calls per deputy per year or 5.58 community-initiated calls per shift.
- 7,262 field-initiated calls = 726.20 field-initiated calls per deputy per year or 4.69 field-initiated calls per shift.
- 1,673 reports = 88.05 reports per all deputies assigned to North County Command per year or 0.57 per shift (one report every other shift).
- 3,397 citations = 178.79 traffic citations issued per all deputies assigned to North County Command per year or 1.15 citations per shift.
- 530 arrests = 27.89 arrests per all deputies assigned to North County Command per year or 0.18 arrests per shift (nearly one arrest every five shifts).

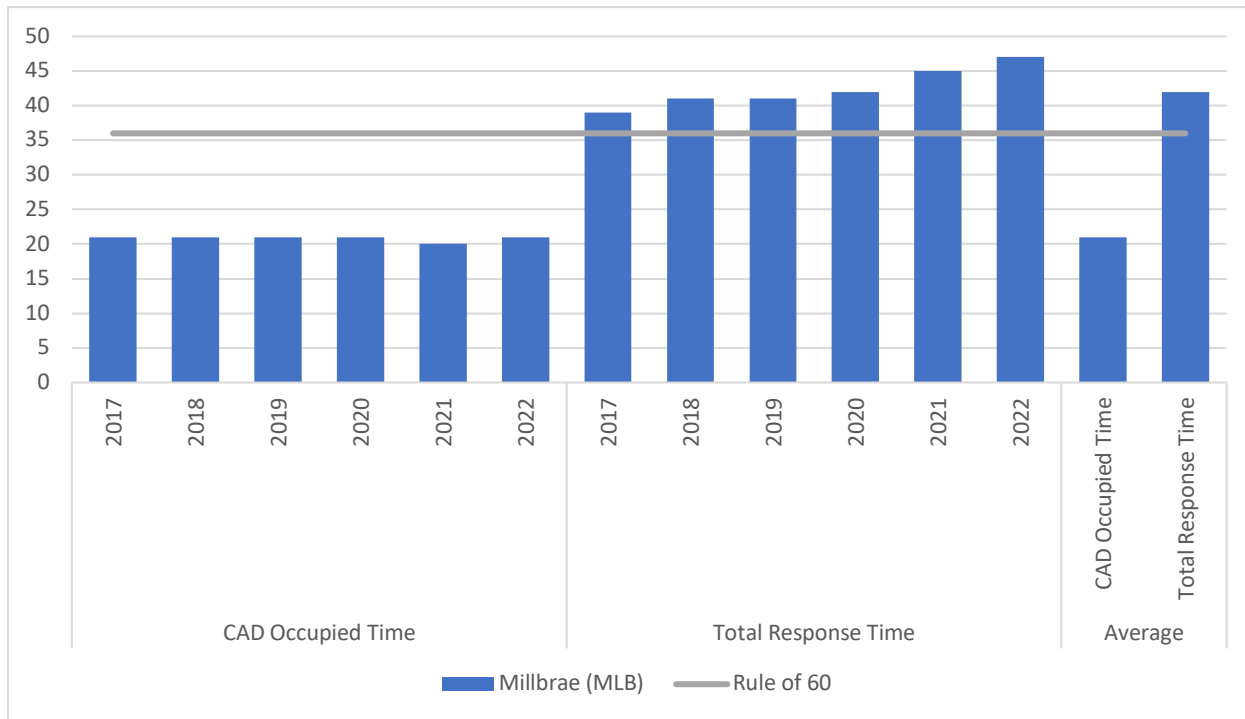
These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As reflected earlier in Table 52, average response time in 2022 for all calls for service in Millbrae was 7 minutes 46 seconds.

As illustrated in Chart 23 below, in 2021 the primary Millbrae deputy spent approximately 20 minutes on average per incident, and in 2022, the primary deputy spent approximately 21 minutes on average per incident. Over the six-year period, the primary Millbrae deputy spent approximately 21 minutes on average per incident. The average total response time over the past six years was 42 minutes. Again, we caution that this represents the maximum total response time for all deputies on the calls.



CHART 23: Average Occupied Time and Total Response Time, by Year, Millbrae



The data above clearly shows that deputies assigned to Millbrae are busy during their shifts. While speaking with deputies and sergeants at Millbrae, they are having to pull the North County Deputy and the Eichler Highlands deputy at times during their shifts to assist with calls for service in the City of Millbrae. Also, because the office does not track all workload such as report writing, breaks, booking of evidence, booking of prisoners, etc., the deputy's workload is under-reported. Since the contracted deputy positions are filled as mandatory positions by SMCSO, the data indicates they are understaffed. As such, SMCSO should begin having discussions with the City of Millbrae about increasing the number of deputies agreed to in their contract. At minimum, two deputies, one deputy per shift, should be added to the contract. That additional deputy could be assigned on the mid-watch to further assist during the busier hours of activity.

Coastside Area Command

Coastside Area Command has the responsibility of patrolling the unincorporated areas of the county along the coast as well as the City of Half Moon Bay. The unincorporated area of the Coastside Patrol Bureau stretches north to the city limits of the City of Pacifica, and south to the boundary of the county. This combined patrol area accounts for approximately 25 percent of the overall county patrol workload in terms of community-initiated contact and field-initiated contacts. Coastside Area Command is overseen by a captain who reports directly to the Operations Assistant Sheriff.

The Coastside Patrol Bureau has two substations: Half Moon Bay Substation located at 537 Kelly Avenue in Half Moon Bay, and Moss Beach Substation located at 500 California Avenue in Moss



Beach. The substations are open to the public Monday through Thursday from 8:00 a.m. to 4:30 p.m. The substations offer services to the public such as report releases and requirements, vehicle releases and requirements, Visa/clearance letters and booking chronology requirements, safe medical disposal site, and an emergency call box.

Deputies assigned to North and South Coast Patrol beats begin and end their shift at the Moss Beach Substation and deputies assigned to Half Moon Bay begin and end their shift at the Half Moon Bay Substation.

LIEUTENANT POSITION

There is no lieutenant rank assigned to the Coastside Patrol Bureau. The rank structure is the Captain/Chief of Police, and then the four shift sergeants who report directly to the captain. In most agencies, a patrol bureau of this size (32 employees) would have a lieutenant rank assigned. The sergeants are assigned to handle all of the bureau's patrol administrative duties which include scheduling, briefings, complaints, evaluations and other assorted tasks assigned by the captain. During the site visit, the day shift sergeants were interviewed and commented that they spend three to four hours on average each day in the station completing their administrative work.

If a lieutenant rank was added to the Coastside Bureau, that position could act as the day shift watch commander and could handle many of the current responsibilities now being handled by the day shift sergeants allowing them to be out in the field providing direct supervision, mentoring, and teaching to the shift deputies on patrol. The lieutenant would also relieve the captain of some of the administrative responsibilities enabling the captain to be more active in community engagement. Meliora PSC recommends consideration be given to adding a lieutenant rank to the Coastside Bureau when staffing permits.

COASTSIDE PATROL/CITY OF HALF MOON BAY BEAT MAP

The below map shows the designated beat areas for the Coastside Patrol and the City of Half Moon Bay. North County patrol consists of the two areas marked in green and yellow, while the City of Half Moon Bay is highlighted in shades of red. As can be seen, the Coastside Patrol consists of extremely large pockets of areas that are sometimes many miles apart.



CHART 24: Coastside Command Map



COMMUNITY ENGAGEMENT

Deputies assigned to the Coastside Bureau take part in many community activities and embrace the philosophy espoused by the Coastside Captain to take time during their shifts to interact with the community in which they serve. During the site visit, Meliora PSC noted a number of times when the sergeant and deputies would stop and chat with members of the community who were working in



their front yards, sitting in public areas, and when the deputy was taking a break at a neighborhood business. The captain also holds specific events to interact with the community and maintains a Nextdoor social media page to communicate with community members about issues in their community. Additionally, the office's Community Policing Unit is in Coastside frequently supporting Coastside deputies.

COASTSIDE DETECTIVE

Deputies assigned to the City of Half Moon Bay and the unincorporated areas of the Coastside Bureau are expected to conduct their own criminal investigations to completion if they are able. However, for the more complicated and time intensive investigations, there are two detectives assigned to the Coastside Bureau, but they work at Headquarters. However, if there is a need, the detectives will travel to the coast to handle investigations and assist patrol deputies. Further discussion regarding detectives will be included in the Investigation portion of the report.

TRAFFIC INVESTIGATIONS

The California Highway Patrol handles traffic collisions occurring in the unincorporated areas of the bureau; however, due to extended response times Coastside Bureau deputies will handle the traffic investigations. Fatality accidents are handled by the Traffic Bureau, although the deputies in the Coastside Bureau assist by handling some aspects of the report. Deputies respond to all traffic accidents including those involving no injuries, and usually facilitate the exchange of information between the drivers.

In many of the studies conducted, Meliora notes that when patrol deputies are required to handle traffic accidents in addition to their other duties, the reports take longer and the quality of the investigation wanes if the deputies handling the collision are not trained in traffic collision investigation. Most deputies receive some basic training on taking traffic collision reports in the academy and Field Training Program, but usually have no other training unless they become traffic investigators.

Coastal areas tend to have a high number of vehicles and bicycles traverse the highways and streets due to the tourist attraction of the ocean and beaches. The areas patrolled by Coastside Bureau deputies are those such places, especially during the summer months when the number of people coming to the coast increases. Although there are motorcycle enforcement deputies within the SMCSO, none are assigned to the Coastside Bureau. Meliora PSC recommends consideration be given to adding one FTE motorcycle deputy to the Coastside Bureau, primarily handling the unincorporated areas, but also respond to assisting when required in Half Moon Bay.

COASTSIDE PATROL BUREAU SCHEDULES

Day shift briefing is conducted by the day shift supervisor at the Half Moon Substation at 6:30 a.m. There are three deputies beginning at 5:00 a.m. along with the sergeant, and then the remainder of



the deputies begin work at 6:00 a.m. Briefing begins at 6:30 a.m. to allow the North/South Coast deputies to don their uniforms and equipment and then drive to the Half Moon Bay Substation for briefing. At the morning briefing, all deputies including the deputies who report to work at 5:00 a.m. respond to the substation for briefing. Unless there is a call for service that keeps deputies from attending the briefing, all deputies are off the road from 6:30 a.m. until the briefing ends around 7:00 a.m.

The purpose of the deputies beginning their shift at 5:00 a.m. is to have deputies available and in the field during the time that the night shift deputies are ending their shift. However, Meliora learned that the 5:00 a.m. deputies oftentimes are still in the station at briefing time and do not go out on the road. Meliora PSC recommends either the early deputies that start one hour before the normal shift time deploy in the field and return for briefing or end the practice of using early deputies in Coastside Area Command.

SOUTH COAST/NORTH COAST PATROL

As the name suggests, there are two beats within the unincorporated coastal areas. The South Coast Patrol beat is essentially from south of Highway 92 to the south county line and west of Highway 35, while the North Coast Patrol beat is from north of Highway 92 to the City of Pacifica, and west of Highway 280. SMCSO has the responsibility for all crimes occurring in the unincorporated area; however, the California Highway Patrol handles accidents and crimes occurring on the State Highways in the Coastside Bureau such as Highway 1 that runs north and south through the Coastside Bureau.

TABLE 59: South/North Coast Unincorporated Area Patrol Staffing, FY 2023 -24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
Captain	.25	.25	0
Lieutenant	0	0	0
Sergeant	2	0	2
Deputy Sheriff	16	16	0
K-9 Deputy	2	2	0
Total Sworn	20.25	18.25	2
Civilian Personnel			
Community Service Officer (Part-Time)	1	1	0
Total Civilian	1 PT	1 PT	0
Total Staffing	20.75/1 PT	18.75/1 PT	2

SOURCE: San Mateo County Sheriff's Office as of February 2024.

On each day shift and night shift, there are two deputies assigned to the North Coast Patrol Beat, and two assigned to the South Coast Patrol Beat. On each night shift of the unincorporated patrol area,



there is a K-9 deputy also assigned who is free to assist anywhere in the Coastside Bureau; however, their primary beat during night shift is the Skyline area of the unincorporated area.

COASTSIDE WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, deputies assigned to unincorporated Coastside Patrol (North/South Coast) handled a total of 9,110 calls in 2021 and 8,719 calls in 2022. That difference amounts to a four percent decrease in calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category, which is the deputy's observation activity. Conversely, there was an increase in Community-Initiated Contacts (calls for service) from 2021 to 2022.

A review of the data illustrates that in 2021, deputies handled 4,211 Community-Initiated Contacts, and in 2022, they handled 4,438. So, deputies responded to five percent more Community-Initiated Contacts in 2022. At the same time, deputies made 4,899 Field-Initiated Contacts in 2021, and 4,281 in 2022. This shows deputies conducted 17 percent fewer field observations than in 2021.

As shown in Table 59, there are currently 18 deputies assigned to unincorporated Coastside patrol and we apply that figure for calculating the deputy workload since staffing ebbs and flows. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from Coastside and Half Moon Bay deputies, which is staffed by 26 deputies so that figure was used in those calculations.

TABLE 60: Coastside Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	8,719	23.89	484.39	3.13
Community-initiated calls	4,438	12.16	246.55	1.59
Field-initiated calls	4,281	11.73	237.83	1.53
Reports*	1,792	4.91	68.92	0.44
Citations*	1,614	4.42	62.08	0.40
Arrests*	686	1.88	26.38	0.17

***NOTE:** Reports, citations and arrest totals are from all deputies assigned including Coastside and Half Moon Bay.

Table 60 above illustrates the average Millbrae deputy activity level as follows:

- 8,719 total calls per year = 484.39 total calls per deputy per year or 3.13 calls per shift.
- 4,438 community-initiated calls = 246.55 community-initiated calls per deputy per year or 1.59 community-initiated calls per shift.
- 4,281 field-initiated calls = 237.83 field-initiated calls per deputy per year or 1.53 field-initiated calls per shift.
- 1,792 reports = 68.92 reports per all deputies assigned to Coastside Command per year or 0.44 per shift (nearly one report every other shift).



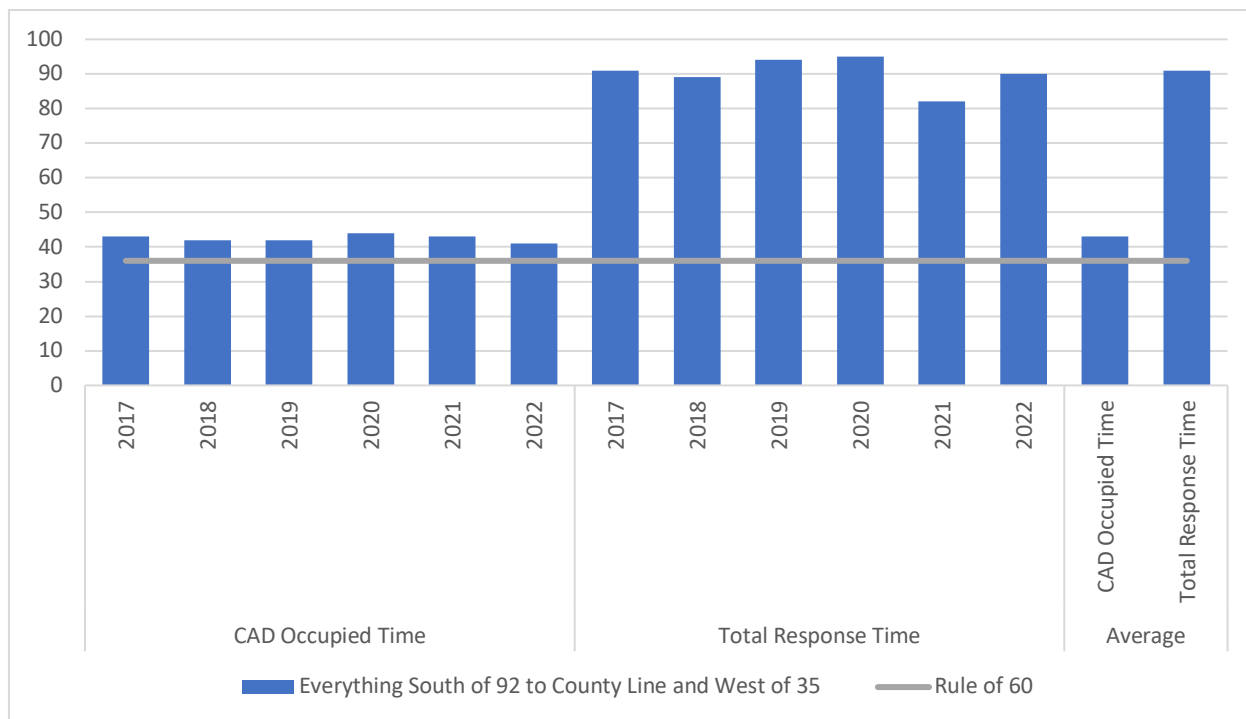
- 1,614 citations = 62.08 traffic citations issued per all deputies assigned to Coastside Command per year or 0.40 citations per shift (nearly one citation every two and one-half shifts).
- 686 arrests = 26.38 arrests per all deputies assigned to Coastside Command per year or 0.17 arrests per shift (about one arrest every six shifts).

These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As reflected earlier in Table 52, average response time for everything south of 92 to county line and west of 35 in 2022 for all calls for service was 19 minutes and 26 seconds. Average response time for everything south of Pacifica to 92 and west of 280 was 11 minutes.

As illustrated in Chart 25 below, in 2021 the primary deputy assigned to everything south of 92 to county line and west of 35 spent approximately 43 minutes on average per incident, and in 2022, the primary deputy spent approximately 41 minutes on average per incident. Over the six-year period, the primary deputy assigned to everything south of 92 to county line and west of 35 spent approximately 43 minutes on average per incident. The average total response time over the past six years was 91 minutes.

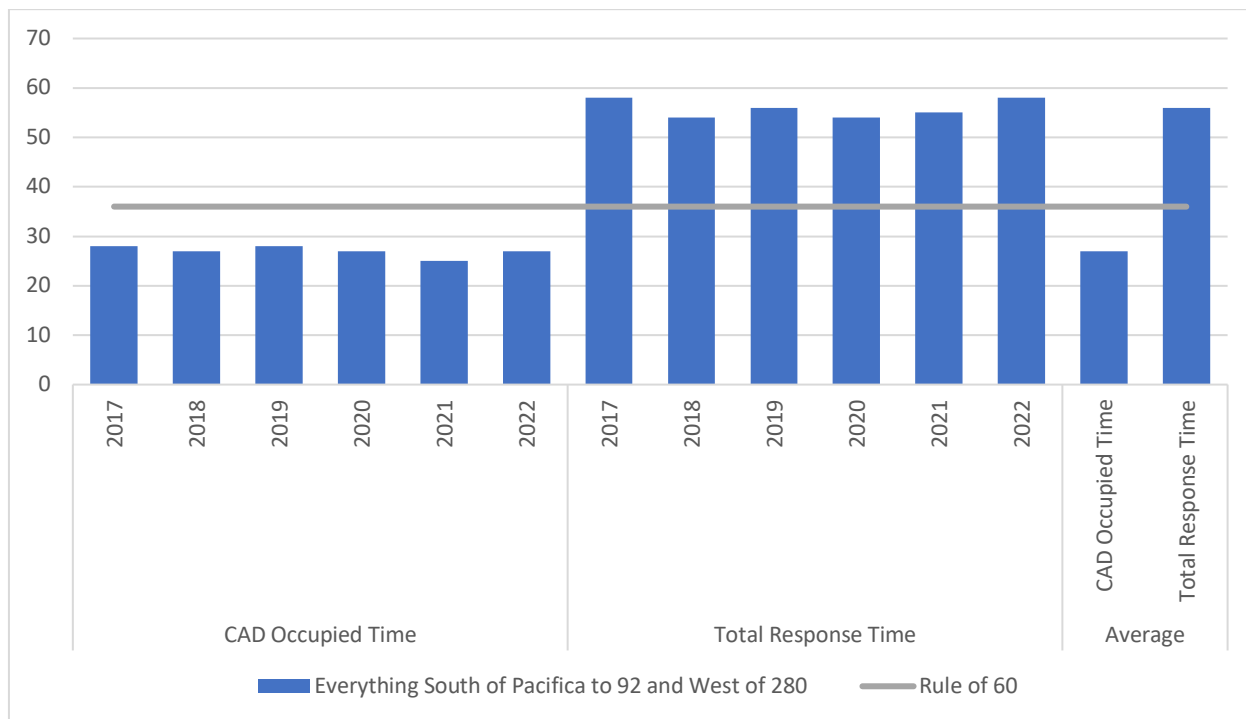
CHART 25: Average Occupied Time and Total Response Time, by Year, Everything South of 92 to County Line and West of 25





As illustrated in Chart 26 below, in 2021 the primary deputy assigned to everything south of Pacifica to 92 and west of 280 spent approximately 25 minutes on average per incident, and in 2022, the primary deputy spent approximately 27 minutes on average per incident. Over the six-year period, the primary deputy assigned to everything south of Pacifica to 92 and west of 280 spent approximately 27 minutes on average per incident. The average total response time over the past six years was 56 minutes. Again, we caution that this represents the maximum total response time for all deputies on the calls.

CHART 26: Average Occupied Time and Total Response Time, by Year, Everything South of Pacifica to 92 and West of 280



COASTSIDE AREA COMMAND RECOMMENDATIONS

- Add one FTE lieutenant rank to the Coastside Area Command when staffing permits. (Recommendation #68)
- Add one FTE motorcycle deputy to the Coastside Area Command primarily handling the unincorporated areas, but also respond to assisting when required in Half Moon Bay. (Recommendation #69)
- Ensure the early deputies that start one hour before the normal shift time deploy in the field and return for briefing, or end the practice of using early deputies in Coastside Area Command. (Recommendation #70)



HALF MOON BAY

Half Moon Bay is an incorporated coastal city approximately 25 miles south of San Francisco. As of the 2020 census, the city had a population of 11,795. The city operates under a city council/manager type government. The city has a total land area of 6.04 square miles, of which 0.04 square miles of it is water. The city's largest employer is the Ritz Carlton Hotel, and a major funding source of the city is tourism and agriculture.

TABLE 61: Half Moon Bay 2020 Census Information

Half Moon Bay 2020 Census information	
The population per square mile	1,889
Persons 65 years and over	22.6%
Persons 18 years and younger	18.3%
White	65.8%
Asian	5.1%
Black or African American	0.7%
Native American	0.2%
Pacific Islander	0.2%
Hispanic or Latino	24.5%
Two or more races	12.5%
Median household income	\$148,702

The San Mateo County Sheriff's Office provides the City of Half Moon Bay community with a full range of services, including responding to emergency calls for service, performing directed patrol activities, engaging in neighborhood problem solving, traffic enforcement, investigative follow-up, and the filing of cases in the local court. The patrol operation is comprised of four patrol shifts, each is supervised by a sergeant who reports to the City's Police Chief, a SMCSO Captain.



TABLE 62: Half Moon Bay Staffing, FY 2023-24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
Captain	.75	.75	0
Lieutenant	0	0	0
Sergeant	2	2	0
Deputy	8	8	0
Detective	1	1	0
Total Sworn Staffing	11.75	11.75	0
Civilian Personnel			
Community Service Officer (Full-Time)	1	1	0
Records Technician	1	1	0
Total Civilian Staffing	2	2	0
Total Authorized Staffing	13.75	13.75	0

Source: San Mateo County Sheriff's Office as of February 2024.

HALF MOON BAY COMMUNITY SERVICE OFFICERS

The City of Half Moon Bay pays for one full-time Community Service Officer (CSO) who works Tuesday through Friday from 5:00 a.m. to 5:00 p.m. The CSO writes parking tickets, provides traffic control when needed, assists the property and evidence technicians when they pick up evidence, takes cold crime reports (no suspect info), picks up and drops off documents at the court, covers the front desk when needed, and drives vehicles to and from the motor pool when maintenance or repairs are required on patrol vehicles. The CSO assists with a number of field and administrative duties and is available to assist whenever needed.

CSO TRAINING

The CSO has attended basic accident investigation training; however, has not received any formal report writing training. Although the crime reports taken by the CSO have no suspect information, it is still important the report be well-written and contain the elements of the crime. As mentioned previously, ensure the CSO attends a report writing class during training.

CSO WORKLOAD

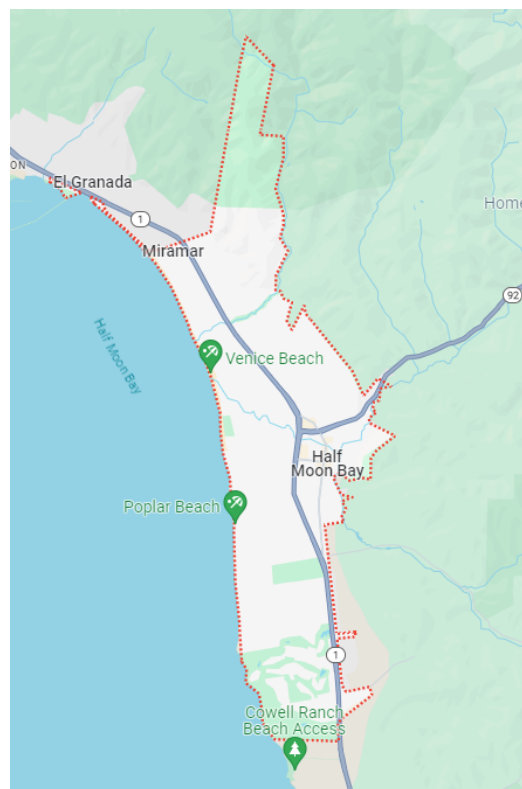
In 2023, the CSO issued 456 parking citations and handled 82 reports, of which 3 were traffic accidents. Due to weekend tourist events occurring in Half Moon Bay's downtown shopping area and the coastal areas, consideration should be given to adding an additional CSO to the weekends to assist with those tourism related issues, such as parking, traffic, etc. in the coastal services region. Meliora PSC recommends consideration be given to adding one FTE CSO position to the Coastside Command Area on the weekends to assist with tourism related issues, such as parking, traffic, etc.



HALF MOON BAY DETECTIVE

Half Moon Bay contracts for one detective who is located in a centralized location within the Investigation Unit at Headquarters in Redwood City. There are pros and cons regarding the centralization and decentralization of detectives in law enforcement organizations. Many believe that changing to a decentralized detective unit leads to improved communication between deputies at the area's command and the assigned detectives. The belief is also that it leads to increased efficiency and effectiveness of conducting criminal investigations. However, others believe that having all the detectives centralized makes sharing of information between detectives easier and improves accountability for supervision. Meliora PSC learned that SMCSO has vacillated over the years whether to decentralize the detectives assigned to contract cities and commands. Many of the employees contacted believed the detective should be working at the bureau they are assigned for increased communication and the ability to provide direction on the deputy's criminal investigations. This will be addressed further in the Support Operations Command portion of the report.

CHART 27: Half Moon Bay Map



HALF MOON BAY WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, deputies assigned to City of Half Moon Bay handled a total of 10,568 calls in 2021 and 9,439 calls in 2022. That difference amounts to an 11 percent decrease in calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category, which is the deputy's observation activity, where there was a 28 percent decrease from 2021 to 2022. Conversely,



during the same time frame, there was an 13 percent increase in Community-Initiated Contacts (Calls for service).

A review of the data illustrates that in 2021, deputies handled 4,524 Community-Initiated Contacts, and in 2022, they handled 5,090. So, deputies responded to 13 percent fewer Community-Initiated Contacts in 2022. At the same time, deputies made 6,044 Field-Initiated Contacts in 2021, and 4,349 in 2022. This shows deputies conducted 28 percent fewer field observations than in 2021.

As shown in Table 62, there are currently eight deputies assigned to Half Moon Bay patrol and we apply that figure for calculating the deputy workload. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from Coastside and Half Moon Bay deputies, which is staffed by 26 deputies so that figure was used in those calculations.

TABLE 63: Half Moon Bay Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	9,439	25.86	1,179.88	7.61
Community-initiated calls	5,090	13.95	636.26	4.10
Field-initiated calls	4,349	11.92	543.63	3.51
Reports*	1,792	4.91	68.92	0.44
Citations*	1,614	4.42	62.08	0.40
Arrests*	686	1.88	26.38	0.17

*NOTE: Reports, citations and arrest totals are from all deputies assigned including Coastside and Half Moon Bay.

Table 63 above illustrates the average Millbrae deputy activity level as follows:

- 9,439 total calls per year = 1,179.88 total calls per deputy per year or 7.61 calls per shift.
- 5,090 community-initiated calls = 636.26 community-initiated calls per deputy per year or 4.10 community-initiated calls per shift.
- 4,349 field-initiated calls = 543.63 field-initiated calls per deputy per year or 3.51 field-initiated calls per shift.
- 1,792 reports = 68.92 reports per all deputies assigned to Coastside Patrol per year or 0.44 per shift (nearly one report every other shift).
- 1,614 citations = 62.08 traffic citations issued per all deputies assigned to Coastside Patrol per year or 0.40 citations per shift (nearly one citation every two and one-half shifts).
- 686 arrests = 26.38 arrests per all deputies assigned to Coastside Patrol per year or 0.17 arrests per shift (about one arrest every six shifts).

These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had

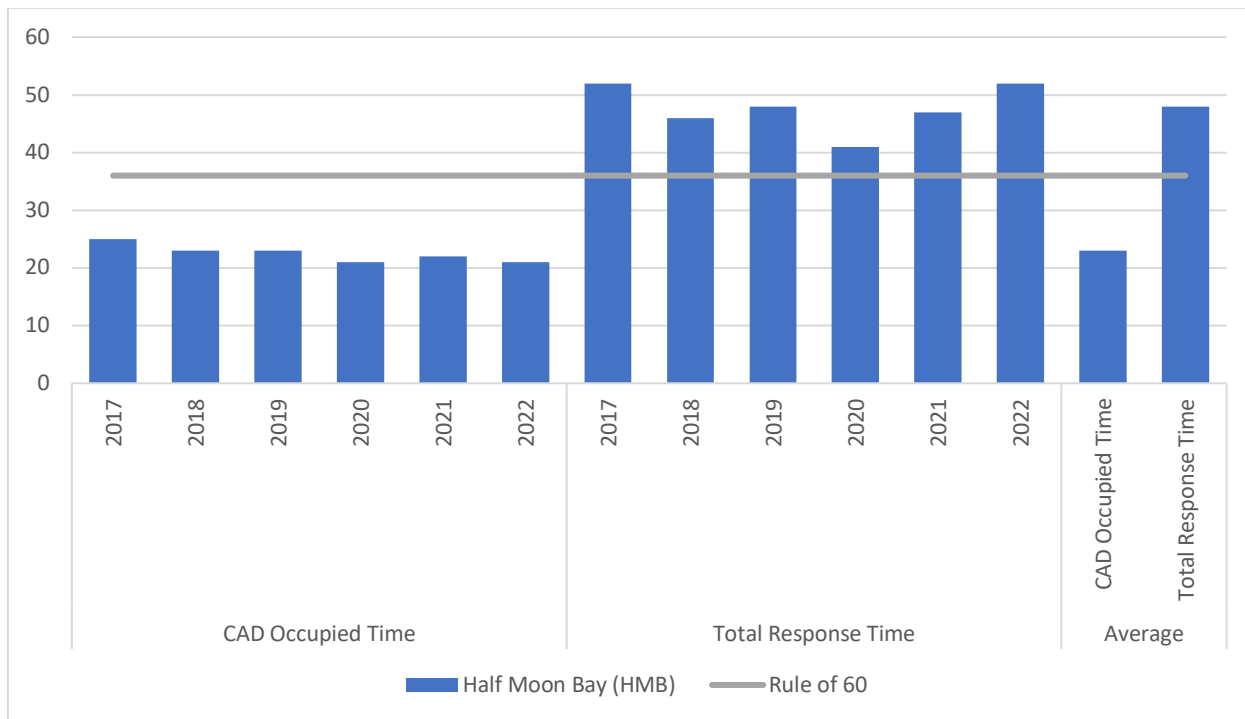


sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As reflected earlier in Table 52, average response time in 2022 for all calls for service in Half Moon Bay was 8 minutes and 18 seconds.

As illustrated in Chart 28 below, in 2021 the primary Half Moon Bay deputy spent approximately 22 minutes on average per incident, and in 2022, the primary deputy spent approximately 21 minutes on average per incident. Over the six-year period, the primary Half Moon Bay deputy spent approximately 23 minutes on average per incident. The average total response time over the past six years was 48 minutes. This represents the maximum total response time for all deputies on the calls.

CHART 28: Average Occupied Time and Total Response Time, by Year, Half Moon Bay



The data above clearly shows that deputies assigned to Half Moon Bay are busy during their shifts. Since the office doesn't track workload like report writing, breaks, booking of evidence, booking of prisoners, etc., these are not calculated into the deputy's workload is under-reported. SMCSO should begin having discussions with the City of Half Moon Bay about increasing the number of deputies agreed to in their contract to reduce the workload to allow for more community engagement and proactive crime enforcement.

HALF MOON BAY RECOMMENDATION

- Consider adding one FTE CSO position to the Coastside Command Area on the weekends to assist with tourism related issues, such as parking, traffic, etc. (Recommendation #71)



Headquarters Area Command

Headquarters Area Command has the responsibility of patrolling the unincorporated area near Redwood City as well as the two towns of Portola Valley and Woodside. In addition to patrol responsibilities, Headquarters Area Command is also responsible for the Field Training Program (FTP) and the Community Engagement Unit. The FTP averages approximately 18 to 20 deputy trainees cycling through the program per year. The Community Engagement Unit hosts and sponsors a multitude of programs and training events countywide through the School Resource Officers (SRO), Community Alliance to Revitalize Our Neighborhood (CARON), Sheriff's Activities League (SAL), and Bike Unit. Headquarters Area Command is overseen by a captain who reports directly to the Operations Assistant Sheriff. Headquarters Command Area has the largest staffed command as indicated below in Table 64.

TABLE 64: Headquarters Area Command Staffing, FY 2023-24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
Captain	1	1	0
Lieutenant	0	0	0
Sergeant	4	4	0
Sergeant(Administrative)	1	1	0
Sergeant (Community Engagement Unit)	1	2	-1
Deputy	30	26	4
School Resource Deputy	8	2	6
Total Sworn	45	36	9
Civilian Personnel			
Legal Office Specialist	1	1	0
Community Service Officer	4	3	1
SAL Executive Director	1	1	0
CARON Program Coordinator	1	1	0
SAL Program Manager	1	1	0
SAL Program Coordinator	4	3	1
SAL Juvenile Diversion Specialist	1	0	1
CARON Outreach workers	2	2	0
Total Civilian	15	12	3
Total Authorized Staffing	60	48	12

SOURCE: San Mateo County Sheriff's Office as of February 2024.



Headquarters Area Command is physically located inside the Hall of Justice Building at 400 County Center in Redwood City. The Hall of Justice is open to the public Monday through Thursday from 8:00 a.m. to 4:30 p.m. The North Fair Oaks Substation is open to the public Monday through Friday from 8:00 a.m. to 5:00 p.m.

Meliora PSC learned the SMCSO, including Headquarters Area Command, will be moving to a new building across the street, which is in the final stages of completion. The new five-story office building will have office and meeting space large enough to accommodate 500 county employees.

The new building occupying the old site of the Maguire Correctional Facility at 330 Bradford St. in Redwood City, is an upgrade for the Sheriff's Office which has been in the Hall of Justice building for more than 60 years.

The new building was designed with the understanding of the current environmental challenges and will be a "Net Zero" energy building. The modern design accounts for improved workflow and office space. The new facility, which was scheduled to be completed in late 2023, has a new target date for completion of May 2024.

Meliora PSC recommends prior to moving into the new office building that an evaluation of workspace locations be reviewed to ensure workflow efficiencies. Consideration should be given to opportunities to improve collaboration and communication by placing similarly functioning divisions and units and their supervisors and managers in close proximity to each other.

During the assessment process and review of the Headquarters administrative staff workflow, Meliora PSC noted what appeared to be an unbalanced workload.

In reviewing the Headquarters Area Command administrative workload, Meliora PSC noted the position of Legal Office Specialist was not consistent with other Patrol Bureaus such as Coastside, San Carlos, Millbrae, and Transit. San Carlos Patrol Bureau has a Management Analysts that performs similar duties to the Legal Office Specialist assigned to Headquarters Patrol. Millbrae has both a Legal Office Specialist and a Records Technician. While Coastside only has a Records Technician. The Transit patrol unit has a Management Analyst.

The Headquarters Legal Office Specialist position is assigned tasks that involve budget updates and analysis, contract updates, billing, and reconciling invoices. Other assigned tasks include the reporting of contract city patrol statistics and processing subpoenas. We also noted that when this position moves to the new building, they will be in a location where they will interact with the public. This will add additional workload to this position.

As previously mentioned, SMCSO should review the professional staff administrative position assigned to the five Patrol Bureaus (Coastside, Headquarters, Millbrae, San Carlos, and Transit). A workload or classification study will provide a better understanding of the assigned positions and the work that is being performed.



The Headquarters Area Command administrative sergeant is responsible for the day-to-day operations of Headquarters patrol and management of the Field Training Program (FTP). Day-to-day operations of Headquarters Area Command patrol consist of scheduling, fleet maintenance, equipment checks, equipment maintenance, and reporting for contract cities among other duties.

The FTP duties consist of overseeing four FTO sergeants and 16 Field Training Officers (FTOs). The FTP sergeant manages the trainee cycle rotation schedules, ensuring DORs, cycles summaries and ensuring that state mandates are met. To no lesser value, the FTP sergeant is responsible for maintaining the FTP manuals, ensuring policies and procedures are kept up-to-date, and communicating changes to the appropriate staff members.

LIEUTENANT POSITION

The span of management of the day-to-day operations of Headquarters patrol and management of the FTP for the administrative sergeant position is excessive. Bifurcating these duties would allow two independent positions to focus their attention on these important responsibilities. Redistributing administrative duties such as patrol supervision and budget for one manager and contract city management, liaison to contract cities including attending town council meetings and reporting statistics to contract cities to another manager balances the workload to ensure balance in management oversight.

Meliora PSC recommends SMCSO add a lieutenant rank to the Headquarters Area Command structure. A lieutenant added in this area provides staff supervision, support and coordinates a variety of administrative support functions of Headquarters. It would also assist in the development, implementation and interpretation of line administration policies and procedures, and train and direct personnel. This would allow the administrative sergeant to refocus attention on the FTP and remove or reduce the ancillary duties assigned.

The addition of a lieutenant rank to Headquarters Area Command is an opportunity for succession planning and professional development. The lieutenant can grow gradually and organically into the captain rank with a greater understanding of organizational strategies and leadership traits at a higher level.

HEADQUARTERS AREA COMMAND PATROL

Headquarters Area Command has the responsibility of patrolling the unincorporated area near Redwood City as well as the two towns of Woodside and Woodside. This combined patrol area accounts for approximately 33 percent of the overall county patrol workload in terms of community-initiated contact and field-initiated contacts.

Headquarters Area Command consists of three patrol areas/beats: Menlo Oaks, North Fair Oaks, and Sheriff's Office South, in addition to two contract towns: Portola Valley and Woodside.



In terms of workload within the Headquarters Patrol area, the North Fair Oaks area responded to over 2,000 more community contacts and over 1,600 more field-initiated contacts than the next highest patrol area, within this patrol bureau.

TABLE 65: Headquarters Area Command Patrol Staffing

Patrol Area	Day shift	Swing Shift	Night Shift	Total
Menlo Oaks	1		1	2
North Fair Oaks	2		2	4
Sheriff's Office South	2	1	1	4
Total	5	1	4	10

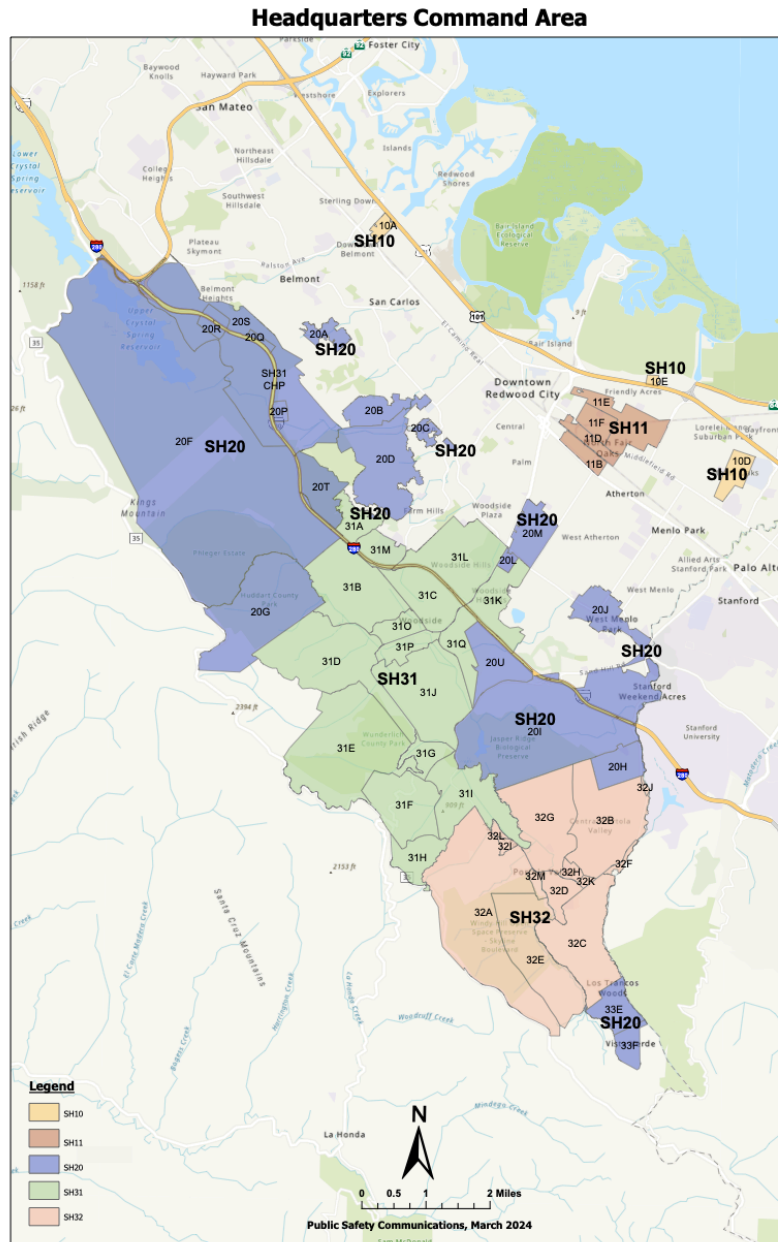
Source: SMCSO patrol roster.

SCHEDULE

The deputies who work in these areas work a 3/12 schedule, meaning they work 12-hour shifts, alternating two and three days a week as mentioned earlier in the patrol portion of the report. The day shift works from 6:00 a.m. to 6:00 p.m., swing shift works from noon to midnight, and night shift works from 6:00 p.m. to 6:00 a.m. resulting in 24 hours of coverage. The deputies assigned to Headquarters are supervised by the dayshift or nightshift headquarters patrol sergeant.



CHART 29: Headquarters Area Command Map



HEADQUARTERS WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, the deputies assigned to Headquarters patrol unincorporated areas of Menlo Oaks, North Fair Oaks, and Sheriff's Office South and handled a total of 16,875 calls in 2021 and 16,280 calls in 2022. That difference amounts to a four percent decrease in calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category, which is the deputy's observation activity. Conversely, there was an increase in Community-Initiated Contacts (calls for service) from 2021 to 2022.



A review of the data illustrates that in 2021, deputies handled 8,794 Community-Initiated Contacts, and in 2022, they handled 9,312. So, deputies responded to six percent more Community-Initiated calls for service in 2022. At the same time, deputies made 8,081 Field-Initiated Contacts in 2021, and 6,968 in 2022. This shows deputies conducted 14 percent fewer field observations than in 2021.

As shown in Table 64, there are currently 26 deputies assigned to Headquarters Patrol responsible for patrolling the unincorporated areas of Menlo Oaks, North Fair Oaks, and Sheriff's Office South so we apply that figure for calculating the deputy workload since staffing ebbs and flows. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from the unincorporated areas of Menlo Oaks, North Fair Oaks, Sheriff's Office South, Portola Valley, and Woodside deputies, which is staffed by 34 deputies so that figure was used in those calculations.

TABLE 66: Headquarters Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	16,280	44.60	626.15	4.04
Community-initiated calls	9,312	25.51	358.15	2.31
Field-initiated calls	6,968	19.09	268.00	1.73
Reports*	2,360	6.47	69.41	0.48
Citations*	5,829	15.97	171.44	1.11
Arrests*	919	2.52	27.03	0.17

**NOTE: Reports, citations and arrest totals are from all deputies assigned including Menlo Oaks, North Fair Oaks, Sheriff's Office South, Portola Valley and Woodside.*

Table 66 above illustrates the average deputy activity level as follows:

- 16,280 total calls per year = 626.15 total calls per deputy per year or 4.04 calls per shift
- 9,312 community-initiated calls = 358.15 community-initiated calls per deputy per year or 2.31 community-initiated calls per shift
- 6,968 field-initiated calls = 268 field-initiated calls per deputy per year or 1.73 field-initiated calls per shift
- 2,360 reports = 69.41 reports per all deputies assigned to Headquarters Command per year or 0.48 per shift (one report every other shift).
- 5,829 citations = 171.44 traffic citations issued per all deputies assigned to Headquarters Command per year or 1.11 citations per shift.
- 919 arrests = 27.03 arrests per all deputies assigned to Headquarters Command per year or 0.17 arrests per shift (nearly one arrest every five shifts).

These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants, SROs or motor deputies who sometimes handle calls for service. Had

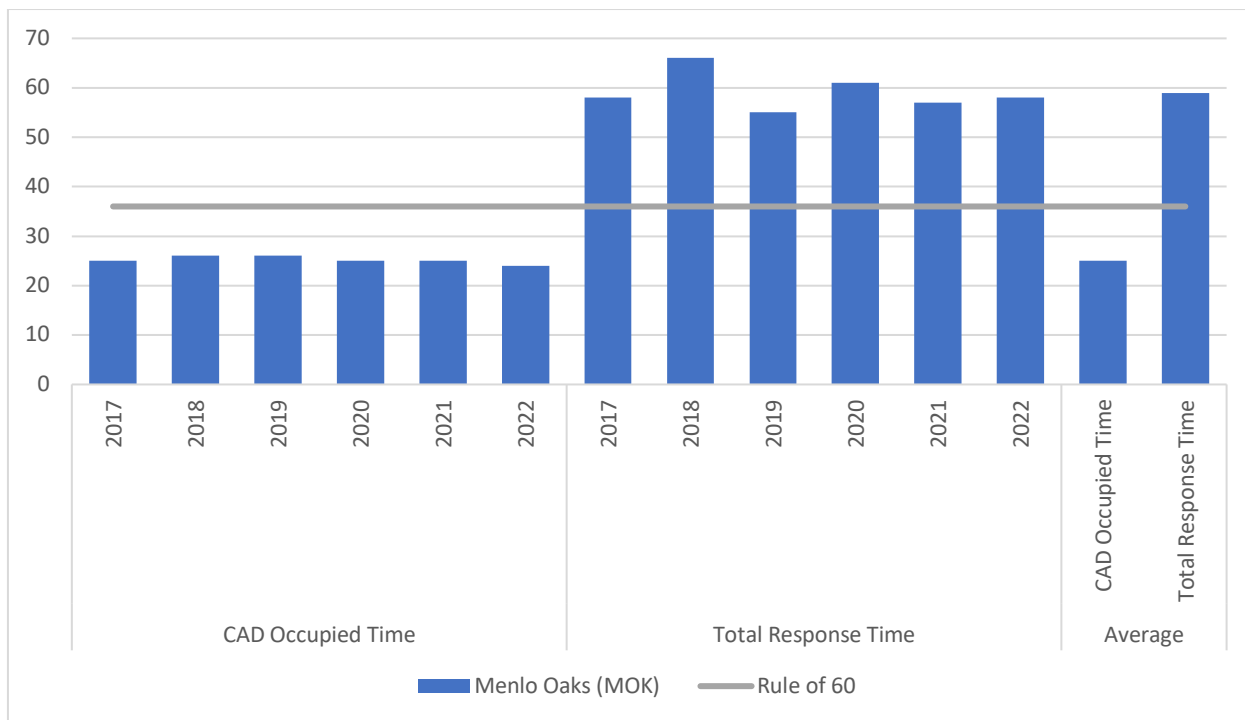


sergeants, SROs or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As reflected earlier in Table 52, average response time in 2022 for all calls for service for Menlo Oaks was 13 minutes and 7 seconds, for North Fair Oaks was 8 minutes and 10 seconds, and for Sheriff's Office South was 14 minutes 13 seconds.

As illustrated in Chart 30 below, in 2021 the primary Menlo Oaks deputy spent approximately 25 minutes on average per incident, and in 2022, the primary deputy spent approximately 24 minutes on average per incident. Over the six-year period, the primary Menlo Oaks deputy spent approximately 25 minutes on average per incident. The average total response time over the past six years was 59 minutes. Again, we caution that this represents the maximum total response time for all deputies on the calls.

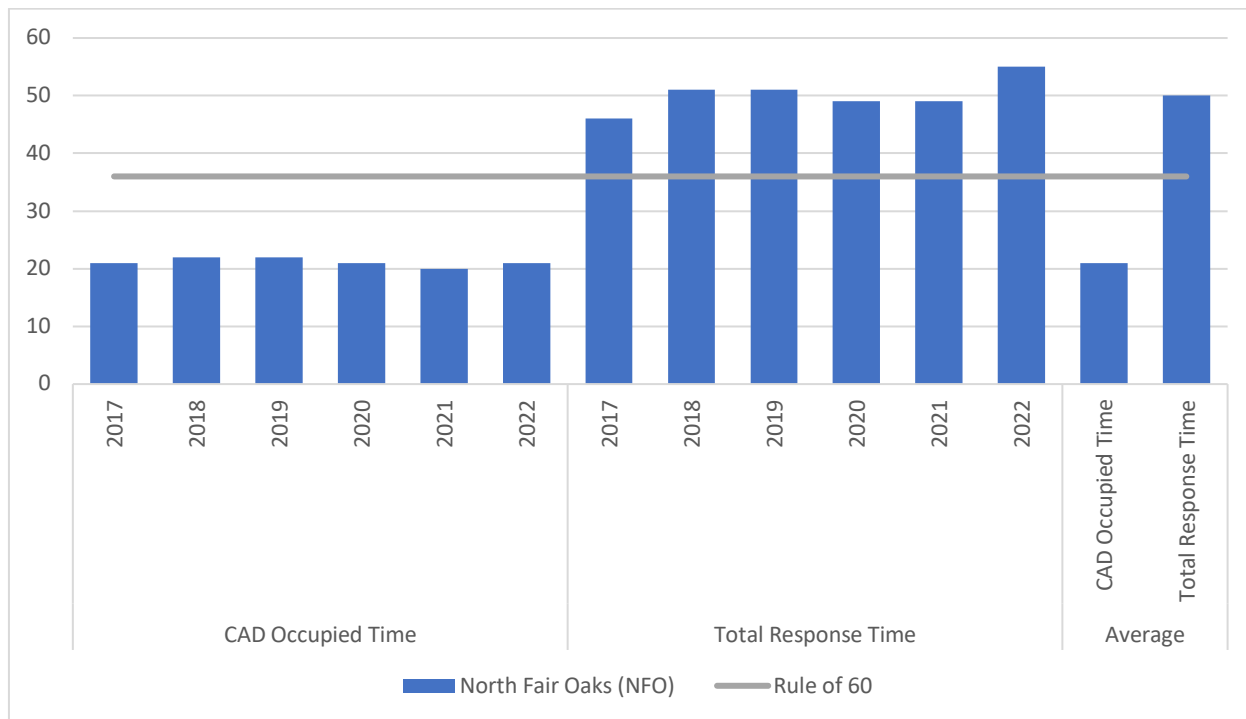
CHART 30: Average Occupied Time and Total Response Time, by Year, Menlo Oaks



As illustrated in Chart 31 below, in 2021 the primary North Fair Oaks deputy spent approximately 20 minutes on average per incident, and in 2022, the primary deputy spent approximately 21 minutes on average per incident. Over the six-year period, the primary North Fair Oaks deputy spent approximately 21 minutes on average per incident. The average total response time over the past six years was 50 minutes. Again, we caution that this represents the maximum total response time for all deputies on the calls.



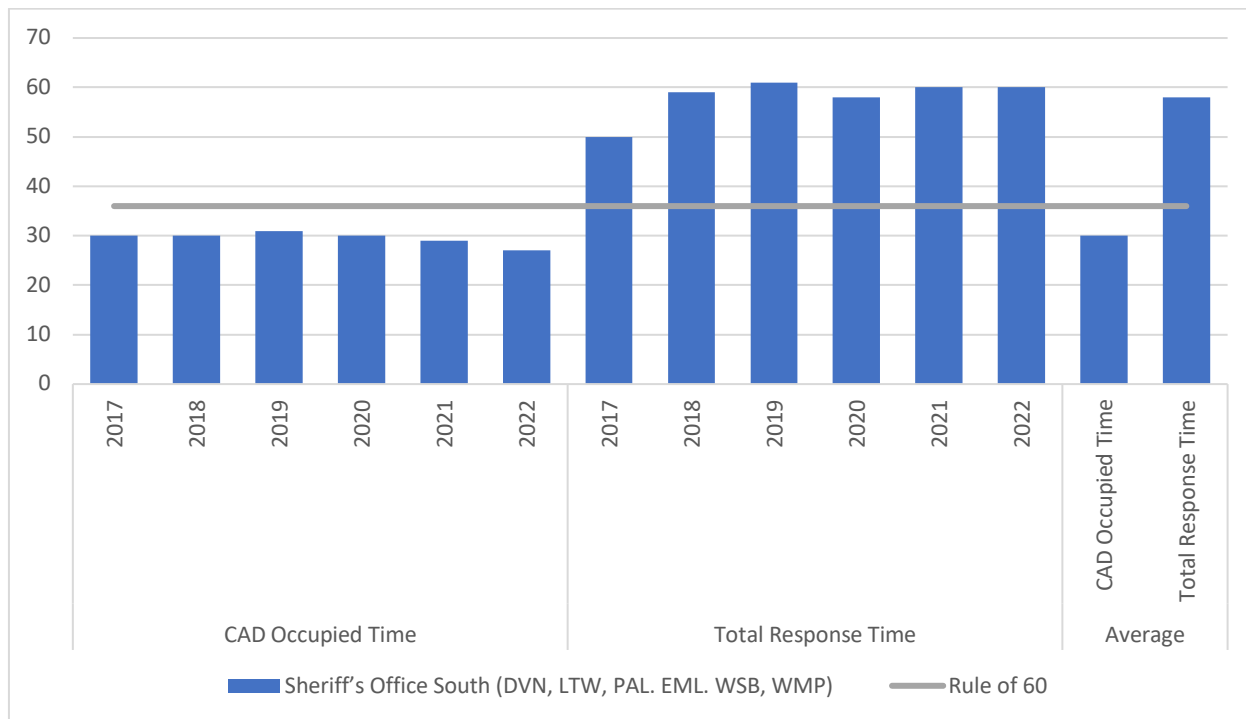
CHART 31: Average Occupied Time and Total Response Time, by Year, North Fair Oaks



As illustrated in Chart 32 below, in 2021 the primary Sheriff's Office South deputy spent approximately 29 minutes on average per incident, and in 2022, the primary deputy spent approximately 27 minutes on average per incident. Over the six-year period, the primary Sheriff's Office South deputy spent approximately 30 minutes on average per incident. The average total response time over the past six years was 58 minutes. Again, we caution that this represents the maximum total response time for all deputies on the calls.



CHART 32: Average Occupied Time and Total Response Time, by Year, Sheriff's Office South



HEADQUARTERS AREA COMMAND RECOMMENDATIONS

- Prior to moving into the new office building, conduct an evaluation of workspace locations to ensure workflow efficiencies. (Recommendation #72)
- Add one FTE lieutenant rank to the Headquarters Area Command structure to provide administrative oversight of the various functions at Headquarters. (Recommendation #73)

PORTOLA VALLEY

Portola Valley is a small, incorporated town in San Mateo County located on the San Francisco Peninsula, just west of Stanford University. The Town of Portola Valley was incorporated in 1964 and is known for its expansive trail network both maintained by the town and also by the Midpeninsula Regional Open Space District.

Portola Valley is 9.1 square miles, with a population of 4,397 according to the 2020 Census.



TABLE 67: Portola Valley 2020 Census Information

2020 Census information	
The population per square mile	484.1
Persons 65 years and over	39%
Persons 18 years and young	19%
White	75%
Asian	8%
Hispanic or Latino	12%
Black or African American	0%
Median household income	\$250,000

Portola Valley is a general law town operating under a council-manager form of government. This provides the town with public direction from the Town Council and professional administration through the Town Manager.

The Town of Portola Valley and the San Mateo County Sheriff's Office have a longstanding relationship that predates the Town's incorporation in 1964. Since there was a need for police in Portola Valley, the Sheriff's Office has provided traffic, patrol, detective, and other important services to the community and visitors alike.

The town's current five-year contract with the Sheriff's Office ran through 2023, and offers these basic services:

- One patrol deputy 24-hours a day shared with the Town of Woodside.
- Traffic and parking enforcement services.
- Special event security detail.
- Criminal investigations, including detectives.
- Radar trailer deployment.

Portola Valley Town Council extended the contract with the San Mateo County Sheriff's Office through September 30, 2023, while town officials negotiated a new contract. As of the February 2024 site visit, a new contract had not been voted on by the Town Council.

The Portola Valley substation is a shared workspace with other town workers. While the building remains locked when not occupied, the general workspace is not secured. Computers, files, and other equipment are left at the location. This practice is not recommended, access to SMCSO computers (CLETS) and other law enforcement information could be compromised resulting in liability. Meliora PSC also noted that computer software and printers are outdated and difficult to use. The furniture such as a chair to sit at the computer desk, is worn to the point that it is a hazard. Meliora PSC recommends SMCSO review the Portola Valley substation with consideration given to information



security. Meliora PSC further recommends SMCSO update the substation's current computer software, printer, and office furniture.

SUPERVISION

The deputies assigned to the Town of Portola Valley are supervised by the dayshift or nightshift headquarters patrol sergeant. The Headquarters Administrative Sergeant frequently attends Townhall meetings as does the Headquarters Captain.

SCHEDULE

The deputies assigned to the Town of Portola Valley work a 3/12 schedule, meaning they work 12-hour shifts, 3 days a week; day shift works from 6:00 a.m. to 6:00 p.m. and night shift works from 6:00 p.m. to 6:00 a.m. resulting in 24 hours of coverage. The same deputies are assigned to Portola Valley to provide service to the town. The practice of staffing the same deputies works towards the goals of law enforcement and the Sheriff in building and cultivating trust and relationships with the community members.

As mentioned earlier, SMCSO provides additional services outside the contract to include motorcycle deputies, detectives, PERT deputies, etc. as those specialty needs arise.

CHART 33: Portola Valley Map





PORTOLA VALLEY WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, the deputies assigned to the Town of Portola Valley handled a total of 5,838 calls in 2021 and 5,802 calls in 2022. That difference amounts to a 0.01 percent decrease in calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category, which is the deputy's observation activity. Conversely, there was an increase in Community-Initiated Contacts (calls for service) from 2021 to 2022.

A review of the data illustrates that in 2021, deputies handled 2,815 Community-Initiated Contacts, and in 2022, they handled 2,985. So, deputies responded to six percent more Community-Initiated calls for service in 2022. At the same time, deputies made 3,023 Field-Initiated Contacts in 2021, and 2,817 in 2022. This shows deputies conducted seven percent fewer field observations than in 2021.

There are currently four deputies assigned to Portola Valley patrol to provide 24/7, 365 coverage and we apply that figure for calculating the deputy workload. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from the unincorporated areas of Menlo Oaks, North Fair Oaks, Sheriff's Office South, Portola Valley, and Woodside deputies, which is staffed by 34 deputies so that figure was used in those calculations.

TABLE 68: Portola Valley Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	5,802	15.90	1,450.50	9.36
Community-initiated calls	2,985	8.18	746.25	4.81
Field-initiated calls	2,817	7.72	704.25	4.54
Reports*	2,360	6.47	69.41	0.48
Citations*	5,829	15.97	171.44	1.11
Arrests*	919	2.52	27.03	0.17

**NOTE: Reports, citations and arrest totals are from all deputies assigned including Menlo Oaks, North Fair Oaks, Sheriff's Office South, Portola Valley and Woodside.*

Table 68 above illustrates the average Millbrae deputy activity level as follows:

- 5,802 total calls per year = 1,450.50 total calls per deputy per year or 9.36 calls per shift.
- 2,985 community-initiated calls = 746.25 community-initiated calls per deputy per year or 4.81 community-initiated calls per shift.
- 2,817 field-initiated calls = 704.25 field-initiated calls per deputy per year or 4.54 field-initiated calls per shift.
- 2,360 reports = 69.41 reports per all deputies assigned to Headquarters Command per year or 0.48 per shift (one report every other shift).
- 5,829 citations = 171.44 traffic citations issued per all deputies assigned to Headquarters Command per year or 1.11 citations per shift.



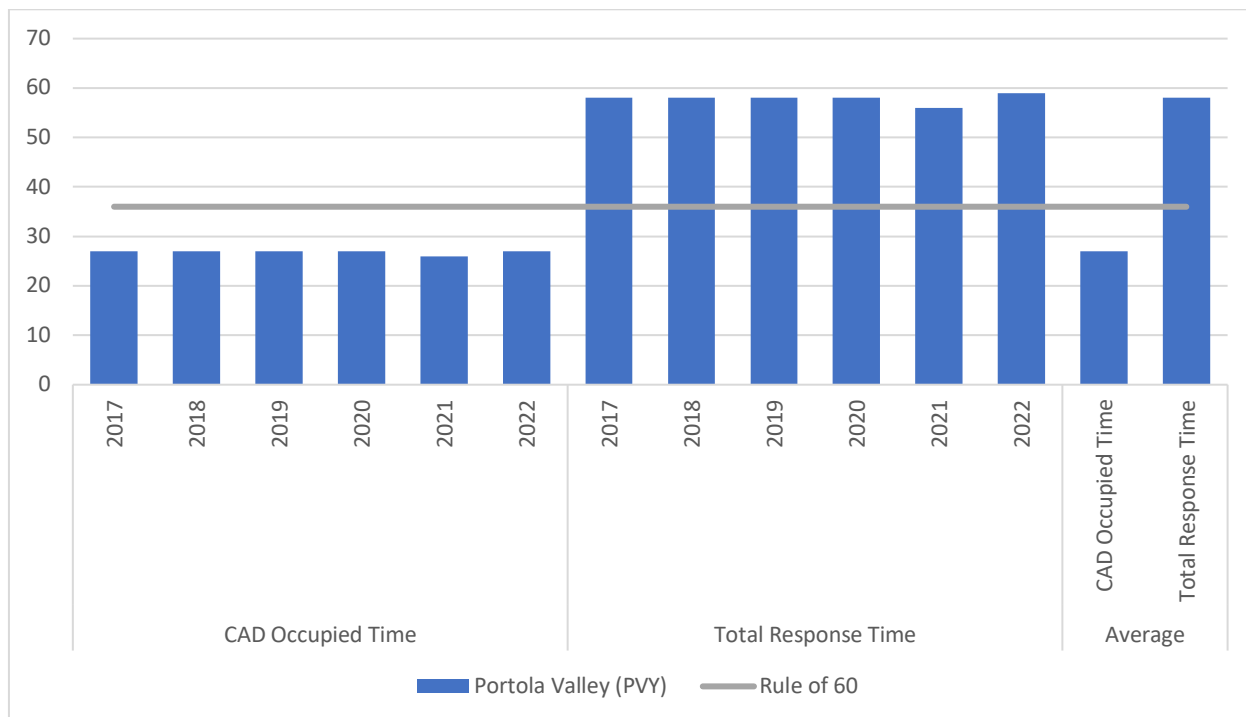
- 919 arrests = 27.03 arrests per all deputies assigned to Headquarters Command per year or 0.17 arrests per shift (nearly one arrest every five shifts).

These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

Response times indicate the time it takes from the receipt of the call at SMCSO to the deputy's arrival on scene. As reflected earlier in Table 52, average response time in 2022 for all calls for service in Portola Valley was 12 minutes and 25 seconds.

As illustrated in Chart 34 below, in 2021 the primary Portola Valley deputy spent approximately 26 minutes on average per incident, and in 2022, the primary deputy spent approximately 27 minutes on average per incident. Over the six-year period, the primary Portola Valley deputy spent approximately 27 minutes on average per incident. The average total response time over the past six years was 58 minutes. SMCSO should begin having discussions with the Town of Portola about increasing the number of deputies agreed to in their contract.

CHART 34: Average Occupied Time and Total Response Time, by Year, Portola Valley





PORTOLA VALLEY RECOMMENDATION

- Review the Portola Valley substation with consideration given to information security and update the Portola Valley substation's current computer software, printer, and office furniture. (Recommendation #74)

WOODSIDE

The Town of Woodside is a small, incorporated town in San Mateo County located on the San Francisco Peninsula and midway between San Jose and San Francisco. The Town of Woodside was incorporated in 1956 and is known for its quaint and small town feel despite being close to Silicon Valley. Much of Woodside is wooded with redwood and Douglas fir trees dominating the western hills. Woodside lies between Redwood City, Woodside, and San Carlos. The Town of Woodside is 11.47 Square miles with a population of 5,309 according to the 2020 Census.

TABLE 69: Woodside 2020 Census Information

2020 Census information	
The population per square mile	463.0
Persons 65 years and over	20.9%
Persons 18 years and young	27.9%
White	83.9%
Asian	6.7%
Hispanic or Latino	6.2%
Black or African American	0.6%
Median household income	\$250,000

SOURCE: 2020 U.S. Census

Woodside is a general law town operating under a council-manager form of government. This provides the town with public direction from the Town Council and professional administration through the Town Manager.

The Town of Woodside has contracted with the San Mateo County Sheriff's Office for necessary law enforcement services since incorporation in 1956. In 2021, the town continued the contract with the San Mateo County Sheriff's Office for another three-year period through June 30, 2024.

The agreement, which was passed and adopted on May 11, 2021, provides for a continuation of the current level of service, which includes patrol services on a 24-hour, seven-day a week basis, along with a motorcycle patrol unit consisting of two deputies that work day shift in the Town of Woodside. The Sheriff's Office recommended that the agreement be extended through June 30, 2024, and that the cost of service be updated and amended annually. The current contract also includes the addition



of budgeted overtime for traffic enforcement which is used at the direction of the Town Manager and the Sheriff's Office. This additional enforcement is used during high-traffic times such as weekends during peak seasons.

TABLE 70: Woodside Staffing, FY 2023-24

Position	Authorized	Actual	Vacant
Sworn Personnel			
Deputy	1	1	0
Motorcycle Deputy	2	2	0
Total	3	3	0

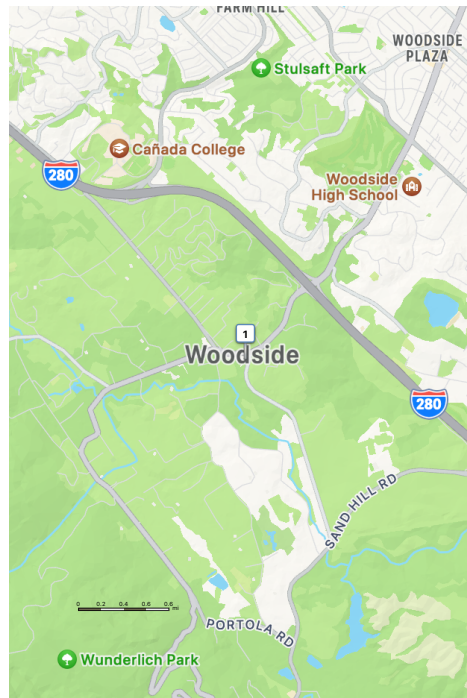
Source: San Mateo County Sheriff's Office as of February 2024.

The Woodside deputies work a 3/12 schedule, meaning they work 12-hour shifts two or three days a week on a rotating basis. Day shift is from 6:00 a.m. to 6:00 p.m. and night shift is from 6:00 p.m. to 6:00 a.m. resulting in 24-hour coverage. The deputies assigned to Woodside are consistently the same deputies to provide service to the town. This consistency with staffing works towards the goals of law enforcement and the Sheriff in building and cultivating trust and relationships with the community members.

The two motorcycle deputies assigned to Woodside work a 4/10 schedule meaning they work 10-hour shifts, 4 days a week. One deputy works 6:00 a.m. to 4:00 p.m. Monday through Thursday, while the other motorcycle deputy works 6:00 a.m. to 4:00 p.m. Tuesday through Friday. More details regarding the motorcycle deputies schedule will be addressed later in the Traffic Unit portion of the report.



CHART 35: Woodside Map



WOODSIDE WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, the deputies assigned to the Town of Woodside handled a total of 1,019 calls in 2021 and 501 calls in 2022. That difference amounts to a 51 percent decrease in calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category, which is the deputy's observation activity. As well, Community-Initiated Contacts (calls for service) remained decreased during the same time frame.

A review of the data illustrates that in 2021, deputies handled 8 Community-Initiated Contacts, and in 2022, they handled 5. So, deputies responded to 38 percent fewer Community-Initiated Contacts in 2022. At the same time, deputies made 1,011 Field-Initiated Contacts in 2021, and 496 in 2022. This shows deputies conducted 51 percent fewer field observations than in 2021.

There are currently four deputies assigned to Woodside patrol to provide 24/7, 365 coverage and we apply that figure for calculating the deputy workload. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year. For purposes of reports, citations, and arrest workload, the aggregate data included workload from the unincorporated areas of Menlo Oaks, North Fair Oaks, Sheriff's Office South, Portola Valley, and Woodside deputies, which is staffed by 34 deputies so that figure was used in those calculations.



TABLE 71: Woodside Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	501	1.37	125.25	0.81
Community-initiated calls	5	0.01	1.25	0.008
Field-initiated calls	496	1.36	124	0.8
Reports*	2,360	6.47	69.41	0.48
Citations*	5,829	15.97	171.44	1.11
Arrests*	919	2.52	27.03	0.17

***NOTE:** Reports, citations and arrest totals are from all deputies assigned including Menlo Oaks, North Fair Oaks, Sheriff's Office South, Portola Valley and Woodside.

Table 71 above illustrates the average Millbrae deputy activity level as follows:

- 501 total calls per year = 125.25 total calls per deputy per year or 0.81 calls per shift.
- 5 community-initiated calls = 1.25 community-initiated calls per deputy per year or 0.008 community-initiated calls per shift.
- 496 field-initiated calls = 124 field-initiated calls per deputy per year or 0.8 field-initiated calls per shift.
- 2,360 reports = 69.41 reports per all deputies assigned to Headquarters Command per year or 0.48 per shift (one report every other shift).
- 5,829 citations = 171.44 traffic citations issued per all deputies assigned to Headquarters Command per year or 1.11 citations per shift.
- 919 arrests = 27.03 arrests per all deputies assigned to Headquarters Command per year or 0.17 arrests per shift (nearly one arrest every five shifts).

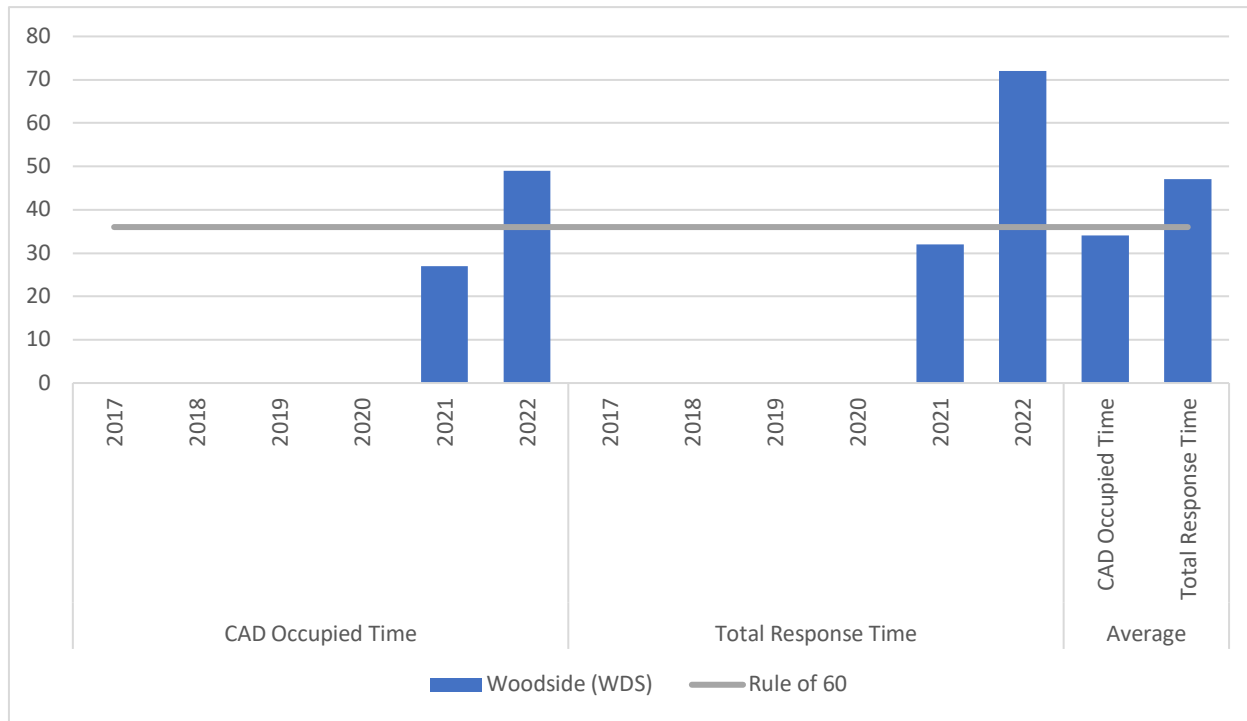
These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As reflected earlier in Table 52, average response time in 2022 for all calls for service in Woodside was 14 minutes and 30 seconds.

As illustrated in Chart 36 below, in 2021 the primary Woodside deputy spent approximately 27 minutes on average per incident, and in 2022, the primary deputy spent approximately 49 minutes on average per incident. Over the six-year period, the primary Woodside deputy spent approximately 34 minutes on average per incident. The average total response time over the past six years was 47 minutes.



CHART 36: Average Occupied Time and Total Response Time, by Year, Woodside





FIELD TRAINING PROGRAM

The Field Training Program (FTP) is one of the most important functions in any Sheriff's Office; SMCSO's FTP is assigned to Headquarters. All new deputies, and those hired as lateral deputies from another police or sheriff's agency, attend one of several local public safety training academies that are approved California Peace Officer Standards and Training (POST) Basic Academies. The academy provides the minimum training requirements for California, which is a full-time, six-month, intensive course.

Once the new deputies have completed the academy, they begin training with the agency. The trainee is provided with a learning platform that will expose them to the agency's functions, protocols, and policies. The program is designed to facilitate a peace officer's transition from the academic setting (or custody assignment) to the performance of general patrol duties.

New deputy trainees are assigned to a Field Training Officer (FTO). FTOs must lead by example exhibiting integrity, honesty, and ethical behavior. They must maintain a professional demeanor and appearance; adhere to office rules and regulations; support the agency's vision, mission, and values; adhere to program guidelines in terms of policies and confidentiality; and have a positive attitude toward the organization, the training program, and the job. It is the responsibility of the FTO to thoroughly review the field training program guide materials with the trainee and demonstrate proper patrol procedures. Trainees are required to perform various law enforcement duties under the guidance and supervision of their assigned FTO and a Field Training Program Supervisor/Administrator/Coordinator (FTP SAC). The trainee's performance is evaluated by the FTO and monitored by the FTP SAC through daily and/or weekly reviews. This one-on-one style of training in actual field situations sets it apart from any prior academic experience.

The training new deputies receive in the FTP has a significant impact on the individual trainee in terms of imprinting attitudes, style, values, and ethics in performing the duties of policing that will remain with the deputy throughout a career. Because of this, it is the most effective influence on the future direction of an organization's culture. The Sheriff and her field training staff must be certain the FTP not only develops the necessary technical skills but also reflects the policing philosophy of the SMCSO and the communities it serves. In short, the field training staff has the responsibility of building the future of the organization through the people they train.

The San Mateo County Sheriff's Office has established a 16-week, POST-approved Field Training Program. The program is modeled after the POST template and is broken down into four Phases. Each phase is approximately four weeks long, which includes a two-week orientation in phase one.

As deputy trainees enter the FTP, they are assigned to one of four FTO sergeants, who will see them through the completion of their field training. The FTO program supervisor (sergeant) will assign the deputy trainee to their first phase FTO. Once the first phase of training is complete the deputy trainee will be assigned to their second phase FTO under the same FTO sergeant. In each phase of FTP, the trainee may change to another shift or area of the county to give exposure and familiarity to different shifts and areas of the county.



Daily Observation Reports (DOR) on the trainee's performance are completed by the FTOs and approved by their assigned FTO sergeant. Oversight and reviews of DORs are periodically completed by the FTO program supervisor. Meliora noted that the FTO supervisor does not necessarily review each DOR but is notified if there is a trainee that has fallen below the training standard. Due to the critical nature of training deputies, it is important the FTO supervisor read each evaluation as what may not appear important to the FTO could be something the supervisor is interested in or would want to follow up on. Meliora PSC recommends the FTO supervisor reads the DORs for all deputy trainees.

During the training period the trainees are also introduced to other areas within the Sheriff's Office, such as the Forensic Lab, Property and Evidence, and Records, which gives them a fundamental understanding of the inner workings of the organization. The trainee is also introduced to agencies outside the Sheriff's Office such as the District Attorney's Office and Coroner's Office.

During the final phase of training, when the FTO deems appropriate, the trainee will be shadowed for a minimum of one-week. During the shadowing week, the FTO dresses in plain clothes and rides with the trainee to observe his/her tactical response to calls as well as their decision making before, during and after calls for service. Once the FTO is comfortable with the trainee's abilities and with approval by the FTO Administrator, the trainee is released as a solo patrol deputy.

FTO SELECTION

San Mateo County Sheriff's Policy § 416 – Field Training Officer Program “is intended to provide a standardized program to facilitate the deputy's transition from the academic setting to the actual performance of general law enforcement duties of the San Mateo County Sheriff's Office.” To become an FTO, the SMCSO established a list of qualifications for potential Candidates in Policy § 416.3 – FTO Qualifications – that include:

- Desire to be an FTO.
- Minimum of two years of experience, one of which shall be with this office.
- Demonstrated ability as a positive role model.
- Participate and pass an internal oral interview selection process.
- Evaluation by supervisors and current FTOs.
- Possess a POST Basic certificate.

Meliora PSC recommends San Mateo County Sheriff's Office enhances the FTO selection requirements by adding the following:

- Possess the technical knowledge necessary for the successful job performance of a deputy sheriff. He/she shall be particularly adept at preliminary investigation and report writing, be conversant with the law, and aware of his/her policing responsibilities.



- Be skilled in interpersonal relations. He/she must be able to work with people under a wide variety of circumstances and be able to recognize and successfully manage potentially violent situations.
- Possess the verbal, writing, and teaching skills required to be an FTO.
- He/she must be able to perform in a coach-pupil relationship and evaluate others objectively.

Once a job announcement has been internally circulated, memorandums of interest are forwarded to the Professional Standards Bureau lieutenant within the specified time period. The memo of interest should include the applicant's law enforcement experience, training, education, and a brief statement explaining why they are interested in becoming a Field Training Officer. After a review of the memos of interest and the applicant's past performance and evaluations, the applicants will attend a panel interview. Successful applicants will be selected to the FTO position.

Prior to being assigned as an FTO, the deputy is required to successfully complete the POST 40-hour FTO Course. Furthermore, every three years all FTOs must successfully complete the POST 24-hour FTO Update Course, which is mandated by 11 CCR § 1004. California Penal Code § 13515.28 mandates all FTOs meet crisis intervention behavioral health training (CIT).

The SMCSO indicated that all FTOs have attended the POST 40-hour FTO Course as this is a pre-requisite to training, and all FTOs are current on the three-year FTO Update Course. San Mateo County Sheriff's Office is commended for including these provisions in the existing policy and ensuring all FTOs are in compliance.

A review of the MOU showed that FTOs receive a 5.74% pay differential for actual time working as a Field Training Officer while a trainee is assigned to them. Field Training sergeants also receive a 5.74% pay differential; however, it is not contingent upon whether a trainee is assigned to them.

Meliora PSC learned that the FTP management staff is moving back to having a quarterly meeting with FTOs and FTP management staff. This would be welcomed by the FTO's who are also eager to have additional training during these meetings. Some training examples were Field Sobriety Test refresher, drug recognition refresher and policy or SMCSO updates. Other topics could include adult learning theory, Bloom's Taxonomy, etc. to continue the growth and development of the FTO cadre to enhance their teaching knowledge, skills, and abilities. This training will also translate to essential leadership traits in the development of FTOs for future sergeants.

In addition, quarterly meetings can be used to better understand and recognize FTO burnout. SMCSO is currently hiring and training to fill multiple vacancies which can lead to FTO burnout and ultimately impact the quality of training. Meliora PSC recommends developing a trainee/FTO rotational forecasting method that takes into consideration the frequency of FTOs who are training and publishing the trainee rotation schedule monthly. This will allow the FTOs to schedule vacations, training days and general time off.



Meliora PSC recommends SMCSO maintain a quarterly FTO meeting schedule and encourage FTP management to publish a yearly meeting schedule to allow FTOs to schedule their time appropriately. In addition, Meliora PSC recommends SMCSO FTP include FTO training during these quarterly meetings to encourage continued learning and advancement.

SUPERVISION

The FTP supervisor plays a critical role in any public service agency. Since the FTOs help new deputies assimilate to the policies, procedures, and practices of San Mateo County Sheriff's Office, they also have a strong influence on organizational culture. As such, the FTP supervisor is key to ensuring the culture that new deputies learn is consistent with a contemporary sheriff's organization seeking to evolve to best practices and committed to ongoing improvement.

As mentioned above there are currently four patrol FTO sergeants that are assigned FTOs and trainees. The fifth FTO sergeant runs the program but is not directly responsible for an FTO or trainees. The fifth FTO sergeant (Headquarters Administrative Sergeant) works a 4/10 schedule, Tuesday through Friday from 7:00 a.m. to 5:00 p.m.

Once a trainee enters the program, they are assigned to a patrol FTO sergeant and will remain under that sergeant's purview regardless of shift or patrol area. The patrol FTO sergeants are assigned to different county patrol areas and cover both day and night shifts. The patrol FTO sergeants are responsible for:

- Maintain and ensure FTO/trainee performance evaluations are completed and reviewed.
- Monitor individual FTO performance.
- Review any performance issues with the FTP Coordinator.

The fifth FTO sergeant (also assigned as Headquarters Bureau Administrative Sergeant) is responsible for:

- Assign trainees to patrol FTO sergeants.
- Assign trainees to FTO's.
- Assign trainee shift rotation.
- Forecast incoming trainees from the correctional facility.
- Maintain and ensure FTO/trainee performance evaluations are completed and reviewed.
- Ensure all appropriate documentation is securely stored and assessable to Administration. This documentation includes DORs, end of phase evaluations and the Certificate of Completion certifying that the trainee has successfully completed the required number of hours of field training.
- Monitor individual FTO performance.
- Conduct quarterly FTO meetings.
- Maintain, update, and issue the Field Training Manual to each trainee and ensure FTOs are aware of updates.
- Monitor overall FTP.



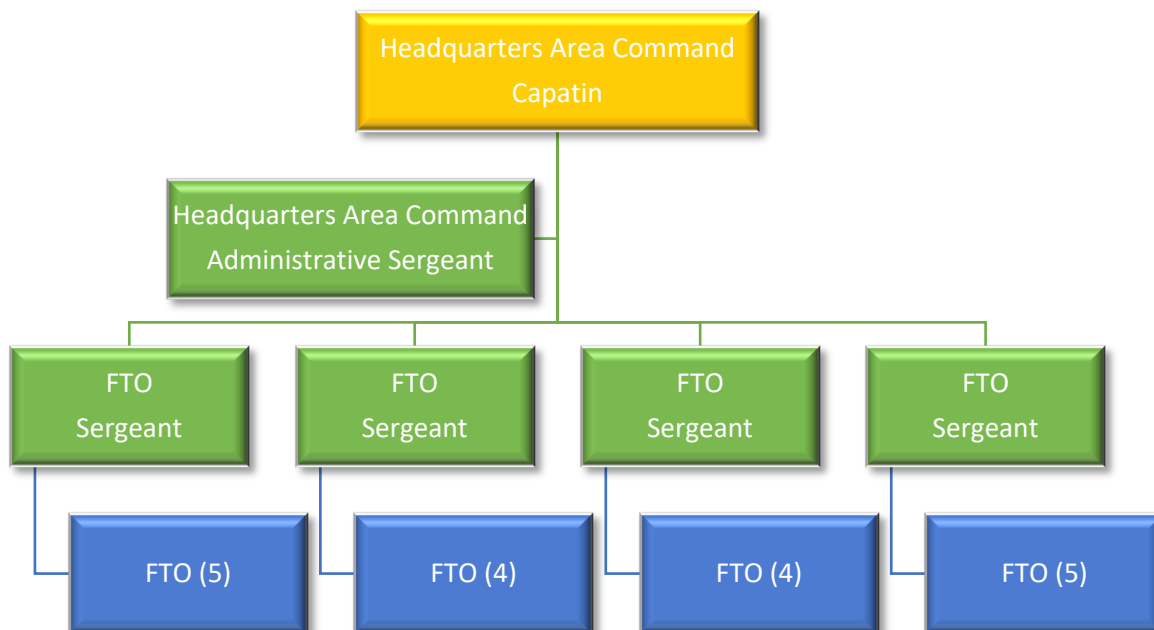
- Maintain liaison with FTO coordinators at other agencies.
- Develop ongoing training for FTOs.

These responsibilities align with SMCSO Policy § 416.4 – Field Training Officer Program Supervisor that require attendance at the Field Training Program Administrator’s Course and are in conjunction with other ancillary duties of the patrol bureau administrative sergeant. As mentioned in the Headquarters Area Command opening section of this report, the patrol bureau is the largest patrol bureau in the Sheriff’s Office.

Meliora PSC recommends the SMCSO reorganize the reporting structure of the FTP to include management oversight. Meliora PSC noted the Headquarters Administrative Sergeant is tasked with the administrative duties of running the largest patrol bureau in terms of community and field-initiated contacts and in terms of personnel. During a time of increased hiring and training of personnel, the FTP staff should focus on the growth and quality of the training program to ensure the office’s mission, vision, and standards are met. Due to the critical nature of the FTP’s impact on organizational culture, the program coordinator should be a captain, or should a Headquarters lieutenant position be created, the lieutenant would be best suited for the FTP coordinator role.

The San Mateo County Sheriff’s Field Training Program structure is illustrated below:

CHART 37: FTO Program Structure





FTP OUTCOMES

San Mateo County Sheriff's deputies who graduate the POST-approved police academy are transferred to the sheriff's jail facility. These new deputies spend three to four months in the Corrections Division and then are rotated out to the Headquarters Area Command where they enter the FTP. Deputies who lateral to SMCSO go directly to Headquarters Area Command and enter the FTP.

The table below illustrates the number of FTOs and trainees who have been through the program in the last five years. This table also indicates that on average 85% of trainees have passed the FTO program in the last five years.

TABLE 72: FTO Program Results, 2019-2023

	2019	2020	2021	2022	2023*
FTOs	14	15	16	13	16
Trainees	17	15	27	18	14
Trainees passing FTO	14	13	22	15	13
Passing Percentage	82%	87%	81%	83%	93%

NOTE: * as of September 2023.

As Table 72 reflects, SMCSO is committed to creating a positive training environment and trainee success rates have improved from 2022 to 2023. Trainees who do not successfully complete the training program return to the correctional facility assignment to gain more experience and job exposure and are offered an opportunity to return to the FTP when deemed ready.

The office, and in particular the FTP sergeants and FTOs, are to be commended for their commitment to teaching new deputies rather than treating the FTP as a "rite of passage." FTOs work with their respective trainees to determine their suited adult learning style (auditory, visual, experiential, etc.) to maximize the learning environment and opportunity for success.

Meliora PSC learned that the FTP is also tasked with training the Community Service Officers (CSOs). The San Mateo County Sheriff's Community Service Officers perform a wide variety of field and public safety and community service work which does not require peace officer academy training.

Community Service Officers responsibilities are:

- Investigate reported violations in municipal codes, ordinances, and resolutions and, as necessary, pursue voluntary compliance or direct enforcement.
- Develop and prepare reports, correspondence, and other materials that relate to the functions being performed.
- Perform traffic control duties.
- Write parking citations; enforce parking violations.



- Contact tow service for removal of vehicles parked illegally.
- Respond to calls and requests for police services not requiring a sworn deputy.
- Review police reports and traffic citations for legal issues, accuracy, and completeness.
- Operate computer systems related to bookings, filings, and history docket queries.

The FTP staff are working to formalize this training and establish a protocol for CSO training. Meliora PSC recommends SMCSO formalize the CSO training manual like the FTP manual to establish standards in not only what is trained but the timeliness of evaluations.

Further Meliora PSC recommends SMCSO establishes Community Service Officers that are FTO-trained to further formalize the training standard in this area, create a professional staff career ladder, and relieve the deputy FTOs from these training responsibilities. An ideal CSO training platform would be to learn deputy safety from deputies during the first cycle of training and detailed CSO duties from CSOs during the following cycle of training. Providing experienced CSOs the opportunity to train new CSOs also adds to the civilian/professional staff career ladder and assists with leadership and succession planning.

Meliora PSC reviewed the Field Training Program Policy § 416 and noted the policy does not necessarily match the practice currently in place. Meliora PSC recommends SMCSO update Policy § 416 to accurately outline the program and solidify the titles, roles and responsibilities of members involved in the FTP. Updating the policy would also give SMCSO the opportunity to add the CSO training information.

Meliora PSC learned that there was an inconsistency in the equipment trainees were given. Meliora PSC noted that some trainees did not receive equipment such as flashlights while others received outdated/expired equipment (See Administration portion of the report – Training Recommendations regarding tracking and issuing equipment).

FTP MANUAL

The San Mateo County Sheriff's Office uses the POST Field Training Overview (Volume 1) to provide an overview of the program. Meliora PSC learned that SMCSO does not necessarily use the POST FTP Manual (Volume 2); however, utilizes the ADORE™ as a manual as well as cycle or phase sign off lists to ensure training continuity.

Meliora PSC recommends SMCSO develop and adopt an FTP manual that includes detailed learning outcomes of each phase as well as learning syllabuses. This manual, which would be given to the FTO and trainees, would contain learning guides, syllabuses, and policies that could be accessed throughout the training process. Meliora PSC learned SMCSO is in the process of addressing the need for an updated FTP manual and has been working to update the format and possibly move to a digital format with a new software implementation. Meliora PSC recommends once the FTO Manual is approved, it should be continually reviewed annually to ensure compliance with statutes and best practices.



The FTP has incorporated law enforcement field training software, ADORE™, which is designed to improve workflow, document control and document security. The software enables the users (FTO, FTO supervisor, administrators, and trainees) to access the system, at different security levels, update records and approve evaluations.

Staff indicated the ADORE™ software may be outdated technology and is currently researching new software (LEFTA™) that is more contemporary and fills the gaps that ADORE™ misses. The San Mateo County Sheriff's Office is commended for researching a digital system to manage workflow and document control and reviewing new systems to improve their processes.

Meliora PSC recommends SMCSO purchase updated software that incorporates POST standards training elements. The purchase of more contemporary software would assist SMCSO with cycle documentation and streamline workflow.

As mentioned earlier, Meliora PSC recommends the FTO Program be reassigned to San Carlos Patrol Bureau as this is a patrol-centric bureau more closely aligned with the FTO program. Moreover, should the Transit Bureau also be reassigned to the San Carlos Patrol Bureau (see Support Operations Command – Transit Bureau portion of the report), there would be appropriate management oversight.

FTO RECOMMENDATIONS

- Ensure the FTO supervisor reads the DORs for all deputy trainees. (Recommendation #75)
- Update and enhance the FTO selection requirements. (Recommendation #76)
- Develop a trainee/FTO rotational forecasting method that takes into consideration the frequency of FTOs who are training and publish the trainee rotation schedule monthly. (Recommendation #77)
- Maintain a quarterly FTO meeting schedule and encourage FTP management to publish a yearly meeting schedule to allow FTOs to schedule their time appropriately, and include FTO training during the quarterly FTP meetings to encourage continued learning and advancement. (Recommendation #78)
- Reorganize the reporting structure of the FTP to include management oversight. (Recommendation #79)
- Formalize the CSO training manual like the FTP manual to establish standards in not only what is trained but the timeliness of evaluations, and establish FTO-trained Community Service Officers to further formalize the training standard in this area, establish a professional career ladder, and relieve deputies FTOs from this training responsibility. (Recommendation #80)
- Update Policy § 416 to accurately outline the program and solidify the titles, roles and responsibilities of members involved in the FTP. (Recommendation #81)
- Develop and adopt an FTP manual that includes detailed learning outcomes of each phase as well as learning syllabuses, and annually review the manual to ensure compliance with statutes and best practices. (Recommendation #82)



- Purchase updated software that incorporates POST standards and training elements. (Recommendation #83)
- Reassign the FTP to San Carlos Patrol Bureau as this is a patrol-centric bureau more closely aligned with the FTO program. (Recommendation #84)

COMMUNITY ENGAGEMENT UNIT

Trust between law enforcement and the communities they serve is an essential element of successful policing. On December 18, 2014, President Obama signed an executive order establishing the Task Force on 21st Century Policing. The Task Force was charged with identifying best practices and offering recommendations on how policing agencies can deliver crime reduction while building trust within the communities they serve. The Task Force published their report and established the Six Pillars of 21st Century Policing, which is widely recognized as the cornerstone of policing.

Pillar One, Building Trust and Legitimacy and Pillar Four, Community Policing and Crime Reduction, speak to the relationships and partnerships between the police and sheriff's agencies and the communities they serve. One of the Task Force's recommendations addresses the importance of agencies initiating non-enforcement activities to engage communities.

Establishing a segment of the Sheriff's Office that is dedicated to addressing community needs in a non-enforcement manner is a critical piece to building bridges of trust between the community and the agency. The San Mateo Sheriff's Office has established a Community Engagement Unit that fosters several programs to make connections and builds relationships with the communities they serve.

Within the Community Engagement Unit are the following units/programs:

- School Resource Officers (SRO)
- Community Alliance to Revitalize Our Neighborhood (CARON)
- Sheriff's Activities League (SAL)
- Bike Unit (staffed as ancillary duties)

The Community Engagement Unit is physically located at the Redwood City substation, 3121 Middlefield Road in Redwood City (approximately 2 miles from the SMCSO Headquarters). The Sheriff's Office has recently secured a lease on a larger facility where the Community Engagement Unit will be relocated. The new location, 690 Broadway in Redwood City has a projected opening date of 2025. The newly leased building is approximately 1.3 miles from SMCSO Headquarters.



TABLE 73: Community Engagement Unit Staffing, FY 2023-24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
Captain	1	1	0
Lieutenant	0	0	0
Sergeant	1	1	0
Deputy Sheriff (SRO)	8	2	6
Total Sworn	10	4	6
Civilian Personnel			
S.A.L Executive Director	1	1	0
CARON Manager	1	1	0
SAL Program Manager	1	1	0
SAL Program Coordinator	4	3	1
SAL Juvenile Diversion Specialist	1	0	1
CARON Outreach workers	2	2	0
Total Civilian	10	8	2
Total Authorized Staffing	20	12	8

SOURCE: San Mateo County Sheriff's Office as of February 2024.

It is a goal of the Community Engagement Unit to revitalize a Bike Unit comprised of seven deputies, as an ancillary duty to patrol special events and hiking/biking trails in the county.

SCHOOL RESOURCE OFFICERS (SRO)

The United States Department of Justice defines school resource officers (SRO) as a sworn law enforcement officer responsible for safety and prevention in schools. In California, SROs are typically employed by a local police or Sheriff's Office and collaborate closely with administrators to create a safer environment for both students and staff.

SROs typically have additional duties, including mentoring and conducting presentations on youth-related issues. They are often responsible for conducting threat assessments at school and formulating a rapid response emergency plan, which is readily available to first responders, including dispatchers.

California Penal Code §§ 832.2 and 832.3 (f), (g), and (h) set the standards for SRO training in the state. California Peace Officers Standards and Training (POST) offers training courses for SROs and tracks attended training.

The San Mateo County Sheriff's Office is budgeted for eight SRO positions; however, at the time of the assessment SMCSO had two deputies working this position. Both deputies have attended the



mandated SRO training. SMCO is commended for using the National Association of School Resource Officers (www.nasro.org) and partnering with the California School Resource Officers' Association (www.csroa.org) in training newly-appointed SROs. SMCSO is also encouraged to use the Office of Juvenile Justice and Delinquency Prevention (ojjdp.ojp.gov). Partnering with these associations and gleaning information and resources can be an asset to the unit and ultimately the services to the community.

Meliora PSC learned that the SMCSO is responsible for 49 schools in 11 school districts throughout the county: 27 public and two private elementary schools, five middle schools, eight high schools, one adult education, and six not specified. The table below outlines, by city, the schools that are patrolled by the SROs.

TABLE 74: SRO Schools by Area and City

Bayside = 33							
Millbrae	6	San Bruno	1	Portola Valley	4	Redwood	2
San Mateo	3	North Fair Oaks	4	Woodside	1	San Carlos	11
Menlo Park	1						
Coastside = 16							
Half Moon Bay	8	Montara	1	El Granada	2	La Honda	2
Pescadero	2	Woodside	1				

SMCSO could not provide what guidelines are used when establishing what schools are patrolled, and it may have been that these schools fell within the unincorporated areas of the county. However, Meliora PSC noted there are two private schools listed on the school patrol roster as well as schools within the cities of Millbrae, Portola Valley, San Carlos, and Woodside.

SRO programs can play a key role in maintaining and increasing safety in schools and neighboring communities. To effectively implement such programs, agencies and schools should develop a Memorandum of Understanding (MOU) to clearly document the roles, responsibilities, and expectations of the individuals and partners involved including SROs, school officials, education departments, students, and parents. At a minimum, a successful MOU documents the program's purpose, partner roles and responsibilities, requirements for information sharing, and supervision of the SRO. MOUs should be reviewed on an annual basis by the school district and Sheriff's Office to identify any necessary updates based on new policy or best practices.

Meliora PSC Recommends the SMCSO establishes MOUs or MOAs with the schools or school districts they partner. Clearly documenting the roles and responsibilities for each of the involved parties leads to trusted partnerships through clear communication, expectations, and information sharing. In addition, Meliora PSC recommends MOUs or MOAs be reviewed annually and the updated copies be made available to the SROs and supervisors.



It is clear, SROs play an important role in the communities they serve. The alliances built with school administrative staff, teachers and students are critical to school safety and crime prevention. To no lesser value is the investment in youth mentoring and building trust at early stages.

Meliora learned that staff anticipates filling the vacant SRO positions as soon as staffing levels begin to rise throughout the organization. There is no set date to be fully staffed. Meliora believes filling these SRO vacancies are essential to providing comprehensive school safety coverage. Currently the call sign designation for SROs is "P," which also designates CSOs. Meliora PSC recommends that SMCSO change the call sign designations for the School Resource Unit. This change will provide more clarity in dispatch, in the field, and communication in general. Changing the call sign designation will also assist in gathering unit activity information. While the workload volume should not be used as the only factor to establish the number of SROs needed within the Sheriff's Office, it will give the organization more information to make informed decisions.

Meliora learned that section/unit meetings are infrequent and lack substance. Communication within the organization is just as critical as communication within the school districts and individual schools. Clear and frequent communication within the organization/section/unit ensures employees are aware of the organizational goals and objectives. In the same respect, clear and meaningful communication with the school districts and individual schools builds trust, transparency, and accountability. Without clear and frequent communication employees or shared partnerships begin to feel ignored or isolated and morale and motivation may suffer. Schools or school district representatives may perceive the poor communication as incompetence or indifference to their needs.

Meliora PSC recommends that SMCSO Community Engagement Unit hold monthly meetings to discuss items such as upcoming events, staffing for those events, programs participation, program needs, etc. The SRO team, including the sergeant, should meet at least once a week to discuss school trends, school programs, district or county needs or other relevant information.

Meliora PSC recommends that SMCSO SRO team open lines of communication with the San Mateo County Office of Education (SMCOE). The Sheriff is currently a member of the Coalition of Safe Schools and Communities. Meliora PSC recommends the SRO sergeant partner with SMCOE to stay current on programs, issues, and initiatives.

In addition, consideration should be given to updating the SMCSO website, SRO section to include links to the County's Safe Schools and Communities website, which highlights a suicide prevention toolkit and the Big Five program.

The patrol vehicles assigned to SROs are not parked in a secured area overnight. As SMCSO moves to their new location on Broadway, Meliora PSC encourages SMCSO to review the site location to ensure the security of patrol vehicles when not in use.



SCHEDULE

The sergeant who supervises the SRO program works a 4/10 schedule; Monday through Thursday from 7:00 a.m. to 5:00 p.m. There are two deputies currently assigned to the SRO position. Both deputies work a 4/10 schedule meaning they work 10-hour shifts, 4 days a week. One deputy works Monday through Thursday from 7:00 a.m. to 5:00 p.m., while the other works Tuesday through Friday from 7:00 a.m. to 5:00 p.m. in order to provide five-day coverage. During the summer when school is out of session, the SROs assist with community events as well as SAL and CARON programs. Meliora PSC recommends the SROs work in patrol or juvenile investigations to assist with workload.

DUTIES AND RESPONSIBILITIES

The two deputies assigned as SROs divide schools, elementary through high school levels, throughout the county. One deputy is assigned to the Coastal side of the county (16 schools) and one deputy is assigned to the Bayside area of the county (33 schools).

The SRO is not assigned or based out of a specific school, and they do not function as part of the staff at any schools. Rather, the SRO works to build a network of contacts with administrators across the districts and checks in with each school weekly. Most schools welcome the presence of a marked patrol car and an armed, uniformed deputy on campus. Meliora learned that due to staffing levels, the D.A.R.E. program has been discontinued until further notice.

Meliora PSC recommends SMCSO develop a SRO job description that outlines the roles and responsibilities of the position. The job description should include duties and responsibilities that are inclusive of any MOU requirements and SMCSO goals and mission for community outreach and school safety. The job description should be documented in a standard SMCSO Organization format such as Job Title – Job Summary – Duties and Responsibilities – Qualifications and Skills – Salary and Benefits such as pay incentives. Establishing a job description can help supervisors set and apply responsible expectations of their employees and guide performance when needed.

Meliora PSC also recommends the SRO team develop and maintain a Schools Emergency Response Book, which includes each school's emergency response strategies, maps, contact numbers, codes, or key locations. This book can be set on a digital platform such as a secured phone app, so the responding units can quickly access information, phone numbers and code or key locations.

Meliora PSC encourages SMCSO to consider the development of a training matrix for SROs once they enter the unit. An example of this would be that within a year of appointment to the position, SRO deputies are required to attend a POST SRO course, and within the first two years of appointment requiring SRO deputies to attend the POST-approved active shooter course. Additional training recommendations include Juvenile investigations, Mental Health, Child Abuse, DRE, seeking advanced certification in school and crime prevention.

Section or unit manuals prove to be extremely helpful to not only newer SROs, but those deputies who are faced with a situation they may never have managed before such as an interview on school



campus or researching the latest MOU agreement with a school. It also can be helpful to SROs, sergeants, and lieutenants who are newly assigned into the section or division. Meliora PSC recommends creating a comprehensive Community Engagement Section Manual as indicated in SMCSO Policy § 202 – Bureau Manuals.

SRO SELECTION

As the vacant positions of SRO are approved to be filled, an internal memorandum is generated indicating the job opening and the roles and responsibilities as indicated above. Memos of interest are submitted outlining interest and qualifications. The memos are reviewed and qualified candidates move to an interview stage. A panel interview takes place with qualified candidates. In the past, the three-person panel has typically consisted of the SRO sergeant, Community Engagement Unit captain, and Sheriff's Activity League (SAL) director. The most qualified candidate is selected for the position.

POLICY

Meliora PSC noted that there was no specific policy that covered the SRO program or position. However, SMCSO Policy § 411 Rapid Response and Deployment § 411.6(a) refers to the training manager including critical incident target sites, such as schools, to be part of Rapid Response Training. SMCSO should consult with Lexipol to implement a SRO policy. Furthermore, SROs and the supervisor should be aware of the Rapid Response and Deployment policy and their duties and responsibilities. Meliora PSC recommends SMCSO contact Lexipol to implement a SRO-specific policy.

SRO RECOMMENDATIONS

- Establish MOUs or MOAs with the schools or school districts SMCSO partners, annually review MOUs or MOAs, and make the updated copies available to the SROs and supervisors. (Recommendation #85)
- Change the call sign designations for the School Resource Unit. (Recommendation #86)
- Hold monthly meetings with the Community Engagement Unit to discuss items such as upcoming events, staffing for those events, programs participation, program needs, etc. (Recommendation #87)
- Open lines of communication with the SRO Team and San Mateo County Office of Education (SMCOE), and assign the SRO sergeant to partner with SMCOE to stay current on programs, issues, and initiatives. (Recommendation #88)
- Develop a SRO job description that outlines the roles and responsibilities of the position and include assignment to patrol or detectives during the summer. (Recommendation #89)
- Develop and maintain a Schools Emergency Response Book, which includes each school's emergency response strategies, maps, contact numbers, codes, or key locations. (Recommendation #90)
- Create a comprehensive Community Engagement Section Manual as indicated in SMCSO Policy § 202 – Bureau Manuals, and contact Lexipol to implement a SRO-specific policy. (Recommendation #91)



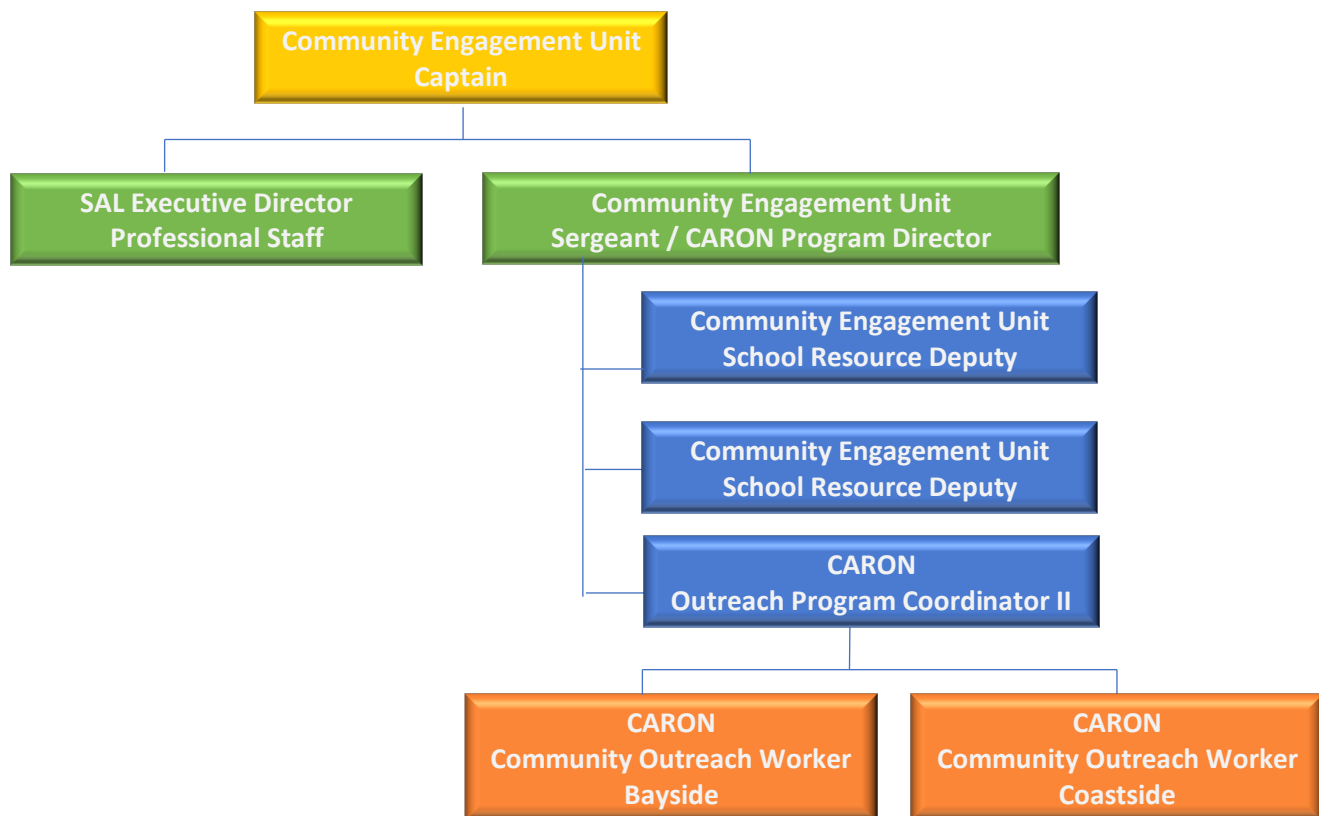
COMMUNITY ALLIANCE TO REVITALIZE OUR NEIGHBORHOOD (CARON)

The Community Alliance to Revitalize Our Neighborhood (CARON) is a San Mateo County Sheriff's Office community-based organization funded by the San Mateo County Sheriff's Office. CARON's mission is to promote healthy communities by cultivating the relationship between law enforcement and the community by empowering families with education, knowledge, and resources.

CARON was established in 1999 by the San Mateo County Sheriff's Office to serve as a community program for residents in North Fair Oaks and unincorporated coastal communities, which are predominantly Spanish-speaking. The CARON program bridges the informational and educational gap between the Sheriff's Office and Spanish-speaking communities.

The CARON program's leadership and oversight comes from within the Sheriff's Office. The organizational structure of CARON is shown below.

CHART 38: Community Engagement Unit Structure



Meliora PSC learned the program has experienced a lack of stability in leadership over the past few years and the Program Director (Community Engagement Unit sergeant) just moved into the position.



A newly placed sergeant is working to provide leadership stability and eager to help move the program to the forward.

While the Sheriff's Activity League sponsors youth-oriented programs, the CARON program engages in adult-oriented programs. The two main programs offered through CARON are the Community Academies (6-week course) and the Parent Program (10-week curriculum).

Community Academies

Formally known as Citizen Police Academies, the community academies are widely used format to educate community members on the functions of the agency presenting the program. Although the curriculum is not standardized at a state or federal level, the International Association of Chiefs of Police (IACP) offers a procedural outline and course recommendations. The primary objective is to afford an opportunity for community leaders, businesspersons, special interest groups, and community members to become informed about the many aspects of police work. The academy is designed to give the attendees exposure as to the reasons why police and Sheriff's Offices respond to various situations in a particular way and how they ultimately manage that situation. The ultimate goal is to foster relationships that help bridge the gap between law enforcement and the communities they serve. Community academies are held at local libraries, churches, or businesses in the areas the agency serves.

The SMCSO offers community academies in both the Bayside and Coastal areas of the county that are well attended. The CARON community academies are in Spanish and designed to meet the needs of the communities. The core curriculum has been altered to address topics relevant to the community served. For example, after the 2023 Half Moon Bay shooting, the course outline was altered to focus on workplace violence and mental health. This intentional alteration of the course outline centered on helping the community heal and understanding the dynamics of the event and how to move forward.

The Program Coordinator II, and two part-time Outreach workers manage the course and course content, with oversight by the Community Engagement Unit sergeant who is also the CARON Director.

The San Mateo County Sheriff's Office is applauded for altering the course content to address a major event. Meliora PSC recommends developing a standardized community academy course curriculum that focuses on educating the public on the criminal justice system, Sheriff's Office operations and why and how deputies respond to calls. Creating a standard curriculum can help ensure that a uniformed message is delivered throughout the various communities. In addition, the course curriculum should be reviewed annually to keep the program fresh and contemporary.



The Parent Program

The Parent Program is offered both in the Bayside and Coastal areas of the county and is well attended. This Spanish speaking course is modeled after the national program found at www.parentproject.com. The 10-week training program is designed for parents “raising difficult or out-of-control children.” Parents involved in this program meet one night per week for two to three hours per night. The program is an activity-based curriculum which allows parents to learn and practice behavior management techniques at home. Parent support groups are formed using the UCLA self-help support group model.

The Parent Project is a structured program that requires a certified trainer to deliver the course content. Meliora PSC learned that there is only one certified trainer at SMCSO at this time. Meliora PSC recommends SMCSO develop at least two additional trainers to deliver this course content. Adding additional trainers will increase program frequency and flexibility and reduce the strain on the solo trainer.

Additional programs offered by CARON include:

- Individual educational workshops such as digital health literacy workshops and workshops for home budgets.
- Donuts with Deputies.
- Adult Activities such as Arts and Crafts for adults.
- Open Door Policy – this program allows any community member to reach out in person or via phone for personalized guidance with law, family problems, public issues, resources, assistance for personal matters, and much more. Spanish-speaking staff is available for the open-door office program to assist walk-ins with their needs or concerns.

During 2021 and 2022 when group gatherings were highly discouraged due to COVID, CARON moved to on-line platforms (Facebook) to host meetings and classes. CARON hosted approximately 60 Facebook live meetings. Meliora PSC commends SMCSO for pivoting from their traditional engagement platform to on-line engagement. Contemporary public safety agencies must remain adaptable and accessible to the public, and SMCSO has demonstrated this commitment.

Meliora PSC requested data on the number of Community Academies and Parent Project Programs that had taken place over the last five years. Detailed information was difficult to retrieve for SMCSO staff due to a lack of systems in place to capture and report program participation and cost. Information of the number of on-line classes and how well they were received or attended could not be easily found by CARON staff. In the absence of accurate, detailed program information, Meliora PSC is unable to determine staffing and other needs. The information that could be retrieved is seen below in Tables 75 and 76.



TABLE 75: Community Academies Summary, 2019-2023

Area	2023	2022	2021	2020	2019	Total
Bayside						
# of Academies	0	2	1	0	2	5
# of attendees	0	150	45	0	75	270
Coastside						
# of Academies	1	0	1	1	1	4
# of attendees	35	0	Not Received	50	40	125

SOURCE: San Mateo County Sheriff's Office.

TABLE 76: Parent Project Summary, 2019-2023

Area	2023	2022	2021	2020	2019	Total
Bayside						
# of Academies	1	0	0	1	0	2
# of attendees	40	0	0	40	0	80
Coastside						
# of Academies	1	1	0	0	0	2
# of attendees	23	20	0	0	0	43

SOURCE: San Mateo County Sheriff's Office.

Ensuring transparency and accountability in community programs is part of building community trust. Accounting for the number of programs within a time period and how well programs are attended can reassure stakeholders that an established program is well attended and worth the financial output. To no lesser value, accurate program data can provide valuable information on building future outreach strategies for both CARON and SAL.

Meliora PSC also noted the CARON program lacks an overall solidified, written outreach strategy. Successful outreach programs start with a clear strategy that articulates goals, timelines, and accountability. Goals establish an agency's direction and priorities as well as its internal and external expectations. Without tying community engagement to clear goals, it is difficult to measure what is being accomplished.

Identifying community needs, developing meaningful goal focused programs that address those community needs is the foundation to community outreach. The foundation is further strengthened by developing accountability mechanisms. Developing accountability mechanisms that are transparent not only within the organization but also to community stakeholders creates a clear view of not only what is ahead but what has been accomplished.

Meliora PSC recommends SMCSO CARON team develop a strategic plan that is consistent with the Sheriff's Office mission and vision. The strategic plan should focus on a clear vision and road map to get there. The plan should include staffing for standard programs, accountability mechanisms, reporting standards and a yearly review.



SMCSO should include a strong hierarchal structure that supports the strategic plan. In addition, clearly defined job roles and responsibilities in each of the CARON positions should be created. Defining roles and responsibility helps organizations run more efficiently and reduces redundancy, which can eliminate the drain on organizational resources. As job roles are defined monitoring, mentoring, and evaluating performance can be viewed objectively.

Meliora PSC recommends SMCSO put a system into place to track CARON events, attendance, and costs to accurately account for sponsored events. A monthly, quarterly, or yearly report should be submitted to the Community Engagement Section Captain to keep executive staff aware of the supported programs, events, attendance, and costs.

CARON has established online platforms to increase their visibility and draw people to the program. The CARON management team has established an informational and resource website www.caronprogram.com which is connected to the San Mateo County Sheriff's website. The CARON management team has the ability to update the website; however, does not have the training to do so. The SMCSO website is maintained by a third party. The CARON management team has established a presence on Facebook, Instagram, and YouTube. Meliora PSC noted the CARON website is not frequently updated and contains outdated information. There is no information about upcoming events or information about past events on the website's events tab. Moreover, the last posting on YouTube was approximately seven years ago.

As mentioned in the School Resource Unit section, communication plays a critical role in community outreach. Updating information that the public can refer to is an important piece to keeping the community engaged and informed. Meliora PSC recommends assigning a position within the Community Engagement Unit to ensure all social media platforms, including websites, contain current information. It is equally important that the messages are consistent within the Community Engagement Unit.

The CARON program coordinator works out of the sheriff's substation located at 3121 Middlefield Road in Redwood City. As mentioned above, the Community Engagement Unit is physically located at the Redwood City substation, 3121 Middlefield Road in Redwood City (approximately 2 miles from the SMCSO Headquarters). The Sheriff's Office has recently secured a lease on a larger facility where the Community Engagement unit will be relocated. The new location, 690 Broadway in Redwood City has a projected opening date of 2025. The newly leased building is approximately 1.3 miles from SMCSO Headquarters and is large enough to accommodate community meetings and events.

SCHEDULE

The Community Engagement Unit sergeant is the CARON Program Director and works a 4/10 schedule, Monday through Thursday from 7:00 a.m. to 5:00 p.m. The Program Outreach Coordinator works a 4/10 schedule Tuesday through Friday from 7:00 a.m. to 5:00 p.m. Both positions adjust their schedule to allow them to attend evening functions.



DUTIES AND RESPONSIBILITIES

As mentioned earlier, the Community Engagement Unit sergeant has been in his position since November 2023. It was difficult to determine what the duties and responsibilities were other than running the day-to-day operations of the CARON program. This again leads to the recommendation that a Section/Unit Operations Manual be put in place as previously mentioned.

The Program Coordinator has been in the position for the last several years and is the highest tenured employee in the CARON program. Again, it was difficult to determine the duties and responsibilities of this position. As additional research and interviews took place, Meliora PSC learned this position consisted of networking to find and implement new programs; no other clear information could be obtained.

CARON PROGRAM DIRECTOR SELECTION

The Community Engagement Unit sergeant serves as the CARON Program Director. As the vacant sergeant position is approved to be filled, an internal memorandum is generated indicating the job opening and the roles and responsibilities of the position. Memos of interest are submitted outlining interest and qualifications. The memos are reviewed and qualified candidates move to an interview stage. A panel interview takes place with qualified candidates and the most qualified candidate is selected to for the position.

POLICY

There are no specific policies that cover the CARON program.

CARON RECOMMENDATIONS

- Develop a standardized community academy course curriculum that focuses on educating the public on the criminal justice system, Sheriff's Office operations and why and how deputies respond to calls; review the curriculum annually. (Recommendation #92)
- Develop at least two additional Parent Program trainers to deliver course content. (Recommendation #93)
- Develop a CARON strategic plan that is consistent with the Sheriff's Office mission and vision, and include a strong hierarchal structure that supports the strategic plan. (Recommendation #94)
- Implement a system to track CARON events, attendance, and costs to accurately account for sponsored events. (Recommendation #95)
- Assign a position within the Community Engagement Unit to ensure all social media platforms, including websites, contain current information on CARON and SAL. (Recommendation #96)

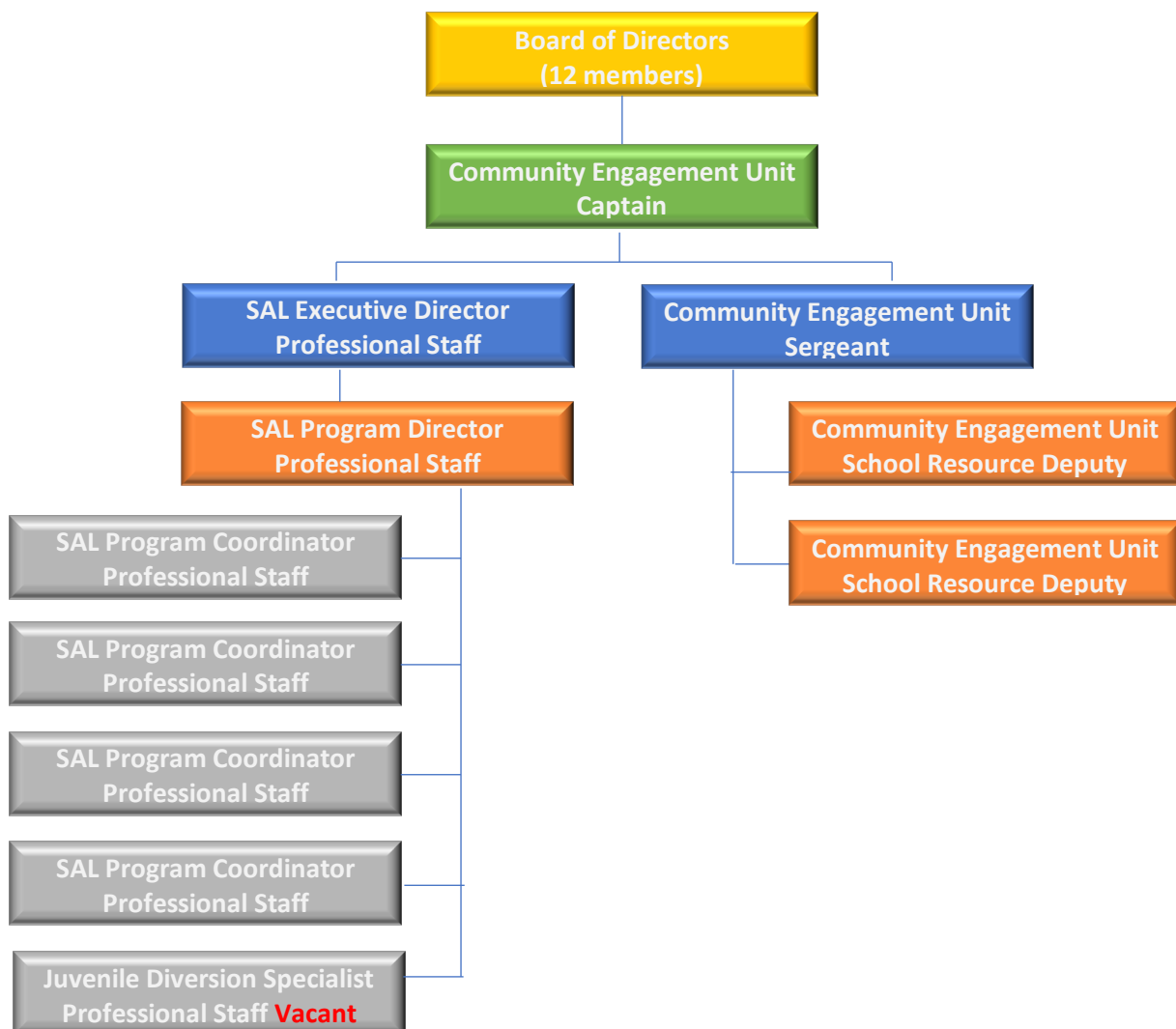


SHERIFF'S ACTIVITIES LEAGUE (SAL)

Police / Sheriff's Athletic or Activities Leagues (PAL / SAL) are known around the country for promoting the prevention of juvenile crime and violence by building relationships with community youth. PAL and SAL programs can register their programs with the National Association of Police Athletic/Activities Leagues, Inc. and gain eligibility for grants, review bylaw standards and apply for national awards.

The San Mateo County Sheriff's Office established the Sheriff's Activities League (SAL) as a non-profit organization in 1997 with the vision of investing in all youth of the county by creating opportunities that guide them toward their full potential through impactful programs. The Sheriff's Activities League's leadership and oversight comes from the Board of Directors, who meet every second Thursday of the month. The 12 members of the Board of Directors includes a SMCSO Assistant Sheriff and Executive Director of Administration, San Mateo Coroner, San Mateo District Attorney, and local community leaders. The organization structure of the SAL program is provided below:

CHART 39: Sheriff's Activities League Organizational Chart





The Sheriffs Activities League focuses on four primary areas of growth and implements programs within these areas of focus. The four primary areas and examples of supporting programs are health and wellness, academic achievement, leadership development and mentoring, and building the bond (festivals in events).

The programs listed are examples of how SAL and the Community Engagement Team reach out and engage youth in activities that not only strengthen the bond between youth and the Sheriff's Office but also gives them valuable life skills that will lead them to successful, productive lives.

While the Community Engagement Unit has established a wide range of youth programs under the SAL umbrella, they do not currently manage the Explorer program or any type of Cadet program. The Explorer programs currently operate under the Emergency Services Bureau where they are utilized for supplementing staffing at various emergency incidents and community events. Both programs can be viewed as a steppingstone to SMCSO employment opportunities. While staffing full-time positions is currently difficult, taking a second look at moving the law enforcement Explorer Post 810 to this unit and starting a Cadet program may create new avenues for recruiting. Providing young adults nearing high school graduation, and college students, with continued opportunities to gain more exposure to policing, can provide agencies with well-informed future public service candidates. This is often referred to as growing the candidate pool or creating a recruiting pipeline.

Meliora PSC recommends SMCSO develop a youth program that introduces the young adults into working in a Sheriff's Office. The part-time employment would be designed to develop the skills and abilities of individuals who are interested in pursuing a future career in the industry. The part-time employees would be provided with the opportunity to work various duties such as front desk and records, while being mentored by Sheriff's Office personnel, both sworn and professional staff.

The SAL program has established a website, www.sheriffsactivitiesleague.com, which is linked to the SMCSO main website. SAL has also established a presence on social media platforms such as Facebook, Twitter, You Tube, Flickr, and Instagram. Meliora noted the website contains outdated information and statistics, and the presence on social media platforms is minimal. In speaking to staff, there is no clear direction on who is responsible for website content, updates, or how frequently they should be done. Developing and maintaining a strong website and social media presence to promote or introduce services, reach, and engage with community, and drive new traffic to SMCSO platforms is an important piece of staying connected and engaged with the communities SMCSO serves.

Meliora PSC recommends SMCSO identifies a position within the Community Engagement Unit, which would have an added responsibility for updating SAL and CARON websites and social media outlets. It is further recommended that updating the SAL and CARON websites and social media outlets be placed on a calendar to ensure that regular updates take place. SMCSO should ensure training is provided to individuals who have been assigned to a position where website updates and social media posts are required.



SCHEDULE

The SAL program Executive Director position has recently changed from a sworn SMCSO deputy to a professional staff member. The new SAL Executive Director started her position in December of 2023. The Executive Director works a 9/80 work schedule, where each week she works four 9-hour days, and every other week works a fifth 8-hour shift. Office hours are 7:00 a.m. to 4:30 p.m. except the one 8-hour shift. The additional 30 minutes is for unpaid lunch time.

DUTIES AND RESPONSIBILITIES

The main role of the SAL Executive Director is to oversee the wide variety of activities and programs offered by SAL. The role of Executive Director has been to run the day-to-day operations of all the SAL programs. Meliora PSC learned that the director has been responsible for grant management and reporting as well as some grant writing. Other responsibilities include:

- Recruit, develop, supervise, and evaluate staff and ensure a timely and quality of staff work products.
- Monitor and ensure effective internal controls are in place for projects and programs to ensure compliance with policies and protocols.
- Collaborate with local businesses and community members to enhance, create, and fund programs.
- Coordinate with internal SMCSO members to announce, staff and/or participate in SAL sponsored events.

Throughout 2022-2023, the SAL program has been rebuilding staff and leadership roles to create a stronger well balanced program. Meliora PSC recognizes the SAL program is in a rebuilding stage and encourages SMCSO to stay on the outlined path for stabilization in program leadership. It was further noted that a new Executive Director hired is working towards a balanced, transparent, and accountable program. Meliora PSC recommends that SAL staff develop a strategic plan that outlines a clear path for the next five years. The strategic plan should include personnel needed to sustain annual programs and events.

In addition, Meliora PSC recommends as part of the rebuilding process SMCSO establish clearly defined job descriptions and roles within SAL staffing. Defining roles and responsibility helps organizations run more efficiently and reduces redundancy, which puts less drain on the organizational resources. As job roles are defined monitoring, mentoring, and evaluating performance can be viewed more objectively.

EXECUTIVE DIRECTOR SELECTION

The San Mateo County Sheriff's Office uses www.governmentjobs.com to post job openings. Qualified applicants are screened and applicants who pass the application screening are invited to a panel interview. Upon successfully passing the interview process, a candidate is selected.



POLICY

There are no specific policies that cover the SAL program. The program is governed by the SAL Bylaws established by the Board of Directors, which were revised and adopted on May 11, 2023.

SAL RECOMMENDATIONS

- Develop a youth program that introduces the young adults into working in a Sheriff's Office. (Recommendation #97)
- Develop a SAL strategic plan that outlines a clear path for the next five years. (Recommendation #98)
- Establish clearly defined job descriptions and roles within SAL staffing. (Recommendation #99)

BIKE UNIT

The goal of the Community Engagement Unit is to revitalize the Bike Unit that has been underutilized in recent years. The unit will be comprised of seven deputies as a collateral duty. Bike deputies will focus on special event security patrol and patrolling the hiking and biking trails in the county.

In light of the staffing challenges in patrol, SCMSO should be sensitive to the timing of restarting the unit. Once staffing levels begin to improve, Meliora PSC recommends SMCSO create a Bike Unit policy and manual, and Lexipol is an excellent resource for the Bike Unit policy. Meliora PSC also recommends SMCSO ensure the team receives training on Patrol Bicycle Operations due to the perishable skills and safety consideration involving bicycles in a field environment.

BIKE UNIT RECOMMENDATIONS

- Create a Bike Unit policy and manual. (Recommendation #100)
- Ensure the team receives training on Patrol Bicycle Operations due to the perishable skills and safety consideration involving bicycles in a field environment. (Recommendation #101)

San Carlos Patrol Bureau

San Carlos Patrol Bureau is responsible for patrolling the City of San Carlos as well as the specialty areas including the Traffic Unit, Psychiatric Emergency Response Team (PERT), K9 Unit, SWAT/CNT, and Bomb Squad. This combined patrol area accounts for approximately 20 percent of the overall county patrol workload in terms of community-initiated contact and field-initiated contacts. San Carlos Patrol Bureau is overseen by a captain who reports directly to the Operations Assistant Sheriff.

The City of San Carlos was incorporated in June 1925. It is a general law city governed by the City Council, who adopt local legislation by ordinance affecting areas of health, safety, and welfare regulations, traffic laws, building regulations, etc. of the city. San Carlos has a total land area of 5.54 square miles and a population 30,722 according to the 2020 Census.



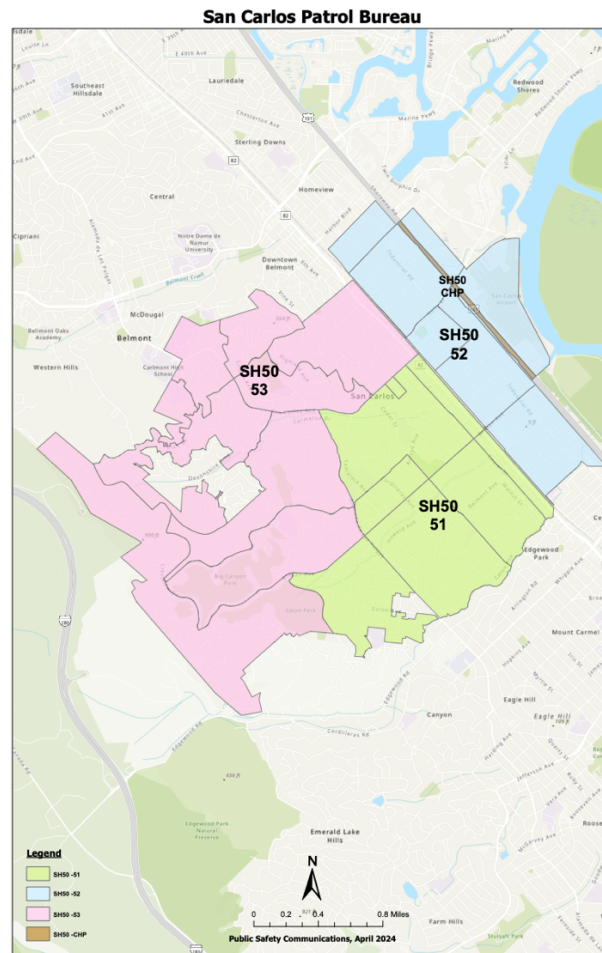
TABLE 77: San Carlos 2020 Census Information

San Carlos 2020 Census information	
The population per square mile	5,676.6
Persons 65 years and over	15%
Persons 18 years and younger	23.9%
White	71.1%
Asian	17.6%
Black or African American	0.7%
Native American	0.1%
Pacific Islander	0.2%
Hispanic or Latino	8.2%
Two or more races	8.2%
Median household income	\$189,739

San Carlos' council-manager form of government establishes the City Manager's responsibility for the city's administration through its departments, to include the public safety. San Mateo County SO has had a Memo of Understanding (MOU) with the City of San Carlos since October 31, 2010 to provide law enforcement services. During the transition, San Carlos Police Department personnel were absorbed at rank as part of the SMCSO contracting for police services. San Carlos was the first city the San Mateo County Sheriff's Office provided contracted services. Meliora learned the contract is for a designated term, for instance three to five years, with budget adjustments occurring annually. The current contract was signed recently. Staff indicated the contract was valid through 2024; however, they were unable to provide a copy during the site visit.



CHART 40: San Carlos Patrol Map



The San Carlos Police Bureau is located at 600 Elm Street, San Carlos. The office is open to the public Monday through Friday from 8:00 a.m. to 5:00 p.m. and offers the following services:

- Report Releases & Requirements
- Vehicle Releases & Requirements
- Visa/Clearance Letters & Booking Chronology Requirements
- Safe Medicine Disposal Site
- Emergency Call Box



TABLE 78: San Carlos Staffing, FY 2023-24

Position	Authorized	Actual	Vacant
Sworn Personnel			
Captain	1	1	0
Lieutenant	0	0	0
Sergeant	4	4	0
Administrative Sergeant	1	1	0
Deputy	10	10	0
Motorcycle Deputy	2	2	0
K9 Deputy	2	2	0
Detective	2	1	1
Sworn Total	22	21	1
Civilian Personnel			
Community Service Officer	6	4	2*
Management Analyst	1	1	0
Records Technician	1	1	0
Civilian Total	8	6	2
San Carlos Total Staff	30	27	3

*Source: San Mateo County Sheriff's Office February 2024. * The two vacant CSO positions assigned to San Carlos includes one vacant position designated for a full-time CSO and the other full-time vacant position designated for two part-time CSOs.*

LIEUTENANT POSITION

There is no lieutenant rank assigned to the San Carlos Patrol Bureau. The rank structure is the Captain/Chief of Police, and then the four shift sergeants who report directly to the captain. In most agencies, a patrol bureau of this size (30 employees) would have a lieutenant rank assigned. There is also an administrative sergeant assigned to San Carlos who oversees the Traffic Unit. The patrol sergeants are assigned to handle all of the bureau's patrol administrative duties which include scheduling, briefings, complaints, evaluations and other assorted tasks assigned by the captain.

If a lieutenant rank was added to the San Carlos Patrol Bureau, that position could act as the day shift watch commander and could handle many of the current responsibilities now being handled by the day shift sergeants allowing them to be out in the field providing direct supervision, mentoring, and teaching to the shift deputies on patrol. The lieutenant would also relieve the captain of some of the administrative responsibilities enabling the captain to be more active in community engagement. In light of the Transit Bureau being located in the City of San Carlos, assigning the Transit Bureau lieutenant to San Carlos would address the lieutenant need for this bureau. The lieutenant would continue to oversee the Transit Bureau and could manage the FTO program.



SUPERVISION

The San Carlos deputies are supervised by the San Carlos patrol shift sergeant, who reports to the San Carlos Police Chief – a San Mateo County Sheriff's Captain. As mentioned above, there are four teams of deputies and each has their respective team sergeant providing 12-hour coverage and combined provide 24-hour coverage.

The SMCSO Captain/San Carlos Chief represents the city at the San Mateo County Police Chiefs and Sheriff's monthly meetings, attends bi-weekly meetings City Manager as well as San Carlos department leaders, and attends city council meetings.

In order to provide management direction and oversight of the SMCSO assigned to the San Carlos Patrol Bureau, the captain meets with the supervisors on a quarterly basis. This is done by scheduling the two meetings during the same week to cover all four team sergeants. Staff indicated they also check in with one another throughout their workweeks.

The San Carlos Chief relies on the management analyst assigned to San Carlos to produce a number of management reports, oversee the city's alarm ordinance, provide bi-weekly submissions to the city's newsletter, manage budgeting and purchasing, schedule various station tours, and complete monthly Board of State and Community Corrections. In addition, the management analyst completes a monthly report for all SMCSO bureaus and headquarters patrol activity data such as, reports, arrests, citations, and the Psychiatric Emergency Response Team quarterly reports.

San Carlos also has one of the two administrative sergeants for SMCSO. The San Carlos administrative sergeant oversees the Traffic Unit and supervises the two motorcycle deputies assigned to San Carlos. The motor deputies provide traffic education and enforcement, investigate traffic collisions, and assist with special events. More information regarding the Traffic Unit will be provided later in the this portion of the report.

SCHEDULE

The four sergeants are scheduled to provide 24/7, 365-day patrol services wherein two are assigned to a 12-hour day shift and two are assigned to a 12-hour night shift, covering opposite ends of the week. Each sergeant has a three-member team of deputies comprised of patrol and K9 deputies. The two motorcycle deputies are also assigned to San Carlos and more information regarding the Traffic Unit is included later in the traffic portion of the report.

Efficient operation of a contract city requires administrative support. San Carlos contracts for one Records Technician and one Management Analyst. As mentioned earlier, it is important to ensure the roles and responsibilities of these two positions are consistent with other professional staff positions serving in an administrative role in other patrol bureaus and commands.



SAN CARLOS COMMUNITY SERVICES OFFICERS

The Community Service Officers (CSOs) assist with community outreach, property and evidence, parking enforcement, reports and traffic investigations. One CSO is assigned to the downtown area for community engagement and parking education and enforcement.

SAN CARLOS DETECTIVES

Currently, there is one detective due to a vacancy. The detectives assigned to San Carlos work out of the Hall of Justice nearby. Due to the detectives working at a different location than the San Carlos patrol deputies, communication regarding investigations is challenging. Since the detectives work a 4/10 schedule where they work four weekdays and have three days off, there is an opportunity to divide the workweek and have office hours in San Carlos two days per week. This would benefit the San Carlos deputies, but also provide easier access to community members especially if those hours were consistent. Since there are two detectives, consideration should be given to having the detectives split the days in San Carlos to provide four days in San Carlos on a weekly basis. This will be addressed in the Investigations portion of the report.

San Carlos is unique in that there are several special events throughout the year that not only require the San Carlos SMCSO staff to work, but also require additional SMCSO personnel to provide support. For instance, large events may require patrol deputies, CSOs, Senior Volunteers in Policing, reserve deputies and motor deputies. These events include:

- Day of Service/Community Volunteer Day
- Week of the Family
- Summer Camp Fair
- Elder Care Resource Faire
- Volunteer Expo
- Public Safety Faire
- Crab Feed: Friends of Adult Community Center
- Volunteer Recognition Gala
- Bunny Hop Breakfast
- Trail Run
- Pedro Tournament
- Earth Day/Arbor Day
- Cornhole Tournament
- **Hometown Days**
- Pride
- Summer Concerts
- Movie Nights
- Block Party
- Family Campout
- Horse Power Car Show
- Bocce Tournament



- **Art & Wine Faire**
- Youth Center Haunted House
- Goblin Walk
- Nutcracker Tea Party
- Night of Holiday Lights
- Breakfast with Santa
- Holiday Workshop
- **Eucalyptus Lights**

The events in bold above are major city-events requiring additional staff to provide services. The city's contract with SMCSO includes overtime funds to cover the personnel costs associated with the events.

SAN CARLOS WORKLOAD AND RESPONSE TIMES

As seen earlier in Table 51, deputies assigned to San Carlos Patrol handled a total of 15,252 calls in 2021 and 14,175 calls in 2022. That difference amounts to a 7 percent decrease in calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category, which is the deputy's observation activity. Conversely, there was an increase in Community-Initiated Contacts (calls for service) from 2021 to 2022.

A review of the data illustrates that in 2021, deputies handled 8,419 Community-Initiated Contacts, and in 2022, they handled 9,181. So, deputies responded to 9 percent more Community-Initiated Contacts in 2022. At the same time, deputies made 6,833 Field-Initiated Contacts in 2021, and 4,994 in 2022. This shows deputies conducted 27 percent fewer field observations than in 2021.

As shown in Table 78, there are currently 12 deputies assigned to San Carlos patrol and we apply that figure for calculating the deputy workload. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year.

TABLE 79: San Carlos Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	14,175	38.84	1,181.25	7.62
Community-initiated calls	9,181	25.15	765.08	4.94
Field-initiated calls	4,994	13.68	416.17	2.68
Reports	1,566	4.29	130.50	0.84
Citations	3,171	8.69	264.25	1.70
Arrests	605	1.66	50.42	0.33



Table 79 above illustrates the average Millbrae deputy activity level as follows:

- 14,175 total calls per year = 1,181.25 total calls per deputy per year or 7.62 calls per shift.
- 9,181 community-initiated calls = 765.08 community-initiated calls per deputy per year or 4.94 community-initiated calls per shift.
- 4,994 field-initiated calls = 416.17 field-initiated calls per deputy per year or 2.68 field-initiated calls per shift.
- 1,566 reports = 130.5 reports per deputy or 0.84 per shift (nearly one report per shift).
- 3,171 citations = 264.25 traffic citations issued per deputy or 1.7 citations per shift.
- 605 arrests = 50.42 arrests per deputy or 0.33 arrests per shift (nearly one arrest every three shifts).

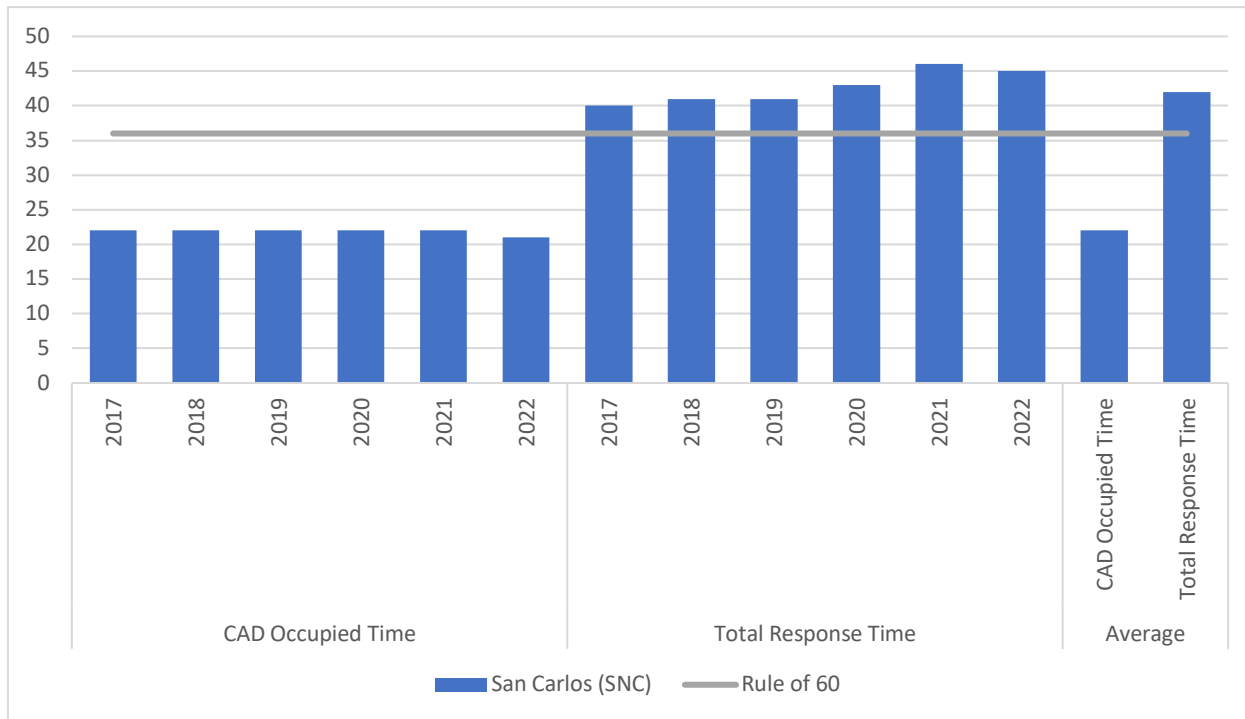
These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants or motor deputies who sometimes handle calls for service. Had sergeants or motor deputies been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As indicated earlier in Table 52, average response time in 2022 for all calls for service in San Carlos was 9 minutes and 6 seconds.

As illustrated in Chart 41 below, in 2021 the primary San Carlos deputy spent approximately 22 minutes on average per incident, and in 2022, the primary deputy spent approximately 21 minutes on average per incident. Over the six-year period, the primary San Carlos deputy spent approximately 22 minutes on average per incident. The average total response time over the past six years was 42 minutes. This represents the maximum total response time for all deputies on the calls.



CHART 41: Average Occupied Time and Total Response Time, by Year, San Carlos



Due to the contract binding the SMCSO to fill the contracted 12 positions, the City of San Carlos effectively does not experience staffing shortages. In light of the call for service data, and community and field-initiated contacts, SMCSO should begin having discussions with the City of San Carlos about increasing the number of deputies agreed to in their contract.

TRAFFIC UNIT

Traffic safety and the efficient flow of traffic are always important factors for any community. The SMCSO Traffic Unit is assigned to the San Carlos Patrol Bureau. Per San Mateo County Sheriff's Office Policy § 506 – Traffic Function and Responsibility, "The ultimate goal of traffic enforcement is to reduce collisions and to protect motorists, pedestrians, and property. This may be achieved through geographic/temporal assignment of personnel and equipment and preventive patrols to respond to specific categories of unlawful driving behavior. Traffic enforcement efforts and techniques are based on accident data, enforcement activity records, traffic volume, and traffic conditions." Contemporary police agencies accomplish this by applying the three E's: *education, enforcement, engineering*. The aforementioned policy outlines warnings in § 506.3.1 where the public can be educated for violations when circumstances warrant, as well as describing citations in § 506.3.2 where traffic laws are enforced. Although the San Mateo Sheriff's Office deploys a full-time traffic unit, it is important that upon all patrol deputies make traffic enforcement one of their areas of focus. The following table represents current staffing in the Traffic Unit.



TABLE 80: Traffic Unit Staffing, FY 2023-24

FY 2023-24	Authorized	Actual	Vacant
Sworn Personnel			
Captain	1	1	0
Lieutenant	0	0	0
Sergeant	1	1	0
Motor Deputies	5	5	0
Ancillary Motor Deputies	4	2	2
Sworn Total	11	9	2
Civilian Personnel			
Community Service Officer	0	0	0
Civilian Total	0	0	0
Traffic Unit Total Staff	11	9	2

Source: San Mateo County Sheriff's Office. CSO's are assigned throughout the county.

SCHEDULE AND SUPERVISION

SMCSO has a dedicated Traffic Team staffed by a full-time administrative traffic sergeant assigned to the San Carlos Patrol Bureau, five motor deputies, two ancillary motor deputies, and twenty community service officers (with five vacancies).

Motor deputies work a 4/10.5 schedule from 6:00 a.m. to 4:30 p.m.; 6:30 a.m. to 5:00 p.m.; or 7:30 a.m. to 6:00 p.m. and work either Monday through Thursday or Tuesday through Friday to overlap to provide full weekday coverage. No motor deputies are assigned to work on the weekends, unless they are working a specialty assignment or event.

The community service officers (CSOs) are assigned to a bureau rather than the Traffic Unit as they handle more than traffic accident reports. Additional information regarding the CSOs will be covered in the North Area Command section of the Operations Division portion of the report.

Traffic is responsible for investigating major injury and fatal traffic collisions and is available for call outs. The five motor deputies are assigned to the following areas:

- San Carlos – two motor deputies.
- Millbrae – one motor deputy.
- Headquarters/Woodside – two motor deputies.

When on-duty, motor deputies handle traffic collision investigations that occur in their respective areas of responsibility. Staff indicated that CSOs also respond to conduct traffic investigations for minor, non-injury accidents and hit and run accidents where there are no suspects. Traffic collisions that occur in the unincorporated areas in San Mateo County are investigated by the California Highway Patrol. When a motor deputy is unavailable or during after hours, patrol deputies are



responsible for conducting traffic accident investigations. Patrol sergeants review and approve traffic collision reports occurring in their area or written by their team; however, major traffic collision investigations are reviewed by the traffic sergeant.

Although there is a designated traffic sergeant who is assigned to the San Carlos Patrol Bureau, the administrative sergeant assigned to Headquarters also shares oversight of the Traffic Unit. The San Carlos traffic sergeant handles the majority of traffic-related duties to include oversight of the Major Accident Investigation Team (MAIT), special events, motor training, and grant management for the county. CSOs, parking citation appeals and administrative tow hearings for San Carlos are handled by the traffic sergeant and for the rest of the county are handled by the Headquarters administrative sergeant. As mentioned at the beginning of the report, the Traffic Unit is a specialized unit serving the entire San Mateo County region. As such, it is better served being assigned to Headquarters Command. Meliora PSC recommends the Traffic Unit, including the Administrative sergeant, be reassigned to Headquarters Command Area – Special Services. This would allow the Traffic Sergeant to be responsible for all Traffic Unit duties and allow the administrative sergeant assigned to Headquarters to focus on their other duties.

With regard to management oversight, the San Carlos administrative sergeant being reassigned to Headquarters Command Area – Special Services Bureau would provide a management opportunity for a position within the San Carlos region. Hence, if the Transit Bureau were to be reassigned to San Carlos, the lieutenant from Transit Bureau could assist with management duties related to the San Carlos Patrol Bureau (refer to Support Operations Command – Transit Bureau for further details). These duties could include the Field Training Program, Transit Bureau, and other duties as assigned by the San Carlos Police Chief.

Evaluations for the motor deputies are completed by the patrol sergeant for the team they are assigned at the respective beat/bureau. The patrol sergeants contact the traffic sergeant to provide input regarding their performance as part of the Traffic Unit. Since the primary assignment is the Traffic Unit who meet monthly and handle major investigations, special enforcement details, and traffic investigations, the practice of having the patrol sergeant author the report would be better served if the traffic sergeant who oversees the team writes the evaluation. The focus of the motor deputy is traffic-related and details regarding traffic are better suited for the traffic sergeant to address. Meliora PSC recommends the motor deputies' evaluations be authored by the traffic sergeant with input from the respective patrol team sergeant.

SELECTION

Special assignment to the Traffic Unit as a motor deputy is considered a transfer per SMCSO Policy § 348 – Specialty Assignments. Although the policy states, “The regular and systematic rotation of personnel through specialty assignments enhances the ability of the Office to accomplish its mission and provides training, experience, and professional development of personnel,” there is no other language describing the rotational policy. Although specific language regarding the length of time is



not included in policy, staff indicated office practice is to stay in a special assignment for approximately five years.

Minimum qualifications outlined in Policy § 348.3 for motor deputy, like other deputy specialty assignments, includes the following:

- Successful completion of probation;
- Successful completion of the Jail Training Program; and
- Successful completion of the Field Training Program.

The selection process is outlined in the letter of interest provided office-wide when a specialty opening becomes available. Typically, the process involves an oral interview panel. The Bureau Captain then submits a memo through the chain of command articulating the qualifications of each candidate with a recommendation and the Sheriff has ultimate authority of the selection.

The Bureau Captain for the respective specialty position notifies the applicant selected. Meliora PSC learned that in practice, those not selected are not always notified, which creates frustration for those in awaiting the decision who may learn about it through word of mouth or the selection memo to the agency. As mentioned in the highlights portion of the report, most organizations studied identify communication as a key area for improvement. The lack of consistency in notifying candidates competing for a special assignment further adds to this sentiment.

In order to maintain consistency and institutionalize the special assignment process, the policy should be updated with character traits for special assignment. These traits could include emotional stability and maturity, stress tolerance, sound judgment and decision making, leadership, initiative, personal integrity and ethical conduct, adaptability, and furthering the direction of the office. In addition, the testing process and rotational policy/duration of assignment should also be included. Refer to the Professional Standards portion of the report for further details about this policy.

TRAFFIC UNIT EQUIPMENT

Due to the nature of call outs for major traffic collision investigations and other special events, having up-to-date safety equipment is critical. Meliora PSC learned the Traffic Unit is in the process of transitioning from Harley Davidson motorcycles to BMW motorcycles. This was due in part to the high amount service and maintenance records presenting a cost issue. Furthermore, the BMW law enforcement motorcycles are known for enhanced safety features such as the braking system. Meliora PSC commends SMCSO for the transition to the BMW law enforcement motorcycles for the Traffic Unit as it will enhance safety to the deputies as well as reduce maintenance and services costs.

Over the past several years, police and sheriff's agencies have transitioned from the traditional wool motor uniform to a more practical uniform with enhanced safety and movement features. Staff indicated SMCSO is in the process of updating the motor deputy uniforms to Motorsport, to include



breeches and uniform shirts with Kevlar fiber. Meliora PSC learned the office is considering keeping the traditional uniform for parades and special events. In the immediate future, this will not present any issues since the existing Traffic Unit is already wearing the traditional uniform. However, in the future this may present additional costs to keep the traditional uniform.

Due to the nature of call-outs for major traffic collisions and other special events, communication is a necessity. Currently, the traffic sergeant and motor officers are not provided agency-issued cell phones. Meliora PSC recommends the SMCSO issue agency-owned cell phones to members of the Traffic Unit. This issue will be addressed further in the technology section of the report.

TRAFFIC UNIT TRAINING

Since traffic collision investigations are a central part of the motor deputies' duties and responsibilities, SMCSO requires all traffic deputies are to attend Basic, Intermediate, and Advanced Collision Investigation courses. A review of the training records indicates all except two newer deputies assigned to traffic have attended all courses; the two newer deputies to the unit have only attended the basic accident investigations course. Meliora PSC recommends the two motor deputies be scheduled to attend the intermediate accident investigation course this year and advanced traffic collision investigation next year. Two traffic deputies also had specific training and experience investigating automobile-pedestrian collision courses. All community service officers (CSOs) are required to attend the Basic Collision Investigation course. Meliora PSC recommends motor deputies be sent to additional training in traffic collision specialties such as automobile-pedestrian, motorcycle and/or bicycle, and reconstruction courses, and that CSOs be sent to the Basic and Intermediate Collision Investigation course.

SMCSO follows the practice of training new deputies in the Traffic Unit on traffic safety topics, driving under the influence investigations, and traffic collision investigations by providing five hours of training during the orientation phase of the FTO program. In addition to providing the short block of traffic training, introducing patrol deputies to the importance of traffic safety in the community would be an excellent opportunity to familiarize the new deputies with high-frequency accident locations within the county so they could monitor these areas for educational and enforcement opportunities with community members later when the deputies return to patrol. Other areas to include would be radar operation.

All motor deputies receive extensive training in traffic collision investigation. In addition, the motor deputies are trained in the Total Station survey equipment to conduct scene documentation. They are part of the Major Accident Investigation Team (MAIT) who handle all fatal traffic collisions, assist other local agencies with fatal collisions, county-involved major collisions, or high liability collisions. The Traffic Unit may be called out by any supervisor to investigate an accident involving serious injury or fatality. The traffic sergeant recently joined MAIT and along with another sergeant on the team, is available for MAIT call-outs to oversee the investigation. There are 10 MAIT-team members: five motor deputies and five deputies, three of which are preparing to become alternative motor riders.



Due to the nature of major traffic collision investigations, using up-to-date systems to document collision scenes is critical for accuracy as well as improving efficiency and timeliness for these complex investigations. Currently, the SMCSO Traffic Unit does not use advanced systems such as the FARO 3D scanner software system. Staff indicated this is a newer opportunity for the unit and one of the goals of that has already been identified. Meliora PSC encourages SMCSO to continue moving forward with implementing this system to digitally document traffic scenes. Furthermore, there is an excellent opportunity for the Traffic Unit to assist the Investigations Unit on crime scene documentation with this equipment.

SMCSO Policy § 500 outlines traffic collision reporting requirements. Meliora PSC found the policy to be thorough and complete. The policy covers how SMCSO deputies are to investigate traffic collisions involving county vehicles, sheriff's employees, and other county employees or officials and how they are to be documented. With regard to traffic collisions involving department vehicles, the policy indicates traffic collision investigation reports shall be taken when a county-owned vehicle is involved in a traffic collision upon a roadway or highway wherein any damage or injury results. Further, should an employee, either on-duty or off-duty, be involved in a traffic collision within the jurisdiction of the San Mateo County Sheriff's Office and which results in a serious injury or fatality, the sergeant should request assistance from a neighboring agency or the California Highway Patrol for the investigation. Traffic collisions involving county sheriff's vehicles should be investigated by an outside or neighboring agency in order to avoid even the appearance of a conflict of interest. Again, San Mateo County SO's policy is in keeping with this best practice.

The operation of a sheriff motorcycle is a perishable skill. As such, perishable skills training is a practice necessary to maintain the high degree of riding skills to ensure the safe operation of the motorcycle for enforcement purposes. Although motor deputies ride routinely in their daily assignment, this is no substitute for motorcycle training that includes slow-speed maneuvering and traffic collision evasion, at the very least. These exercises are established in the police motorcycle training guide used at the police motorcycle academy approved by the California Peace Officers Standards and Training. Per the California P.O.S.T. Motor Guide, "A sound motorcycle training program strengthens the skills and knowledge of the individual officers while raising the overall competence and safety of the unit. Costs associated with training are an investment and budgeting for training is a proactive risk management practice."

Most agencies that have traffic units staffed with motor deputies require the motor deputies to conduct motorcycle safety and skills training at a minimum of at least annually, with some agencies training quarterly. SMCSO conducts monthly motorcycle safety and skills training, which is commendable as it exceeds best practice. The unit undergoes motorcycle certification on a quarterly basis. SMCSO is to be commended for ensuring this perishable skill is constantly trained to ensure the safety of the motor deputies and community members.



In addition to the five, full-time motor deputies, SMCSO has “alternative motor riders” who are not assigned to the Traffic Unit as a full-time assignment. Rather, these deputies have attended the POST Motorcycle Course and attend the monthly SMCSO motorcycle training. The alternative motor riders assist with special events, MAIT, and other traffic-related duties as requested. Due to the part-time nature of this assignment, it is important the alternative motor riders continue the practice of attending the monthly motorcycle training.

TRAFFIC ACCIDENTS

A review of the traffic collision data for the past six years (included in the Data Analysis Report in the Appendix) reveals the timeframe for the bulk of traffic collisions is between 7:00 a.m. to 7:00 p.m. However, there are still a number of traffic collisions between 7:00 p.m. through 10:00 p.m. Based on community-initiated calls for service, the days of week with a higher frequency of traffic collisions are Friday, Saturday, and Thursday, respectively. Conversely, the lowest frequency of traffic collisions occurs on Mondays and Sundays, respectively. Historically, Saturday is the second-highest day for traffic collisions and presents an opportunity to adjust the scheduled work days from Monday through Friday to Tuesday through Saturday.



TABLE 81: Community-Initiated and Field-Initiated Accidents, by Day of Week, by Hour

Hour	Community-Initiated							Field-Initiated Contact							Agency		
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	CI	FI	Total
00	17	14	5	15	19	26	22	1		1			3		118	5	123
01	9	7	7	8	11	21	23	3		1	2	1	2	2	86	11	97
02	5	4	8	9	10	20	15					1	2	3	71	6	77
03	5	1	5	4	5	8	9	2				1	1		37	4	41
04	4	2	5	6	4	12	7	1			1			1	40	3	43
05	9	14	7	11	11	9	9		2	1		3	1	1	70	8	78
06	25	36	21	27	18	19	13	1	1	2	1	2		2	159	9	168
07	57	43	53	51	58	27	20	9	8	6	8	7			309	38	347
08	80	99	86	80	82	47	34	8	17	8	11	9	6	3	508	62	570
09	68	75	71	80	62	62	46	4	10	9	11	7	12	9	464	62	526
10	84	46	79	74	75	90	53	11	13	7	11	7	12	7	501	68	569
11	97	88	78	74	94	121	82	6	7	14	12	7	9	11	634	66	700
12	97	96	105	99	77	114	105	3	5	12	9	8	15	8	693	60	753
13	89	113	92	98	110	107	104	11	13	11	6	15	15	8	713	79	792
14	99	113	98	117	138	115	116	9	10	10	15	18	15	10	796	87	883
15	117	102	116	111	106	125	109	15	13	14	14	13	9	14	786	92	878
16	101	105	113	102	117	98	84	14	9	13	11	10	12	7	720	76	796
17	65	85	89	88	108	80	78	5	7	9	9	11	11	8	593	60	653
18	93	91	85	103	99	80	97	5	8	7	5	1	5	8	648	39	687
19	63	78	70	57	99	62	70	5	5	4	6	4	4	4	499	32	531
20	46	57	60	58	53	58	57	3	3	3	4	4	1	2	389	20	409
21	28	40	43	43	51	52	58	2	1	2	5	6	3	7	315	26	341
22	26	28	21	37	55	67	37		3	4		3	4		271	14	285
23	12	14	12	26	38	28	29	3	2	1	1	1	3	3	159	14	173
Total	1,296	1,351	1,329	1,378	1,500	1,448	1,277	121	137	139	142	139	145	118	9,579	941	10,520

NOTE: Yellow shading represents the current schedule of motor deputies working Monday through Friday from 6:00 a.m. to 6:00 p.m. Green shading represents the adjusted schedule to cover the higher incidents of traffic collisions.



In contrasting the high volume of traffic collisions and timeframes with the motor deputies' schedules, an opportunity to more closely align traffic collisions with the motor unit schedule is apparent. The data in the table demonstrates that adjusting the motor deputies' schedules to cover the hours of 7:00 a.m. to 9:00 p.m. (shaded in green) is important to provide appropriate service levels to the community. Saturday could cover from 8:00 a.m. to 9:00 p.m.

In addition to the Data Analysis Report conducted for 2017-2022, Meliora PSC requested data for the past five years regarding more detailed traffic collision data from SMCSO. Staff indicated the top three causes for traffic collisions in the county are unsafe turns, speeding, and driving under the influence. These three primary collision factors were consistent over the five-years from 2019-2023, with the top two factors either being unsafe turns or unsafe speed.

In 2023, the top four locations for traffic collisions were:

- Millbrae Ave. / El Camino Real in Millbrae (11)
- Millbrae Ave. / Rollins Rd. in Millbrae (5)
- Millbrae Ave. / 101 in Millbrae (5)
- 300 Bradford St. in Redwood City (5)

Staff indicated in the preceding years, some of these locations were also in the top 10 locations for traffic collisions:

- Millbrae Ave. / El Camino Real in Millbrae
- Millbrae Ave. / Rollins Rd. in Millbrae
- 300 Bradford St. in Redwood City

Meliora PSC also learned that La Honda Rd. and Portola Rd. in Woodside was the top traffic collision location in 2022 (13 traffic accidents), 2021 (12 traffic accidents), and 2019 (8 traffic accidents). Of note, this intersection is not in the top 10 traffic accident locations in the county for 2023. Staff indicated there was a weather event in the beginning of 2023 that washed out the roadway, which is currently unavailable.

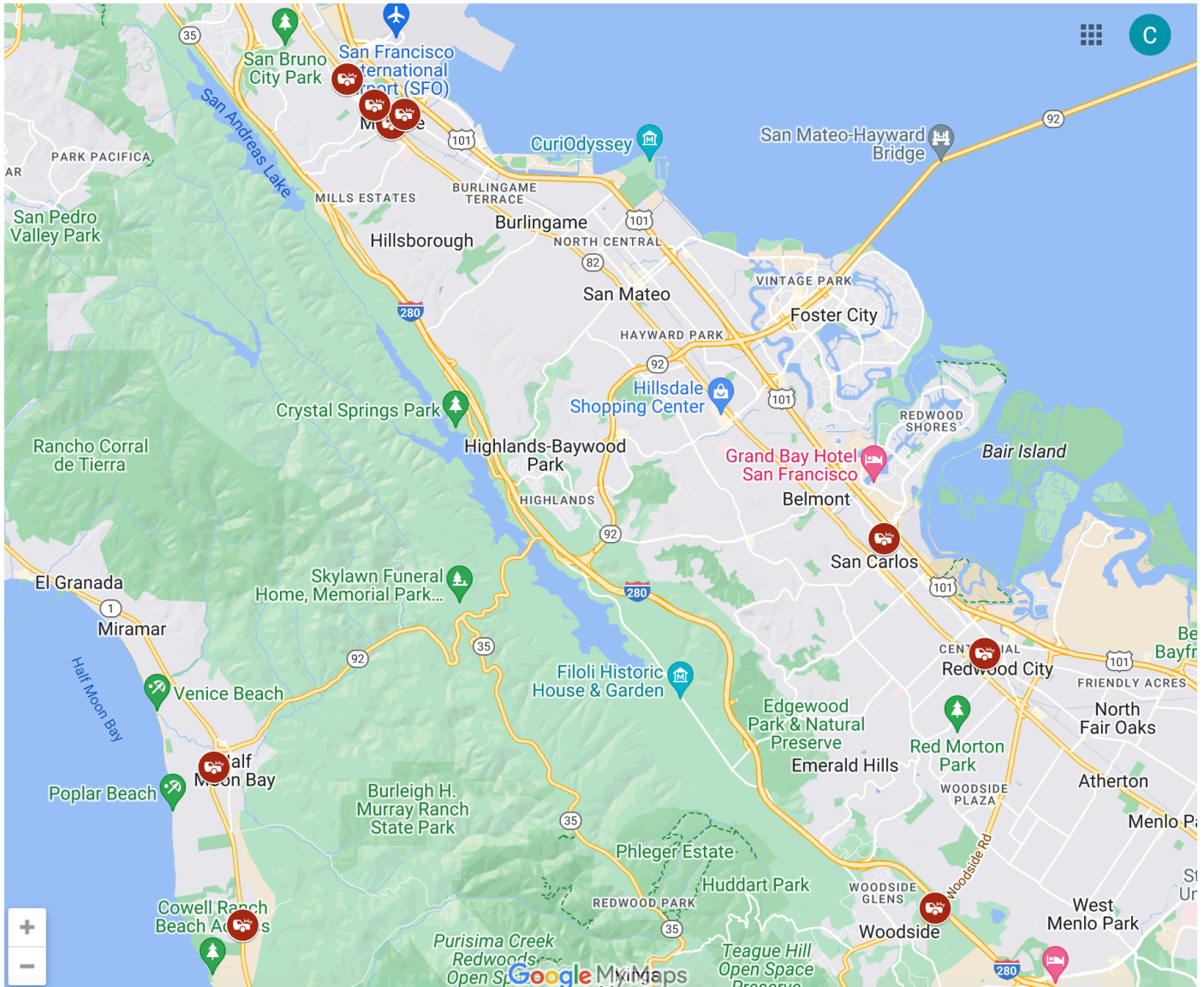
While concerns often emanate from residential areas and school zones, traffic accidents often occur more frequently in areas with a high retail concentration and/or high traffic volume. Anecdotal evidence suggests that this is also the case in San Mateo County; therefore, it is important that SMCSO commit adequate resources to address all traffic-related issues.

It is useful to provide a visual representation of the traffic collision picture on a map so SMCSO personnel are aware and can take steps to monitor and address traffic safety issues. Meliora PSC inquired about the use of maps for the top 10 traffic accident locations as well as the top 10 traffic stop and citation locations and learned although mapping the traffic accidents is possible, the ability to map traffic stop and citation locations is not. This may be an internal process where the crime



analyst can assist with providing this information. Meliora was able to request and receive such maps and they are included below.

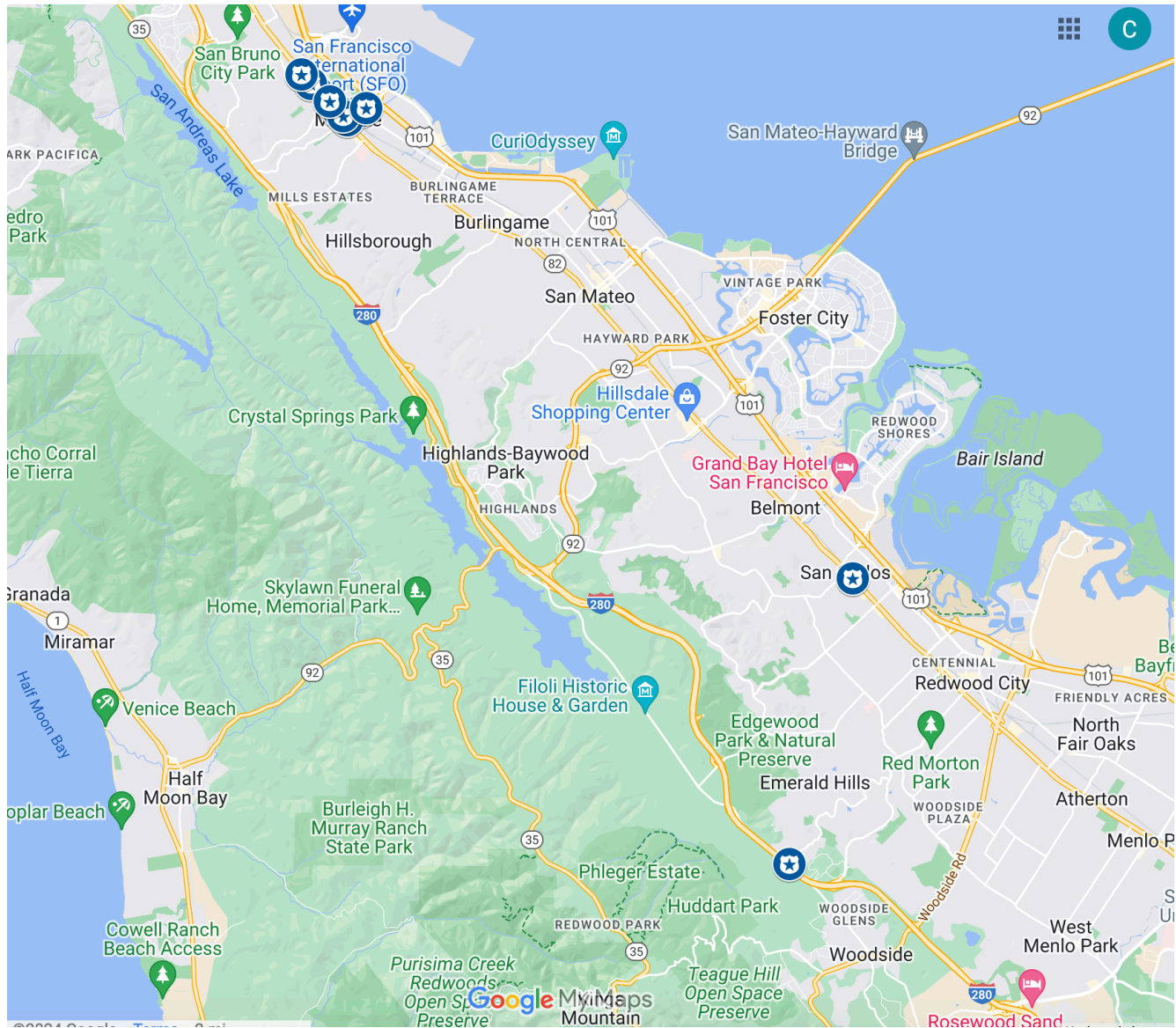
CHART 42: Traffic Accident Locations, 2023



SOURCE: San Mateo County Sheriff's Office Crime Analysis Unit.



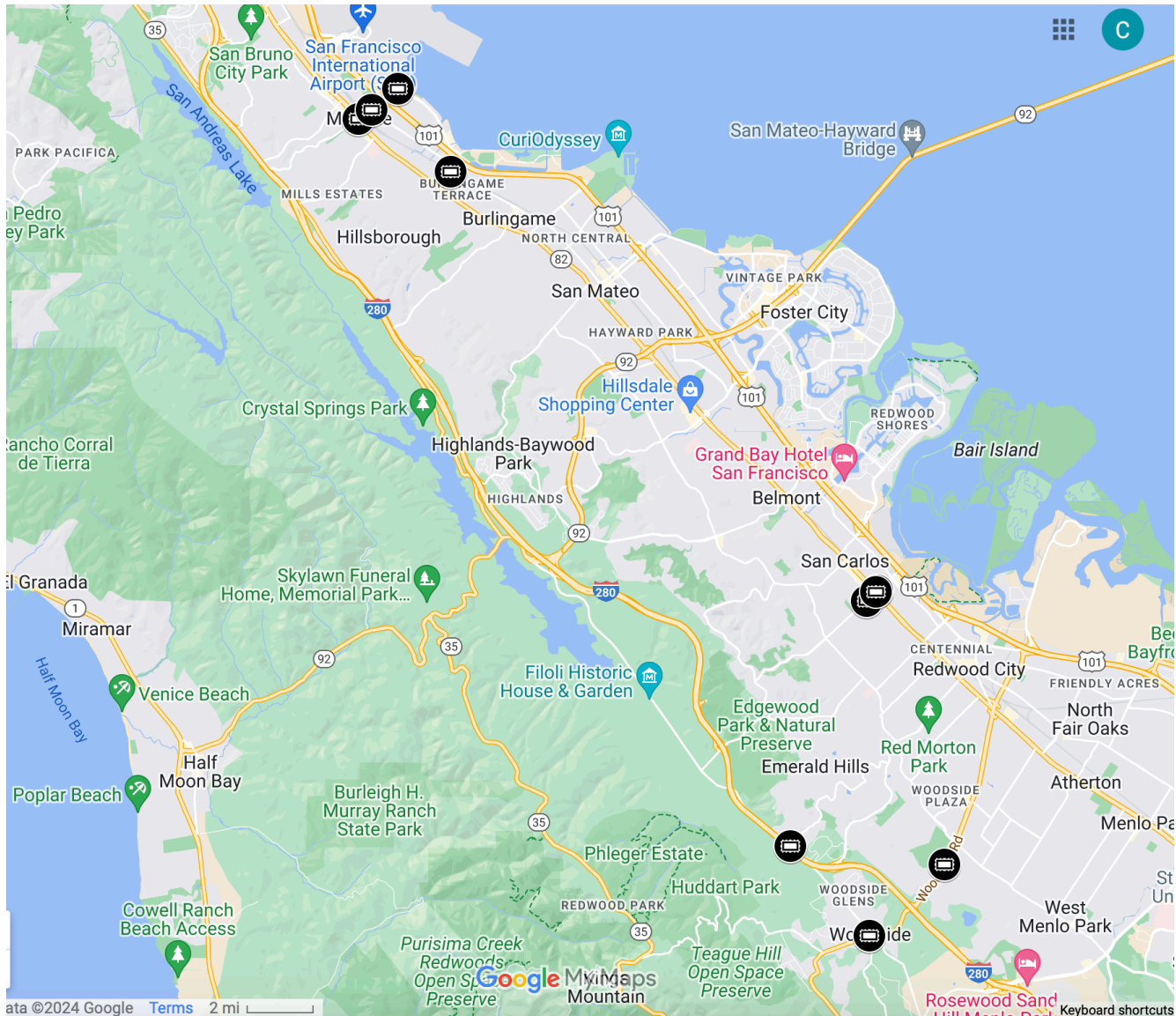
CHART 43: Traffic Stops Locations, 2023



SOURCE: San Mateo County Sheriff's Office Crime Analysis Unit.



CHART 44: Traffic Citation Locations, 2023



SOURCE: San Mateo County Sheriff's Office Crime Analysis Unit.

Based upon the mapping of traffic collision locations, SMCSO deputies traffic stop and citation locations are generally consistent with areas of high frequency collisions. We also learned that recently, there was a deputy who provided detailed traffic collision and enforcement information, but through attrition the deputy is no longer at SMCSO. This presents an opportunity for the Crime Analysis Unit to collaborate with the Traffic Unit to build useful data mapping on high frequency collision locations to be shared with staff in all bureaus. Meliora PSC recommends the Crime Analysis Unit and traffic sergeant create traffic collision monthly reports to be disseminated throughout patrol.



In order to address areas with a high number of traffic collisions, agencies apply the three “E’s” to traffic safety: *education, engineering, and enforcement*, conducting reviews of traffic collisions and complaints received by the office and county are a good practice. San Mateo County has a committee of county officials that meet to address engineering, education, and enforcement issues brought up by community members and collisions. The committee consists of the traffic sergeant, San Carlos captain, Woodside and Portola Valley sergeant, Headquarters sergeant, San Carlos Department of Public Works representative, San Carlos traffic engineer, and Redwood City/San Carlos Fire Captain. The committee meets monthly to review traffic collision data in the San Carlos and around schools and to share complaints about traffic or engineering concerns in San Carlos. In addition, the Headquarters administrative sergeant attends similar traffic safety committees for Woodside and Portola Valley where monthly reports regarding traffic collisions, citations, and parking issues is shared.

In the following tables, data regarding traffic accidents for the past five years is examined in more detail to explore potential trends. Table 82, Traffic and Impaired Driving Accidents in San Mateo County, 2019-2023, summarizes traffic collisions and causation factors. From 2019 to 2023 injury collisions decreased by 31 percent. During the same period DUI collisions decreased by 21 percent. Significantly, auto-pedestrian traffic collisions Increased by 4 percent from 2019 to 2023. Of note, the pandemic undoubtedly correlates to the overall decrease in traffic collisions from 2019 through 2020; although there was a 55 percent increase in auto-pedestrian traffic collisions. Data in Table 83, Traffic Accidents by Day of Week, shows over the five-year trend, most accidents occurred on Fridays and the least collisions occurred on Sundays. There was an uptick in traffic accidents from Wednesday through Saturday compared to the other days of the week. Due to the relatively low number of auto-pedestrian and fatal traffic collisions, there are no identifiable trends that can be drawn from those tables. The highest number of auto-pedestrian collisions occurred on Tuesday (33), with the lowest on Sunday (6) over the five years. Over that same period, the most fatal collisions happened on Friday (4) and the least on Wednesday (1).

TABLE 82: Traffic Collisions, by Type, and Impaired Driving Accidents, by Year

Year	Total Collisions	Injury Collision	Property Damage	Fatal Collision	DUI PCF*
2019	549	179	366	4	*66
2020	431	164	264	3	*41
2021	454	166	283	5	*57
2022	494	211	280	3	*49
2023	381	162	217	2	*52

Source: San Mateo County Sheriff's Office. *Of the total collisions, * represents traffic collisions with Primary Collision Factor (PCF) as DUI.



TABLE 83: Traffic Accidents, by Day of Week, by Year

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2019	68	73	71	83	79	99	76	549
2020	50	46	71	64	62	74	64	431
2021	48	72	58	62	69	76	69	454
2022	65	63	58	76	65	91	76	494
2023	55	44	52	54	54	61	60	380
TOTAL	286	298	310	339	329	401	345	2,308

Source: San Mateo County Sheriff's Office. The 2023 total traffic collisions by week shows one less collision than the total data search.

TABLE 84: Auto-Pedestrian Accidents, by Day of Week, by Year

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2019	0	4	5	4	4	5	0	22
2020	2	3	6	5	5	8	5	34
2021	1	2	4	3	5	3	3	21
2022	2	6	8	6	2	9	4	37
2023	1	1	10	5	0	5	1	23
TOTAL	6	16	33	23	16	30	13	137

Source: San Mateo County Sheriff's Office.

TABLE 85: Fatal Accidents, by Day of Week, by Year

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2019	0	1	1	0	1	1	0	4
2020	1	0	0	0	0	0	2	3
2021	0	1	2	1	0	1	0	5
2022	0	1	0	0	0	2	0	3
2023	1	0	0	0	1	0	0	2
TOTAL	2	3	3	1	2	4	2	17

Source: San Mateo County Sheriff's Office.

TABLE 86: Hit-and-Run Accidents, by Year

Year	Hit & Run	Total Collisions	% Collisions Hit & Run
2019	127	549	23%
2020	110	431	26%
2021	121	454	27%
2022	127	494	26%
2023	108	380	28%

Source: San Mateo County Sheriff's Office.



TABLE 87: Traffic Accidents by Area, by Year

Area	2022	2023	% Change
North County	108	122	13%
Coastside	70	70	0%
Headquarters	88	54	-39%
San Carlos	156	133	-15%
TOTAL*	422	379	

Source: San Mateo County Sheriff's Office. *We noted the total traffic accidents provided in 2022 differ from those in Table 83; however, the cause for the inconsistency was not able to be determined by staff.

Currently, the SMCSO Traffic Unit is participating in the Selective Traffic Enforcement Program (STEP) grant awarded by the California Office of Traffic Safety (OTS) to focus on DUI through checkpoints and saturation patrols along with targeted enforcement operations based on other primary collision factors, and pedestrian and bicycle safety. The overall goal is to reduce traffic collisions and enhance community safety.

San Mateo County SO conducts approximately 10 roving DUI saturation patrols within the county, supported by the OTS grant. Drug recognition experts (DREs) are an important resource in maintaining traffic safety. Due to the prevalence of drugs in society, DUI drivers may be impaired by drugs or a combination of drugs and alcohol. Meliora PSC learned there are seven DRE-trained personnel and of the seven, two are assigned to the Patrol Division. Additionally, there are 31 total sworn staff trained in Advanced Roadside Impaired Driving Enforcement (ARIDE), with 14 of those trained assigned to the Patrol Division. The traffic sergeant ensures that at least one ARIDE-trained deputy is presents at DUI checkpoints. With only two DRE-trained staff assigned to patrol and seven throughout the agency, Meliora PSC recommends increasing the number of sworn staff assigned to DRE as well as ARIDE to alleviate the small number of patrol staff assigned this responsibility. The supplemental training will also benefit the professional development of other staff within the office. In addition to traditional traffic enforcement, other duties for which the Traffic Unit is responsible are:

- Maintenance of Preliminary Breath Test (PBT) devices
- Deployment of speed trailers/signs
- Radar/LIDAR maintenance
- Trainers in Standardized Field Sobriety Test (SFST) and Advanced Roadside Impaired Driving Enforcement (ARIDE).
- Responding as Traffic Call Out Team to handle major injury/fatality collisions
- Providing field sobriety and Advanced Roadside Impaired Driving Enforcement (ARIDE).
- Fatal and major injury traffic collisions handled by MAIT are approved by the traffic sergeant.
- Special events and activities.
- Attend community outreach events such as Coffee with a Cop, community forums, and school safety events.
- Monthly motor training.



Many police and sheriff's departments no longer respond to non-injury collisions unless a hazard exists or an intersection is blocked. Most agencies now deploy civilian personnel to handle the report if the agency continues to take minor collision reports. Using civilians to handle non-injury traffic collisions or direct traffic is one option to consider. Many agencies have transitioned to online reporting of traffic collisions and minor crimes with no suspects. As a full-service Sheriff's Office, SMCSO CSOs handle non-injury traffic collisions and property damage only reports along with crime reports with no suspects. Furthermore, the office provides online reporting for traffic collisions with property damage only. The SMCSO is to be complimented for its commitment to community service.

Not only is this practice of civilian traffic collision investigators cost-effective, but it also provides an opportunity for civilian personnel to develop professionally within the agency. Meliora learned there is only one CSO who conducts traffic accident investigations. The other CSOs mainly handle towing vehicles and parking enforcement. Meliora PSC recommends all CSOs be trained and assist with minor injury and non-injury traffic collisions, parking enforcement, crime reports with no suspects, and deploying speed signs throughout the county.

The following table reflects the total number of traffic citations issued by San Mateo County SO patrol deputies and the Traffic Unit for the period of 2019 to 2023. As stated earlier in the patrol productivity portion of the report, if one assumes each deputy issued an equal number of citations and each patrol and motor deputy worked the equivalent of 155 shifts per year, each of the 81 patrol deputies and five motor deputies would have issued 178.53 traffic citations per deputy, or 1.15 citations per shift in 2022. As noted above in the deputy activity levels by bureau, these averages fluctuate based on the bureau workload and staffing.

TABLE 88: Traffic Citations Issued, by Year

Year	Traffic Infractions	*Criminal Traffic	Parking Citations	Total
2019	21,689	941	8,042	30,672
2020	11,954	532	3,999	16,485
2021	18,914	638	3,625	23,177
2022	15,354	558	5,027	20,939
2023	12,911	531	4,514	17,956

Source: San Mateo County Sheriff's Office. * denotes criminal Traffic includes DUI, Unlicensed Driving or Driving on a Suspended License, and Hit and Run citations.

The above data pertain specifically to both patrol and the Traffic Unit's traffic citations. Citations issued for non-traffic criminal incidents are not accounted for in the above table. From 2019 to 2023, there was a significant drop in traffic and parking citations while the country was experiencing the effects of the COVID-19 pandemic.

There is no industry standard for the number of citations expected of a patrol deputy, and establishing quotas is both undesirable and unlawful. Nonetheless, as part of the overall work effort



an agency can demand that sufficient effort be directed to those areas of greatest concern to the community. Measuring performance relative to traffic enforcement, both individually and collectively, is appropriate when used as part of a broader measure of overall performance.

Meliora PSC inquired about details regarding the types of complaints that are received and learned complaints are not formally tracked. SMCSO has a couple of ways community members can request traffic enforcement or report traffic safety complaints: in person or by calling the SMCSO. Currently, most traffic complaints are received through dispatch. The complaints are sent to Records who reviews the traffic complaint and assigns it to the CSO (cc'd to the patrol sergeant who works that day) assigned to the respective bureau. In San Carlos, the traffic sergeant writes traffic concerns on the white board in the briefing room; however, the complaints are not retained or tracked. In areas with identified traffic safety concerns, traffic deputies conduct directed patrols, deploy the speed radar trailers, and/or enforce traffic laws. Depending on the circumstances of the complaint, a traffic deputy will be sent to contact the complainant.

The current system lacks any process or ability to data-mine the search for accident-causing complaints and SMCSO responses. Meliora PSC recommends SMCSO implement a process to track traffic-related complaints by category, location, complainant, outcome, and include the office's response. This could also include establishing an email for traffic complaints on the SMCSO website that would go directly to the Traffic Unit. During the process, the complainant should be kept up-to-date on the actions taken to resolve their issue.

The Traffic Unit distributes monthly bulletins to patrol deputies identifying a list for drivers with suspended/revoked CDL as required by the OTS grant. There is no tracking on any traffic education, monitoring, or enforcement to those with suspended/revoked CDLs. Meliora PSC recommends implementing a process to track the efforts to contact those with suspended/revoked driver's licenses.

The Traffic Unit sends a monthly citation report regarding traffic and parking citations to contract cities. The report also includes traffic collision data.

The Traffic Unit actively engages the community in traffic safety through speaking appearances and special events. Traffic participates in the following special events:

- Coffee with a Cop.
- Parades.
- National Night Out.
- Art & Wine Fairs in San Carlos and Millbrae.
- Holiday events for Halloween and Christmas.
- Trail runs.
- Bicycle safety presentations as requested.
- Other events as needed.



TRAFFIC UNIT RECOMMENDATIONS

- Reassign the Traffic Unit, including the Administrative sergeant, to Headquarters Command Area – Special Services. (Recommendation #102)
- Assign the motor deputies' evaluations to be authored by the traffic sergeant with input from the respective patrol team sergeant. (Recommendation #103)
- Issue agency-owned cell phones to the members of the Traffic Unit. (Recommendation #104)
- Assign two motor deputies to attend the intermediate accident investigation course this year, advanced traffic collision investigation next year such as automobile-pedestrian, motorcycle and/or bicycle, and reconstruction courses, and that CSOs be sent to the Basic and Intermediate Collision Investigation course. (Recommendation #105)
- Create traffic collision monthly reports to be disseminated throughout patrol. (Recommendation #106)
- Increase the number of sworn staff assigned to DRE as well as ARIDE to alleviate the small number of patrol staff assigned this responsibility. (Recommendation #107)
- Ensure all CSOs are trained and assist with minor injury and non-injury traffic collisions, parking enforcement, crime reports with no suspects, and deploying speed signs throughout the county. (Recommendation #108)
- Implement a process to track traffic-related complaints by category, location, complainant, outcome, and include the office's response. (Recommendation #109)
- Implement a process to track the efforts to contact those with suspended / revoked driver's licenses. (Recommendation #110)

PSYCHIATRIC EVALUATION RESPONSE TEAM

Communities throughout the state are dealing with the detrimental impact of health and safety issues related to those experiencing mental health-related challenges as well as those who are unsheltered. Law enforcement has been asked to address this societal issue, in the past using enforcement-based tools to address violations such as trespassing, substance abuse, and a variety of behaviors that pose risks to those with mental health issues and adversely impact quality of life for the community's residents, businesses, and visitors. For decades, communities and public safety agencies have struggled with this growing issue compounded by a lack of resources for long-term solutions. The impact on fire, sheriff, and emergency medical services is significant.

Many police and sheriff's agencies across the nation have created co-response units for mental health calls, pairing a social service professional with a patrol deputy. Others have created alternative response programs, where non-sheriff personnel are the first responders to mental health calls. Notwithstanding the model type, it can be effective to designate one or two specially-trained deputies to screen, follow-up, and monitor cases initiated in patrol, where individuals have been in a mental health crisis. These deputies can assist individuals and family members to connect with the appropriate social and health services. Additionally, they can provide important information to dispatch and frontline deputies about potentially volatile situations, offer strategies for de-escalation, and improve the chances of a peaceful resolution.



Because every community is different, there is no one-size-fits-all response model. SMCSO recognizes calls for service involving people in a mental health crisis are often high-risk for both the deputy and the individual in crisis. The San Mateo County Sheriff's Office created the Psychiatric Evaluation Response Team (PERT) in 2015 and it falls under San Carlos Patrol Bureau. Rather than PERT handling mental health calls for service in the field, PERT works in collaboration with licensed clinicians from San Mateo County Behavioral Health and Recovery Services (BHRS) to provide resources to those in need after the call with the goal of providing a long-term solution. Initially, PERT was comprised of one detective and one BHRS clinician. In 2019, the team was expanded to two detectives and two clinicians to meet the growing mental health needs of the county.

San Mateo County SO Policy § 428 – PERT, “to provide consultation and field support to Patrol, in the areas of behavioral health, homelessness, and service referrals. These functions are done in an effort to support patrol deputies, reduce emergency hospitalizations, reduce recidivism rates of mentally ill offenders, and prevent tragic outcomes. PERT collaborates with a variety of community-based organizations for these purposes.”

Meliora requested the agreement for this collaborative effort among the two county agencies and learned there is no active agreement. Meliora PSC recommends a Memorandum of Understanding (MOU) be created outlining the roles and responsibilities of this worthwhile collaborative county effort.

Successful outcomes and peaceful resolutions are more likely if the responding deputy has knowledge and connections to the resources needed for people in mental health and addiction crisis. This requires an upfront investment in time by the deputy to build that body of knowledge and establish strong working relationships with health and human services agencies. In an effort to address this pressing issue, agencies are responding by broadening training for first responders – an effort SMCSO is credited for taking the lead. In 2021, the Enhanced Crisis Intervention Training (ECIT) was developed by PERT to provide more extensive training to patrol deputies in order to better respond to those experiencing a mental health crisis. Meliora PSC commends SMCSO for creating ECIT to provide deputies with this critical skillset. San Mateo County SO Policy § 424.9 – Crisis Intervention Team (CIT) establishes guidelines and directions for use of CIT. The section of the policy was thorough and includes response, protocol, and reporting. In light of the ECIT training, Meliora PSC recommends the policy be updated to include the addition of ECIT.

Meliora PSC sought the annual crisis intervention training assessment indicated in San Mateo County SO Policy § 424.12 – Evaluation, and learned it has not been done. Meliora PSC recommends a review and analysis of response to incidents be conducted annually. The PERT quarterly reports already provide the data and insight to create the annual report.

PERT SCHEDULE

PERT is a four-member team comprised of two SMCSO detectives and two licensed clinicians. In order to cover the five-day work week, the detectives split the week with one working Monday through



Thursday, and the other working Tuesday through Friday. Both work a 4/10 schedule from 6:00 a.m. to 4:00 p.m., meaning they work four, 10-hour workdays with three days off for a total of 80 hours in a 14-day pay-period and 160 hours in a 28-day pay-period. The county clinicians work Monday through Friday from 8:00 a.m. to 5:00 p.m., which does not align with the PERT detective's schedule.

Meliora asked if the county clinicians are able to adjust their schedules and start early in the event of needing to provide training as a PERT team, but learned BHRIS does not allow for this accommodation. Due to the high-quality asset to the office and community at large, having the ability to come in early from time-to-time to provide team teaching and/or client needs, it is incumbent upon the two agencies to work together to ensure systems or processes do not prevent the dedicated PERT team from maximizing their effectiveness. Meliora PSC recommends schedule flexibility for the clinicians be addressed in an MOU as mentioned above.

The PERT detective position is not an "on-call" assignment. Meliora PSC learned that the PERT detectives do take calls from other deputies on their time off. Should a significant incident occur, the PERT detectives can get called in as is the case with all detectives. PERT reports to the San Carlos Administrative Sergeant and maintains their office at the San Carlos station.

PERT SELECTION

The responsibilities of the PERT Detective are listed in San Mateo County SO Policy § 428.4 and include the following:

- Ensure the safety of the PERT clinicians, involved community partners, and consumers of mental health services.
- Conduct appropriate law-enforcement related records checks, to include a criminal history check and firearms check.
- Have knowledge of current legal and ethical issues with respect to mental illness, homelessness, and law enforcement.
- When firearms or other deadly weapons (as defined by PC 16590) are confiscated as a result of an individual being placed on a W&I 5150 hold, initiate a petition through the County Counsel's Office, for the Sheriff's Office to retain the firearms, pending a Civil Court hearing or other legal disposition of the firearm(s).
 - Inform the person, whose firearms or other deadly weapons were taken, that he or she has 30 days to respond to the Civil Court clerk to confirm his or her desire for a hearing, and that the failure to respond will result in a default order forfeiting the confiscated firearm or weapon.
- Document significant actions in a Sheriff's Office RIMS case or supplemental report.
- If necessary, coordinate with uniformed deputies to make appropriate legal arrests.
- Participate in skill building trainings in the areas of crisis response, de-escalation, and mental illness.
- Consult with PERT clinician(s) regarding disposition and clinical issues.
- Compile and maintain relevant data, within HIPPA guidelines.



There is no established selection process for this position. As mentioned earlier in the Traffic Unit section, consideration should be given to enhancing the existing Specialty Assignment policy to include the formal selection process. In practice, when a position is open, interest memos are submitted by those deputies seeking the opportunity. An oral interview is conducted by a panel comprised of the San Carlos Administrative Sergeant, mental health clinician, and PERT detective. Candidates are placed in three groups with a recommendation forwarded to the Captain, which is forwarded through the Chain of Command for a final selection.

TRAINING

Most newly-selected PERT detectives have attended Crisis Intervention Training since all new deputies are required to attend it. Once selected to PERT, the detective attends ECIT within six months. PERT detectives also attend the 40-hour FBI Crisis Negotiations training and supplement the Crisis Negotiations Unit. In light of the overlap with homeless persons having mental health crisis, Meliora PSC recommends PERT detectives also attend the POST Homeless Liaison Officer training course. Since mental health issues continue to increase SMCSO workload and time spent, it is important PERT stay abreast of trends and resources through annual conferences dedicated to this community issue such as the National Alliance on Mental Illness. Staff indicated PERT attends the International Crisis Intervention Team conference. Meliora PSC recommends the PERT detectives continue to attend the annual conference with the clinicians annually. When CNU or the California Association for Hostage Negotiators quarterly training is nearby, the team also attends.

Meliora learned the PERT clinicians are limited in the training they are able to receive as they work for another county entity. In light of the fact they may respond to a critical incident in the field or with the Crisis Negotiations Unit, specialized law enforcement training is important for the clinicians to gain a firm understanding of concepts such as overall scene safety as well as trends in the industry. By including the clinicians in law enforcement training, the clinicians expand their understanding of providing services in the safest manner possible, and the other team members, be they PERT, SWAT or CNU, benefit from the expertise the clinicians can share as well. Ultimately, the community benefits from the enhanced safety and response to incidents through this collaborative partnership. Meliora PSC recommends the cross-training of BHRS clinicians be included in the updated MOU.

PERT detectives provide crisis intervention training to SMCSO staff, both sworn and professional staff. They provide eight classes per year: four 40-hour CIT and four 24-hour ECIT courses. During the FTO program orientation, PERT conducts a 4-hour session where new deputies learn about PERT's role in investigations, available resources, forms and investigative steps. A key portion of training includes the proper application for Gun Violence Restraining Orders (GVRO) and confiscation of firearms per Welfare & Institutions Code § 8102. Training also includes the decision making process in determining if individuals meet the threshold for Welfare & Institutions Code § 5150. SMCSO is to be commended for ensuring PERT is a valuable training asset internally as well as in the region.

Due to the incarcerated persons in the jail setting having mental health issues, PERT indicated they are considering growing the ECIT program for jail personnel. Again, Meliora PSC commends PERT and



the Sheriff for this forward-thinking approach to assist jail personnel in dealing with the jail population. Meliora PSC recommends the SMCSO move forward with providing jail personnel ECIT specifically designed for the jail setting.

Meliora PSC learned at the time of incarceration, BHRS refers the incarcerated person to Forensic Mental Health – FMH (Corrections Health through San Mateo County). Ensuring the incarcerated person receives appropriate mental health services upon entry is a valuable practice and shows a commitment to the person's health needs. When asked if this service occurs upon release, Meliora PSC learned FMH does not refer back to BHRS. This is an opportunity to surround the individual with end-to-end mental health needs, particularly in light of the significant change in their lifestyle. Meliora PSC recommends the SMCSO work with FMH and BHRS to refer those transitioning out of the jail.

PERT DUTIES AND RESPONSIBILITIES

PERT's main purpose and function is to connect clients and families to services and resources that can help manage acute crisis, prevent tragic outcomes, and reduce hospitalization and incarceration. PERT bridges the gaps between crisis events and long-term options for treatment to prevent future crisis.

As mentioned above, the PERT detectives do not respond to calls for service unless requested. Rather, PERT detectives work with the clinicians who manage these caseloads. On a daily basis, PERT reviews new cases that have a mental health component, investigates, and determines what follow up is appropriate. This can range from a phone call to an individual or family, to referrals to county and/or other community resources, to consulting with SMCSO deputies and other police/sheriff's agencies, or conducting field interventions which may include initiating a W&I 5150 hold. The PERT clinicians search their database for behavioral health history and advise existing teams as appropriate.

PERT prioritizes cases based on risk to self and others. The review involves determining the presence of guns/weapons and best resources for the situation while also deciding who is best suited to lead the call to the client and/or family. Due to the complexities, these cases can take weeks to months to resolve. PERT completes referrals to county programs such as Pathways, Assisted Outpatient Treatment (AOT), Integrated Medicine Assisted Treatment (IMAT) program through hospitals for drug addiction to facilitate resources and programming, Serenity House, Correctional Health, Family Assertive Support Team (FAST), and others.

PERT detectives have responded to crisis calls from deputies and assisted on scene by evaluating individuals in these circumstances. The limitation is response time related to the size of the county. Subsequently, in 2020 SMCSO developed the Enhanced Crisis Intervention Team (ECIT) program to train deputies to a higher level of response/assessment for crisis so they could enhance field-based decisions regarding the level of response, resources needed up to and including potential disengagement as a final de-escalation tactic. The model was derived from Portland (OR) Police



Bureau's Behavioral Health Unit, where their goal was to train 20 percent of the patrol agency in ECIT. SMCSO's goal is to train all deputies in ECIT. PERT would then re-engage the client if needed, after the primary incident had concluded. SMCSO is commended for taking the initiative to enhance the level of training for first-responders thereby providing a higher level of service to the community while also ensuring those helped in the field are given resources through PERT follow up.

PERT recognized from working with clients there were other non-W&I 5150 calls for service that had a mental health component. In an effort to identify these opportunities to provide services prior to a W&I 5150 call for service, in 2020 SMCSO created a PERT referral and field interview code in the Computer-Aided Dispatch (CAD) system, which captured a segment of the community where mental health was suspected to be a factor in the call for service and the individual did not meet the criteria for W&I 5150. This gave PERT the ability to provide preventative support to mitigate the acuity and divert from psychiatric hospitalization and incarcerations. Based on PERT's 2023 fourth quarter report, since implementing the PERT referrals, SMCSO has experienced a 41 percent reduction in W&I 5150 calls for service (516 in 2020 and 305 in 2023). Conversely, there was a 48% increase in the number of non-W&I 5150 referrals from 2020 (208) to 2023 (308). SMCSO is to be commended for implementing a system where patrol deputies can assist with identifying individuals in need of mental health support prior to an acute crisis. PERT's ability to then provide case follow-up ensures appropriate services are linked to people and their families.

Meliora PSC sought information regarding the locations for PERT activity/calls for service and learned there is no "heat map" – a capability of the SMCSO crime analyst. To further refine the search of calls for service with a mental health component, either the CAD closure coding and/or report could indicate if there was a mental health component. This would allow the crime analyst to search the calls/reports and provide a heat map with further details of mental health calls. Meliora PSC recommends the CAD/report system be updated to include an indication if there was a mental health component so that monthly, quarterly, annual reports can be generated. The additional information, coupled with the Data Analysis Toolkit, would be able to provide a clearer picture of workload associated with PERT to assist in proper staffing.

As can be seen in Table 89, mental health community-initiated calls for service increased by 100 percent from 2021 (122) to 2022 (244), and the majority of calls for service related to mental health crisis originated from a community-member's call for assistance. Although the number of community calls related to mental health is not a high number compared to other call categories, the time commitment required for mental health crisis calls is significant, as shown in Chart 45. Mental health calls routinely are the most time-intensive call and demonstrate the time required for de-escalation, sharing resources, and encouraging follow through.

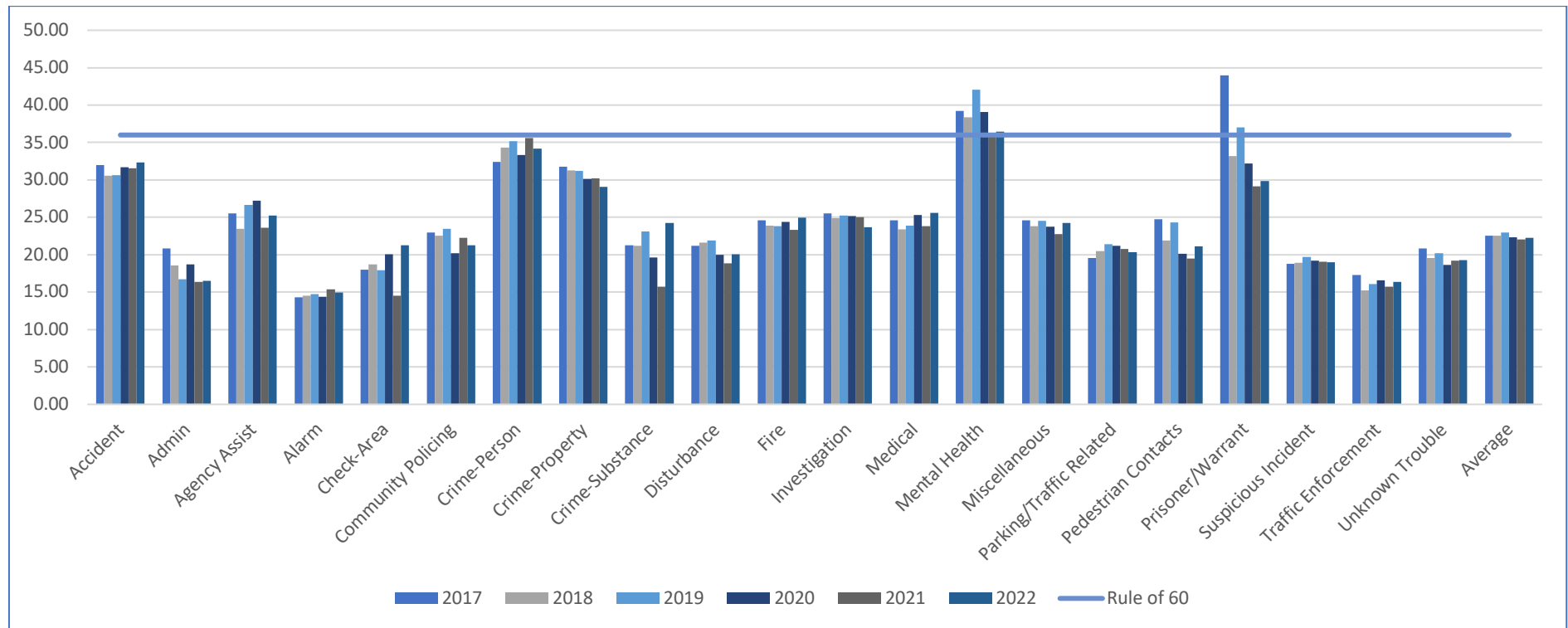


TABLE 89: Community and Field-Initiated Recorded Events, by Category, by Year

Record Categories	Community-Initiated Contacts						Field-Initiated Contact					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	1,756	1,703	1,919	1,247	1,334	1,620	209	193	180	117	119	123
Admin	828	889	1,213	703	1,009	669	834	903	1,053	581	804	787
Agency Assist	582	568	583	516	721	655	409	363	331	203	321	358
Alarm	5,680	5,068	4,878	3,911	3,517	4,330	46	36	33	20	20	19
Check-Area	420	425	466	418	317	334	15,350	11,907	10,796	17,086	17,696	14,187
Community Policing	810	767	822	1,596	1,799	2,424	4,275	4,261	4,095	3,315	3,435	3,547
Crime-Person	1,294	1,250	1,256	1,195	996	1,241	40	44	28	20	18	15
Crime-Property	2,827	2,791	3,093	3,215	3,300	3,398	146	117	119	111	76	91
Crime-Substance	182	150	133	117	82	70	11	6	15	6	17	6
Disturbance	6,347	5,914	5,724	7,169	5,962	6,129	147	162	114	98	92	83
Fire	1,878	1,420	1,659	1,338	1,805	1,915	37	27	23	15	9	14
Investigation	2,502	2,609	2,626	2,559	2,784	2,917	204	115	109	87	117	143
Medical	4,394	4,545	4,198	3,792	3,892	4,968	16	27	11	8	6	6
Mental Health	154	150	130	107	122	244	7	5	2	4		
Miscellaneous	1,560	1,416	1,443	1,071	1,835	1,559	239	216	159	90	91	81
Parking/Traffic Related	3,135	3,259	3,303	2,492	2,345	2,315	873	704	721	471	485	470
Pedestrian Contacts	822	757	840	811	716	563	2,834	3,436	3,544	1,753	2,144	2,289
Prisoner/Warrant	19	22	21	24	109	74	273	363	240	95	110	159
Suspicious Incident	3,434	3,224	3,147	2,978	2,584	2,840	2,430	2,721	2,146	999	975	783
Traffic Enforcement	1,062	964	1,158	798	733	988	14,120	18,849	19,905	9,718	14,632	11,119
Unknown Trouble	2,565	2,266	2,177	1,564	1,607	1,844	7	4	1		4	1
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281



Chart 45: Community-Initiated Primary Unit Occupied Time by Year, by Category



SOURCE: SMCSO CAD data.



In addition to the CAD data related to mental health calls received from community members, Meliora PSC was provided information from PERT regarding the unsheltered-related calls, mental health evaluations, and overall activities for 2023.

TABLE 90: Unsheltered-Related Calls, by Year

Year	Calls for Service	% Change
2020	153	
2021	123	-20%
2022	115	-7%
2023	113	-2%

SOURCE: San Mateo County Sheriff's PERT.

TABLE 91: Mental Health Evaluations, by Year

Year	Evaluations	% Change
2020	725	
2021	719	-1%
2022	635	-12%
2023	604	-5%

SOURCE: San Mateo County Sheriff's PERT.

In addition to working to support people in need, PERT provides threat assessments to Countywide Security, Crisis Negotiations Unit (CNU) and patrol supervisors where a mental health component exists. For CNU callouts where the person has a BHRS component, PERT is able provide support with a higher potential for a successful outcome if there is an existing therapist that can be contacted.

PERT holds the chair for the monthly Field Crisis Consultation Committee (FCCC) meeting where approximately 30 mental health professionals and several law enforcement agencies throughout the county meet to seek support and resources to treat high utilizers of services and complex cases.

The significant contributions PERT provides for the well-being and safety of those living in San Mateo County is commendable and consistent with ensuring the community's welfare, as reflected in Sir Robert Peel's seventh principle. In light of the demonstrable increase in mental health calls for service, Meliora PSC recommends the PERT team be expanded by two additional teams: two SMCSO detectives and two BHRS clinicians. Having four PERT teams would allow the teams to be assigned to four regions within the county for better response times and overall services.



OTHER MENTAL HEALTH SERVICES

Meliora PSC learned there are other mental health services provided in San Mateo County. The Crisis Assistance Response and Evaluation Services program (CARES) provides services on the coast in Half Moon Bay. CARES joined with El Centro de Libertad, a community-based organization not contracted with county behavioral health, and subsequently unable to share information with PERT regarding community members they assist. The model is more closely aligned with the Crisis Assistance Helping Out On The Streets (CAHOOTS) model created by Eugene (OR) Police Department comprised of a crisis intervention worker and medic. The CARES mobile response unit has a bilingual team member and operates seven days per week, from 8:00 a.m. to 6:30 p.m. Meliora PSC learned information is not shared between CARES and PERT, which presents San Mateo County an opportunity to enhance services by sharing resources and information so clients are provided the best possible services through these entities.

In April 2023, the Sheriff launched the Project Guardian program in honor of Autism Awareness Month. Project Guardian is a voluntary program where individuals, families, or caregivers can register those who might be vulnerable, at-risk, or have special needs with the SMCSO. The program is designed to provide deputies with awareness and tools for interacting with individuals with autism and a variety of needs. Meliora PSC commends the Sheriff for her efforts to increase awareness, collaboration, and tools to better prepare deputies for peaceful contacts in the field.

In light of the numerous programs and services aimed at helping those individuals and their families in the community who are dealing with mental health and other related issues, there is an opportunity to bring these services into one unit. This would also enable these dedicated professionals from SMCSO, county mental health, CBO and NPOs, to synergistically serve the San Mateo County community. Meliora PSC recommends SMCSO create a Behavioral Health Unit to include PERT, CARES, ECIT, Project Guardian, and future efforts in this area.

PSYCHIATRIC EMERGENCY RESPONSE TEAM RECOMMENDATIONS

- Create a Memorandum of Understanding (MOU) outlining the roles and responsibilities of this worthwhile collaborative county effort with BHRS and SMCSO, address the clinicians' schedule flexibility in the MOU, include cross-training of BHRS clinicians, and continue attending the annual conference with the PERT detectives and clinicians annually. (Recommendation #111)
- Update Policy § 424 to include the addition of ECIT. (Recommendation #112)
- Conduct an annual review and analysis of response to incidents per Policy § 424.12. (Recommendation #113)
- Assign PERT detectives to attend the POST Homeless Liaison Officer training course. (Recommendation #114)
- Move forward with plans to provide jail personnel ECIT specifically designed for the jail setting. (Recommendation #115)



- Collaborate with Forensic Mental Health and BHRS to refer those transitioning out of the jail. (Recommendation #116)
- Update the CAD/report system to include an indication if there was a mental health component so that monthly, quarterly, annual reports can be generated. (Recommendation #117)
- Expand the PERT team by two additional teams: two SMCSO detectives and two BHRS clinicians. (Recommendation #118)
- Create a Behavioral Health Unit to include PERT, CARES, ECIT, Project Guardian, and future efforts in this area. (Recommendation #119)

K-9 UNIT

Since 1961, the San Mateo County SO has used police service dogs (PSD) or K9 teams, which consist of a full-time sworn deputy/handler accompanied by a PSD or K9. K9 teams assist in drug enforcement, search and rescue, apprehension, explosive detection, and public relations.

SUPERVISION

The countywide security sergeant who is assigned to Professional Standards, supervises 14 K9 teams as a collateral duty. The K9 Unit Commander is the Police Chief at San Carlos Patrol Bureau, which is outside the countywide security sergeant's chain of command. The sergeant has six years of experience as a K9 handler and one and one-half years as a K9 sergeant prior to becoming the countywide security sergeant. Due to the high liability nature of K9 Units, it is helpful to have a supervisor with prior K9 experience. Experience in the unit must also be balanced with the value of daily supervision of the K9 teams in the field, which overrides prior experience. Due to the countywide sergeant's full-time role, there is no K9 supervision where the majority of K9 teams are assigned. Instead, a patrol sergeant supervises the K9 handler along with the responsibility to supervise other patrol deputies on their shift. As mentioned earlier in the collateral assignments portion of the patrol section, assigning collateral duties based on an *individual's* work history decreases the opportunity to grow supervisory experiences for others, particularly supervisors assigned to patrol, and enhance succession planning for the SMCSO.

In light of the number of K9 teams in this high-liability unit, one sergeant assigned to 14 K9 teams is rather high especially in light of the other duties the countywide security sergeant handles. As mentioned in the Professional Standards Bureau portion of the report regarding the multitude of critical responsibilities of the assignment, Meliora PSC recommends reassign the K9 supervisory duties from countywide security to a patrol sergeant for reasons cited above. Furthermore, it would be beneficial for the unit to add a second patrol sergeant to balance the supervision of the 14-member K9 team. Since the team operates around the clock, an evening patrol sergeant would offer enhanced 24-hour coverage. Meliora PSC recommends a second K9 supervisor be assigned to a patrol sergeant, regardless if the sergeant has been a K9 handler. Meliora learned the current K9 sergeant has not yet attended the K-9 Coordinator's course.



Meliora PSC recommends the K9 sergeants be assigned to attend the POST K-9 Coordinator's course. It will be incumbent on the SMCSO to ensure the new K9 supervisors without prior K9 experience receive additional K9-related training as well.

SCHEDULE

The K9 teams assigned to patrol and corrections work the same alternating two and three-day, 12-hour work week as patrol deputies. The emotional therapy PSD will soon transition to a 4/10 shift, working four 10-hour shifts with three days off each week, once the handler takes on the School Resource Officer (SRO) role. The K9 teams are assigned to the various commands as follows:

- 12 patrol apprehension German shepherd PSDs.
 - (1) K9 team assigned to Millbrae.
 - Works 5:00 p.m. to 5:00 a.m.
 - (2) K9 teams assigned to Coastal Command Area. NOTE: one K9 handler is serving as an acting sergeant and not currently working as a K9 team.
 - Works 12:00 p.m. to midnight.
 - (4) K9 teams assigned to Headquarters Command Area.
 - Two teams work 5:00 a.m. to 5:00 p.m.
 - One team works 12:00 p.m. to midnight
 - One team works 5:00 p.m. to 5:00 a.m.
 - (2) K9 teams assigned to San Carlos
 - One team works 5:00 a.m. to 5:00 p.m.
 - One team works 5:00 p.m. to 5:00 a.m.
 - (3) K9 teams assigned to Transit under Support Operations Command
 - Two teams work 1:00 p.m. to 1:00 a.m.
 - One team works 5:00 a.m. to 5:00 p.m.
- (1) emotional therapy Goldendoodle is assigned to the School Resource Officer under Headquarters Command
 - Works 6:00 a.m. to 6:00 p.m. currently due to the handler's assignment at Headquarters, but will transition to a 4/10 shift working four, 10-hour shifts once moved to the School Resource Officer position.
- (1) narcotics detections Border Collie assigned to Corrections Division
 - Works Monday through Thursday, 6:00 a.m. to 6:00 p.m.

SELECTION

As mentioned earlier in the Traffic Unit and PERT sections of the report, there is no established selection process for this position. Rather, San Mateo County SO Policy § 307.8 – Handler Selection, lists three minimum standards for handler:

- A deputy who is currently off probation.



- Residing in an adequately fenced single-family residence (minimum 5-foot-high fence with locking gates).
- Agreeing to be assigned to the position for a minimum of five years.

Although policy requires the K9 officer to remain in the assignment for a minimum of five years, there is no maximum number of years described in policy or mention of mandated rotation. However, SMCSO's practice is to allow the K9 handler to remain for the service life of the K9, which can range from four to six years. With no maximum assignment time described in policy, it appears that a deputy by default could remain as a handler indefinitely although this is not the practice or intention of SMCSO. Meliora PSC recommends the policy be updated to indicate a K9 handler's maximum length of service.

The responsibilities are listed in Policy § 307.9 – Handler Responsibilities and also focus upon activities when off-duty. In addition, the SMCSO's practice is to require those interested in becoming a K9 handler to attend a POST-certified K9 agitator course. This is a sound practice as K9 handlers may assist as agitators during K9 unit training. Meliora PSC recommends the prerequisite to successfully complete the POST K9 agitator course be added to Policy § 307.8. When a K9 position is open, interest memos are submitted by those deputies seeking the opportunity. An oral interview is conducted by a panel comprised of the San Carlos Police Chief, K9 Sergeant, and another sergeant who has prior K9 experience. Candidates are placed in three groups with a recommendation forwarded through the Chain of Command for a final selection.

TRAINING

Staff indicated that all patrol apprehension and narcotics detection K9 teams attend the four-week POST basic patrol handler course. The K9 teams will also attend the POST basic and advanced tracking schools. Depending on what type of detection the K9 is selected for, the K9 team will attend narcotics, bomb, and/or SKIDD (SWAT K9) school. In addition to these foundational courses, SMCSO provides additional training when needed to address any obedience and behavior areas.

As with K9 teams across the state, SMCSO conducts weekly K9 training to maintain the K9 teams' proficiency. SMCSO K9 teams train four hours per week or 16 hours per month and the training agenda is provided by the K9 sergeant and/or K9 handlers. Weekly training is a necessity for this high liability resource. Although internally-established training agendas are acceptable if the SMCSO trainer is a qualified trainer, best practice would indicate a professional K9 training vendor is better suited to objectively observe and address training needs. Furthermore, four hours of weekly training is the minimum. This presents an opportunity for the SMCSO to research qualified law enforcement K9 trainer. Some trainers also provide a service to acquire a law enforcement K9 while others solely focus on K9 training. Meliora PSC recommends SMCSO conduct research on a K9 trainer to provide a monthly 8-hour training day with unit training continuing the other three weeks in the month. The trainer could also provide training agendas for the three weeks per month they are not present.



In addition to the monthly K9 vendor training and weekly unit training, K9 teams routinely train during their shift. It is important all K9 handlers ensure this training is documented in PackTrack, the unit's K-9 specific training system. During the site visit, a sample review was conducted and indicated the K9 deputies input their training data. Although the K9 sergeant may check the training records, there is no system to ensure all records are included. With the addition of a second K9 sergeant, the two K9 sergeants could divide the responsibilities so one handles training and follows up to ensure the K9 handlers are uploading all training, daily, weekly, and monthly.

DUTIES AND RESPONSIBILITIES

San Mateo County SO Policy § 307 – Canines was reviewed and found to be comprehensive in addressing K9 use, non-apprehension use, K9 deployments, K9 Coordinator and handler duties and responsibilities, and training. A review of K9 deployments indicates no litigation in the past five years, which reflects favorably on the training and supervision of the program. Furthermore, there were no uses of force involving a K9 for the past three years. Meliora PSC noted the San Mateo County SO K9 Policy § 307.2 is clear and limits the use of canines to "...handler reasonably believes that the individual has either committed or threatened to commit any felony and if any of the following conditions exist:

- There is reasonable belief that the individual poses an imminent threat of violence or serious harm to the public, any deputy, or the handler.
- The individual is physically resisting or threatening to resist arrest and the use of a canine reasonably appears to be necessary to overcome such resistance.
- The individual(s) is/are believed to be concealed in an area where entry by other than the canine would pose a threat to the safety of deputies or the public."

The policy goes on to include language that mere flight from pursuing deputy(s) shall not serve as good cause for the use of a canine to apprehend the individual. Additionally, Policy § 307.2.3 – Guidelines for Non-Apprehension Use addresses the utilization of K9s to track and search for non-criminals.

In many agencies, K9 units have limited responsibilities and are often held in "reserve" to respond to calls requiring a K9 or provide back-up support, which limits their involvement in a case. They rarely handle calls for service, write few crime reports, issue few traffic citations, and make few arrests. In all but the largest of agencies and where K9 calls are common, this leads to a wasteful use of the handler officer. To SMCSO's credit, K9 teams are expected to handle all remain available calls for service in addition to K9-related calls.

Meliora PSC requested information related to K9 deployments, items seized, arrests, bites, and missing persons. Table 92 below is a snapshot of K9 Unit activities for the past five years. Staff indicated they routinely use PackTrack K9 record keeping and management software, a critical component to a well-run K9 Unit. However, the system does not have a missing persons



category and would need to be hand-searched per handler. This presents an opportunity to inquire from PackTrack if a missing persons category could be added for future data searches.

Staff indicated the SMCSO is considering adding a bloodhound to the K9 corps to handle search and tracking. Since the workload regarding this service for critical calls such as missing persons and wanted suspects was not able to be detailed, Meliora PSC is unable to provide a detailed assessment. Additionally, the existing K9 teams are trained for tracking; however, a bloodhound is specially trained for this service alone.

TABLE 92: K9 Unit Activities, by Year

	2019	2020	2021	2022	2023
Deployments	207	194	152	270	347
Items Seized	62	33	41	12	9
Located persons/Arrested	13	10	15	26	40
Missing Persons*					
Bites	3	1	0	0	0
TOTAL	285	238	208	308	396

Source: San Mateo County SO. Calls for service include patrol and detection deployments. *Missing Persons category unavailable.

K9 teams are assigned police units that for SMCSO are the Ford Explorer; these have been specially equipped for K9 use. The K9 vehicles have an internal heat monitoring system to alert the K9 officer if the interior becomes too hot while the K9 is inside. If activated, an alarm signals a device on the deputy’s duty belt, the rear windows roll down, and the unit horn alarms until the system is reset. This system is important, as many times throughout the shift the K9 remains in the patrol unit while the K9 deputy is away handling other duties. K9 units remain at the office are not taken home. Rather, the K9 handler places the K9 in a crate to transport to and from work/training in the handler’s privately-owned vehicle.

SMCSO’s K9 teams assist the Community Engagement Unit with presentations at a variety of community events, including National Night Out, school assemblies, boy scouts and girl scouts. This is another category that could be researched with PackTrack to be added as a category.

As mentioned earlier, the K9 Unit, like the Traffic Unit, is a specially-trained county wide team. Meliora PSC recommends the K9 Unit be reassigned to Headquarter Command Area – Special Services.

K9 UNIT RECOMMENDATIONS

- Reassign the K9 supervisory duties from countywide security to a patrol sergeant, assign a second patrol sergeant as a K9 supervisor due to the size of the K9 team and in order



to provide broader coverage, and ensure the K9 sergeants attend the POST K9 Coordinator's course as soon as possible. (Recommendation #120)

- Update the policy to indicate a K9 handler's maximum length of service, and add the pre-requisite to successfully complete the POST K9 agitator course to Policy § 307.8. (Recommendation #121)
- Conduct research on a K9 trainer to provide a monthly 8-hour training day, with unit training continuing the other three weeks in the month. (Recommendation #122)
- Reassign the K9 Unit to Headquarter Command Area – Special Services. (Recommendation #123)

SPECIAL WEAPONS AND TACTICS / CRISIS NEGOTIATIONS UNIT

Special Weapons and Tactics (SWAT) teams were established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of patrol deputies appear to be necessary. San Mateo County SO has a SWAT team to address specialized tactical responses and a Crisis Negotiation Unit (CNU) focused on skilled communications to and de-escalate and assist in surrenders and/or peaceful resolutions.

SWAT

Though the potential for violent encounters is a part of everyday policing, from time-to-time agencies are confronted with situations where specialized equipment and training are advantageous in attempting to safely resolve an incident. For that reason, virtually all agencies have developed, equipped, and trained teams of personnel for such a response. San Mateo County SO has established a Special Weapons and Tactics team (SWAT) for such circumstances to include hostage situations, barricade situations, active shooting situations, apprehension, VIP/dignitary protection, warrant service, and special assignments.

The California Attorney General's Commission on Special Weapons and Tactics Report (2002) defines SWAT teams, standards, levels of capability, and training requirements, etc. Penal Code § 13514.1 requires SWAT to comply with the Attorney General's report. The report proposes three levels of teams. Levels I and II are generally part-time teams staffed by personnel from various assignments and who serve on such teams as a collateral duty to their regular assignment. Such teams, though highly skilled, are often not trained or equipped for the most complex of situations. Guidelines call for Level I Basic and II Intermediate teams to train approximately 5 percent of their available time. Level III Advanced teams are full-time teams, generally only found in the largest of agencies, and require substantially more training than that of Level I and II teams. Such teams are to train approximately 25 percent of their available time. In 2018, the National Tactical Officers Association published a Tactical Response and Operations Standard for Law Enforcement Agencies that defined two types of teams: Tier 1 – 26-member team capable of all SWAT missions listed in the standards and capable of serving as a primary SWAT mutual aid team to another Tier 1 or 2 team; and Tier 2 19-member team capable of all SWAT missions except planned deliberate hostage rescues (emergency hostage rescue



operations only). San Mateo County SO SWAT team is a part-time team that trains 8 hours twice a month

San Mateo County SO Policy § 403, Special Weapons and Tactics/Crisis Negotiation Unit was reviewed and found to align with the aforementioned Attorney General's report and penal code. Staff indicated the SWAT Manual is outdated and in the process of being updated. Meliora PSC recommends SMCSO update the manual as soon as possible in order align with best practice. The National Tactical Officers Association (NTOA) and the California Association of Tactical Officers (CATO) are excellent resources.

SMCSO's SWAT team is regional and includes members from the Belmont and East Palo Alto Police Departments. Each police department has had an MOU in effect since 2012 allowing qualified members of the police department to serve on SMCSO SWAT/CNU. There is a 2022 agreement with BART to provide SWAT services as requested. The team is allotted 16 positions (four are currently vacant), three sergeants, and two lieutenants, and the SMCSO Captain (San Carlos Police Chief). Every SWAT call-out involves the use of tactical medics (Tac-Meds) through San Mateo County Fire. The Tac-Meds train with SWAT two to three times per year. As is common with all but the largest jurisdictions, members serve on SWAT in a collateral role to their primary duty assignment, be that Patrol, Detectives, Jail, etc. Although SMCSO operates a regional SWAT team, it relies upon the San Francisco SWAT, San Jose Mobile Emergency Response Group (MERG), or the FBI's SWAT teams to handle major incidents such as protracted incidents that require personnel and resources beyond the scope of SMCSO SWAT.

SELECTION

Qualifications and selection details to the SMCSO SWAT are included in SMCSO Policy § 403.7.1. Deputies off probation and having a minimum of two years of service may submit a memorandum of interest and participate in the testing process, which consists of:

- Oral board consisting of personnel selected by the SWAT Commander.
- Physical agility regarding SWAT-related duties.
- Psychological examination to determine suitability.
- Team evaluation regarding tactical skills, teamwork, ability to work under stress, judgement and any special skills that could benefit the team.

The minimum qualifications did not include being off probation and having two years of experience. Meliora PSC recommends this language be added to Policy § 403.7.1. Staff indicated there is also a firearms qualification requirement that was inadvertently omitted from the policy. Additionally, the psychological component is not currently being used since the psychologist is no longer providing services. Meliora PSC recommends the policy be updated to include firearms qualification. While the policy is being updated, there was draft language incorporated at the end of section 403.7.1 that should be removed. Meliora PSC also recommends a police psychologist be sought to continue this important function in the testing process.



Members can remain on the team indefinitely as long as they are in good standing within the office, and can pass the quarterly physical agility test and firearms qualifications. Members who do not successfully pass the quarterly qualification are provided remedial training. Failure to qualify may result in dismissal from the team. SWAT members do not receive extra compensation for being on the team other than being paid overtime, if necessary, for training and activations, a practice consistent with SWAT teams serving in a collateral capacity.

TRAINING

Per the San Mateo County SO Policy § 403.3 – Training Needs Assessment, “the SWAT Team Commander, or designee, shall conduct an annual SWAT Team Training Needs assessment’ preparing a training matrix to ensure training is conducted within team capabilities, Sheriff’s Office Policy and Procedures and Sheriff’s Office Training guidelines established by POST (11 C.C.R. 1084).” The policy further describes the 80-hour Basic POST SWAT course and 24-hour update course every two years for SWAT team members along with the 40-hour SWAT Commander’s course for supervision and management of SWAT. Meliora learned the SWAT captain and lieutenants have not yet attended the SWAT Commander’s course. Meliora PSC recommends the SWAT leadership team attend the POST Basic and Advanced Commander’s courses as soon as possible. Meliora PSC also recommends the training needs assessment be documented for continuity to ensure the training objectives are either met or addressed the following year.

The SWAT team conducts two 8-hour training days each month for a total of 16 hours of training per month. Training consists of critical skills maintenance, scenario-based training, training with the Crisis Negotiations Unit, and may also include other teams. Additionally, snipers train an additional average of 6 hours per month. A Training Summary Form is completed for the training and maintained by the SWAT team. Meliora PSC recommends the training records be maintained with Professional Standards with all office training records.

In the case of a major or protracted SWAT call-out, it is customary for SWAT teams to work with other teams. This requires teams to train with each other at least annually. Staff indicated SMCSO SWAT has not trained with other SWAT teams in the region for some time. Meliora PSC recommends SMCSO SWAT train with San Francisco SWAT and San Jose MERG at least annually.

As previously mentioned, the California Association of Tactical Officers (CATO) and the National Tactical Officers Association (NTOA) are excellent resources for training and guidelines for best practices. Both of these organizations are dedicated to improving tactics and safety through education, peer contacts, and the sharing of tactical information. Both also provide training for members through an annual conference and ongoing tactical training classes such as the following, which team members attend:

- Chemical agent instructor course.
- SWAT team leader course.
- SWAT commander basic and advanced.



- CATO Training Conference.
- Ballistic Shield Operator Course.
- Long rifle basic, intermediate, and advanced courses.
- Breaching School.
- Noise Flash Diversionary Device Instructor course.
- Less lethal Instructor course.
- Low light instructor course.
- Armored vehicle operator's course.

Staff indicated not all SWAT members are currently members of CATO or NTOA, although some have been previously. Meliora PSC recommends SMCSO obtain membership for all current SWAT members to join CATO and/or NTOA. By dividing the memberships between the two organizations, local and national information could be brought back to the team. All members of SWAT have attended the basic SWAT Operator's course (except a newly-appointed member who is awaiting training before he is deployed) and team leaders have completed the SWAT team leader course. All but the newest long rifle member has attended both the basic and advanced long rifle course. Meliora PSC recommends groups of operators attend the Advanced SWAT Operator's course over the next few years.

The following table shows the number of SWAT deployments for 2019 through 2023; deployments averaged about six per year. The relatively low number of deployments does not justify a full-time operation and team membership is appropriately positioned as a collateral duty assignment.

TABLE 93: SWAT Deployments, 2020-2023

	2019	2020	2021	2022	2023
Warrant Service	4	7	7	4	5
Critical Incident/Call-Out	0	0	2	0	0
Total Activations	4	7	9	4	5

Source: San Mateo County SO as of January 2024.

CRISIS NEGOTIATION UNIT

Crisis negotiation teams (CNU) have been a part of police tactics since the first teams of skilled negotiators became a crucial element of SWAT teams in the early 1970s. CNTs were established to provide skilled verbal communicators who may be utilized to attempt de-escalation and effect surrender in critical situations where suspects have taken hostages, barricaded themselves, or show suicidal intent. This addition to SWAT deployments provided a separation between tactical operations and on-scene mediation efforts. The deployment of CNU with SWAT can have favorable results when situations are de-escalated and resolved peacefully.

San Mateo County SO CNU is comprised of a CNU Commander, team leaders, and negotiators from SMCSO and Belmont and East Palo Alto Police Departments. The SMCSO CNU is equipped



with a Negotiations Operation Center (marked SMCSO van), laptops, cell phones, safety equipment and supplies for documentation.

SELECTION

Qualifications and selection details to the SMCSO CNU are included in SMCSO Policy § 403.6.1. Deputies off probation and having a minimum of two years of service may submit a memorandum of interest and participate in an oral interview. Applicants will be evaluated on the following criteria:

- Recognized competence and ability as evidenced by performance.
- Demonstrated good judgment and understanding of critical role of a negotiator and the negotiation process.
- Effective communication skills to ensure success as a negotiator.
- Special skills, training, or appropriate education as it pertains to the assignment.
- Commitment to the unit, realizing that the assignment may necessitate unusual working hours, conditions, and training obligations.

As mentioned above in the SWAT selection process, there is no mention of the minimum qualifications of being off probation and having two years of experience. Meliora PSC recommends this language be added to Policy § 403.6.1.

As is the case for SWAT team members, CNU members serve in a collateral role. Team members do not receive extra compensation for being on the team other than being paid overtime, if necessary, for training and activations.

TRAINING

CNU participates in 60 hours of training per year, broken into six 10-hour training days. Training includes scenario training, equipment training, SWAT Command Post training, or attendance at the California Association of Hostage Negotiators. All of SMCSO's CNU are members of the California Association of Hostage Negotiators. Team members are encouraged to also attend advanced courses and team leaders and commanders are as well. At least once a year SMCSO conducts joint SWAT and CNU training, an important practice to ensure an effective response.

All CNU members attend the 40-hour basic FBI Crisis Negotiations Unit course when joining the team. The four newest members are scheduled to attend the course in March 2024. The CNU Commander and one Team Leader/sergeant has attended the CNU supervisor's course; however, the other team leader/sergeant has not yet attended. Meliora PSC recommends the CNU sergeant be assigned to attend the CNU supervisory course immediately.

Meliora PSC sought details on deployments over the past five years and staff hand searched the information, another example of the commitment of SMCSO staff to provide details on their commitment to service. For future analysis, Meliora PSC recommends SMCSO CNU establish a



process to track deployments, which can be used to conduct training and address any resource issues that may also be needed.

TABLE 94: CNU Deployments, 2020-2023

	2019	2020	2021	2022	2023
Critical Incident/Call-Out	6	5	7	12	11
Patrol assists	0	3	4	3	3
Total Activations	6	8	11	15	14

Source: San Mateo County SO as of January 2024.

SWAT/CNU are specially-trained units serving San Mateo County. As mentioned earlier, Meliora PSC recommends the SWAT/CNU be reassigned to Headquarter Command Area – Special Services.

SWAT/CRISIS NEGOTIATION UNIT RECOMMENDATIONS

- Update the SWAT manual as soon as possible in order align with best practice, update Policy § 403 to include firearms qualification, and ensure being off probation and having at least two years of experience is included in both the SWAT and CNU sections. (Recommendation #124)
- Seek a police psychologist to continue this important function in the testing process described in the policy. (Recommendation #125)
- Assign the SWAT leadership team to attend the POST Basic and Advanced Commander’s courses as soon as possible. (Recommendation #126)
- Document the training needs assessment for continuity to ensure the training objectives are either met or addressed the following year. This could be done by establishing a process to track deployments, which can be used to conduct training and address any resource issues that may also be needed. (Recommendation #127)
- Ensure SWAT/CNU training records are maintained with Professional Standards – Training Unit. (Recommendation #128)
- Conduct training with San Francisco SWAT and San Jose MERG at least annually. (Recommendation #129)
- Obtain membership for all current SWAT members to join CATO and/or NTOA. (Recommendation #130)
- Assign groups of operators to attend the Advanced SWAT Operator’s course over the next few years. (Recommendation #131)
- Assign the CNU sergeant to attend the CNU supervisory course immediately. (Recommendation #132)
- Reassign SWAT/CNU to Headquarter Command Area – Special Services. (Recommendation #133)



BOMB SQUAD

Ensuring the safety throughout San Mateo with regard to destructive devices and explosives falls under the responsibility of local Sheriff's Offices.

BOMB SQUAD POLICY

The SMCSO Homeland Security Division Manual § 403 – Explosive Ordinance Disposal (EOD) Unit defines the mission is, “to provide a front line response to incidents involve, or suspected of involving, Bombs, Explosives, Shock Sensitive Materials and Weapons of Mass Destruction.”

The SMCSO Policy § 407 – Response to Bomb Calls establishes the purpose and scope of the Bomb Squad to provide specially trained personnel in handling incidents involving explosives, explosive devices, explosion/bombing incidents or threats of such incidents. Operational guidelines are clearly delineated in Policy § 407.3.2 for both patrol deputies and the Bomb Squad. The FBI determines the size of the bomb squad based on the number of calls for service, and only a certified bomb technician can be recognized by the FBI as a commander of the team. For administrative purposes only at SMCSO, the San Carlos Captain handles administrative issues and the two sergeants who are certified bomb technicians share technical commander responsibilities.

SMCSO falls under the San Carlos Patrol Bureau chain of command. There are two sergeants assigned to the Bomb Squad, one works at the San Carlos Patrol Bureau and the other works in the Headquarters Bureau. There are five bomb technicians and three investigators in the following assignments:

- 2 patrol sergeants.
- 2 jail sergeants.
- 1 transit detective
- 1 patrol deputy
- 2 K9 teams

One K9 handler is a new technician that will attend the FBI's hazardous devices school at the end of the year. Meliora PSC noted the Homeland Security Manual also indicates an EOD Squad Commander at the rank of lieutenant; however, the San Carlos captain is the functional manager.

SELECTION

As previously indicated in other collateral assignments, deputies off probation may submit a memorandum of interest and participate in the testing process to become a bomb technician. The testing involves an oral board with the two Bomb Squad sergeants and a practical exercise. Due to the safety equipment required to be donned and used while dealing with potential explosive devices, including a practical aspect of the testing process is prudent. Staff indicated



the bomb suit weighs approximately 85 pounds, and technicians must be able to walk, crawl, and move as well as manipulate tools with their hands.

Based on the technical nature of the assignment and extensive training required, selection to the Bomb Squad is a career position. The training, FBI requirements, and minimum of three years to gain solid proficiency through training and experience, staff indicated most bomb squads do not rotate through the assignment. Although Meliora PSC recommends rotating specialty assignments, there are some specialties that may require either a longer assignment time or career assignment option. Due to the backlog for attending the FBI hazardous devices school, Meliora PSC recommends a succession plan be developed for the team to ensure personnel have the opportunity to become part of the bomb squad while minimizing gaps in service should a vacancy occur.

TRAINING

Per SMCSO Homeland Security Manual § 403.5 – required training, bomb technicians complete the 240-hour FBI basic course. There is one FBI course available for all public safety bomb technicians, so the wait time is extensive. Staff indicated the course is six-weeks plus a one week, pre-requisite on-line training. Additionally, it is recommended that bomb technicians are 1) hazardous materials certified, a one to two-week school depending on the trainer, and 2) FBI post-blast trained, a one-week school. Meliora PSC learned all but one bomb technician has attended these courses. Due to the critical nature of this assignment, Meliora PSC recommends the technician attend both the hazardous materials certification and FBI post-blast course. An annual training needs assessment is also mandated by this policy section, and Meliora PSC learned SMCSO is in the process of updating the training matrix. SMCSO is encouraged to ensure this update is completed and conducted on an annual basis as indicated in policy.

There is a mandated three-year re-certification for one-week that occurs at the FBI training facility. Every year, the National Bomb Squad Advisory Board publishes guidelines for personnel, training and equipment. These guidelines assist personnel in determining what training and experience should happen prior to the three-year re-certification.

Staff indicated electronics is a basic competency for the assignment. In light of the wait time for the hazardous device school, ensuring personnel attend the basic, intermediate, and advanced electronics courses will enhance their capabilities. Staff indicated San Francisco PD administers the UASI grant for the course so any SMCSO team member can attend. Meliora PSC recommends consideration be given to assigning SMCSO deputies currently on the team or those contemplating joining to attend the electronics courses. Bomb squad members participate in 24 hours of training per month as required by the FBI. There must be one week of external training.

All of SMCSO's Bomb Squad members are part of the Bay Area Bomb Tech group. SMCSO works closely with the San Francisco and San Jose Police Departments and they have good relationships with other counties. SMCSO recently attended the two-week ordinance



identification course where they were able to cross-train, a practice they follow at least twice a year.

EQUIPMENT

Explosive ordinance disposal equipment is a costly but critical component of an effective Bomb Unit responsible for the detection and destruction of explosive devices. SMCSO is equipped with a response vehicle, x-ray generators, additional equipment and are slated for a new robot in 2025.

DUTIES AND RESPONSIBILITIES

San Mateo County SO Policy § 407 – Response to Bomb Calls was reviewed and included procedures for call outs, operational guidelines, responsibilities of patrol deputies, supervisors and the bomb squad, as well as types of locations receiving a threat and found devices. Meliora PSC learned there is no procedural manual for this highly-technical assignment. For instance, two bomb technicians are required to handle call outs. However, with no manual or in-house training for supervisors, managers and the executive team, this mandate can be disrupted when a member of the Bomb Squad is called in for overtime. The team communicates with one another to ensure coverage; however, when communication breakdowns occur and a member of the team is reassigned, the unit can be left outside of industry standards requiring two technicians. Meliora PSC recommends a Bomb Squad Manual be created to ensure the industry standards are included and SMCSO staff throughout the office are properly trained. This will not only help staff in making deployment decisions, but also assist those interested in becoming a future member of the team.

As illustrated in the table below, there was a decrease in deployments in 2020, which coincides with the pandemic and a reduction in activity throughout many communities. From 2022-2023, there was a 28 percent increase in deployments.

TABLE 95: Bomb Squad Deployments, 2020-2023

	2020	2021	2022	2023
Threats	7	6	6	7
Sweeps	6	20	32	37
Devices found	81	235	15	13
Fireworks calls	10	15	5	5
Suspicious packages	4	8	0	4
Powder	3	5	7	2
Post blasts	2	0	0	0
Military	2	6	11	5
Community Engagement	1	3	2	7
Total Deployments	56	101	76	97

Source: San Mateo County SO as of January 2024.



The Bomb Squad is a highly-skilled team prepared to respond county wide. As mentioned earlier, Meliora PSC recommends the EOD/Bomb Squad be reassigned to Headquarter Command Area – Special Services.

BOMB SQUAD RECOMMENDATIONS

- Develop a succession plan to ensure personnel have the opportunity to become part of the bomb squad while minimizing gaps in service should a vacancy occur. (Recommendation #134)
- Assign the technicians to attend both the hazardous materials certification and FBI post-blast course, and consider assigning deputies currently on the team or those contemplating joining to attend the electronics courses. (Recommendation #135)
- Create a Bomb Squad Manual to ensure the industry standards are included and SMCSO staff throughout the office are properly trained. (Recommendation #136)
- Reassign the EOD/Bomb Squad to Headquarter Command Area – Special Services. (Recommendation #137)

SUPPORT OPERATIONS COMMAND

Support Operations Command is bifurcated into two distinct areas: Investigations Bureau and Task Force Operations. The Investigations Bureau, where a majority of criminal investigations are handled, includes General Investigations, San Francisco International Airport (SFIA) Cargo Theft Task Force, Crime Suppression Unit, Crime and Intelligence Unit. Task Force Operations is comprised of the San Mateo County Narcotics Task Force (NTF), San Mateo County Vehicle Task Force (VTTF), the San Mateo County Sheriff's Gang Intelligence Unit (GIU), and the San Francisco International Airport DEA Task Force II (SFIA DEA TF II).

After conducting numerous interviews with Support Operations Command employees, both sworn and professional support staff, it became evident that communication was a significant area for improvement. Many employees felt that their suggestions for improvement, concerns raised, and training requests reached a certain level in the office and then were dropped – with no resolution. Staff was unable to describe what level of decision-making command these issues reached as no one ever got back to them on the matters at hand.

Upon reviewing the SMCSO Organizational Chart Support Operations Command, which includes Investigations and Task Force Operations, Meliora noted that there was previously a captain who commanded this organizational area. Currently, both the Investigations Bureau and the Task Force Operations are under the command of separate SMCSO lieutenants. Both lieutenants directly report to the Operations Division Assistant Sheriff. While each of the lieutenants do a fine job and possess an outstanding skill set commensurate with their duties, they are at times kept out of the command level organizational line of communication. In the Organizational Chart, each "Command" area is staffed with either a captain or director. The



captains and directors regularly meet to discuss activities within each individual command area, issues having an overall effect on the SMCSO, future actions of the SMSCO, and make organizational decisions on those matters. The two lieutenants staffed within Support Operations Command are not privy to attending those meetings or being informed of the decisions made during those meetings. At times, organizational decisions are made that directly affect Support Operations Command, but since there is not a representative in attendance, the level of communication is significantly compromised. The Assistant Sheriff has captains staffed in each of the other command areas within his purview of command, which is proper. In order to enhance organizational communication and operational efficiency within the SMCSO and to maintain consistency within the rank of command area, the captain position, previously staffed in Support Operations Command, should be reinstated. As mentioned in the Professional Standards Bureau at the beginning of the report, the reassignment from the existing captain position from PSB to Support Area Command would fulfill this important need.

INVESTIGATIONS BUREAU

The Investigations Bureau is housed at the San Mateo County Hall of Justice (HOJ) Facility located at, 400 County Center in Redwood City. They are located on the 3rd floor of the HOJ and are configured in a "bay area" with individual cubicles for the detectives. Supervisors and the lieutenant have individual private offices. The Investigations Bureau has designated interview rooms that have audio and visual recording capabilities, and there are no technology issues. There are facility issues in regard to the HOJ building, as it is old, and physical capabilities are limited in that the Investigations Bureau has outgrown the office areas assigned to them. As mentioned previously, many of the Sheriff's Offices will be relocating into a new office building slated in May 2024.

The new Headquarters building will have state of the art interview rooms to include video and audio capabilities through Axon. There will be ample office space for all Investigations Bureau personnel. The office area is large and set up in an individual cubicle design with availability for growth. Of significance, operational units will have proximity to similarly functioning divisions and units (and their supervisors and managers), which will certainly assist in enhancing communication and facilitating work flow.

As in many divisions throughout the San Mateo County Sheriff's Office, the Investigations Bureau's greatest challenge is doing more work with reduced staffing. It is apparent that staffing levels within the Investigations Bureau are at critical levels. The bureau is authorized for 19 detective positions, and with 8 vacant detective positions, the Investigations Bureau is operating at only 58 percent of allotted detectives. There are many times when detectives, previously assigned to cases, must manage caseloads depending on "in custodies," investigative leads, case severity, and must reprioritize due to staffing levels. Much like the rest of the United States, the majority of crimes are more technical. These cases necessitate increased staff time as they must be investigated methodically and with the use of experts in the area of digital downloading with specialists analyzing the downloaded data.



Accurate staffing is a key decision weighing on law enforcement leaders as they respond to their community's needs. This dilemma is not new, but is more critical in today's current fiscal environment. Communities expect sheriff's agencies to have sufficient staffing to respond to investigative calls for service adequately, efficiently, and handle quality of life issues appropriately. While understanding the SMCO is dealing with significant staffing issues, Meliora PSC recommends that the Sheriff's Office fill the vacant detective positions as soon as possible.

DUTIES AND RESPONSIBILITIES

The primary objective of the Investigations Bureau is to provide quality, thorough, and timely investigative services to aid in the successful prosecution of criminals for crimes occurring within the unincorporated areas, as well as contracted incorporated cities of San Mateo County. When requested, the Investigations Bureau also provides technical and investigative services and staffing assistance for major crimes to local police departments within San Mateo County.

San Mateo County Sheriff's Office Policy § 600.2 states, "It is the policy of the San Mateo County Sheriff's Office to investigate crimes thoroughly and with due diligence, and to evaluate and prepare criminal cases for appropriate clearance or submission to a prosecutor."

TABLE 96: Investigations Bureau Staffing, FY 2022-23

FY 2022/23	Authorized	Actual	Vacant
Investigations Captain	0	0	0
Investigations Lieutenant	1	1	0
Investigations Sergeant	4	4*	0
Deputy Sheriff	19	11	8
SWORN STAFFING	24	16	9
Cold Case Contractors	2	2	0
Legal Office Specialists	2	2**	0
Court Officer	1	1	0
Crime Analyst Supervisor	1	1	0
Crime Analysts	2	1	1
Victim Services Advocate	0	0	0
CIVILIAN STAFFING	8	7	1
TOTAL	32	23	9

SOURCE: San Mateo County SO. *One sergeant is currently on long-term leave. **One civilian investigator (LOS) temporarily re-assigned to crime analysis.

The Investigations Bureau is managed by one lieutenant. The bureau is divided into four units: General Investigations, Crime Suppression Unit (CSU), San Francisco International Airport (SFIA)/Cargo Theft Task Force (CTTF), and Crime and Intelligence Unit (CIU). General Investigations, CSU, and SFIA CTTF are individually supervised by a sergeant. When the sergeants are fully staffed there are two sergeants assigned to General Investigations with each



sergeant supervising six detectives. The Crime and Intelligence Unit (CIU) is supervised by a Lead Crime Analyst.

The Investigations Bureau also has three full-time professional staff members: two legal office specialists (LOS) and one court and extradition officer; however, one LOS is temporarily re-assigned to crime analysis.

The sole LOS handles administrative duties such as records and staff administration, purchasing, logistical support, as well as front desk public reception for the Investigations Bureau. The LOS also handles sex offender registrations. Arson registrants are handled by Records.

There are about 150 registered sex offenders within San Mateo County. Currently, the LOS conducts sex registration and compliance duties on Tuesdays and Thursdays. This responsibility is extremely time consuming as it takes about 70 minutes to register a new sex offender registrant and about 15 minutes to ensure compliance on an already registered sex offender. With only one LOS in the Investigations Bureau, due to the temporary assignment of the second LOS to Crime Analysis, Meliora recommends that once the second LOS position is formally vacant, the process to fill that position is completed as soon as possible.

The court officer supports case filings, search/arrest warrants, Felony/Fugitive/Governor's Warrants, and extradition support. The court officer position was once held by a sworn San Mateo County deputy sheriff assigned to the Investigations Bureau. Currently, it is staffed with a professional staff member in order to reassign the sworn deputy to patrol to assist with staffing shortages. The one professional staff member handles all extraditions county wide, which average about 100 each year. The time to manage an extradition case can take from an hour and a half to 10 hours depending on the complexity of each individual case. The court officer manages all of the criminal filings by being the liaison between the San Mateo District Attorney's Office and the San Mateo County Sheriff's Office. At times, more investigative follow-up is required prior to the filing of the criminal case. When follow-up on cases is needed, the court officer coordinates the follow-up with the investigator and the DA's Office. The court officer also coordinates all DA filings for miscellaneous law enforcement agencies such as State Parks, Alcohol Beverage Control (ABC), Homeland Security Investigations (HSI), and Forest and Wildlife. The court officer also electronically enters all criminal subpoenas for victims, witnesses, and other civilians within the SMCSO database.

There is no secondary back-up for the court officer, and there is no procedural manual to identify duties, responsibilities, and procedures for managing court services. The court officer constantly works outside of their LOS job scope. Meliora PSC recommends consider reclassifying the position and changing the name of the "Court Officer" to "Court Liaison," and create a commensurate salary range for the position. Due to the significance of the position and only one employee being assigned to it, a court liaison manual should be created.

In order to serve the dynamic needs and desires of the community, a critical component of a full-service Investigations Bureau is to contact all victims of crimes, even those victims whose



cases were not assigned to a detective. Currently, this is not being done due to limited time and resources. With appropriate training, a professional support staff member could assume the role of contacting all victims regardless of whether or not their case was assigned to a detective. This would free investigators' time to devote to workable investigations while maintaining the goal of victim contact. Due to the existing staffing levels within the SMCSO, this may not be feasible. Therefore, Meliora PSC recommends that a system be established to mail, via USPS, a letter to all crime victims advising them that the SMCSO received their crime report, but at the time their case was not assigned to a detective. However, if the victim subsequently becomes aware of workable leads, then the victim should call a listed number in the letter. Alternatively, since a system for a letter may be too labor intensive or financially prohibitive, an automated system could be implemented to email victims instead of a written letter.

While there is an Operational Agreement between the San Mateo County Sheriff's Office and the San Mateo County District Attorney's Office Victim Services Division, Meliora PSC noted there is no victim's service advocate within the SMCSO. San Mateo County Sheriff's Office Policy § 315 states the purpose of the policy is to ensure that crime victims and witnesses receive appropriate assistance, that they are provided with information from government and private resources, and that the agency meets all related legal mandates. The policy further expresses how the SMCSO is committed to providing guidance and assistance to the victims and witnesses of crime. "The members of the San Mateo County Sheriff's Office will show compassion and understanding for victims and witnesses and will make reasonable efforts to provide the support and information identified in this policy."

SMCSO Policy Manual § 315.3 Crime Victim Liaison, states:

The Sheriff shall appoint a member of the Office to serve as the crime victim liaison (2 CCR 649.36). The crime victim liaison will be the point of contact for individuals requiring further assistance or information from the San Mateo County Sheriff's Office regarding benefits from crime victim resources. This person shall also be responsible for maintaining compliance with all legal mandates related to crime victims and/or witnesses.

Meliora PSC recommends the SMCSO appoint a member of the office to serve as the crime victim liaison.

SMCSO could not provide the exact number of unsolved cold case homicides. Cold cases are continuously being reviewed by the cold case investigators for when workable leads arise or when DNA/biological evidence can be submitted for re-evaluation. There are currently two contracted investigators working on a weekly part-time basis, who solely focus on investigating cold case homicides. Both contracted investigators have significant investigative experience in criminal investigations, narcotic investigations, and general law enforcement experience. Due to their efforts, there have been three cold case homicides solved within the last five years, and there are five current cases with actionable follow-up. Meliora PSC recommends SMCSO research the number of cold case homicides in order to properly manage the cases as more



advanced techniques for solving cold cases becomes available. These types of management reports are important for proper bureau oversight and personnel and fiscal resource management.

Meliora PSC identified an area for opportunity for the SMCSO in regard to the utilization of civilian investigators to investigate certain types of crimes. The civilian investigator model is one that is familiar to the SMCSO in that they presently have two civilian investigators investigating cold case homicides. Of note, the current SMCSO civilian crime analysts already provide assistance and support to personnel for complex and active investigations, author search warrants, review investigations, complete reports, and provide witness testimony.

Police departments and Sheriff's Offices have used a long-standing practice of having police officers and deputy sheriff's handle workloads that can be handled by professional civilian support staff members. Community Service Officers (CSOs) are civilian employees who are assigned to investigate cases and/or conduct other duties traditionally considered sworn law enforcement duties. Contemporary law enforcement agencies use CSOs to perform functions formerly handled by police officers/deputy sheriffs and provide an invaluable resource, allowing deputies to be reassigned to more critical assignments within the organization.

Career advancement and promotional opportunities are extremely limited for civilians working in police and sheriff's agencies. Creating additional civilian staff positions in the office enhances the professional development and career opportunities for civilians within the organization by providing a civilian career ladder.

In an effort to examine proper staffing in the Investigations Bureau and identify cost-efficient ways to maintain safety in San Mateo County, Meliora PSC inquired about the use of civilian staff members to investigate certain criminal cases and assist detectives on their investigations. This practice has not only been proven to be cost-effective and enhance public safety, but it also provides opportunities for civilian personnel to develop professionally within the organization by establishing a civilian career ladder. Meliora PSC recommends the SMCSO take the opportunity to study and examine the utilization of civilian investigators, and consider assigning them to the Investigations Bureau.

SCHEDULE

Investigations Bureau detectives and crime analysts work a 4/10 schedule, that is to say they work four 10-hour shifts per week, Monday through Thursday with starting times as early as 6:00 a.m. and ending times as late as 6:00 p.m. This schedule does not support any detectives working on Fridays. The Investigations Bureau front desk is open to the public Monday through Friday from 8:00 a.m. to 5:00 p.m., and they are closed on holidays. Meliora PSC recommends that detectives work a staggered schedule to include having at least one detective work on Fridays to accommodate public needs that may arise.



Two detectives are on call every day after normal business hours during the work week and on weekends and holidays. One detective is the primary on call and the other is secondary back-up. Per the MOU, they are monetarily compensated on call on a 24-hour basis – not including their normal 10-hour work shift, this means that they are on call 14 hours for every 24-hour day. They are on call for 24 hours each weekend or on their normal off days. Typically, detectives are called in to handle high profile crimes such as homicides, shootings, stabbings, rapes, and suspicious death investigations. Depending on the circumstances, when a homicide occurs that necessitates more than two detectives, additional detectives who are not on call respond to the scene and assist with the investigation. Detectives may adjust their work schedule as necessary to facilitate investigative needs.

Each detective is strongly encouraged to work 24 hours of overtime every two-week pay period with 12 of those overtime hours to be worked within the Jail or Court and Transport details.

One LOS staff member works a 4/10 schedule and one works a 5/8 schedule. The court officer works a 4/10 schedule.

The Investigations Bureau lieutenant works a 9/80 schedule, meaning the lieutenant works Monday through Thursday, 9-hour shifts, and every other week works one 8-hour shift on Friday. The lieutenant regularly fields off-hour calls for service from SMCSO Patrol as well as from other area patrol operations. The Investigations Bureau lieutenant will also respond to a crime scene when appropriate. As a salaried employee, the lieutenant is not compensated for on-call status or when called to respond to crime scenes.

SELECTION

When an opening in the Investigations Bureau arises, an organizational memo is sent out to employees. Those deputies who are interested and meet minimum qualifications go through a formal testing process by submitting a letter of interest and then participating in a rated oral interview/assessment.

Rotations for detectives within the Investigations Bureau occur between three to five years; however, there is no policy addressing the specifics and timing of the rotations. Rotations are an excellent way to ensure staff have various experiences to broaden their career experiences. Meliora PSC recommends that a policy, with specific guidelines, be developed and this will be addressed in the Professional Standards portion of the report.

TRAINING

Upon assignment into the Investigations Bureau, all detectives attend a wide variety of formal training courses. Not only do they attend the required California P.O.S.T. Basic Investigations course (ICI), they attend crime specific ICI investigations courses. They also attend desirable and required local, state, and federal training classes to assist them in developing their expertise and capabilities, which include legal updates, technology applications, webinars, vender-based



courses, SMCSO required courses (range training, tactics courses, and updated policy training). In addition, they attend annual industry conferences, such as California Homicide Investigators Association (CHIA), California Robbery Investigators (CRIA), and California Sexual Assault Investigators Association (CSAIA) to name but a few.

The crime analysts host a monthly, countywide investigator's meeting, which also must include a training topic component.

The last formal Detective Manual was published over a decade ago. The Detective Manual is outdated and even lists obsolete positions and methodologies. Detective Manuals prove to be an invaluable resource not only to newer detectives, but those detectives who are faced with a situation they may never have handled before such as writing a search warrant on a specific crime. It also can be helpful to sergeants and lieutenants newly assigned into the division. Meliora PSC recommends creating a comprehensive Detective Manual to include contemporary resources, methodologies, and available technology and databases.

GENERAL INVESTIGATIONS UNIT

General Investigations is responsible for all investigations of major crimes, crimes against persons, property crimes, sexual assault, missing persons, and similar crimes not investigated by any other unit. Taking on the approach of investigating general crimes and not having detectives specialize in certain crimes aids in flexibility of assignment and adds to the overall expertise and exposure to all detectives assigned to the unit. There are also drawbacks to this practice as not every General Investigation detective is required to attend Basic Homicide or Basic Sexual Assault Investigations school. Meliora PSC understands that this can significantly present complications when detectives are assigned as primary investigator at a homicide. As such, Meliora PSC recommends that all detectives assigned to General Investigations be sent to a Basic Homicide and Sexual Assault Investigations school upon assignment to general investigations or whenever feasible depending on class schedules and availability.

There are 12 authorized detectives assigned to General Investigations with two vacancies. The following is the current configuration/staffing within the unit.

TABLE 97: General Investigations Unit Staffing, FY 2022-23

FY 2022/23	Authorized	Actual	Vacant
General Investigations Sergeant	2	2	0
Headquarters Detectives	2	2	0
San Carlos Detectives	2	1	1
North County Patrol Detectives	2	2	0
Sexual Assaults & Child Abuse Detectives	4	3	1
TOTAL	12	10	2

SOURCE: San Mateo County Sheriff's Office. One sergeant is currently on long-term leave.



Due to critical staffing levels, General Investigations primarily focuses on person crimes, homicides, sexual assaults, robbery, domestic violence, child abuse and burglaries. However, all other reported crimes are reviewed for in-custodies, further follow-up, evidentiary and investigative leads, and possible arrests.

Primary homicide investigators attend all autopsies and work with the San Mateo County Coroner's Office, which is not part of the SMCSO. The San Mateo County Coroner's Office is its own separate entity and is housed, in its own wing, at the San Mateo County Sheriff's Office Forensics Crime Lab.

Due to the nature of the General Investigations format and possibility of call-outs, all detectives have take-home detective cars. This certainly facilitates a decreased response time for a call out during off hours. Meliora PSC learned that while all detectives have take-home cars, the lieutenant does not. This can extend a call out response as the lieutenant must respond to HOJ to pick up a detective car before responding to a crime scene. Understanding that this may be an MOU negotiated item, Meliora PSC suggests the Investigations Bureau lieutenant should have a take-home detective unit.

CRIME SUPPRESSION UNIT

The Crime Suppression Unit (CSU) is responsible for investigations derived from patrol and needing further expedited follow-up to aid in surveillance, apprehension, evidence collection, and any other efforts to aid in the investigation. The unit reviews and investigates human trafficking, prostitution, money laundering, and organized crimes not investigated by another unit. The unit also supports other investigative units as needed. There is one sergeant and three detectives authorized to this unit; however, the sergeant is out of the workplace, and two detective positions are vacant. Due to the number of vacancies in the Investigations Bureau, the one remaining detective in CSU has been temporarily reassigned to General Investigations. Therefore, CSU is currently not staffed as of February 2024. Proactive human trafficking and money laundering investigative activities have been suspended at this time. However, if an active investigation is received, detectives from General Investigations or Task Force Operations will take the lead.

The majority of the apprehension, surveillance, and follow-up investigation responsibilities for the Crime Suppression Unit have fallen on the Task Force Operations units. Recently, there was an inmate who was mistakenly released from a county jail. The Task Force Operations units immediately activated and mobilized and took the inmate back into custody within a couple of hours. Task Force Operations units also assist the Investigations Bureau by conducting surveillances, making arrests, assisting in conducting search warrants, and locating evidence for active and cold case criminal investigations.



SAN FRANCISCO INTERNATIONAL AIRPORT (SFIA)/CARGO TASK FORCE UNIT

The SMCSO San Francisco International Airport (SFIA) / Cargo Task Force Unit is located in the San Francisco Police Department Airport Bureau operations offices at the San Francisco International Airport. The SFIA office is not open to the public without a previously scheduled appointment.

The SFIA/Cargo Task Force Unit also serves as the liaison between the TSA, FAA, US Customs and Border Patrol, FBI, US Secret Service, Federal Air Marshalls, and all other local, state and federal law enforcement agencies assigned to the SFIA.

The San Francisco International Airport is physically located between South San Francisco and San Bruno cities (not the City of San Francisco). The area in which the airport is located is in an unincorporated area within the County of San Mateo. The airport is run by the San Francisco Airport Commission; a San Francisco city run entity. Meliora learned there used to be a separate San Francisco Airport Police Department, which was located at SFIA, that managed all law enforcement operations at the airport. However, at some point, the San Francisco Police Department absorbed the San Francisco Airport Police and that is how San Francisco PD came to be a presence at the airport even though the San Francisco Airport is not within the City of San Francisco.

The SFIA/Cargo Theft Unit has been staffed at the airport since the 1960s, and is in an MOU (Memorandum of Understanding) operational agreement with San Francisco PD for duties, responsibilities and work provided by the SMCSO at the SFIA. Once a report is taken by San Francisco PD, the case and all follow-up investigative work is done by the San Mateo County Sheriff's Office SFIA. Although the MOU has been in place since the 1960's, Meliora PSC recommends the SMCSO review the MOU with San Francisco PD and explore them taking a more active role in investigating crimes that occur at the SFIA.

For FY 2022/23, the SFIA Cargo Theft Task Force is authorized for one sergeant and four detectives. Currently, there is one sergeant and two detectives actually working in the unit. The members of the unit work a 4/10 schedule; four 10-hour shifts and three days off per week. The sergeant and one detective work Monday through Thursday, and the other detective works Tuesday through Friday providing five-day coverage. The task force has holidays off if it falls on a scheduled work day. Detectives are currently required to work 24 hours of overtime every two-week pay period, with a minimum 12 hours in the jail. The sergeant is not required to work overtime like the deputies, but they are encouraged to work overtime in core operations.

Previously, there were two reserve deputies that provided extra help on report writing data entries, rental car theft cases, and assisting on low level investigations of petty theft at the parking lots. The reserve deputies would come voluntarily and were not specifically assigned to the airport. The two reserve deputies no longer provide these services as they are handling other duties. Meliora PSC recommends SMCSO consider utilizing civilian investigators and assigning one to the SFIA Cargo Theft Task Force.



The San Francisco PD Airport Bureau solely provides basic police services to the airport. The SMCSO SFIA/Cargo Task Force is responsible for investigating all crimes reported at the San Francisco International Airport, which are initially received and reported by the San Francisco Police Department. These reported crimes include crimes against persons, property crimes, death cases, sexual assaults, domestic violence, child abuse, bomb threats, cargo theft, auto thefts, fraud and auto thefts from the rental car agencies at the airport, and narcotics crimes. SMCSO is the primary law enforcement agency for all of SFIA crimes after the initial report is taken by the SFPD.

If there is a homicide at the SFIA, San Francisco PD would take the initial report and identify witnesses, but the SMCSO SFIA/Cargo Theft detectives would be called out to the scene to conduct the investigation. Per normal procedure, the detectives assigned to the SFIA/Cargo Theft are not routinely sent to any homicide investigations school, and there is no requirement to send them to basic homicide investigation courses. Due to the high-profile nature of the crime and location, this can significantly present complications if faced with investigating a homicide at the SFIA. As such, Meliora PSC recommends that all detectives assigned to the SFIA/Cargo Task Force be sent to a Basic Homicide Investigations school.

Each weekday, the sergeant assigned to the SFIA/Cargo Task Force reviews all reports, on average about 20-50 week, for any case that needs to be assigned to one of the task force detectives for further follow-up. Crimes occurring at the SFIA are investigated by the SFIA/Cargo Task force – not SMCSO General Investigations. There are approximately 10-20 cargo theft cases every week with 80 percent of those cases being baggage theft cases. One detective is also assigned as the auto theft liaison to the rental car companies at the SFIA.

SMCSO has jurisdiction for all criminal filings with the District Attorney's Office. SMCSO SFIA/Cargo Theft Task Force members will file cases with the DA's Office for those cases that they investigate. The basic criminal case filings do not normally require a face-to-face with a DA; however, complex cases such as homicides, sexual assaults, and complex fraud cases must be presented in person to the DA's Office for consideration of criminal filing. Understandably, this process is extremely time consuming, and rightfully so. Nevertheless, the lengthy process adds onto the already staggering case load of the SFIA/Cargo Theft Task Force Unit.



TABLE 98: Statistics SFIA/Cargo Task Force

Crime Category	2022	2023	%Change
Homicide	0	0	0
Rape	0	0	0
Robbery	3	3	0
Aggravated Assault	8	4	-50%
Burglary	13	7	-46.15%
Vehicle Theft	88	113	28.41%
Theft- All Others	748	800	6.95%
Arson	0	1	100%
Human Trafficking	0	0	0
Found Property	506	522	3.16%
Lost Property	581	568	-2.24%
FAR Violation	186	205	10.22%
5150 W&I	93	80	-13.98%
Warrant Arrests	126	160	26.98%
Terrorist Threats	8	9	12.50%
Bomb Threats	10	7	-30%
Narcotic Offenses	12	19	58.33%
TOTALS	2382	2498	4.87%

SOURCE: San Mateo County Sheriff's Office.

Furthermore, each the two detectives typically testify in court three to four times every month. The detectives assigned to this unit are called by the San Francisco PD on average six times a week after hours for direction on incidents that occurred at the SFIA. They do not physically respond to these incidents, but they are expected to provide direction. With only one sergeant and two detectives assigned to this unit, the current work load is not-sustainable for an extended period of time. Meliora PSC recommends the SFIA/Cargo Theft Task Force unit vacancies be filled as quickly as practicable.

TABLE 99: After hours responses by SFIA/Cargo Theft Task Force Personnel

SFIA/Cargo Theft TF	2022	2023
After hour responses (callouts)	22	17
Calls handled by phone	78	76

Meliora PSC identified a noteworthy area of opportunity for the SMCSO in regard to staffing. Currently, there are no professional support staff assigned to the SFIA/Cargo Theft Task Force, which was quite surprising due to significant workload, dynamic needs of the community, and other law enforcement agencies' requests of the SFIA/Cargo Theft Task Force. In previous years, there was always a LOS assigned to the SFIA/Cargo Theft Task Force, but in 2018, the LOS



was transferred back to Headquarters. This loss leaves no support staff member directly assigned to answer phone calls from victims, conduct basic office operations, order supplies, manage and input payroll, act as a liaison to the district attorney's office for the numerous case filings for the unit, assist in basic case load investigations, and assist in managing the budget and overall operations at the airport. The sergeant and two detectives have taken on all of the extra tasks on top of their already heavy workload. Meliora PSC recommends that SMCSO return the LOS from Headquarters or add one FTE LOS to the SFIA Cargo Theft Task Force physically assigned at the airport.

There is also no crime analyst assigned to the SFIA/Cargo Theft Task Force, which was also surprising as there are numerous repetitive offenders and organized crime groups consistently modifying their criminal operations at SFIA. Cargo thefts are of major concern to commercial and private airlines as well as overall airport operations. A crime analyst could provide other support services such as downloading digital data from computers and cell phones. These duties are currently being managed by the one sergeant and two detectives assigned to the unit. To coincide with the overall reconfiguration of the Crime and Intelligence Unit, one crime analyst should be assigned to the SFIA Cargo Theft Task Force and physically assigned at the airport (we will address this in the Crime and Intelligence Unit section).

There is no formal SFIA/Cargo Theft Investigations Manual. There are a significant number of resources, contact lists, phone numbers, tenant lists, federal, local and state contacts, but no formal SFIA/Cargo Theft Investigations Manual. Due to the dynamic duties and responsibilities, unique operations, and workload of the SFIA/Cargo Theft Task Force, Meliora PSC recommends that a formal SFIA/Cargo Task Force Unit Manual be created. This will significantly support new detectives (as well as current SFIA detectives) in understanding their roles and recognizing what resources and contacts are available to them.

INVESTIGATIONS BUREAU RECOMMENDATIONS

- Fill the vacant detective positions, SFIA/Cargo Theft Task Force unit vacancies, and once the second LOS position is formally vacant, fill the LOS as soon as possible. (Recommendation #138)
- Consider reclassifying the position and changing the name of the "Court Officer" to "Court Liaison," and create a commensurate salary range for the position. (Recommendation #139)
- Establish a system to mail a letter or send an electronic email message to all crime victims in cases where the crime report was received, contained no workable leads, and the case was not assigned to a detective. (Recommendation #140)
- Appoint a member of the office to serve as the crime victim liaison. (Recommendation #141)
- Research the number of cold case homicides in order to properly manage the cases as more advanced techniques for solving cold cases becomes available. (Recommendation #142)



- Consider utilizing civilian investigators assigned to the Investigations Bureau. (Recommendation #143)
- Schedule detectives to work a staggered schedule to include having at least one detective work on Fridays to accommodate public needs that may arise. (Recommendation #144)
- Create a comprehensive Detective Manual and a SFIA/Cargo Task Force Unit Manual to include contemporary resources, methodologies, and available technology and databases. (Recommendation #145)
- Assign all General Investigations and SFIA/Cargo Task Force detectives to be sent to a Basic Homicide Investigations school, and send all General Investigations detectives to attend Sexual Assault Investigations school, upon assignment to investigations or whenever feasible depending on class schedules and availability. (Recommendation #146)
- Provide the Investigations Bureau lieutenant a take-home detective unit. (Recommendation #147)
- Review the MOU with San Francisco PD and explore them taking a more active role in investigating crimes that occur at the SFIA. (Recommendation #148)
- Consider utilizing civilian investigators and assigning one to the SFIA Cargo Theft Task Force. (Recommendation #149)
- Return the LOS from Headquarters or add one FTE LOS to the SFIA Cargo Theft Task Force physically assigned at the airport. (Recommendation #150)

CRIME ANALYSIS - CRIME AND INTELLIGENCE UNIT (CIU)

The systematic analysis of data and information is valued by public safety agencies seeking to improve their effectiveness in preventing and managing crime within their communities. Crime analysts review all police reports with the goal of identifying emerging crime patterns. The crime analyst is trained to use technology, software systems, and intelligence training to capture patterns related to criminal activity, traffic collisions, crime mapping and predictive crime analysis. Some analysts have the ability to assist with data mining CAD/RMS data to assess workload, digital download assessment for phones, computers, and other digital devices, calls for service, response times, and activities of organizational personnel. Many crime analysts prepare weekly crime analysis reports that are shared with patrol, other field operational units, and areas within the agency.

CIU is responsible for crime analysis and intelligence gathering support for the entire San Mateo County Sheriff's Office. They provide daily support for investigations conducted by SMCSO detectives and patrol areas. Not only does CIU support other SMCSO Divisions/Bureaus with requests for crime trend reporting and analysis, they take on substantial duties and responsibilities above and beyond what is required of typical crime analysts in other law enforcement organizations. The SMCSO CIU is not only responsible for crime analyses, they are responsible for gathering intelligence information on active criminal investigations, cold case homicides, and other intelligence gathering when requested.



There are three civilian staff members assigned to the unit: one Supervising Crime Analyst and two Crime Analysts; however, there is one vacant Crime Analyst position that is currently in the testing process. SMCSO is to be commended for recognizing this critical function and ensuring the position is filled as soon as practicable. All CIU members are housed at Headquarters, and their offices are located within the Investigations Bureau.

DUTIES AND RESPONSIBILITIES

The supervising crime analyst's duties and responsibilities include: reviewing investigations, completing reports, providing witness testimony, supporting active and complex investigations through crime analysis, trend analysis, social networking analysis, link charts, subject and location workups, supports patrol requests and cold case investigations. They are responsible for supervising crime analysts and interns, completing performance evaluations, holding team (and general SMCSO) meetings, networking with other law enforcement partners. They are required to fulfill administrative data/analysis requests, and they are the Administrator for investigative tools/software applications for crime analysis and intelligence gathering.

The supervising crime analyst is also responsible for conducting Intelligence Led Policing (ILP) throughout the organization. ILP is a comprehensive organizational approach for enhancing agency effectiveness by using multiple sources of information and intelligence gathering to make strategic operational, tactical, and at times financial decisions. They hold weekly ILP meetings, and disseminate crime analysis fliers for all geographic areas within the SMCSO purview.

Intelligence Led Policing, which was adopted by the San Mateo County Sheriff's Office in 2018, is extensively addressed in the SMCSO Policy § 343. Within the 11-page policy, procedures, duties and responsibilities, terms and definitions, and accountability are all comprehensively outlined.

The two crime analyst's duties and responsibilities include: providing assistance and support to personnel for complex and active investigations, author search warrants, review investigations, completes reports, provides witness testimony, prepares statistical crime data to support operational needs, administrative reviews, and community engagement requests.

Meliora PSC found the crime analyst to be extremely capable in their knowledge, skills, and abilities countywide. Currently, one supervising crime analyst and one crime analyst assigned to handle all crime analysis (and other assorted duties) within each of the SMCSO geographic areas and the SFIA is not effective nor efficient. Clearly, crime does not stay within a certain town or geographic area. While it is important that the CIU gather crime information countywide and disseminate the data for informational awareness, Headquarters Area Command, San Carlos, North Area Command, Coastal Area Command, and the SFIA/Cargo Task Force have specific crime analyses needs indicative of their individual communities. At times, emergent needs arise within individual geographic areas and may occur at a moment's notice, thus requiring immediate attention. When this occurs, the crime analysts must stop what they



are doing and provide a crime analysis response to the urgent need. As can be expected, the immediate attention to acute issues results in a backlog of other county geographic areas and their crime analytical needs.

Meliora PSC recommends the SMCSO consider restructuring the CIU, adding five FTE professional support staff Crime Analyst positions and assign one each to the following geographic areas: San Carlos, North Area Command, Coastal Area Command, SFIA/Cargo Theft Task Force, and Task Force Operations. The five crime analyst positions would be an added complement to the one crime analyst located at Headquarters. The crime analysts would directly report to the supervising crime analyst, but would be decentralized and physically assigned to each geographic area previously mentioned. Decentralizing crime analysts fundamentally enhances the overall investigative crime analysis and intelligence function.

There have been many issues in regard to the purchasing and implementation of crime analysis and intelligence software applications. Software and other applications have been purchased, without input (or minimal input) from the crime analysts, and then discarded when it became apparent the software did not work at the practical application level and/or the organizational level. Some of the applications and software were rejected by patrol bureaus as being too difficult and cumbersome to use while others were rejected by Command Staff. Instead of training the deputies and support personnel end users and requiring them to utilize the software and applications, the deputies and personnel simply stop using the software. If no data is entered into the database, the data becomes obsolete. This is wasteful of resources, finances, and personnel efforts – for those individuals responsible for inputting thousands of records into the databases, only for the software to be disregarded and not updated and maintained by end users. Meliora PSC recommends the SMCSO solicit input from CIU when deciding to purchase and prior to selecting software solutions, applications, or databases as they are most familiar with what the specific needs are for the successful implementation of the crime analysis software solution.

CRIME ANALYSIS AND INTELLIGENCE UNIT RECOMMENDATIONS

- Consider restructuring the CIU, adding five FTE professional support staff Crime Analyst positions and assign one each to the following geographic areas: San Carlos, North Area Command, Coastal Area Command, SFIA/Cargo Theft Task Force, and Task Force Operations. (Recommendation #151)
- Solicit input from CIU when deciding to purchase and prior to selecting software solutions, applications, or databases as they are most familiar with what the specific needs are for the successful implementation of the crime analysis software solution. (Recommendation #152)



TASK FORCE OPERATIONS

San Mateo County Sheriff's Office Task Force Operations are comprised of four task force units:

- San Mateo County Narcotics Task Force (NTF)
- San Mateo County Vehicle Theft Task Force (VTTF)
- San Mateo County Gang Task Force (GIU)
- San Francisco International Airport Drug Enforcement Agency Metro Task Force (SFIA DEA TF II).

Task Force Operations does not have a formal name. They simply go by the acronyms of each of the aforementioned task force units. Currently, they are represented in the SMCSO Organizational Chart under Support Operations Command. The Organizational Chart is difficult to understand and could be difficult for the general public to decipher. The Operations Division is commanded by an Assistant Sheriff. As such, the NTF, VTTF, GIU, and SFIA DEA TF II should maintain their individual task force configurations and personnel, but have a collaborative formal name and be listed and clearly identified within the Organizational Chart. To be consistent with the Investigations Bureau, the Task Force Operations could be named Task Force Operations Bureau. However, due to the type of work conducted within these operational task forces and units, and to be consistent with current law enforcement trends and industry standards, Meliora PSC recommends they be more accurately named Major Crimes Suppression Bureau. Appropriately renaming these task force operations and clearly identifying them in the Organizational Chart will highlight their significance in the SMCSO and more clearly identify the important services provided to the public.

Three of the Task Force operational units (NTF, VTTF, and GIU) are located in a public, off-site, mixed use business complex located in the City of San Mateo. The fourth Task Force Unit (SFIA DEA TF II) is located at the San Francisco International Airport. None of the offices are open to the public.



TABLE 100: Task Force Operations Staffing, FY 2023-24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
CAPTAIN			
	0	0	0
LIEUTENANT			
NTF/VTTF/GIU/SFIA DEA TF II	1	1	0
SERGEANT			
Narcotics Task Force	3	2	1
Vehicle Theft Task	1	1	0
Gang Intelligence Unit	1	0	1
DEPUTY SHERIFF			
Narcotics Task Force	6	1	5
Vehicle Theft Task Force	3	2	1
Gang Intelligence Unit	2	2	0
SF DEA Task Force II	1	1	0
Total Sworn	18	10	8
Civilian Personnel			
Extra-Help	2	2	0
Administrative Assistant II	2	2	0
Total Civilian	4	4	0
TOTAL AUTHORIZED SMCSO STAFFING	22	14	8
OUTSIDE AGENCY STAFFING			
SERGEANTS			
Narcotics Task Force	1	1	0
Vehicle Theft Task Force	0	0	0
Gang Intelligence Unit	0	1*	0
AGENTS			
Narcotics Task Force	6	4	2
Vehicle Theft Task Force	3	3	0
Gang Intelligence Unit	3	2	1
TOTAL OUTSIDE AGENCY STAFFING	13	11	3
TOTAL STAFFING SWORN AND CIVILIAN	35	25*	11

SOURCE: San Mateo County Sheriff's Office. *GIU sergeant is provided by an outside agency.



Included in the second portion of the table above are the numbers of outside agency staff members as many of these teams are joint task forces with members from multiple agencies. There are two SMCSO Administrative Assistant II staff members that are assigned to Task Force Operations. One Administrative Assistant II works within the scope of their position and completes all duties and responsibilities consistent with the Administrative Assistant II job description. There are also two civilian "extra help" employees that work within the task force offices.

The second Administrative Assistant II's duties, scope of work, and expertise are consistently above and beyond the responsibilities listed in the Administrative Assistant II job description and are more consistent with a Management Analyst B. The second Administrative Assistant II's position has evolved into a position that now includes greater accounting duties, budget oversight, management and completion of purchase orders. The Administrative Assistant II also assisted the Task Force Commander in the administration of six grants, budgeting, purchasing, financial record keeping, payroll timekeeping for the Sheriff's Office as well as representatives from city, state and federal agencies. This position requires the analytical ability to assist the commander in budget preparation, cost analysis and expenditure control. In 2021, a Fiscal Bureau reorganization moved duties from Fiscal Office Specialists, who were performing duties for the SMCSO Gang Intelligence Unit, to the Administrative Assistant II. Due to the added fiscal duties and responsibilities, the Administrative Assistant II is now co-managed by the Task Force Commander and the Financial Services Manager, thus regularly responds to work projects and directives from two managers. This workload, as well as the added duties and responsibilities, are more in-line with the duties performed by a Management Analyst B and not those held by an Administrative Assistant II. For these reasons, Meliora PSC recommends that the position held by this Administrative Assistant II be reviewed and reclassified to a Management Analyst B.

SCHEDULE

Most of the assigned sworn and support staff personnel work a 4/10 schedule, that is to say they work four 10-hour shifts per week with reporting times starting as early as 6:00 a.m. and ending times as late as 7:30 p.m. with a staggered schedule to cover Monday through Friday. The lieutenant works a 9/80 Monday through Friday 8:00 a.m. to 5:00 p.m., which is to say the lieutenant works 9-hour shifts, except every other Friday working an 8-hour shift. Detectives may adjust their work schedule as necessary to facilitate investigative needs.

Each detective is expected to work 24 hours of overtime each pay period with 12 of those overtime hours to be worked within the Jail or Court and Transport details. Assigning most sworn positions to assist with overtime coverage in the Jail or Court and Transport details is usually not an issue; however, it could become a deputy safety issue and jeopardize cases where sworn SMCSO undercover detectives are also assigned to work in uniform. Industry standards and practices discourage undercover sworn members from working high-profile uniform assignments. Meliora PSC recommends undercover detectives be exempt from working any uniform overtime assignments. If there is a critical need for undercover detectives to work overtime to meet minimum staffing requirements, then the detectives should work the



overtime in an assignment where they are not in uniform and are not accessible to the public, inmates, court services, or any assignment that upon being recognized could jeopardize their safety or compromise the integrity of an on-going criminal investigation.

The majority of cases assigned to NTF, VTTF, and GIU Task Force Units are predominantly self-generated. Cases brought to investigators by patrol deputies are based on areas of responsibility assigned to each special agent through the on-call process. As in many divisions throughout the SMCSO, the greatest challenge in Task Force Operations is doing more work with reduced staffing. It is apparent that staffing levels within each of the Task Force Units are at critical levels.

SELECTION

When an opening on one of the Task Force Units arises, an organizational memo is sent out to employees. Those deputies who are interested and meet minimum qualifications go through a formal testing process by submitting a letter of interest and participating in a rated oral interview/assessment.

Rotations for detectives within the Task Force Units occur between three to five years; however, there is no policy addressing the specifics and timing of the rotations. Rotations are an excellent way to ensure staff have various experiences to broaden their career experiences as well as sharing the expertise with their colleagues in other assignments. Meliora PSC recommends that a rotational policy with specific guidelines be developed and as stated earlier, this will be addressed in the Professional Standards portion of the report.

TRAINING

Upon assignment into the Task Force Units, all detectives attend a wide variety of formal training courses. Detectives assigned to Task Force Operations attend training specific to their individual units. SMCNTF detectives attend Basic Narcotics Investigator and Asset Forfeiture Training. They also attend Fentanyl Investigations and the CNOA Conference once a year for legal updates. SMCVTTF detectives attend Basic Vehicle Theft Investigators and Asset Forfeiture training. They attend Vehicle Containment Training quarterly and the annual WSATI (vehicle theft) conferenced each year. Detectives assigned to SMCGIU attend the Basic Investigators course and quarterly Bay Area Wide Gang Updates.

The training process includes a training manual that lists specific tasks as well as an understanding of policy and procedures. This manual is signed by the detective and attached to each detective's personnel file, which is kept at the Task Force offices throughout the entire time the detective is assigned to the unit.



SAN MATEO COUNTY NARCOTICS TASK FORCE (NTF)

The San Mateo County Narcotics Task Force (SMCNTF) is comprised of sworn, local, state, and federal law enforcement personnel. The NTF operates under the authority of the San Mateo County Chiefs of Police and Sheriff Association through a Joint Powers Agreement (JPA) to which all the members of the association are parties. They are funded through city funds, federal and state grants, HIDTA (High Intensity Drug Trafficking Areas), and SMCSO funding.

The mission of the SMCNTF is to provide training, coordination and service to law enforcement agencies and the public to combat the illegal drug problem within San Mateo County. The SMCNTF combats the illegal drug issue by impacting the demand for illegal drugs by reducing drug trafficking in the county. They provide education to law enforcement agencies, the public and schools on the extent and nature of drug-related criminal activity. They address quality of life issues involving the sale and/or illegal drugs that have the most adverse impact on the residents of each individual community within the county. They closely work with the California High Intensity Drug Trafficking Area (HIDTA) members regarding persons transporting and selling illegal drugs.

Detectives from the SMCNTF also investigate fatal drug overdose cases through a joint effort with the SMCSO Investigations Bureau, outside independent municipalities, and the San Mateo County Coroner's Office. Countywide protocols are currently being discussed and drafted among SMCSO executives and the San Mateo County District Attorney's Office for prosecution procedures on dealers and illegal narcotics providers. There is no requirement for the SMCNTF deputies assigned to this task force to attend Basic Homicide Investigations courses; however, they are subject to being called out to investigate fatal illegal narcotic drug overdoses. As well, they are currently working with the San Mateo County District Attorney's Office for consideration of criminal filings on illegal narcotics providers. Meliora PSC recommends that all SMCNTF deputies assigned to the task force attend a Basic Homicide Investigations school.

The SMCSO does have allotted narcotics funds that are internally audited, once a month and quarterly, by the SMCSO Fiscal Bureau. There have been no inconsistencies in any of the audits for the past three years, which is a testament to following sound practices.

TABLE 101: Narcotics Task Force Activities, 2021-2023

YEAR	INVESTIGATIONS	ARRESTS	FIREARMS	EXPERT TESTIMONY	CURRENCY SEIZED
2021	322	59	61	297	\$530,178.60
2022	306	58	60	251	\$58,321.00
2023	222	58	87	211	\$2,898,077.00

SAN MATEO COUNTY VEHICLE THEFT TASK FORCE (VTF)

The San Mateo County Vehicle Theft Task Force (SMCVTF) is comprised of sworn local and state law enforcement personnel operating under the authority of the San Mateo County Chiefs



of Police and Sheriff's Association through a JPA. They are funded through state funds, SMCSO funds, and individual municipal city funds. The SMCVTTF is managed by a SMCSO lieutenant who answers to the advisory board.

The mission of the SMCVTTF is to provide leadership, coordination, training, and service to law enforcement agencies and the public in combating the increasing threat of vehicle theft within San Mateo County.

The SMCVTTF participates in proactive vehicle theft case investigations and surveillances, conducts business inspections, and investigations in an attempt to uncover illegal "chop shops" and organized vehicle theft rings operating within the county. They provide training and intelligence sharing with local, state, and federal law enforcement agencies and work in collaboration with the National Insurance Crime Bureau (NICB).

TABLE 102: Vehicle Theft Task Force Task Force Activities, 2021-2023

YEAR	CASES	ARRESTS	VEHICLE SEIZURES
2021	189	24	2453
2022	168	32	2221
2023	139	38	1502

SAN MATEO COUNTY GANG INTELLIGENCE UNIT (GIU)

The San Mateo County Gang Intelligence Unit (GIU) is primarily composed of members of the San Mateo County Sheriff's Office although, municipal, state and federal law enforcement agencies may be assigned on an interim basis. A Memorandum of Understanding (MOU) agreed upon by the San Mateo County Sheriff and participating law enforcement agencies establish the authority of the GIU.

The goal of the GIU is to reduce gang-related crimes in the county, provide education to law enforcement officers and the public on gang-related criminal activity, gather and disseminate intelligence to allied agencies, and address quality of life issues involving illegal gang activities that have the most adverse impact on the community.

TABLE 103: Gang Intelligence Unit Activity, 2021-2023

YEAR	CASES	ARRESTS	GANG RELATED INVESTIGATIONS
2021	47	16	32
2022	40	12	119
2023	32	18	148



SAN FRANCISCO INTERNATIONAL AIRPORT DEA TASK FORCE II

The SFIA DEA Task Force II is an interdiction task force assigned to the San Francisco International Airport. They are focused on intercepting passengers illegally transporting narcotics and laundering money as well as narcotic trafficking cargo coming in and out of the SFIA.

There is currently one SMCSO detective K-9 team assigned to the SFIA DEA Task Force II. The K-9 is a single-purpose, narcotics trained dog.

TABLE 104: SFIA DEA Task Force II Activity, 2021-2023

FISCAL YEAR	CASES	ASSET FORFEITURE
2021	31	\$1,160,804.00
2022	34	\$1,854,244.00
2023	40	\$1,822,496.00

Meliora PSC observed that informant files are kept in file cabinets in a small locked storage room located in the off-site task force offices. The storage room also contains a large, locked gun safe. Only sergeants and the lieutenant assigned to the Task Force Units have access to the locked informant file room. The file cabinets, containing the informant files, were not individually locked. Much like the locked gun safe in that storage room, Meliora PSC recommends the file cabinets should be individually locked as well.

While the use of informants is declining, each of the Task Force Units have utilized Informants. SMCSO Policy § 603 addresses the Use of Informants. Policy § 602.3 specifically addresses that all funds related to Informant payments be routinely audited.

603.2 POLICY The San Mateo County Sheriff's Office recognizes the value of informants to law enforcement efforts and will strive to protect the integrity of the informant process. It is the policy of the San Mateo County Sheriff's Office that all funds related to informant payments will be routinely audited and that payments to informants will be made according to the criteria outlined in this policy.

In regard to maintaining informant files, SMCSO Policy 603.4 states:

603.4 INFORMANT FILES Informant files shall be utilized as a source of background information about the informant, to enable review and evaluation of information provided by the informant, and to minimize incidents. Informant files shall be maintained in a secure area within the Investigations Bureau. The Investigations Bureau Sergeant or the authorized designee shall be responsible for maintaining informant files. Access to the informant files shall be restricted to the Sheriff, Operations Division Assistant Sheriff, Investigations Bureau Lieutenant or their authorized designees. The Investigation



Lieutenant should arrange for an audit using a representative sample of randomly selected informant files on a periodic basis, but no less than one time per year. If the Investigations Unit Sergeant is replaced, the files will be audited before the new Sergeant takes over management of the files. The purpose of the audit is to ensure compliance with file content and updating provisions of this policy. The audit should be conducted by a supervisor who does not have normal access to the informant files

However, when the Task Force Commander was asked about the Informant files and where they are to be kept and how often they are to be audited, Meliora was referred to the SMCSO Narcotics Task Force Policy and Procedural Manual (dated January 2023), § 17 Informants, and more specifically, § 17.11, which states:

17.11 Informant Files: Informant files shall be utilized as a source of background information about the informant, to enable review and evaluation of information provided by the informant, and to minimize incidents that could be used to question the integrity of the SMCNTF of the reliability of the informant.

Informant files shall be maintained in a secure area within the SMCNTF Office. A SMCNTF supervisor or the designee shall be responsible for maintaining informant files. Access to the informant files shall be restricted to SMCNTF personnel or authorized designees.

The Commander or designee shall audit the files of all active informants on a quarterly basis. The purpose of the audit shall be to determine if the informant has any pending cases not disclosed at the time the informant was enrolled, outstanding warrants, or changes in their driving privilege. The audit shall also include contacting the BAYNIN (WSIN) to determine if an agency has entered the informant in the "unreliable file."

The Investigations lieutenant advised that both the Investigations Bureau and Task Force Operations have areas for storing informant files, and both maintain case files if they have active informants. Currently, the Investigation's Bureau does not have any active informants. Clearly there is an inconsistency between the SMCSO Policy § 603 and the SMCSO Narcotics Task Force Policy and Procedural Manual. Meliora PSC recommends the policy inconsistencies be reviewed and updated so the SMCSO policy and Narcotics Task Force Policy and Procedure Manual are consistent.

TASK FORCE OPERATIONS RECOMMENDATIONS

- Rename Task Force Operations to the Major Crimes Suppression Bureau to more accurately describe the function. (Recommendation #153)
- Review the position held by the Administrative Assistant II for reclassification to a Management Analyst B. (Recommendation #154)
- Exempt undercover detectives from working any uniform overtime assignments. (Recommendation #155)



- Assign all SMCNTF deputies to attend a Basic Homicide Investigations school. (Recommendation #156)
- Intelligence unit file cabinets should be individually locked in addition to currently being kept in a locked room. (Recommendation #157)
- Reconcile the policy inconsistencies and update the SMCSO policy and Narcotics Task Force Policy and Procedure Manual. (Recommendation #158)

TRANSIT POLICE BUREAU

The San Mateo County Sheriff's Office is the contracted law enforcement provider for the San Mateo County Transit District (SamTrans) and the Peninsula Corridor Joint Powers Board (Caltrain). The Transit Police are responsible for policing all SamTrans' buses, kiosks, vehicles, and facilities, as well as all Caltrain rail equipment, stations, right-of-ways, and facilities throughout San Francisco, San Mateo and Santa Clara Counties. They are also responsible for the investigation of crimes, collisions, accidents, and deaths involving SamTrans' buses and Caltrain passenger trains.

The Transit Police Bureau has as its core values the safety and security of passengers, employees, contractors, and the general public who come in contact with the transit system. Its mission is to supply the public with a high-quality, safe, and efficient transportation system that enhances the quality of life by increasing access and mobility, reducing congestion, improving the environment, and promoting economic vitality.

CONTRACTUAL AGREEMENTS WITH SAMTRANS AND CALTRAIN

The county signed a new agreement with SMCSO in July 2020 that runs through June 2025. Contractually, the San Mateo County Sheriff's Office Transit Bureau agrees to provide the following services to both SamTrans and Caltrain:

- Selective patrol services 20 hours a day, 365 days a year within the jurisdictional areas of the agencies from 5:00 a.m. TO 1:00a.m.
- All management and oversight associated with providing law enforcement services.
- All activities associated with personnel, including recruitment and training.
- Respond to 911 emergency routine calls for service.
- Conduct selective criminal investigations.
- Function as the Sheriff's liaison to the agencies in matters involving training and coordination for emergency operations.
- Maintenance of all records, police reports and required/related documents.
- Maintenance and management of the property/evidence function.
- Provide Court Liaison duties and responsibilities.
- Select, train, and obtain the necessary P.O.S.T. certification for the law enforcement use of single purpose Canine Explosive Ordinance Detection (EOD) duties.



- In addition to the forgoing, the Sheriff's Office has the Special Weapons and Tactics (SWAT) Team, Forensic Laboratory, and Bomb Unit available to the agencies when deemed necessary within San Mateo County.
- Provide crime analysis and reporting.
- Participate in federally mandated joint anti-terrorism drills, training sessions, and intelligence sharing with other local, state, and federal law enforcement agencies.
- Ride Caltrain trains (3 counties), SamTrans buses (San Mateo County and Palo Alto only) and maintain high visibility at key agencies critical infrastructure at contracted locations.
- Provide law enforcement presence during periodic fare enforcement and passenger screening details.
- Conduct proactive grade crossing enforcement operations.
- Conduct proactive anti-crime operations in areas as set forth below when not handling a dispatched call.
- Provide additional law enforcement services to address unforeseen events/ requirements.

The Transit Bureau is responsible for 14 Caltrain Stations in San Mateo County, two in San Francisco County, and 17 in Santa Clara County.

TRANSIT OFFICES

The Transit Bureau's office is located at 1250 San Carlos Avenue, San Carlos in the office space occupied by the San Mateo County Transit District. This location is where the deputies and professional staff begin and end their workday. The location is equipped with employee lockers, showers, and locker rooms. The bureau's vehicles are also kept at the location, with the exception being the detective who has a take home vehicle. The detective reports to the substation located in San Jose.

The office also has a substation located at 200 E. Santa Clara Street in San Jose (Diridon Station), which has only office space (computers, phones) for deputies to write reports during their shifts; however, the facility has no other amenities. Diridon Station serves as a major intermodal transit center for Santa Clara County and the Silicon Valley.

TRANSIT COMMAND

The Transit Bureau is commanded by a lieutenant who reports directly to the Operations Division Assistant Sheriff. The lieutenant has been assigned to the Transit Bureau for approximately one year and expects to remain in that position for another two years as lieutenants normally rotate specialty positions every three years.

In light of the need to provide management oversight at the lieutenant level in all four commands as previously mentioned, Meliora PSC recommends the Transit Bureau lieutenant retain his duties and responsibilities and the Transit Bureau be reassigned to the San Carlos



Patrol Bureau. Since both bureaus are patrol-related and in the same city, it would also allow the lieutenant to also oversee the FTO program and report to the Captain in San Carlos.

TRANSIT POLICY

Although the Transit Bureau adheres to the SMCSO's Lexipol Policy and Procedures, the bureau has no specific policy related to Transit Bureau operations. Most other areas in the office, such as investigations, property and evidence, etc. have policies and procedures specific to their areas. Meliora PSC recommends a policy manual specific to Transit Bureau be developed and included in the office's policy manual.

TABLE 105: Transit Staffing, FY 2023/24

Position	Budgeted	Actual	Vacant
Sworn Personnel			
Captain	0	0	0
Lieutenant	1	1	0
Sergeant	2	2	0
Deputy	9	8	1
K9 Deputy	2	2	0
Total Sworn	14	13	1
Civilian Personnel			
Community Service Officer	4	3	1
Management Analyst	1	1	
Total Civilian	5	4	1
Total Staffing	19	17	2

Source: San Mateo County Sheriff's Office Transit Bureau as of February 2024.

Staffing for the Transit Bureau is clearly defined in both of the contracts with SamTrans and Caltrain. In addition, it is defined in the contracts that the districts will compensate the county when additional deputies are required for special events or days when it is known that there will be more than usual commuter use.

WORK SCHEDULES/BEATS

Work schedules for the Transit Bureau deputies are dictated by the contracts with SamTrans and Caltrain. Together the districts pay for two deputies to work seven days a week from 5:00 am until 1:00 am to provide safety and security for the transit lines. One deputy is assigned to the north, and one deputy is assigned to the south on each shift. Deputies work 12-hour shifts with their days off rotating as is the case in patrol as described earlier. The day shift works from 5:00 a.m. to 5:00 p.m., while the night shift works from 1:00 p.m. to 1:00 a.m. There is a four-hour overlap of the deputies between 1:00 pm and 5:00 pm, and during that time, there are



two deputies assigned to each the north beat and the south beat. The sergeant works from 10:00 a.m. to 10:00 p.m. to provide oversight on both day and night shifts.

Calls for service are assigned based upon whether the call originates in the north beat or the south beat. If the call requires more than one officer during the time there are only two deputies on-duty, the deputy in the opposite beat will respond to assist. For example, if the call is in the north beat and it requires an additional deputy, the south beat deputy will respond. Deputies do not work between the hours of 1:00 a.m. and 5:00 a.m. as transportation services are not offered during this time.

During the site visit, Meliora PSC learned the Transit Bureau does not track the number of calls for service related to SamTrans and Caltrain, which occur during the four-hour period when there is no Transit deputy on duty. Although the trains stop running during the nighttime hours, the buses run 24-hours, which can create calls for service that are transit related during that period when no Transit deputy is working. By tracking that information, it would provide data that would assist each of the districts to determine if the Transit Bureau should be increased to a 24-hour service model instead of the current 20 hours. Meliora PSC recommends the Sheriff's Office open a dialogue with the districts regarding extending their contracts to provide 24-hour service once staffing issues have stabilized.

During the four-hour time period each day when there are no Transit Bureau deputies on-duty, calls for service related to both SamTrans and Caltrain are handled by the municipality in which the call for service originates. Conversely, if the call is in the unincorporated area, it will be handled by the SMCSO beat deputy closest to that area. Meliora PSC learned when discussing this issue with the Transit Bureau staff, that many of the jurisdictions who are having to handle the calls during that four-hour window are not pleased and have voiced this to the deputies. During those hours when there is no transit supervisor on duty (5:00 a.m. to 10:00 a.m., and 10:00 p.m. to 1:00 a.m.), one of the two sergeants is always on-call for the deputies if needed; however, if a supervisor is needed to respond immediately to a scene, a supervisor will respond to the call from the bureau closest to the call.

At the time of the site visit, shifts of the Transit Bureau deputies are assigned by the office; however, Meliora learned the office will be implementing a bid process in the spring of 2024. The shift bid will allow deputies to bid their shifts and bureaus based upon their seniority within the office. SMCSO leadership determined that specialty assignments would not be included in the bid process, and Transit Bureau positions will not be considered a specialty position during that bid process. Without the Transit Bureau being a specialty assignment, deputies from anywhere in the office who have sufficient seniority can bid to work the Transit Bureau and the deputies could change during each six-month shift bid. Due to this being a new opportunity for deputies to have a voice in their assignment and shift assignment, deputies can opt to bid a shift in Transit and then bid out to another bureau the following shift bid period. An unintended consequence of the Transit Bureau not being identified as a specialty assignment could be the constant rotation of deputies with no experience or tenure dealing with transit-related issues.



Although deputies working in the Transit Bureau do not require any specialized training in order to perform their job, there is a learning curve associated with the nuances of working within a transit environment. Meliora PSC learned when a new deputy is assigned to the bureau, it can take several months of on-the-job training to ensure the new deputy can confidently and competently work within the transit environment. If deputies can bid in an out of the unit every six months (deployment period), there could possibly be several personnel who change within the bureau each deployment period. Meliora PSC recommends the Transit Bureau be considered a specialty unit in the office and not subject to the shift bid process.

MINIMUM STAFFING

Minimum staffing is defined as the minimum number of deputies that must be on-duty at any given time. In the case of the Transit Bureau, minimum staffing is determined by SMCSO's contractual agreement with the two districts. Because the contractual agreement requires two deputies to be on-duty at any given time, when a deputy is off due to illness, training, vacation, etc., the deputy's position must be replaced by a deputy on overtime to maintain the contractual agreed upon staffing. Most overtime is filled by the deputies assigned to the Transit Bureau; however, occasionally, deputies from other bureaus will fill an overtime shift in the Transit Bureau.

TRAINING

Deputies assigned to the Transit Bureau receive no specialized training related to transit policing; however, most deputies do attend training related to Fentanyl and other narcotic substances. Any training the deputies receive related to policing the transit lines is from training they receive from other deputies. Since policing a transit environment is unique and different from normal patrol duties, Meliora PSC recommends the Transit Bureau create a one-week training program to onboard new deputies similar to the SMCSO's FTO program.

TYPES OF TRANSIT BUREAU CALLS (CALTRAIN/SAMTRANS)

As can be seen in the below charts provided by the Transit Bureau to both Caltrain and SamTrans for the month of December 2023, the deputies assigned to the Transit Bureau handle a wide variety of calls. Some calls are state criminal violations, while others are strictly transit related calls. The majority of the calls for both entities are deputies conducting what is called a "passing check" which means they are driving or walking by a certain area checking it for violations. The "passing checks" would be considered proactive activity since the deputies are conducting those checks on their own without a call for service. The area of the "passing checks" are locations most likely where the deputies have discovered that there is a problem beginning to develop, or where there have been problems in the past.

The handling of the wide variety of calls specifically related to transit issues, reinforces the recommendation that a week of structured specialized training be provided to new deputies assigned to the Transit Bureau.



CHART 46: CalTrain Calls for Service – December 2023

Caltrain Calls for Service – December 2023

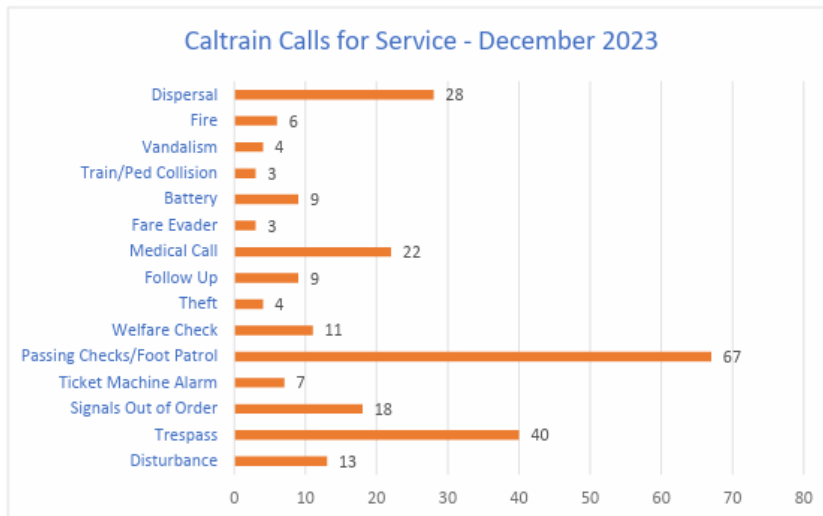
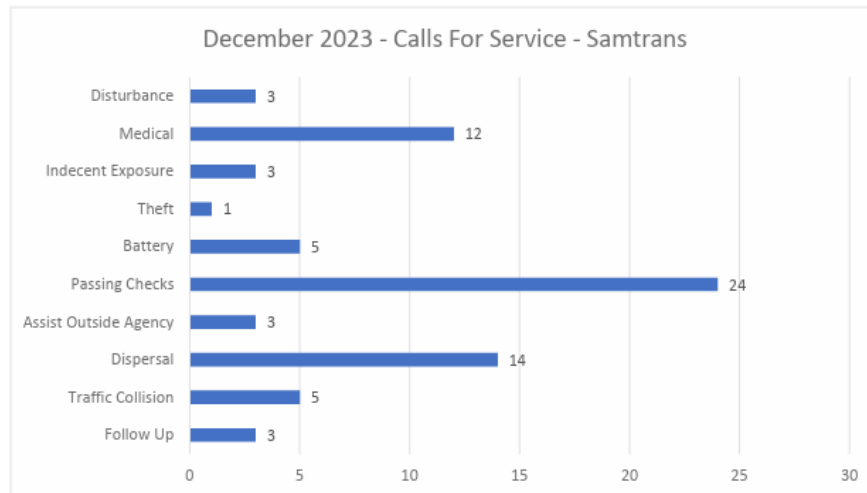


CHART 47: Samtrans Calls for Service – December 2023



TRANSIT K-9 UNITS

There are two K-9 units assigned to the Transit Bureau. Both K-9 units are a part of the bureau’s minimum staffing and during their assigned shifts they can be assigned either a north or south beat the same as a deputy without a K-9. Both K-9’s are explosive detection trained, which is a requirement by the districts. Although the K-9’s are assigned to the Transit Bureau and receive direct supervision from the Transit Bureau’s sergeants, they are technically still a part of the SMCSO’s K-9 Unit for purposes of training and record keeping. Refer to the K-9 portion of the report for further details.



SPECIAL ENFORCEMENT TEAM

The Special Enforcement Team (SET) was created to act as a special problem-solving team consisting of two deputies. At the current time, there is one vacancy on the team. The SET deputies work a 4/10 work schedule, where deputies work four 10-hour shifts with three days off each week. One deputy works Monday through Thursday, and the other deputy works Tuesday through Friday. So, in reality, the deputies only work as a team three days a week (Tuesday/Wednesday/Thursday).

Staff indicated the plan moving forward is to disband SET. The two SET positions would then become a swing shift position working 9:00 a.m. to 7:00 p.m., seven days a week. Using the two positions in that manner will create a mid-watch shift of one additional deputy each day that will assist the other deputies during the Transit Bureau's busier times of the day. Meliora concurs that this seems to be a much better use of the two positions than using them as a problem-solving team. The swing shift position could also assist with backfilling positions when deputies are needed. SMCSO is to be complimented for addressing staffing by disbanding the Special Enforcement Team and creating a mid-watch transit patrol shift.

COMMUNITY SERVICE OFFICERS

CSO's are civilian employees who primarily handle parking enforcement at the various district's parking lots. As an ancillary duty, the CSO's will also handle taking cold crime report calls and accident reports, thus relieving the deputies' workload and allow them to concentrate on proactive enforcement and positive interaction with the transit community. Meliora PSC believes that having the CSO's taking reports with no suspects and accident reports is a good use of their time when they are not handling parking enforcement. At the current time, there is one vacant CSO position in the Transit Bureau. Due to the value the CSO positions bring to the Transit Bureau, Meliora PSC recommends the filling of the vacant CSO position as soon as possible.

CSO SCHEDULE

CSO's assigned to the Transit Bureau work 12-hour shifts that mirror the deputies assigned to the bureau, except that the CSO's only work day shift hours and not the night shift schedule. Two CSO's are assigned to each day shift team, so there are always two on-duty during the day. Having CSO's work the day shift schedule only is based upon that shift being the busiest time of the day for commuters who are parking in the lots, and the timeframe for the highest number of commuters.

CSO WORKLOAD

In order to attempt to identify the workload of the CSO's, Meliora PSC requested the number of calls for service the CSO's handle, the number of reports written (both crime and traffic), and the number of citations issued. However, Meliora learned that it would be an onerous task to



obtain the information because reports are tied to calls for service that must be searched individually to determine if there was a report written or how much time was spent on a call. Staff indicated that CSO's may also be assigned tasks, such as traffic control or other assignments, as well as not logging themselves out on the call as is the case with patrol deputies, that was described earlier in the Patrol portion of the report. Due to the insufficient tracking of CSO data, Meliora PSC is unable to determine the workload of the CSO's. Meliora PSC recommends the Transit Bureau begin tracking the CSO's time on report writing, citation issuing, and on calls for service activity.

CSO citations and warnings are tracked by the bureau. Below is the number of citations and warnings issued by the CSOs during the years of 2021 and 2022, illustrating the eight percent increase in parking citations issued by CSOs from 2021 to 2022.

TABLE 106: CSO Citations, 2021-2022

Year	Citations Issued	Warnings issued	Total
2021	6,804	153	6,957
2022	7,468	71	7,539

DETECTIVE

The detective assigned to the Transit Bureau reports to and works from the San Jose sub-station. The detective handles all of the more serious criminal investigations and those not completely conducted by the patrol deputies. Deputies, if possible, handle their assigned criminal investigations to conclusion, including the filing of the case with the court. A unique requirement for the detective and all Transit deputies is the understanding and knowledge of how to file their cases in the three different counties they serve.

CASES ASSIGNED TO DETECTIVE

SMCSO's RIMS system does not capture the detective information or workload accurately, so the number of assigned cases reported to Meliora PSC is an approximation. Staff indicated in 2022 the detective was assigned 70 cases and in 2023 66 cases. However, most of the detective's workload is follow-up investigations regarding accident incidents involving a train or bus impacting a pedestrian or vehicle. Those cases often remain open and "not cleared" for some time as the detective waits for the coroner's offices in whatever jurisdiction it occurred to give their final finding. Outside of the train or bus accidents, the detective will also handle both felony and misdemeanor cases.



TRANSIT DEPUTY WORKLOAD

In order to determine appropriate staffing when assessing law enforcement agencies, it is critical to look at Community-Initiated Contacts (Calls for Service), Field-Initiated Contacts (Deputy Observations), and the unit's occupied time. It should be noted that Meliora PSC was unable to determine the actual workload of the deputies due to the culture within the Sheriff's Office that deputies do not track report writing time, follow-up time, breaks, citizen engagement time, and the booking of evidence. This issue was discussed previously in the Patrol Section of the report and illustrates the under-reporting of deputy workload.

Since the Transit Bureau is not part of one of the four patrol commands/bureau, we examined CAD call data pertaining to the Transit Bureau for purposes of workload analysis. As seen below reflects the Transit Bureau handled 7,035 CFS in 2021, and 6,511 CFS in 2022. That difference amounts to a 7 percent decrease in total calls for service from 2021 to 2022. The largest decrease came in the Field-Initiated Contact category (the deputy's observation activity) and conversely there was an increase came in the Community-Initiated Contact category (calls for service) activity.

TABLE 107: Call Sign and Call Records, by Year

	2017	2018	2019	2020	2021	2022	(blank)	Total
Community-Initiated Contact	50,886	47,594	49,435	44,719	40,176	44,584	68,398	345,792
Include	42,284	40,190	40,819	37,642	37,569	41,097		239,601
No Primary Unit Assigned					6	3	68,398	68,407
Transit	133	144	132	125	2,240	3,054		5,828
Field-Initiated Contact	43,344	45,348	44,485	35,609	46,212	38,152	18	253,168
Include	42,507	44,459	43,625	34,797	41,171	34,281		240,840
No Primary Unit Assigned							18	18
Transit	165	266	334	319	4,795	3,457		9,336
Total	94,230	92,942	93,920	80,328	86,388	82,736	68,416	598,960

A review of the data illustrates that in 2021, deputies handled 2,240 Community-Initiated Contacts, and in 2022, they handled 3,054. So, deputies responded to 36 percent more Community-Initiated Contacts in 2022. During the same time frame, in 2021 deputies made 4,795 Field-Initiated Contacts, and 3,457 in 2022. This shows deputies conducted 28 percent fewer field observations than in 2021.



As shown in Table 105, there are currently 10 deputies assigned to San Carlos patrol and we apply that figure for calculating the deputy workload since staffing ebbs and flows. As mentioned earlier in the minimum staffing portion of the report, due to leave factors, deputies work an average of 155 shifts per year.

TABLE 108: Transit Bureau Deputy Activity Totals, Per Day, 2022

Activity	Total	Activity Per Day	Per Deputy per Year	Per Deputy per Shift
All calls for service	6,511	17.84	651.10	4.2
Community-initiated calls	3,054	8.37	305.40	1.97
Field-initiated calls	3,457	9.47	345.70	2.23

Table 108 above illustrates the average Millbrae deputy activity level as follows:

- 6,511 total calls per year = 651.10 total calls per deputy per year or 4.2# calls per shift.
- 3,054 community-initiated calls = 305.40 community-initiated calls per deputy per year or 1.97 community-initiated calls per shift.
- 3,457 field-initiated calls = 345.70 field-initiated calls per deputy per year or 2.23 field-initiated calls per shift.

These estimates are on the high side since not all activities are conducted by deputies. We did not factor in the patrol sergeants who sometimes handle calls for service. Had sergeants been included in the workload analysis, the number of daily activities handled per deputy would have decreased, albeit insignificantly.

As indicated above in Table 52, average response time in 2022 for all calls for service for the Transit Bureau was 4 minutes and 30 seconds.

TRANSIT BUREAU VEHICLES

Transit Bureau deputies all drive SMCSO marked police vehicles. The bureau has a total of fourteen marked police vehicles to include the K-9 vehicles, one unmarked detective vehicle, and two off-road motorcycles. According to Transit Bureau staff, the number of vehicles in the bureau is sufficient to meet the bureau's needs.

As mentioned earlier, Meliora PSC recommends the Transit Bureau be reassigned to San Carlos Patrol Bureau as it is a field operations bureau and located in San Carlos, a patrol-centric bureau.



TRANSIT BUREAU RECOMMENDATIONS

- Reassign the Transit Bureau to the San Carlos Patrol Bureau. (Recommendation #159)
- Create a Transit Bureau policy manual. (Recommendation #160)
- Initiate dialogue with the districts regarding extending their contracts to provide 24-hour service once staffing issues have stabilized. (Recommendation #161)
- Consider treating the Transit Bureau as a specialty unit not subject to the shift bid process. (Recommendation #162)
- Create a one-week training program to onboard new transit deputies similar to the SMCSO's FTO program. (Recommendation #163)
- Begin tracking the CSO's time on report writing, citation issuing, and on calls for service activity and fill the vacant CSO position as soon as possible. (Recommendation #164)

HIGH IMPACT DRUG TRAFFICKING AREA (HIDTA) / NORTHERN CALIFORNIA REGIONAL INTELLIGENCE CENTER (NCRIC)/JOINT TERRORISM TASK FORCE

As mentioned in the Organizational Chart portion at the beginning of the report, we will report on HIDTA, NCRIC, and JTTF in the Support Operations Command portion here as these units work extensively in handling investigations, which is more aligned with this command. Meliora PSC recommends HIDTA, NCRIC, and JTTF be reassigned to Support Operations Command.

The Northern California Regional Intelligence Center (NCRIC) and the Northern California High Intensity Drug Trafficking Area (NCHIDTA) are public safety government programs that operate in partnership to help safeguard communities from organized crime, drug trafficking, and other harmful threats through collaboration, preparedness, training, and investigative support services. They are comprised of federal, state, and local agencies in Northern California and cover 15 coastal counties from Monterey to the Oregon border.

The personnel assigned to these task forces work in the Federal Building in downtown San Francisco. Staff work a 4/10 schedule, four 10-hour shifts per week, under the structure of NCRIC/HIDTA and are governed by the NCRIC/HIDTA organizational rules. The detective sergeant assigned to the JTTF works a 4/10 schedule in the same building but is under the control of the FBI Field Office.

NCRIC/NCHIDTA is governed by an Executive Board consisting of nine federal and nine state or local members. Each agency's representative to the Executive Board is the local head of the participating agency who has the authority to commit the agency's resources and make decisions on behalf of his or her agency. The Executive Director is a permanent non-voting member of the Executive Board. San Mateo County Sheriff's Office is one of the nine members represented on the Executive Board.

NCRIC/ NCHIDTA positions are fully grant funded, hired by and solely for NCRIC/ NCHIDTA, and are not interchangeable with any positions in the Sheriff's Office. There are five positions in the NCRIC/HIDTA that are staffed by SMCSO personnel: three are internal assignments in which only current sworn SMSO personnel can be considered; two are professional staff and can be internal or



external hires. All of the positions are funded by grants, except the detective sergeant with the Joint Terrorism Task Force is supervised by the FBI, and works in a separate organizational structure.

TABLE 109: NCRIC/HIDTA Staffing

Positions	NCRIC/ HIDTA Job Title	County/SO Job Title	Eligible Employees	Funding Source
1	Fiscal Manager/ CFO	Admin Services Mgr.	All	Grant
1	Intelligence Analyst	Crime Analyst	All	Grant
1	Intel Officer	Detective	Internal SMCSO	Grant
1	JTTF Task Force Agent	Detective Sergeant	Internal SMCSO	Sheriff's Office
1	Assistant Deputy Director	Lieutenant	Internal SMCSO	Grant

Assistant Deputy Director

The SMCSO lieutenant assigned to this position works a 9/80 schedule, which is comprised of four 9-hour days Monday – Thursday, and one 8-hour day every other week, providing a 3-day weekend on alternating weeks. The lieutenant is responsible for:

- Working under the general administrative direction of the executive director and ensuring that the intent of the executive director is enacted.
- Maintaining clear and consistent communication with the executive director regarding execution of programs and policies to achieve the HIDTA/NCRIC mission and goals.
- Establishing guidelines, priorities, and management systems for daily center operations
- Assigning tasks to supervisors and staff per HIDTA/NCRIC tasking guidelines
- Working with supervisors to ensure personnel are appropriately managed.
- Providing regular performance feedback to subordinates
- Maintaining clear and consistent communications with other managers and supervisors to ensure smooth and consistent HIDTA/NCRIC operations.
- Reviewing the training needs of staff and determining training progress
- Providing documented quantitative and qualitative performance measure to the Director to validate HIDTA/NCRIC activities.
- Approving the publication and dissemination of HIDTA/NCRIC products and briefings as outlined in the Approval and Release Authority for HIDTA/NCRIC Products
- Maintaining effective working relationships with intelligence and public safety agencies, and regional public and private partners to ensure that NCRIC intelligence assessment and requirements are coordinated.
- Representing the HIDTA/NCRIC in meetings with personnel from the public safety community, the US Intelligence Community, and other FSLT and private sector entities
- Maintaining regular liaison with official counterparts from FSLT agencies to exchange information and collect data applicable to NCRIC and Federal homeland security intelligence and suspicious activity reporting requirements.
- Notifying the HIDTA/NCRIC security officer of all incoming and outgoing staff



- Providing intelligence and investigative assistance to the Incident Commander at major critical incidents or major planned events as described in the NATIONAL INCIDENT MANAGEMENT SYSTEM's Intelligence/Investigations Function Guidance and Field Operations Guide
- Maintaining Fusion Center Privacy, Civil Rights, Civil Liberties, and Information Security Policies

Fiscal Manager/CFO

The Fiscal Manager position is filled by an SMCSO Administrative Services Manager and is grant funded. The individual was hired by the NCRIC specifically for this position and does not have the ability to be reassigned to another position in the Sheriff's Office.

The grant funding rules for the NCRIC require that the staff are employees of local jurisdictions, even though local jurisdictions do not hire these employees or *pay* their salary and benefits. Note – there are nearly 20 positions within the NCRIC that are technically employees of SMCSO. However, that is only for the purpose of managing their pay and benefits. They are hired, managed, and supervised within the NCRIC organization and are not eligible to transfer to other positions in the Sheriff's Office.

The Fiscal Manager's responsibilities include:

- Organize, direct, and coordinate the central administrative services activities of a large county department.
- Direct department budget preparation providing justification on budget items. Justify budget recommendations.
- Coordinate budget activities with the County Manager's Office.
- Maintain budgetary and fiscal controls, perform cost-benefit analyses.
- Provide interdepartmental managers with forecasts of revenues and expenditure.
- Participate in the administration, monitoring, and evaluation of departmental contracts.
- Develop and supervise the maintenance of statistical reporting systems of the department, direct statistical research, cost analysis and program evaluation, as necessary.
- Represent the department on personnel matters in contacts with the Human Resources Department; advise department on personnel matters.
- Conduct analysis or direct the automation of various fiscal and programming record keeping processes.
- Design and recommend systems, procedures, forms, and instructions for departmental use.
- Supervise payroll, building maintenance, office management, personnel, accounting, property control, purchasing, research and statistics, word processing and other clerical services of assigned department.
- Conduct studies and make recommendations regarding organization, staffing patterns, program activities and internal procedures.
- Initiate and maintain effective utilization of office space, equipment, furniture, forms, office supplies, etc. Perform related duties as assigned.



Intelligence Officer

The Intelligence Officer position is filled by a SMCSO detective and is grant funded. The responsibilities include:

- Support sensitive investigations.
- Conduct threat assessments.
- Participate in special event security support operations.
- Intelligence, information sharing, and threat prevention and response activities as directed by their NCRIC supervisor.
- Provide presentations for public safety agencies/private sector organizations,
- Prepare tactical documents.
- Participate in regional counter-terrorism exercises and threat prevention training.

Qualifications for Intelligence Officer:

- Excellent communication skills.
- Knowledge, and practical use of investigative/intelligence techniques.
- The ability to work in a multi-agency setting.
- Ability to exercise flexibility with work schedules.
- Willingness to accept supervision from non-Sheriff's Office personnel.
- Ability to use computer systems and other technology and willingness to be trained on the use of those various systems.
- Must possess or be able to obtain a Top-Secret security clearance that requires successful completion of a National Security Background Investigation.

Intelligence Analyst

Intelligence Analysts is a Crime Analyst for the Sheriff's Office funded by a grant. The duties and responsibilities include:

- Maintain awareness of threats and vulnerabilities with potential impacts for local law enforcement and critical infrastructure partners.
- Develop written products and presentations analyzing current and emerging threats to communicate timely, actionable, and relevant intelligence the public and private sector partners.
- Provide case support to mitigate crimes and hazards in the NCRIC area and responsibility and documenting tactics, techniques and procedures involved.
- Produce threat and vulnerability assessments, strategic reports, and tactical and operational analytic products.
- Conduct link chart analysis, call record analysis, geospatial analysis, and data entry.



- Provide case support relating to investigations of drug trafficking, major crimes, money laundering gangs, violent crime, and serial crime events.
- Respond to cyber incidents, defend against cyber-attacks, and produce relevant, timely and actionable cyber intelligence.

Qualifications for Intelligence Analyst:

- Possess or ability to acquire a valid certification in Crime and Intelligence Analysis within 12 months of appointment.
- Education that is the equivalent to a bachelor's degree in Statistics, Mathematics, Quantitative Analysis, Information Management, Criminal Justice, or a related field.
- One year of experience involving crime data collection, statistical research and analysis and working with criminal intelligence automated systems design and implementation.
- Ability to successfully complete a thorough law enforcement background investigation prior to appointment and obtain a National Security Clearance within the first 18 months of appointment.

Joint Terrorism Task Force Agent

The JTTF Agent position is filled by a SMCSO detective sergeant who reports to the FBI Special Supervisory Agent-in-Charge of the JTTF. Although this position is in the same building as the NCRIC/HIDTA, it is on a separate floor and operates independently. The sergeant's daily activities are supervised by the FBI, but attendance and other administrative supervisory functions fall under the SMCSO lieutenant/Assistant Deputy Director position. This is the only position within the NCRIC/HIDTA organization that is funded by the Sheriff's Office. The FBI pays for the sergeant's vehicle and provides office space and administrative support.

The duties include:

- Support sensitive terrorism investigations.
- Conduct threat assessments.
- Participate in special event security support operations and other enforcement activities as directed by their FBI -JTTF Supervisory Special Agent-in-Charge.
- Conduct presentations for public safety agencies, prepare tactical documents, and participate in regional counter-terrorism exercises as needed.

Qualifications

- Excellent communication skills.
- Knowledge and practical use of investigative techniques.
- Ability to work in a multi-agency setting.



- Acceptance of some flexibility with work schedules.
- Willingness to accept supervision from non-Sheriff's Office personnel.
- Ability to use computer systems and other technology and be trained on the use of various data bases and systems.
- Ability to obtain a Top-Secret security clearance that requires successful completion of a National Security Background Investigation.

The Sheriff's Office is a significant partner in the NCRIC/NCHIDTA organization. It is the major local agency that accepts the administrative responsibility for carrying a large number of employees that work for the NCRIC/NCHIDTA organization and have no direct responsibilities within the Sheriff's Office. This high-profile role as the leading regional partner is a benefit to the reputation of the Sheriff's Office and requires only funding the salary and benefits of one sergeant. Any time there is a major incident or event impacting the safety of San Mateo County, the Sheriff's Office has the benefit of a huge network of relationships and support in place through this organization and related partnerships and should continue this critical role in the region.

HIDTA, NCRIC, AND JTTF RECOMMENDATION

- Reassign HIDTA, NCRIC, and JTTF to Support Operations Command. (Recommendation #165)

HOMELAND SECURITY DIVISION

As mentioned in the Organizational Chart portion at the beginning of the report, we will report on Homeland Security, Countywide Security, and the Emergency Services Bureau here in the Support Operations Command portion as the division and units handle investigations and support operations, which is more aligned with this command. Meliora PSC recommends Homeland Security, Countywide Security, and the Emergency Services Bureau be reassigned to Support Operations Command.

The Homeland Security Division is a complex network of sworn, civilian, and volunteer members. There are only four SMCSO personnel assigned full-time to the division: two sworn, two civilian, and one half-time (sworn). The four and one-half member team is supplemented by 12 sworn and civilian SMCSO members who are assigned in an ancillary duty capacity as "Emergency Services Bureau Liaisons" (ESBL). There are over 360 volunteers assigned to 12 functional units. These volunteers are members of various volunteer and non-profit organizations and operate under the governance of their private organizations with guidance and oversight from the Emergency Service Bureau sergeant. The sergeant utilizes a combination of ESBL's and other SMCSO staff as liaisons on ancillary duty. This complicated network and intertwined professional relationships is what allows the division to provide a wide variety of services with minimal funding or dedicated resources.

The division has been evolving since it was restructured in 2020, removing the Office of Emergency Services from SMCSO and placing it under the Authority of the San Mateo County Manager's Office. Additionally, specialized units including Bomb Disposal, Special Weapons and Tactics/Crisis



Negotiations Unit, and K9 were reassigned to the San Carlos Bureau. As a result of the restructuring, the captain position assigned to lead the Homeland Security Division was eliminated.

The Homeland Security Division is currently managed by a lieutenant and is comprised of the:

- Emergency Services Bureau (ESB)
- Countywide Security
- Senior Volunteers in Policing (SVIP)
- Ceremonial Unit (Honor Guard)

The lieutenant also represents SMCSO as a liaison with the:

- Northern California Regional Intelligence Center (NCRIC)
- Secure the Cities (STC)
- Bay Area Training Exercise Program (BATEP)
- Silicon Valley Homeland Security Coordination Group (SVHSCG)
- California Office of Emergency Services. (Cal OES)
- Bay Area Urban Area Security Initiative (BAUASI)

The lieutenant is also the backup Approval Authority Member for the Undersheriff in:

- Urban Area Security Initiative
- Community Resilience Committee
- Homeland Security Director for San Mateo County

The Homeland Security Division is co-located and works in conjunction with the Office of Emergency Services (OES) in the Regional Operations Center. Despite the restructuring, both entities share funding sources, equipment, and some administrative duties. Members describe an effective and cooperative working partnership between OES and HSB.

Meliora PSC encourages San Mateo County to continue to operate with this separation between Homeland Security Division and the Office of Emergency Services. The separation of these bodies of work is common in counties across the nation, with Homeland Security Division focusing more on public safety issues related to law enforcement, search and rescue, accidents, and terrorism. The Office of Emergency Services takes the lead on disaster response with a focus on infrastructure issues in coordination with regional, state, and federal offices. There is significant overlap in both areas of responsibility, and both entities are involved in the coordination and response for mutual aid around the region and state.

THE KEY ROLE OF VOLUNTEERS

To understand the functioning of the division, it is necessary to fully grasp the significant role of 360 volunteers and their support organizations. The volunteer corps is populated by highly qualified and



dedicated volunteers that bring valuable skills and expertise to their service and enable SMCSO to provide a depth of service far beyond what county tax dollars can support. The phrase "Force Multiplier" barely begins to describe the value of the volunteer corps. The volunteers are drawn from a wide range of backgrounds, from the ranks of current senior airline pilots to successful entrepreneurs and technology professionals. It is essential that they are treated with respect and given appropriate levels of responsibility and authority to maintain their dedication and motivation to continue their volunteer service. Meliora PSC recommends SMCSO executive level leaders, especially the Sheriff, develop a strategic practice of visiting volunteer meetings, training events, or incidents whenever possible. Several people interviewed who are involved in volunteer service mentioned how powerful and affirming a single visit from the Sheriff can be.

There is a perennial problem with providing food and water to volunteers and other personnel during extended emergency and rescue missions. An unreasonable burden is being placed on leaders and coordinators to use their personal funds to make purchases. That burden is the result of having no system that allows for the purchase of food and drink during ongoing emergency incidents, especially incidents lasting over 12 hours. Procurement policies and practices currently in force make it nearly impossible for a unit leader or incident commander to ensure that all members have adequate nourishment and hydration to be safe and alert. The lack of funding can pose a safety issue for the volunteers.

Members interviewed expressed frustration that when they support other jurisdictions through mutual aid during an emergency incident, the other jurisdictions are able to provide adequate food and drink to support cadre of volunteers on the mission. Meliora PSC recommends SMCSO enlist a work group from ESB and the Fiscal Unit to create a process to solve this significant problem. Other jurisdictions use a variety of processes, from individually assigned credit cards to special vendor agreements with predesignated limits on purchases of food and water.

Meliora PSC encourages SMCSO to continue to utilize the extensive network of volunteers through the complex and intertwined organizational structures of leadership and supervision. The network provides a valuable resource to SMCSO and the community and requires a commensurate level of support and oversight. To this end, Meliora PSC recommends SMCSO authorize adequate resources to complete the update of the extensive Homeland Security Division Manual within a year. It is necessary to document the widespread and interrelated web of roles, responsibilities, reporting relationships. It is particularly important to establish a process for regular review of those volunteer positions that carry the highest risk to ensure training is up-to-date. Additionally, it is difficult to measure and track workload and outcomes without a shared understanding of what is being tracked, measured, monitored, and by whom.

The update cannot realistically be completed with the existing staff and must be done soon to manage and mitigate the inherent risk of the often-dangerous work currently being performed. The update is especially critical because decision-making authority is necessarily delegated to both civilian, sworn, and volunteer members who are the ones that possess the expertise necessary to



make timely and critical decisions in the field. But the delegation of authority must be coupled with clearly documented procedures, roles, responsibilities, and lines of authority.

PROGRAM SERVICES MANAGER

Since the separation of the Emergency Services Bureau (ESB) and the Office of Emergency Management (OES), the manager position has evolved and shifted to providing administrative and technical support to the lieutenant, support and recordkeeping for all division volunteers, tracking and reporting for a wide range of grants and grant supported programs, and specific management and oversight of the Sheriff's Office Volunteers in Policing (SVIP) and the Sheriff's Office Ceremonial Unit. The duties and responsibilities include but are not limited to:

Ceremonial Unit

- Manage and facilitate all Honor Guard/Ceremonial Unit Requests.
- Maintain all necessary records and files for the unit.
- Prepare monthly reports.

Senior Volunteers in Policing (SVIP)

- Supervise, schedule, and train 35 patrol and office volunteers for the county and the contract cities of Millbrae, San Carlos, Woodside, Portola Valley, and Half Moon Bay.
- Develop and implement policies, objectives and program goals.
- Prepare, administer, and monitor program budget to ensure the accomplishment of program and service objectives within budget restrictions.
- Prepare SVIP monthly reports and stats.
- Recruit, interview, and screen new applicants.
- Continually update Sheriff's Volunteers in Policing Policy and Procedures Manual.
- Maintain monthly budget report for the SVIP non-profit organization and file annual Income taxes.

All Sheriff's Office Volunteers

- Maintain current and former sheriff's volunteer personnel files, containing information relevant to SMCSO, following current retention policies and create a database using multifunctional software. Meliora PSC learned each individual volunteer organization maintains their own files for each volunteer with more extensive data about qualifications, training currency, unit activity, etc.
- Coordinate detailed, comprehensive, and confidential background reports for all sheriff's volunteers. This involves working with multiple public and private agencies. Staff estimated approximately three reports per month.
- Plan and facilitate statewide annual Law Enforcement Volunteers of California Training Conference (LEVOC) and create policy, protocols, and training topics for the conference.
- Directly oversees and facilitates annual volunteer recognition events.

Grant Tracking and Reporting



- Extensive tracking, monitoring, and reporting for multiple local, state, and federal grants.
- Manage and track equipment and invoices to ensure that equipment is received, tracked, and allowable under grant guidelines.
- Ensure that invoices get paid in accordance with grant restrictions and guidelines.
- Facilitate communication and coordination for various audits and other grants oversight activities.

Meliora PSC noted there appears to be overlap and redundancy in management and oversight of state and federal grants across bureaus and other county agencies. Meliora PSC recommends that SMCSO develop processes, guidelines, and clearly defined roles and responsibilities for grant management to avoid duplication of efforts.

SENIOR VOLUNTEERS IN POLICING (SVIP) PROGRAM

The mission of the Senior Volunteers in Policing (SVIP) is to build a bridge linking the Sheriff's Office with the community. With community service as the focus, the program is committed to supporting a quality of life in which the residents of San Mateo County have a sense of safety, security, and freedom through the efforts of the Sheriff's Office. The Homeland Security Division Manual § 420 outlines the policies and procedures for the SVIP program.

The SVIP Program is comprised of 35 volunteers who are familiar with San Mateo County and trained to enhance crime prevention and community services. Those assigned to volunteer patrol units conduct high visibility patrols, perform vacation house checks, assist the Sheriff's Office with traffic control and special events, and conduct other assigned duties of the program. Those duties include:

- Fingerprinting
- Community Patrol
- Traffic Control
- Clerical Work
- Business Patrol
- Child Fingerprinting Programs
- Graffiti Abatement
- Special Events and Other Assigned Tasks

In 2023, the SVIP Unit logged over 8,000 volunteer hours, a testament to the important service volunteers provide to SMCSO and the community. The SVIP Unit members are supplied with uniforms, equipment, and training from SMCSO. Five specially marked vehicles are assigned to the unit. These vehicles are prominently marked with the SMCSO Logo and the words, "Volunteer." Each volunteer must complete the following training from experienced members during the course of 12-18 weeks:

- Community Policing
- Fuel Procedures



- Vehicle Maintenance
- Traffic Control
- Radar
- Vacation House Checks
- Radio Procedures
- Downtown Walking Beat
- Community Events
- School Patrol
- Residential Patrol
- Business Patrol
- Scenarios
- Graffiti Abatement
- Overview of the City and County
- Pedestrian Safety
- Assist Stranded Motorists
- Events with other Agencies
- Shopping Cart Removal
- Personal Safety
- Vehicle Supplies

CEREMONIAL UNIT (HONOR GUARD)

The mission of the Ceremonial Unit is to represent the Sheriff's Office in a variety of official and community events primarily in San Mateo County, and also within California, including funerals and memorial services. Occasionally the unit will travel out of state in extraordinary circumstances, including multiple officer fatality funeral services. The group's primary task is to ensure that the tradition and history of the San Mateo County Sheriff's Office are remembered and carried forward through the Honor Guard and musicians rendering full honors. The Homeland Security Division Manual § 401 outlines the policies and procedures for the Ceremonial Unit.

The Ceremonial Unit is comprised of SMCSO members assigned as an ancillary duty. There are four sergeant team leaders and nine deputy/corrections officer members. The program services manager for the Homeland Security Division is the unit coordinator and handles all the administrative records and files and manages and facilitates all requests for deployment. The unit members receive a minimum of three hours of overtime pay for each event.

Requests for services are managed by the coordinator and one of the unit leaders and cleared by the Undersheriff. The unit performs an average of 14-15 events each year. Some are annual events, including state and county Peace Officer Memorials, awards ceremonies, community and civic events, memorial services for some retired Sheriff's Office members, Line of Duty Death Memorial Services, and any event requested by the Sheriff. Depending on the nature of the event, typically two to four team members deploy. For large memorial services, the entire unit deploys. The musicians who



accompany the Honor Guard to larger events, such as memorials, are members of private organizations.

Although the dress uniforms for unit members are provided by SMCSO, they are eleven years old and show the wear of having been altered repeatedly and passed down many times over the years. Because this unit is high profile and symbolizes the long and storied history of the SMCSO, Meliora PSC recommends replacing a portion of the uniform stock each year.

HOMELAND SECURITY RECOMMENDATIONS:

- Reassign Homeland Security, Countywide Security, and the Emergency Services Bureau to Support Operations Command. (Recommendation #166)
- Implement a strategic practice by SMCSO executive level leaders, especially the Sheriff, of visiting volunteer meetings, training events, or incidents whenever possible. (Recommendation #167)
- Enlist a work group from ESB and the Fiscal Unit to create a process to solve the significant problem of providing adequate food and water to support the volunteer cadre. (Recommendation #168)
- Authorize adequate resources to complete the update of the extensive Homeland Security Division Manual within a year. (Recommendation #169)
- Develop processes, guidelines, and clearly defined roles and responsibilities for grant management to avoid duplication of efforts. (Recommendation #170)
- Replace a portion of the Honor Guard's uniform stock each year. (Recommendation #171)

EMERGENCY SERVICES BUREAU

The SMCSO Emergency Services Bureau (ESB) is comprised of a mix of sworn and volunteer units that respond to law enforcement related missions, search and rescue missions, evidence searches, and requests for mutual aid. The members of these units are well trained, and individually and collectively they possess a variety of highly technical skills. All units are available to respond to mutual-aid requests throughout the county and State of California on 24/7 basis. The work tasks, including leadership and coordination, are shared among a variety of sworn, civilian, and volunteer members. There are ten Law Liaisons, also referred to as Emergency Services Bureau Liaisons (ESBLs), who serve ancillary duty positions in ESB, while simultaneously having primary work responsibilities in other divisions and bureaus within the Sheriff's Office.

Each of the units has a unique leadership and operating structure. Some are led and managed by civilian volunteers who report to the ESB sergeant and the on-call ESBL. Some are led and managed by sworn deputies, sergeants, corrections officers, or civilian members of SMCSO, and most fill this role as an ancillary duty. Following is the list of the ESB Functional Units:

- San Mateo County Search and Rescue (SMCSAR)
- Bay Area Mountain Rescue Unit (BAMRU) Volunteers



- Mounted Search & Rescue (MSAR)
- Communications Unit
- Air Support Unit
- Cliff Rescue Unit
- Dive Unit
- Marine Unit
- Drone Unit
- Reserve Deputy Volunteers
- Explorer Post 810 (law enforcement)
- Explorer Post 830 (search and rescue)

EMERGENCY SERVICES BUREAU SERGEANT

The ESB was managed by a lieutenant and sergeant *prior* to the split with OES in 2020. Now it is managed by a single sergeant with no assigned administrative support. The ESB sergeant reports to the Homeland Security lieutenant and works a 4/10 schedule, Monday through Thursday from 8:00 a.m. to 6:00 p.m.

ESB Sergeant Qualifications

- Self-starter, needing minimal supervision.
- Able to coordinate volunteer and sheriff's staff in a variety of tasks within the Emergency Services Bureau.
- Able to manage multiple activities or details running simultaneously while simultaneously competing for the same resources.
- Able to maintain a positive working relationship with outside partners, such as local and regional law enforcement agencies, the Office of Emergency Services, fire, emergency medical services,
- Able to respond to call-out after hours, on weekends and holidays.
- Is highly motivated and willing to dedicate long hours, respond to callouts, be a team player and able to work with a variety of staff, volunteers and allied agencies to meet the office, division, and bureau goals.

ESB Sergeant Duties

- Oversee the 10 ESBL's when they are on-call, and the sworn, civilian, and volunteer leaders of each of the 12 functional units when they are working in an ESB ancillary assignment. This oversight typically consists of check-in phone calls rather than in-person supervision due to the large number of units and personnel.
- Attend special events to assist with supervision and provide logistical support to volunteer crew (radios, transportation, food, water, breaks et.)
- Produce the following annual/bi-annual reports:
 - Review and approval the training topics and schedules for each ESB unit.



- Ensure SMCSO training requirements are met for all volunteers (first aid & driving).
- Compile reports regarding Call Outs and ESB supported Special Events.
- Complete Employee Evaluation for ESB District Coordinator.
- Compile and update ESBL on-call list.
- Produce a monthly report showing all activities, deployments, requests for:
 - Out of County Mutual Aid.
 - In County Mutual Aid.
 - Internal SMCSO requests of ESB assets.
 - Special Events.
 - Everbridge / SMC Alert requests.
 - Honor Guard Details.
- Review and ensure After Action Reports are completed.
- Administer Disaster Service Worker Loyalty Oaths for all volunteers and ensure that signed oaths are recorded by County Recorder.
- Conduct ESB Presentations (New Hires Orientations, FTO Orientations, etc.).
- Complete forms and gather documents for California Office of Emergency Services (CalOES) Work Comp Department for injured Volunteers.
- Complete FEMA and CalOES reimbursement packets.
- Attend quarterly CalOES SAR Coordinator and LEMA coordinator conferences.
- Meet with ESB unit leaders and attend ESBL's meetings at least twice a year.
- Collect and review all After Action Reviews from 12 various unit's trainings and missions.
- As unit leader for Reserve Deputies:
 - Track all training requirements.
 - Ensure Reserve Unit POST training are completed for a 2-year cycle.
 - Develop training and topics for monthly unit meetings.
 - Track all hours of service.
 - Manage all requests for use of the unit (special events, extra patrols, traffic, security requests).
 - Develop and conduct oral / hiring boards.

The duties and responsibilities of the ESB sergeant are wide-ranging and the supervisory span of control far exceeds a typical industry standard. However, because this position is situated in a division that functions more like a complex network of interrelated and overlapping functions, rather than a traditional hierarchal structure, a typical span of control comparison has limited comparative value. While chain of command is employed for the management of incidents and events, it is the trust built on relationships and the expertise of the subject-matter-experts that enables the work to get done across many different units.

The sergeant adapts to this heavy workload by working closely with the Homeland Security Division District Coordinator and Program Manager to keep up with the workload; however, it is still too much for one person to manage. Meliora PSC recommends SMCSO assign administrative/clerical support to the ESB sergeant to manage the extensive record keeping requirements of the position. This will



allow the sergeant more time to focus on building and managing organizational relationships and staying abreast of equipment and training issues in the bureau.

Additionally, if the K9 duties are removed from the Countywide Security sergeant, it would allow the supervisor to focus full-time on the Homeland Security Division and share some of the ESB supervisory and oversight duties with the ESB Sergeant.

The current sergeant has been in the assignment for two years and has developed broad knowledge of the various specialty units and established good working relationships. Meliora PSC recommends the length of this assignment be at least four to five years based on the time needed for training of the various units as well as developing working relationships. Historically, SMCSO has not implemented a succession plan, which creates disruption and impedes the efficient operation of the bureau. This presents an opportunity for SMCSO. Due to the broad range of knowledge required for this position, Meliora PSC recommends that succession planning one to two years before the current sergeant leaves the position.

EMERGENCY SERVICES EQUIPMENT COORDINATOR

Reporting to the Emergency Services Bureau sergeant, the ESB Resource Equipment Coordinator position is responsible for emergency resource preparedness work with San Mateo County Departments and 20 municipalities.

ESB Equipment Coordinator Qualifications:

- Knowledge of principles and practices associated with organizing, planning, managing, and supervising resources for personnel.
- An understanding of federal, state, and local emergency services organizations, programs, and objectives
- Knowledge of emergency resource inventory and deployment.
- Experience in using effective techniques in public speaking before a variety of audiences.
- The ability to work independently as well as in a team environment.
- Excellent written communication skills including some experience in proposal, specifications, report, and grant writing.
- Computer skills and a knowledge of variety of software programs
- Good customer service skills
- Proven ability to work with a wide variety of disciplines including police, fire, and emergency medical personnel in the field and in the office.

ESB Equipment Coordinator Duties:

- Receipt, storage, and issuance of materials, supplies, tools, and equipment.
 - This includes everything from aircraft to portable repeater equipment, to mobile command vehicles, to spare batteries.



- These items are stored in multiple locations, all over the county making rapid response to emergencies difficult in some situations.
- Meliora PSC recommends the executive leadership team consider consolidating several of the current storage areas. The HSD lieutenant created a power point presentation outlining the problem and suggested solutions.
 - Maintenance of inventory control records.
 - Load and unload supplies and other materials.
 - Operation of a variety of materials – handle a wide variety of specialized equipment.
 - Coordinate emergency planning resources and preparedness resource activities.
 - Coordinate mutual aid resources, to include arranging for command/communications vehicles to be delivered, staffed, and operated.
 - Deliver and set up support trailers/generators to fire and police agencies.
 - Develop mobile field communications via telephone, internet, radio, and satellite.
 - Arrange for and provide food and water resources to mobile command and field units.
 - Serve as an ESBL.
 - Coordinate all fuel and support for deployed ESB vehicles.
 - Respond to search and rescue missions.
 - Support Fire Services on wild land fires.
 - Support SWAT events.
 - Manage the HAM radio program for the county.

The current coordinator has become an indispensable member of the Sheriff's Office by virtue of the independent expertise in communications technology that he brings to the job, as well as the ancillary duty as coordinator of the Volunteer Communications Unit. He is frequently requested at the scene of emergency incidents because of his extensive knowledge of available equipment, and his ability to problem solve various technical problems with equipment. Meliora PSC recommends that SMCSO consider cross-training another member of the Sheriff's Office in these duties, perhaps a current ESBL member. The number of hours the current coordinator contributes during regular work time and call outs is not sustainable.

Emergency Services Bureau Liaisons (ESBLs or Law Liaisons)

The 10 Emergency Services Bureau Liaisons are all deputies or sergeants who are selected for this ancillary duty, which involves being "on call" 24-hours a day for one week at a time, at various intervals during the year. When they are on call, they are the first point of contact for any request for assistance from any of the ESB units, outside regular business hours for ESB. They have the authority to immediately alert and deploy any of the units on a mission, which can vary from a missing person to a major wildfire incident. Depending on the mission, they will contact the ESB sergeant and advise of the deployment. The most common request for assistance from the region is a search for missing persons suffering from some type of cognitive impairment.

Depending on the complexity and length of the mission, the ESBL may handle the coordination over the phone or go to the scene. For multi-agency mutual aid requests, the ESBL might go to the Incident



Command Center and act as the SMCSO representative. One of their primary responsibilities during lengthy deployments is ensuring that SMCSO personnel and volunteers are getting adequate logistical support, including meals and rest periods. Meliora PSC recommends if a decision is made to issue credit cards or open vendor contracts for emergency food and water purchases, members of the ESBL cadre are ideally situated to be assigned that responsibility because they are at the scene of the event, and easily identifiable for the purpose of accountability for any purchases.

Training is currently accomplished by new ESBL members shadowing experienced members. Many members have previous experience in one or more of the specialty service units. However, there is no documented training curriculum or checklist, or current written policies and procedures. Meliora PSC recommends that a training curriculum and/or matrix be developed for this unit. Furthermore, the broad update recommended for the Homeland Security Division Manual should have a detailed section for this unit.

EMERGENCY SERVICES BUREAU RECOMMENDATIONS

- Assign administrative/clerical support to the ESB sergeant to manage the extensive record keeping requirements of the position. (Recommendation #172)
- Ensure the length of the ESB sergeant assignment is at least four to five years based on the time needed for training of the various units as well as developing working relationships, and start succession planning one to two years before the current sergeant vacates the position. (Recommendation #173)
- Consider consolidating several of the current storage areas. (Recommendation #174)
- Consider cross-training another member of the Sheriff's Office in the ESB Equipment Coordinator duties, perhaps a current ESBL member. (Recommendation #175)
- If a decision is made to issue credit cards or open vendor contracts for emergency food and water purchases, members of the ESBL cadre are ideally situated to be assigned that responsibility because they are at the scene of the event, and easily identifiable for the purpose of accountability for any purchases. (Recommendation #176)
- Develop a training curriculum and/or matrix for the ESBL unit. (Recommendation #177)

EMERGENCY SERVICES BUREAU SPECIALIZED UNITS

Although these specialized units are deployed by SMCSO and subject to the leadership and direction of the office during deployment, each is led and coordinated in a different way. Some are independent entities that work in partnership with SMCSO only during emergency missions with the assistance of a Law Liaison. Others are comprised of a combination of SMCSO members who serve in the unit as an ancillary duty, alongside volunteers who provide routine service, such as the Marine Unit. In some units, the longevity and expertise of the volunteer members far exceeds that of SMCSO paid personnel and command level personnel in the division.

These volunteer units not only respond to emergencies, such as search and rescues, but they also provide additional staffing and high visibility for the Sheriff's Office at large scale community events,



such as parades and festivals. They also visit schools and other venues to provide community education on various safety issues.

SAN MATEO COUNTY SEARCH AND RESCUE (SMCSAR)

SMCSAR volunteer personnel are trained in medical and wilderness search and rescue techniques and on call 24/7 for wilderness and urban searches for lost or missing persons; evidence searches, special events and medical details. As volunteers for the SMCSO, they also assist with many community events and assignments where additional personnel are requested.

SMCSAR, which is designated as a Type 2 Search and Rescue organization, is an independent organization, designated as a 501(c)3 non-profit with a Board of Directors. There are 50 active members. The civilian volunteer leadership team, led by a 14-year SAR member, manages all of the recruitment, selection, and training of the cadre. The team is responsible for creating and delivering an eight-week academy for members. Equipment is purchased by the San Mateo County Search and Rescue Inc. and the SMCSO provides an incident response vehicle.

In 2023, SMCSAR was deployed 18 times: twice in San Mateo County and 16 times in response to requests for mutual aid in other counties in the region.

BAY AREA MOUNTED RESCUE UNIT (BAMRU)

BAMRU is an all-volunteer wilderness Search and Rescue Unit based in the San Francisco Bay Area and conducts missions anywhere outdoors in California. It is an accredited member of the Mountain Rescue Association and is a FEMA and California Office of Emergency Services Type I search and rescue resource. This means they are certified to operate above a 7,000-foot elevation in all types of terrain, weather, and season.

The 60 members of BAMRU are drawn from the larger geographic area and are part of the public benefit Bay Area Mountain Rescue Unit, Incorporated, a 501(c)(3) charitable trust established in 1971 with an elected board of directors that is affiliated with the SMCSO. A civilian leadership team directs and manages the organization and provides training in a wide variety of skills used in wilderness search and rescue operations and technical rescues. Members are strong backpackers and have mountain climbing training and equipment.

The SMCSO supports BAMRU by replacing some worn or retired equipment. BAMRU's budget is covered almost entirely by the contributions of current members and a small number of donors. When the organization deploys under the auspices of the State Department of Emergency Services or SMCSO, the volunteers are covered under state worker's compensation as Disaster Services Workers. Members of BAMRU and SMCSAR work together on some missions and participate in some joint training.



In 2023, BAMRU was deployed 25 times across the state in response to requests for mutual aid and twice in San Mateo County.

COMMUNICATIONS UNIT

The purpose and scope of the San Mateo County Sheriff's Communications Unit is to provide communications and logistical support for SMCSO operations. The scope of the San Mateo County Sheriff's Communications Unit volunteers is a field workgroup of specially-trained volunteer personnel serving as a single resource used for specific tactical-level deployments consistent with the National Incident Management System and Incident Command

The mission of the Communications Unit is to provide communications and logistical support during Disasters, Search & Rescue Events, Community Events (Festivals or Fairs), Training Sessions and Public Preparedness Events.

The 20 members-unit is managed by the ESB District Coordinator, who is deeply involved in multiple aspects of the SMCSO's response to major incidents and events. The unit is critical to ensuring effective communication during incidents and events where terrain and remote locations require specialized communication equipment and technicians that are capable of operating that equipment.

In 2023, the unit was deployed 5 times for search and rescue missions.

MOUNTED SEARCH & RESCUE (MSAR)

The Mounted Search and Rescue Team is a much smaller search unit comprised of 24 members led by a civilian volunteer. It is utilized in a narrow range of circumstances, including when the elevated view from a horse is necessary, the area is wide-ranging, and there is minimal underbrush. The team is currently going through a transition with a goal of also being utilized as a parade unit and conducting coastal patrols. The unit was deployed only once in 2023.

AIR SUPPORT UNIT

The Air Support Unit, until recently known as the "Air Squadron," has been a SMCSO legend since 1946. It is managed and operated entirely by volunteers and has no dedicated funding from the county general fund. There are currently 29 active volunteer members who are part of a private, non-profit association, and three Tactical Flight Officers (TFOs) who serve on ancillary duty from other bureaus of SMCSO. Included in the 29 volunteers are 15 qualified and active mission pilots. The current Chief Pilot, who is a reserve deputy, manages the routine operations of the unit and reports to both the Emergency Services Bureau sergeant and Narcotics Task Force Unit sergeant. The former Chief Pilot, who is also a skilled aircraft mechanic, manages the maintenance for the Cessna 206H, a fixed wing, four-passenger plane.

An audit of the Air Support Unit done by the Airborne Public Safety Association in late 2020 contains the following succinct description:



*The Air Squadron has a strong foundation with skilled personnel and an excellent aircraft that is maintained by an extremely experienced aircraft mechanic. The aircraft is equipped with modern mission equipment, including the camera system, moving map, tactical radios, monitors, and digital downlink system. A hangar and office facility are being refurbished for the Air Squadron, which will have ample space for the unit once complete. (*the hangar is now complete) The Air Squadron is a unique group, being staffed completely by volunteer members organized as a nonprofit association. The Air Squadron has a Chairman and Executive Committee to run administrative association business. An Operations Officer serves as the Chief Pilot and manages day-to-day flight operations. Members are admitted through a detailed process outlined in the Squadron Manual. Minimum requirements for a new member include a Third Class FAA medical, 500 hours of pilot-in-command time and a private pilot license.*

SMCSO Policy § 417.2 outlines requests for deployment of the air squadron, which go to the Chief Pilot or his designee who screens the request, confers with either the Narcotics Task Force sergeant or Emergency Services Bureau sergeant before deployment. The Chief Pilot then activates the appropriate flight crew based on the needs of the mission, weather, and other relevant factors.

Following is the flight deployment data for 2023:

- 18 surveillance
- 11 law enforcement assists
- 20 patrol
- 18 training
- 2 photos
- 15 maintenance
- 3 search and rescue
- 2 other

The sergeants in the Emergency Services Bureau and the Narcotics Task Force work cooperatively to share this valuable asset, ensuring that a wider range of users have access. One of the challenges of sharing an asset across bureaus is tracking data about the use and costs. The volunteer personnel in the unit manage a database that tracks fuel, maintenance, aircraft use and hours, pilots, training, currency, missions, duty times, etc. Meliora PSC recommends the two sergeants develop a monthly and annual report that can be auto-populated and shared with executive leaders to provide information and data about the benefits of using grant and forfeited asset seizure funds for this asset. It will also assist in making decisions about opportunities to further utilize and staff the aircraft, for example, using additional Tactical Flight Officers for patrol support.

The Air Support Unit provides this valuable asset to the SMCSO and the region for minimal cost, as the aircraft and specialized equipment was purchased with funds from asset forfeitures, various State and Federal Homeland Security and Urban Area Security Initiative grants. Most maintenance and fuel are covered by asset forfeiture and other regional funds from the Narcotics Task Force. SMCSO



utilizes grants funds to provide the hangar and some fuel. Additionally, the thousands of hours of flight time by highly qualified pilots is volunteered and would otherwise cost hundreds of thousands of dollars. The high start-up costs of an air support unit have already been invested.

When assessing the value of having an air support unit, it is important to recognize that the most critical component of the air support is not the aircraft itself. Rather, the plane provides an aerial platform to utilize the various specialized equipment on board. The aircraft is equipped with an advanced camera containing infrared, low light, and high-definition daylight sensors. Additionally, the aircraft utilizes an advanced and integrated mapping system, as well as a video downlink system. This equipment can be critical in locating missing persons, tracking fleeing suspects, and supporting other law enforcement missions. On board Tactical Flight Officers (TFOs) can provide real-time and invaluable information to an Incident Command Center during a major incident or disaster.

Meliora PSC recommends SMCSO consider training additional personnel to act as TFOs as an ancillary duty. TFOs are significant force multipliers that have minimal cost to the agency such as training time and when called out.

An independent audit of this unit was conducted for SMCSO in October of 2020 by the Airborne Public Safety Association. The audit was reviewed and discussed with members associated with the Air Support Unit during Meliora PSC's assessment. The findings and recommendations of the audit are consistent with information found during the Meliora site visit. The audit is far more detailed and was conducted by a person with deep expertise in the field of law enforcement air support. Meliora PSC recommends that SMCSO executive leadership thoroughly review the audit that was completed in 2020 and consider acting on key recommendations, particularly:

- Update the Air Support Operating Manual and Homeland Security Division policy and procedural manual.
- Utilize more Tactical Flight Officers.
- Develop a long-term strategy for aircraft maintenance.

These recommendations will require a commitment of additional resources and personnel but will likely have long-term dividends and protect the deep investment that has already been made.

Meliora PSC recommends internal agency-wide training be done to raise awareness of the capabilities of the Air Support Unit and the process for requesting the service. This valuable asset is underutilized and can have a significant impact improving public safety and deputy safety.

AIR SUPPORT UNIT RECOMMENDATIONS

- Develop a monthly and annual report that can be auto-populated and shared with executive leaders to provide information and data about the benefits of using grant and forfeited asset seizure funds for the air support asset. (Recommendation #178)
- Consider training additional personnel to act as Tactical Flight Officers as an ancillary duty. (Recommendation #179)



- Review by the Executive team of the audit that was completed in 2020 and consider acting on key recommendations, particularly the Air Support Operating Manual and Homeland Security Division policy and procedural manual, utilization of more TFOs, and a long-term strategy for aircraft maintenance. (Recommendation #180)
- Conduct internal agency-wide training to raise awareness of the capabilities of the Air Support Unit and the process for requesting the service. (Recommendation #181)

CLIFF RESCUE, DIVE AND MARINE UNITS

These three units are closely related, often support each other on missions, share members who are cross-trained in the other units' skills, and often support each other on missions. They each have a distinct history, command structure, training program, and operate independently. Additionally, they have all evolved over many decades adapting to the lack of funding and resources, while simultaneously taking advantage of individual members' independent expertise, and in some cases, extraordinarily generous financial donations. For instance, one volunteer purchased the 35' Farralone vessel that has been the backbone of the dive program and been used extensively by the Marine Unit for many years.

The ingenuity of the evolutions and innovations that have been adopted by these units are impressive but have led to incomplete and out-of-date documented standards, policies, and procedures. Meliora PSC recommends within the year, SMCSO consider placing a Sheriff's Office member from each of these three units into a temporary duty assignment (one to three months) to immediately update and document training and qualifications standards, policies, and procedures for each unit. The units each carry significant safety risks while operating with a high degree of independence and dispersed authority, which is necessary to operate with a of the broad range decentralized personnel and intermittent emergency deployments. The best way to mitigate the operating risks of each unit is to ensure adherence to clearly articulated and documented standards and procedures. This is particularly important due to the ever-changing leadership assignments of sworn personnel to each unit, as well as rotation of division leadership.

Meliora PSC also recommends during the development of these standards and procedures, that experts from reputable professional associations, such as the Mountain Rescue Association or California Boating Safety Officers Association, are consulted to ensure that best practices are incorporated into the standards and procedures.

Cliff Rescue Unit (CRU)

The mission of this unit is to provide high-angle and rope rescue throughout San Mateo County which contains beautiful and treacherous terrain that very difficult to safely access, such as the rocky, coastal cliffs. Although they can assist in ongoing rescue missions, CRU members are not first-responders for immediate rescue missions. Those missions are typically handled by the Coast Guard or Fire Departments. The CRU may respond to assist with body recovery if the rescue is not successful. The majority of the CRU deployments involve recovery of evidence for criminal cases and deceased victims of crimes or accidents.



CRU currently has 16 active members and is led by the Court Security and Transportation Unit sergeant as an ancillary duty who possesses previous rope experience and a high degree of interest in the field. The supervisor oversees the monthly training requirements for unit members.

Cliff rescue requires a high degree of knowledge, experience, perishable skills, and physical fitness. Each CRU member is required to complete and pass a 100-hour Basic Ropes Course. These basic skills must be maintained by meeting minimum competencies standards while attending 75 percent of eight-hour monthly training sessions and completing an annual mandatory skill assessment and refresher course that is certified by senior staff.

The CRU's self-certification closely mirrors the Law Enforcement Mutual Aid Plan (SAR) Annex, Search and Rescue Technical Rope Rescue, Mutual Aid Guidelines. Because there is no established certification system for Cliff Rescue procedures in San Mateo County, CRU staff self-certify levels of competence and proficiency of the team.

In 2023, CRU was deployed on two occasions.

Dive Unit

The Dive Unit was started in the 1960's and is currently staffed by five volunteers and a deputy or sergeant assigned on ancillary duty as the liaison with the SMCSO. The mission is to provide surface air-supply diving services with an emphasis on low visibility and hazardous conditions. The unit is led by a volunteer who has been with the team since the 1980's and developed the training program. The Dive Unit has attracted an unusually dedicated cadre of volunteers, including an individual diver who purchased the 35' Farallon dive boat in the early 2000's that is still the backbone of the unit. Volunteer members of the unit must already be certified divers before joining the unit. They are also required to participate in monthly training.

In 2023, the Dive Unit was deployed four times. The most common missions include evidence and body recovery, and inspection and monitoring of critical infrastructure, such as bridges.

Marine Unit

The Marine Unit is comprised of a small cadre of SMCSO members assigned on ancillary duty and a few volunteers. The Unit Coordinator was a sergeant with previous boating experience; however, the position is currently vacant. The Unit Coordinator is responsible for conducting monthly training and responding to requests for deployment. There are currently eight or nine deputies assigned to the unit as an ancillary duty and four volunteers. One of the deputies is currently acting as the Unit Coordinator.

Because the unit is currently small and functions in a "call out" capacity resulting in extended response times, they are not used for emergency/rescue operations. Those calls are typically handled



by the closest fire departments with a boat, Parks, and the Coast Guard. The Marine Unit is more typically used to assist with evidence retrieval, supporting the Cliff and Dive Units, and for waterway security during marine and other special events.

The Marine and Dive units operate using three large vessels (32' – 35') moored throughout the county, and a number of smaller Rigid Hull vessels and personal watercraft on trailers that can be deployed at various bodies of water around the county. Typically, two of the larger vessels are moored in the bay, at Coyote Point Marina, and the third on the coast. However, at any given time, one of the three may be out-of-service for repairs and the mooring locations will be adjusted.

The Sheriff's Office has acquired considerable resources and has an obligation to have some capacity to conduct some level of law enforcement and rescues on the waterways of the county. It is important that those operations are carried out safely. The unit does not have current operating procedures, guidelines, or standards for member qualifications. Meliora PSC recommends SMCSO consider accelerating the process of developing policies, procedures, and standards for the unit by immediately assigning the Marine Unit coordinator to a temporary duty assignment to complete this work.

CLIFF RESCUE, DIVE AND MARINE RECOMMENDATIONS

- Consider placing a Sheriff's Office member from each of these three units into a temporary duty assignment (one to three months) to immediately update and document training and qualifications standards, policies, and procedures for each unit. During the development of these standards and procedures, experts from reputable professional associations, such as the Mountain Rescue Association or California Boating Safety Officers Association, are consulted to ensure that best practices are incorporated into the standards and procedures. (Recommendation #182)
- Consider accelerating the process of developing policies, procedures, and standards for the unit by immediately assigning the Marine Unit Coordinator to a temporary duty assignment to complete this work. (Recommendation #183)

UNMANNED AERIAL SYSTEM (UAS) UNIT

Technology has impacted all industries, and police and sheriff's agencies are no exception. There are more than 1,400 police/sheriff's departments in the United States operating small unmanned aerial systems (UAS), commonly referred to as drones. Most public safety agencies deploy UAS for the purpose of assisting with in progress public safety concerns and active criminal investigations.

San Mateo County SO Policy § 347 – Unmanned Aerial System (UAS) Operations – establishes guidelines for the use of a small unmanned aerial system and for the storage, retrieval, and dissemination of images and data captured by the UAS. Policy § 347.2 indicates the mission is to protect life and property in full compliance with applicable laws and regulations, including but not limited to, applicable state and federal laws and Federal Aviation Administration (FAA) regulations.



The policy appropriately balances privacy with public safety and transparency, and UAS are not armed. Per SMCSO Policy § 347.8, UAS authorized missions include:

- Search and rescue missions.
- Investigative scenes for video/photograph documentation.
- Hazardous Materials (hazmat) response.
- Public safety and life preservation missions (i.e., barricaded suspects, hostage situations, active shooters, high-risk tactical operations) to reduce risk to department personnel, suspects, and community members.
- Disaster response (i.e., flood, earthquake, fire).
- Suspected explosive devices.
- Pursuant to a warrant (search or arrest).
- Special events.



In addition to authorized use of UAS, the policy clearly describes prohibited use to include:

- To conduct random surveillance activities
- To target a person based solely on individual characteristics, such as, but not limited to race, ethnicity, national origin, religion, disability, gender or sexual orientation.
- To harass, intimidate, or discriminate against any individual or group.
- To conduct personal business of any type.

The SMCSO policy regarding UAS is comprehensive and aligned with state laws and FAA regulations.

FAA 14 CFR Part 107 regulations require all UAS operators to be certified. The Part 107 certification ensures the pilots knowledge and skills are in compliance with the FAA guidelines since individuals who operate UAS commercially (being paid) must be certified. UAS are operated by certified remote pilots and supervised by a Part 107 remote pilot. Cameras are to be focused on mission-relevant areas. All flight telemetry is recorded to DroneSense software, except training or demonstration flights, and the SMCSO Evidence.com software is used to maintain digital evidence.

UAS are capable of sustaining directed flight, utilizing all the supporting or attached systems designed for gathering information through imaging, recording, and live streaming the images. Just as the air support unit is utilized to access, gather, and distribute real-time information from a vantage point several thousand feet above an incident, UAS provide additional options at much lower altitudes. They are less expensive to operate and more flexible to use. Additionally, by utilizing a comprehensive UAS management platform called DroneSense, the UAS Unit is able to live stream images to Incident Command centers, as well as to individual smart phones using a secure QR Code. This allows field supervisors, incident commanders, and tactical teams on the ground the ability to see what the "eye in the sky" can see providing significant safety benefits to on scene personnel and community members.

UAS have significant limitations, primarily weather and light level. However, the technology supporting UAS is growing rapidly. Until then, using the UAS Unit in conjunction with the Air Support Unit gives a much broader range of options.

Meliora PSC suggests the Homeland Security Division explore ways for the two units to interact more frequently and strategize ways to share expertise and integrate their technology platforms. Cross-training between Tactical Flight Officers and UAS operators could be particularly valuable, particularly as they find ways to better integrate their technology platforms.

The UAS Unit is not yet being utilized as a "drone as first responder" (DFR) to calls for service. However, the program manager is researching and developing options to present to agency leaders. He is also exploring, gathering research, and developing options for the use of UAS in SMCSO jails. UAS can be a significant force multiplier in a both settings.



Operators in the UAS Unit were deployed 43 times in 2023. Eight of those deployments were mutual aid requests. During the November 2023 APEC Conference in San Francisco, the data live streamed from SMCSO UAS Unit was successfully utilized in the Incident Command Center and for multiple allied agencies to monitor the various incidents of civil unrest.

UAS Staffing

The UAS unit is comprised of the following positions:

- 1 Program Manager – Homeland Security Lieutenant
- 2 Program Coordinators – sergeants assigned as ancillary duty
- 10 Operators assigned as ancillary duty (9 deputies, 2 of which are team leaders, and 1 corrections officer)
 - Currently only one of the operators is assigned to patrol due to various promotions and reassignments since joining the unit. Ideally, more of the operators would be assigned to patrol.

The program manager is responsible for the overall direction and management of the UAS program.

Per SMCSO Policy § 347.5, the Program Coordinators are responsible for the direct supervision of the UAS program and personnel. They are responsible for the following duties:

- Coordinating the FAA Certificate of Authorization (COA) application process and ensuring the COA is current.
- Maintaining contact with the FAA and familiarity with pertinent FAA regulations.
- Ensuring all authorized operators have completed all required FAA and Sheriff's Office approved training in the operation, applicable laws, policies, and procedures regarding use of the UAS.
- Developing a UAS inspection, maintenance, and record-keeping protocol to ensure continuing airworthiness of a UAS, up to and including its overhaul or life limits.
- Developing protocols to ensure all data intended to be used as evidence are accessed, maintained, stored, and retrieved in a manner ensuring its integrity and evidence, including adherence to chain of custody requirements.
 - The DroneSense software platform has a feature to manage the required data and Evidence.com is used to manage any records/images that need to be retained for evidence.
- Developing protocols that ensure retention and purge periods are maintained in accordance with established records retention schedules.
- Facilitating law enforcement access to images and data captured by the UAS.
- Recommending program enhancements, particularly regarding safety and information security.
- Ensuring all training, flight and maintenance records for each operator and airframe are maintained.



UAS Qualifications

- Candidates possessing a Federal Aviation Administration (FAA) pilot rating of any type will be strongly considered for entry into the UAS program.
- Any other aeronautical experience, such as previous flight training, FAA ground school attendance, and drone flight experience are also highly desirable.
- Ability to obtain an FAA Part 107 UAS Remote Pilot license (within 120 days of being appointed). FAA Part 107 exam topics of study will include: airspace classification, operating requirements, flight restrictions, aviation weather sources, effects of weather on the aircraft, aircraft loading, emergency procedures, crew resource management, radio communication procedures, determining aircraft performance, physiological factors affecting pilots, aeronautical decision making & judgment, airport operations, and maintenance & preflight inspection procedures.
- Once certified, candidates will also be required to fulfill monthly UAS Unit training requirements.

The Professional Standards Bureau solicits letters of interest for each opening. The Homeland Security Division Lieutenant will assess qualifications by reviewing the candidate's letter of interest, experience, personnel file, performance evaluations, training, education, and any additional relevant information. The lieutenant may also conduct a panel interview and the selection is made.

UAS Training

New operators must:

- Acquire an FAA Remote Pilot Certificate under the FAA's Small UAS Rule (Part 107)
- Complete at least eight hours of flight training with UAS instructors to show proficiency of the flight training exercise and the airframe.

Current operators must:

- Attend 4 hours of training per month coordinated through the program coordinators.
- Maintain proficiency in their piloting skills.

Members who do not have any documented training or flight time within a span of 6 months will need to demonstrate proficiency before being a pilot during a deployment or exercise. Failure to demonstrate proficiency can result in removal from UAS responsibilities.

SMCSO is complimented for assigning monthly training for this perishable skill; however, four hours per month is not consistent with best practice. UAS programs in police and sheriff's agencies training practices are to provide at least eight hours of training per month. Meliora PSC recommends SMCSO increase the monthly training from four to a minimum of eight hours.



Future Utility of the UAS Unit

The technology supporting small unmanned aerial systems has advanced rapidly over the past 10 years. At the same time, the capability to live stream images and data to multiple users on mobile devices, and to integrate with other communications platforms continues to advance. SMCSO is ideally situated to take advantage of these advances through the expanded use of their current UAS program into Corrections and "Drones as First Responder" (DFR) programs. As staffing levels improve, SMCSO should consider committing time and dedicating additional resources to conducting further research and expanding the current UAS program. Contacting agencies with DFR programs, such as the Chula Vista Police Department, would be a good resource. While drones do have limitations, expanding their capabilities has the potential to relieve staffing issues and improve officer safety.

UAS RECOMMENDATION

- Increase the monthly training from four to a minimum of eight hours. (Recommendation #184)

RESERVE DEPUTY VOLUNTEERS

The SMCSO Reserve Unit was established to supplement and assist regular sworn deputy sheriffs in their duties and provide professional, sworn volunteer reserve deputies to augment regular staffing levels.

SMCSO Policy § 322 establishes the application, screening, and appointment process. Each applicant must meet the same standards defined by the San Mateo County Sheriff's Office for the position of full-time Deputy Sheriff to include a background investigation conducted by the Professional Standards Bureau. Applicants for the position of Reserve Deputy Sheriff shall not be required to complete a written test or physical agility test.

If a full-time deputy retires and would like to become a reserve deputy, they can apply via the Reserve Coordinator. The Reserve Coordinator shall forward the application via the chain of command, through the Professional Standards Bureau, for appointment as a Reserve Deputy Sheriff. Deputies transitioning from full-time to reserve deputy status without a lapse in service are not required to undergo a background investigation.

Reserve deputies are appointed to four different levels of authority based on successful completion of Police Officer Standards and Training (POST) approved training.

- **Designated Level I** – Upon completion of the following: the P.O.S.T. regular basic course, a field training program, the general orientation and jail orientation requirements as defined in the Reserve Operations Manual and three (3) years as a Level I Reserve Deputy at the Sheriff's Office, shall, at the discretion of the Sheriff or his designee, have 24-hour peace officer



powers, may perform general law enforcement duties without immediate supervision, and must comply with Continuing Professional Training (CPT) requirements.

- **Level I** – Must complete the P.O.S.T regular basic course, a field training program, the general orientation, and jail orientation requirements as defined in the Reserve Operations Manual shall have on-duty peace officer powers, may perform general law enforcement duties without immediate supervision and must comply with CPT requirements.
 - There is a distinction in the law enforcement authority between “designated” Level 1 and Level 1. Designated Level 1 Reserves have authority both on and off duty. Level 1 Reserves only have authority when they are called into service by their affiliated agency.
- **Level II** – Must complete the P.O.S.T. Module III and Module II courses and the general orientation and jail orientation requirements as defined in the Reserve Operations Manual, shall have on-duty peace officer powers, may perform general law enforcement duties under direct and immediate supervision of a full-time peace officer, a Designated Level I or Level I Reserve Deputy Sheriff. He or she may perform limited support duties, as defined by P.O.S.T. without immediate supervision and must comply with CPT requirements.
- **Level III** – Must complete the Reserve Deputy general orientation and jail orientation requirements as defined in the Reserve Operations Manual, shall have limited peace officer powers while on duty, shall only perform limited support duties as defined in the P.O.S.T. table above, while under the direct supervision of a full-time peace officer, Designated Level I or Level 1 Reserve Deputy Sheriff. 322.5

Reserve deputy sheriffs are subject to the same rules and regulations as full-time deputies; however, they are not covered by the Peace Officers Bill of Rights.

Minimum duty requirements:

- Volunteer a minimum of 16 hours per month or the equivalent averaged over the year, for a total of 192 hours.
- Complete training in the Use of Force policy and tested for firearms proficiency with the same frequency as full-time deputies.
- Attend 75% of the scheduled regular monthly training meetings. Exceptions will be reviewed on a case-by-case basis and must be approved by the Coordinator or Assistant Coordinator.

Compliance for reserve deputy sheriffs includes, but is not limited to, meetings, P.O.S.T. continuing professional training (CPT) requirements, other training, firearms qualification, and duty hours. Compliance records will be generated and reviewed by the Reserve Coordinator quarterly and provided to the Homeland Security Division/ESB sergeant annually.



If a reserve deputy fails to meet the minimum standards at any time, they may be subject to discipline including documentation of counseling, a performance improvement plan, formal discipline, suspension, or dismissal from the Reserve Deputy program.

The ESB Sergeant is the Coordinator, and a deputy is the Assistant Coordinator, assigned as an ancillary duty. They have monthly meetings that incorporate training.

There are 20 Reserve Deputies, appointed at the following levels:

- Designated Level 1 – 8
- Level 1 – 4
- Level 2 – 7
- Level 3 – 1

The majority of the reserves choose to work mostly in traffic and security for special events, such as parades, festivals, etc. One or two of the Reserves occasionally work patrol. And a couple reserves work Transportation and Court security regularly. In 2023, reserve deputies provided staffing at over 50 different events.

Meliora PSC recommends SMCSO consider engaging reserve deputies to assist more often in the staffing shortages in Transportation and Court Security.

RESERVE DEPUTY RECOMMENDATION

- Engage reserve deputies to assist more often in the staffing shortages in Transportation and Court Security. (Recommendation #185)

EXPLORER POST 810 (LAW ENFORCEMENT) AND POST 830 (SEARCH AND RESCUE)

As stated in SMCSO Policy § 335.1 – Purpose and Scope, “The purpose of the Sheriff’s Explorer program is to increase community relations between the youth of San Mateo County and the Sheriff’s Office and to provide them with direction and guidance in preparation of accepting the responsibilities of becoming an adult.” This aligns with the President’s Task Force on 21st Century Policing Pillar 1: *Building Trust and Legitimacy*. The mission of Explorer Post 810 is to give youth in the community a chance to experience law enforcement firsthand. The program is nationally known as *Exploring* and is part of the co-ed division of Boy Scouts of America. The unit is comprised of young adult volunteers between the ages of 14 and 20, who volunteer their time to train and work with sheriff's deputies. Their activities include law enforcement training, patrol car ride-a-longs, jail duties and traffic control details.

The mission of Explorer Post 830 is threefold. First, provide a youth program that teaches young adults ages 14-21 emergency skills, as well as leadership and responsibility. Second, to teach young people search and rescue and emergency service skills that will be useful to them and the



community. Third, to organize the trained members of the program into an operational search and rescue unit available to assist the SMCSO, on a 24-hour call out basis, with search and rescue and other related emergency operations.

The Coordinator position is currently held by a patrol sergeant who is assisted by additional SMCSO civilian and corrections members as Assistant Coordinators. The coordinator oversees activities of the unit, and coordinates requests for mutual aid and participation in events. The coordinator and assistant coordinator:

- Facilitate and attend bimonthly meetings.
- Accompany the explorers to local, regional, and national competitions and conferences.
- Supervise explorers as necessary during agency events.
- Recruit and oversee training.
- Manage and document unit hours and activities.

Unfortunately, the pandemic decimated the ranks of both Explorer Posts. Because the program is of limited duration, with Explorers “aging out” 21, it has been a challenge for the SMCSO to rebuild the program since it had to be shut down. Prior to the pandemic, the program was very robust and active. Currently, each Post has only three members. The Homeland Security Division Manual §§ 415 and 416 contain very detailed policies and procedures for selection, training, and operations for each Post.

Meliora PSC recommends SMCSO continue to rebuild both Explorer Posts consistent with the guidelines contained in the Homeland Security Division Policy and Procedure Manual. Also, Meliora PSC recommends SMCSO revisit the core purpose of each Explorer Post and consider moving Post 810 to the Community Engagement Bureau.

EXPLORER POST RECOMMENDATION

- Continue to rebuild both Explorer Posts consistent with the guidelines contained in the Homeland Security Division Policy and Procedure Manual, revisit the core purpose of each Explorer Post, and consider moving Post 810 to the Community Engagement Bureau. (Recommendation #186)

COUNTYWIDE SECURITY

The Countywide Security sergeant responds to security issues for the county's workforce of approximately 5,100 employees who work at over 150 locations throughout the county. The position has evolved over the course of many years and is not covered by a single policy, job description, or set of standard operating procedures.



Historically, the "unit" was comprised of a lieutenant, sergeant, two deputies, and a crime analyst. Approximately five years ago, the lieutenant and two deputies were eliminated, and a single sergeant was left to cover the duties. Additionally, the same sergeant is also responsible for supervising the SMCSO K9 Unit. Those duties and responsibilities were covered in the K9 portion of the report. As previously mentioned, the K9 supervision responsibilities currently handled by this sergeant should be reassigned to another sergeant in the same division as the K9 unit.

COUNTYWIDE SECURITY SCHEDULE AND SUPERVISION

The sergeant was temporarily assigned to the position 18 months ago and the assignment was made permanent in October 2023. He works Tuesday through Friday from 6:00 a.m. to 4:00 p.m. with an office located in the Maple Street Corrections Facility. Although there is no job-related reason for it to be in that particular facility, the sergeant appreciates being located in a quiet, single office which facilitates his ability to focus on a wide variety of time critical responsibilities with minimal distractions.

The Countywide Security sergeant is supervised jointly by the Homeland Security Division lieutenant and San Carlos Patrol Bureau captain under which the K-9 Unit is assigned. This unusual reporting structure evolved because the Countywide Security sergeant and the K-9 Unit both used to be under the same bureau. When the Homeland Security Bureau was restructured, the Countywide Security function remained, but the K-9 Unit was moved to the San Carlos Patrol Bureau.

COUNTYWIDE SECURITY QUALIFICATIONS AND SELECTION

The skills and characteristics necessary for the sergeant in this position are:

- Ability to be flexible, assimilate large amounts of information quickly.
- Ability to develop relationships with and manage the personalities of a wide variety of employees from all levels of county government and the criminal justice system.
- Make decisions independently.
- Possess a strong working knowledge of how to respond to various threats to personal and facility security.
- Knowledge of safety and security tools and products.
- Working knowledge of all county facilities.
- Knowledge of the fundamentals of threat assessment.

Meliora PSC recommends the division lieutenant and sergeant prioritize a list of relevant training to reinforce the successful performance of these duties and ensure training is attended within 18 months.



COUNTYWIDE SECURITY DUTIES AND RESPONSIBILITIES

The sergeant's duties and responsibilities have evolved and are wide-ranging and ad hoc in nature. The sergeant has taken on the responsibility of filtering requests that used to be handled by four people. Meliora PSC recommends the lieutenant review and prioritize the job duties assigned to countywide security, develop a job description, and create policies and procedures to guide the work.

Following are the duties and responsibilities currently assigned the position:

- Conduct physical security site reviews at all county facilities.
 - Consult with county department leaders who are requesting security upgrades.
 - Organize and supervise walk-throughs during a bid process.
 - Review project bids.
 - Conduct security evaluations after security threat incidents.
 - Provide input regarding security remodels and new construction (including decisions about the number of security personnel, CCTV cameras, key card access, etc.)
- Conduct safety briefings for all county departments.
- Manage employ access control system (key card access) to all SMCSO facilities.
 - Meliora PSC recommends an administrative support position be assigned to support the work of the sergeant, and particularly manage what is largely the clerical function of managing key cards for hundreds of employees.
- Train and consult with managers, supervisors, and line staff on facility safety issues.
- Oversee the design and installation of new alarm and camera systems in many county facilities.
- Maintain, test, and troubleshooting alarms and camera systems on a quarterly basis for many county facilities.
- Present information about the county's Workplace Violence Policy to new employees.
- Assist in the investigation of the Workplace Violence Policy for all county departments.
- Provide security at Board of Supervisors meetings when needed and as necessary for Board of Supervisors on and off campus.
 - Meliora PSC recommends this specific duty be reassigned as an ancillary duty to other SMCSO sworn members.
- Act as a liaison and work with Federal and State agencies in executive protection of VIPs.
- Attend a variety of meetings and planning sessions related to the overall security of SMCSO workforce and related properties.
- Serve as the backup for the ESB sergeant and San Mateo Medical Center Security Director when either are on leave.
- Supervise the K-9 Unit assigned to the San Carlos Bureau.

The breadth of responsibilities for this position are overwhelming and require the sergeant to constantly triage ongoing responsibilities and requests for assistance. Because of the high volume of responsibilities, the sergeant operates in a reactive mode most of the time, with little time to take proactive steps to plan for or improve the safety of county facilities.



COUNTYWIDE SECURITY RECOMMENDATIONS

- Prioritize a list of relevant training to reinforce the successful performance of these duties and ensure training is attended within 18 months. (Recommendation #187)
- Review and prioritize the job duties assigned to countywide security, develop a job description, and create policies and procedures to guide the work. (Recommendation #188)
- Assign an administrative support position to support the work of the sergeant, and particularly manage what is largely the clerical function of managing key cards for hundreds of employees. (Recommendation #189)
- Assign the security detail for the Board of Supervisor(s) to other sworn positions as an ancillary duty. (Recommendation #190)



CORRECTIONS
DIVISION





The mission of the Corrections Division is to protect public safety, reduce incarcerated persons recidivism, and improve the quality of life of those they serve by operating safe and secure correctional facilities. The Corrections Division is comprised of two facilities: Maple Street Correctional Center (MSCC) and the Maguire Correctional Facility (MCF); responsible for the care of incarcerated persons and transporting them to and from court for their criminal cases. The Corrections Division also operates the Alternative Sentencing Bureau (ASB), which includes the Sheriff's Work Program, Electronic Monitoring, and Work Furlough Programs.

SMCSO staff ensures incarcerated persons appear in court and complete jail sentences; are incarcerated in a manner that provides for their medical, nutritional, hygienic, legal, and spiritual needs; and receive services designed to provide opportunities to improve their lives, both during and after incarceration, to reduce recidivism.

The staffing analysis uses a Net Annual Work Hour calculation applied to fixed positions versus the *Rule of 60* applied to patrol staffing (non-fixed posts).

As part of the Corrections Division staffing assessment, an advanced data gathering document was sent to the agency to begin the data gathering efforts. This document asked for a variety of jail operations data such as bookings and releases (day of week, time of day, monthly), average daily incarcerated person (IP) populations, current staffing challenges, a description of the current jail, and significant incidents. The purpose of this step was to identify the various functions going on within the jail on a regular basis.

Various documents and discussions were exchanged with staff and virtual meetings with captains and other people in supervisory positions from the Corrections Division. During several virtual meetings, we reviewed various components of the staffing study and discussed the various challenges the division is faced with as it relates to staffing.

During Meliora's initial in briefing with the Sheriff and leadership team, the Sheriff discussed the Behavioral Health Unit, Administrative Segregation, Detoxification pod, and Adult Stabilization Unit (ASU). She described several challenges as it related to corrections including thinking outside the box, examining current practices and the command structure to ensure alignment with industry standards, assessing communication between the jails, assessing consistency of operations among both jails, ensuring subordinate are staff taken care of, examining the impact of overtime, and addressing the lack of succession planning for correctional officers.

Meliora PSC conducted a site visit February 5 through 8, 2024, toured the jail, met with staff members individually at their posts and in their offices.



CHALLENGES IDENTIFIED

STAFFING

According to the agency vacancy report, there are 356 positions assigned to the Corrections Division. Of those 273 are sworn and 83 are professional positions. Of the 273 sworn positions, 164 are identified as correctional officers (CO) and 109 are sheriff's deputies. A challenge identified during discussions with the jail leadership is that every post is eligible to assign a deputy or a CO. The only exception is for those positions requiring an armed deputy (IP hospitalizations, community clinic appointments, sheriff's work program site visits, movement of IPs between facilities, and investigative functions). It is unclear how the number of 109 sheriff's deputies was determined for staffing needs in the Corrections Division. During this analysis it was confirmed with the agency that COs are not sworn officers. Meliora PSC recommends the number of deputies and COs be identified by posts, positions, and relief factors for corrections.

During virtual meetings held with a variety of staff Meliora learned there are eight civilian positions in the Program Service Bureau. They include a supervisor, five case managers, and two support staff. This area is currently short a supervisor, one case manager, and one support staff position. A bi-weekly senior/manager leadership meeting is held to share information.

Incarcerated Persons (IP) programs are typically scheduled Monday through Thursday from 8:30 a.m. to 4:30 p.m. Occasionally, there is a program on Fridays.

TRAINING

Training for new Legal Office Specialists (LOS) consists primarily of on-the-job training. No formal training exists to address basic corrections related issues (inmate behavior management, contraband, manipulation, suicide awareness, key control, and chemical control). Food service personnel receive no corrections related training. Some employees feel that others do not realize the risk they are exposing themselves to by openly talking about their personal lives in the presence of inmates, using cell phones while in the performance of their work, and failure to recognize and report suspicious behaviors. Meliora PSC asked several of the professional staff if they receive any formal corrections related training. They indicated they do not; rather their training is word of mouth from other people working in similar positions.

SMCSO Policy § 300 was reviewed regarding providing security training to those persons whose positions routinely allow access to a secure area of a San Mateo County Sheriff's correctional facility. The policy states, "Sworn personnel assigned to the Corrections Division will provide security training to county personnel, volunteers and contractors who conduct business in a secure area of a San Mateo County Sheriff's correctional facility." This requires an explanation of the potential dangers involved when working in a correctional environment and emphasizes the need for vigilance by all employees to assist in maintaining the safety and security of the facility. The policy further explained training requirements for personnel with regular IP contact. It indicates that all new professional and



support employees, including contractors, who have regular or daily inmate contact shall receive a minimum of 40 hours of training during the first year of employment prior to being independently assigned to a particular job function. Meliora PSC recommends the agency develop and deliver on an ongoing basis a training program that complies with Policy § 300 relating to county personnel, volunteers, and contractors who conduct business in the secure area of the Corrections Division facilities.

The policy defined IP contact "as tasks that involve the direct provision of services to IPs (e.g., custody assistants, vocational supervisors, teachers, food service, commissary, chaplain) but that do not involve the custodial supervision of IPs involving custody, discipline and control." The policy mandated various training topics and "training delivered to support personnel should include testing to document that the employee understands the subject material presented."

A constant comment heard was the volume of overtime that everyone works. Staff are only required to work mandatory overtime if they have not worked a minimum of 24 hours of overtime every two-week pay period. Frequent comments about burnout, being tired, no relief in sight were heard. Supervisory staff felt that there was a constant work environment of crisis management to balance the workload, emergency response, external commitments (IP hospitalizations), short staffing, and a mixture of staff from other areas in the Sheriff's Office with little to no corrections experience working mandated overtime.

I reviewed a 2004 San Mateo County Civil Grand Jury Report regarding the San Mateo Jails that stated *"The jail staff works 12-hour day shifts, 7 out of 14 days on a two-week cycle. The night shift works 12-hour shifts on an 8-week cycle for 84 hours per 14-day period. But with a 50% turnover in staff in the last five years, vacancies are filled temporarily by overtime work, resulting in about 40% of any given shift comprised of staff permanently assigned to other department programs. This overtime staff, if unfamiliar with jail operating procedures, may have a higher than usual number of errors."* After twenty years, it appears that little has changed.

There used to be a LOS and a deputy at the Maguire lobby post to assist in screening and escorting visitors. It was also explained that a deputy is *supposed* to be assigned to assist here for self-surrenders on Saturdays. Due to shortages and overtime with deputies this rarely happens anymore. Meliora PSC recommends staffing the Maguire lobby daily with a CO to assist escorts and with self-surrenders.

Meliora PSC learned several staff members reside in lengthy distances from the county. They were referred to as super commuters living in Montana, Tennessee, and East Bay Valley. Most work nights and when they are on shift, they stay locally with family or in various sleeping quarters.

There are deputies and COs assigned to the jail. COs have no peace officer powers and are not authorized to carry a weapon. Further, there are no promotional opportunities for them within corrections. Deputies can work either patrol or corrections. They can take crime reports, have peace officer powers, can testify to hearsay, and provide external IP transports.



The Sheriff has authorized a new pilot program that enables 16 COs to have peace officer powers while on duty and it must be specifically related to the security and care of an IP. These COs will also be qualified to do external IP transport. Staff provided mixed thoughts on this. Some felt that the limited training that they will undergo will be insufficient should a CO have to decide and utilize deadly force. COs across California and the United States have peace officer powers while on duty, carry weapons, and supervise IPs during external transports, hospitalizations, work details, and stand armed tower posts. Others felt it was a step in the right direction as it will give relief to deputies who are constantly working overtime to provide external jail transport. Meliora PSC recommends the Sheriff's Office explore giving COs peace officer powers while on duty and develop and implement a program that addresses use of deadly force and weapons handling/qualification.

Meliora PSC reviewed 40 deputies assigned to corrections between the years 2021 and 2022. Meliora found that 21 (52%) spent one year, 13 (23%) spent two years, and nine (20%) spent three years working in corrections. Similarly, for sergeants that were reviewed 26 that had been assigned to corrections. Seven (27%) spent a year, 13 (50%) spent two years, and six (23%) spent three years working in corrections. Lieutenants normally stay a little longer. A frequent comment heard was that there is no training specific to supervisory staff assigned to work in corrections. Their training is "word of mouth," a flash drive, and a shared drive of lessons learned from other sergeants and lieutenants. Meliora PSC recommends a formal training program be developed and delivered to deputies, sergeants, lieutenants, and captains before they are assigned to a specific correction designated position. Additionally, Meliora PSC recommends staffing to the proposed coverage plan with corrections personnel and eliminate the "transient" staffing environment that currently exists.

To ensure adequate staffing of posts, sergeants will hold people over, reach out to patrol for assistance, and sign people up for overtime in advance. If they cannot fill positions, staff will be ordered in on their off day. Due to meeting minimal staffing requirements, there are no available personnel to conduct detailed area searches (cells, dayrooms, programming areas, medical areas, etc.) of the jails. This is the best correctional practice that should routinely occur in all areas. Meliora PSC recommends staffing to the proposed coverage plan regarding facility rovers, floor rovers, core posts, and jail transport/search teams.

Meliora PSC reviewed the policies and procedures and interviewed various COs and jail leadership relating to a formal emergency response plan (fire, escape, hostage, disturbance, and bomb threat) inside the jails. The Lexipol policy provides general instructions and states that the Division Commander "should" develop detailed plans. No one was able to provide those plans or information regarding detailed plans. Meliora PSC recommends detailed emergency response plans be developed, including various scenarios, and training conducted for all staff assigned in the Corrections Division (not just custody staff) regarding their roles and responsibilities. SMCSO should routinely test training and capabilities through conducting monitored drills. The monitoring will be provided by the proposed standards compliance section in each facility. The observation and results of the drills should be documented, debriefed with the involved personnel, and make recommendations for improvement to the emergency response plans.



Various staff members indicated that there are some growing pains with two command structures – one at each jail. Everyone commented that the structure is new and is slowly improving.

FOOD SERVICE UNIT

The food service unit is funded by two different departments. Ten employees are funded by Probation – Youth Services Program and 18 employees are funded by the Sheriff's Office. There is a total of 28 staff, and there are currently seven vacancies. Prior to October 2019, Youth Services had their own kitchen. This kitchen was consolidated with the Maple Street kitchen for economic reasons. The Maple Street facility prepares meals for Maguire, Maple Street, and Youth Services.

Food services operate from approximately 6:30 a.m. to 6:00 p.m. daily. Part of the staffing configuration includes two drivers (one for Youth Services and the other for Maguire). These drivers perform multiple functions at each site. In addition to moving food, dishes, supplies back and forth, they also stock refrigerators, clean drink machines, clean kitchenettes, and gather dirty carts.

Meals are served to IPs at approximately 6:30 a.m., 11:00 a.m., and 6:00 p.m. each day. The breakfast meal is delivered the night before and stored. It is plugged in to warm the meals in the morning prior to delivery. A cold lunch is served.

Food services are currently at 120 percent of their operating budget. Several things have created this issue. First is "Factor 75" that is a specialty meal that the sheriff has approved staff to receive if they desire. Factor 75 is also referred to as Factor and is a sister brand of "Hello Fresh, Green Chef, and Every Plate." Secondly is a state requirement for shifting to serving containers that will decompose. The food service staff are experimenting with several containers to find one that will hold up to meals with liquids in them that make the container soggy. Both items have increased food costs significantly.

The jail leadership indicates that the food service employees are the lowest paid employees in the county.

There are 23 IPs that work in the kitchen daily. There is a deputy assigned to the food service area during the time IPs are present in the kitchen; however, this deputy is frequently assigned additional duties that take them away from the kitchen. Meliora PSC recommends adhering to the proposed staff coverage plan regarding the kitchen security officer.

There were several comments made regarding classification of IP's. The classification team screens and classifies IPs then develops a movement roster. Shift sergeants frequently override those decisions with no given rationale. Other comments were heard regarding IPs who had been moved to a different housing unit that were not changed in the jail management system. Meliora PSC recommends the "Movement Roster" procedures be formalized in written policy. This movement roster dictates what moves of IPs are to occur and any changes in their classification status. This



roster would then be certified by a sergeant on shift and sent to classification no later than the following morning. If a relocation/change does not occur an explanation is provided on the movement roster by a sergeant on shift. Also, identify specific housing areas/cells that an IP who is relocated based on a decision made by the watch commander. This is also reported (location and rationale) to classification who will review the IP classification and make a relocation decision that will be added to the next "Movement Roster".

The staff referred to a "rule of three" at Maguire. There must always be a combination of three supervisors on duty. The "rule of two" applies at Maple Street.

There was discussion by several staff regarding access to the Maguire building prior to 6:00 a.m. The shift change is scheduled for 6:00 a.m. but typically starts at 5:00 a.m. Since the building is secure, early staff relies on staff on duty to come to the lobby to open the doors. It is apparently a regular occurrence of staff standing around waiting for someone to come to open the doors. Meliora PSC recommends changing the shift relief time to a time when the shift can have someone open the doors or provide a person to ensure timely access to the building.

LOS staff indicate that when they have questions regarding their area of responsibility, they turn to their civilian supervisory staff who may be on duty, or through text if they are off duty. Part of the challenge with on duty sworn supervisory staff is the apparent high rate of their turnover and possibly limited knowledge of the issue. Meliora PSC recommends a formal training program be developed and delivered to sergeants and lieutenants prior to their assignment to ensure that they are familiar with all LOS staff functions and duties. This will ensure leadership coverage during periods when the LOS supervisory staff are unavailable. Meliora PSC recommends the San Mateo Sheriff's Office review "on call" practices for LOS supervisory staff to ensure compensation for after-hours work performed when contacted by LOS personnel.

When asking about vacancies on shift for LOSs, staff explained that if the post is vacant, LOSs will cover more than one position. Frequently, the supervisor will cover a post. Meliora PSC recommends staffing LOSs in the proposed coverage plan that provides for a relief factor.

The agency has purchased a Lexipol model policy; however, the policy is dated and doesn't align with current operations. Due to no long-term jail leadership presence/commitment there is no one assigned to conduct annual reviews to ensure accuracy. In a couple examples, the policy refers to IPs as "inmates" and in an erroneous release that occurred during our site visit, the shift lieutenant referred staff to an old policy manual used prior to the Lexipol policy that had an escape checklist. Meliora PSC recommends an ongoing formal and documented review of policies and procedures be conducted. The policies and procedures should be updated, communicated, and provide training to staff to ensure their understanding of any changes. This can be a role provided by the recommended standards compliance section.

IP grievances are submitted by tablet or paper to the classification sergeant. They must review each one and send them to the responsible person to answer. That person has 10 days to respond. An



email notification is sent to the person when the grievance is assigned, four days before the due date to let them know the grievance is coming and that the due date is approaching. Weekly, multiple Excel spreadsheets are attached to an email and sent to the jail leadership that shows the status of grievances and disciplinary reports. Meliora PSC reviewed the report from February 5, 2024, and noted grievances dating back to January 2, 2024, still pending. No one reviews the grievance response to ensure that it was appropriately answered. Further, there is no mechanism in place to identify trends in grievances such as increases in medical complaints, or a reduction in food service issues after a new program has been implemented to ensure it is functioning as planned. The Lexipol policy varies somewhat as it relates to grievances. There is no reference to submission of grievances being submitted by tablet. The policy refers to the completed investigation of the grievance being submitted to "the sergeant," but does not specify which sergeant. There is no timeline in the policy; rather, it states they will be responded to in a timely manner as established by the division commander. The state jail standards specify within 15 days. There is a requirement in the policy for an annual report regarding grievances to be prepared by the Division Commander and submitted to the Sheriff. According to the jail leadership, this requirement is not met. IPs choosing to pursue litigation in the federal courts must demonstrate that they have exhausted their administrative (grievances) remedies. The current grievance policy and practices do not reflect a well-run and documented IP grievance system. Meliora PSC recommends a review of the IP grievance policy be conducted, and that the policy and practices be clearly defined and aligned with the requirements of the state standards.

IDENTIFIED CHALLENGES RECOMMENDATIONS

- Identify the number of deputies and COs by posts, positions, and relief factors for corrections. (Recommendation #191)
- Develop and deliver on an ongoing basis a training program that complies with Policy § 300 relating to county personnel, volunteers, and contractors who conduct business in the secure area of the Corrections Division facilities. (Recommendation #192)
- Staff the Maguire lobby daily with a CO to assist escorts and with self-surrenders. (Recommendation #193)
- Explore giving COs peace officer powers while on duty and develop and implement a program that addresses use of deadly force and weapons handling/qualification. (Recommendation #194)
- Develop a formal training program and deliver it to deputies, sergeants, lieutenants, and captains before they are assigned to a specific correction designated position. (Recommendation #195)
- Staff to the proposed coverage plan with corrections personnel and eliminate the "transient" staffing environment that currently exists. (Recommendation #196)
- Staff to the proposed coverage plan regarding facility rovers, floor rovers, core posts, and jail transport/search teams. (Recommendation #197)
- Develop detailed emergency response plans, including various scenarios, and conduct training for all staff assigned in the Corrections Division (not just custody staff) regarding their roles and responsibilities. (Recommendation #198)



- Adhere to the proposed staff coverage plan regarding the kitchen security officer. (Recommendation #199)
- Formalize the "Movement Roster" procedures in written policy and procedure that dictates what moves of incarcerated persons are to occur and any changes in their classification status. (Recommendation #200)
- Change the shift relief time to a time when the shift can have someone open the doors or provide a person to ensure timely access to the building. (Recommendation #201)
- Develop a formal training program and deliver it to sergeants and lieutenants prior to their assignment to ensure that they are familiar with all LOS staff functions and duties. (Recommendation #202)
- Review "on call" practices for LOS supervisory staff to ensure compensation for after-hours work performed when contacted by LOS personnel. (Recommendation #203)
- Staff LOSs in the proposed coverage plan that provides for a relief factor. (Recommendation #204)
- Conduct an ongoing formal and documented review of policies and procedures. (Recommendation #205)
- Conduct a review of the incarcerated persons grievance policy, and that the policy and practices be clearly defined and aligned with the requirements of the state standards. (Recommendation #206)

FOCUS GROUPS, INDIVIDUAL STAFF, AND OBSERVATIONS

Meliora PSC observed operations in both facility's main lobbies. Each of these positions was staffed with one person during the assessment. They greet the public, screen identifications for professional visits and IP visits, respond to questions, answer phone calls, communicate with housing officers regarding visits, schedule visits, receive postal mail, UPS/FedEx deliveries, and process in volunteers to the facilities. Both visits occurred during the daytime when there is a peak in the workload. The workload at times was extremely busy then there were short periods of time when the phone was not ringing or people walking up to the window. Both positions appeared to have the workload that would support a second person during peak periods of time.

Moving through both facilities, Meliora noted various cleaning agents that were in unsecure (IP accessible locations). When asking supervisory staff about a formal chemical control program (logbooks, MSD sheets, storage protocol), Meliora PSC was left with the impression that that type of program did not exist. A review of SMCSO Policy § 800.3 stated, "The Division Commander will ensure that the safety and sanitation plan addresses, at a minimum, the following (15 CCR 1280): (d) A list of approved equipment, cleaning compounds, chemicals and related materials used in the facility, and instructions on how to operate, dilute or apply the material in a safe manner."

Policy § 800.5 stated, "The Division Commander shall be responsible for ensuring that a written hazard communication plan is developed, implemented, and maintained at each workplace. Each area of the facility in which any hazardous material is stored or used shall maintain an SDS file in an



identified location that includes (29 CFR 1910.1200(e)(1)): (a) A list of all areas where hazardous materials are stored. (b) A physical plant diagram and legend identifying the storage areas of hazardous materials. (c) A log for identification of new or revised SDS materials. (d) A log for documentation of training by users of the hazardous materials." There appears to be some confusion regarding the written hazard communication plan and the actual practices as outlined in the policies. Meliora PSC recommends a formal written hazard communication plan be developed, implemented, and maintained at each workplace.

There are a host of programming opportunities for inmates to participate in. The agency receives frequent positive comments regarding the commitment to providing inmates with a variety of options.

HIRING

There appears to be a lengthy process for a person to be hired in the agency. Several commented that this process can take between four and six months. There were comments made that this is the third effort at an agency-wide assessment. Some detailed work has been put into the previous assessments. There is a perception, however, that nothing ever happens with those studies. Staff would like to see a detailed report and this time with an actual action plan on moving forward to address the recommendations. This will be critical for the Sheriff to affect change and obtain buy in from staff. Meliora PSC recommends the organizational assessment recommendations are prioritized by the agency, plans of action are developed, and ongoing communication to all staff of the status of corrective action plans undertaken.

A variety of comments were heard regarding staffing shortages, even though "on paper" employees are assigned to corrections. Examples of periods of time when staff are assigned to the law enforcement academy, or basic corrections academy, and when employees are reassigned to other functions either temporarily or permanently. A frequent comment heard was that staffing is at critical levels. Deputies are required to move IPs from facility to facility. There is limited deputy staffing on each shift, during these transport activities deputies must be pulled from posts to support the transport. Frequently housing units have been locked down due to pulling staff to support other functions. Supervisory staff from captains down are performing line level duties due to staff shortages. A consistent comment heard from COs assigned to housing units was the inability to get relief from their posts. It is a common occurrence that COs remain in their housing units during their entire 12-hour shift. They eat their meals and use the restroom on their post.

Several staff members communicated that the previous agency leadership was non-existent in corrections. That has changed with the new Sheriff. Staff are appreciative of the command leadership presence; however, there is still a feeling that corrections are on "the back burner." Examples of the inequity of staffing assignments were given. Corrections staff fill other agency positions. If one entity has vacancies, corrections are pulled from to fill the void. A feeling was expressed that if the agency



has a shortfall of 100 positions, the overwhelming majority should not be in corrections, rather, there should be an even distribution of vacancies throughout the agency.

Some of the duties of the administrative lieutenant include contract monitoring and developing requests for proposals. Some discussion was had that this would be better suited for a position that has a background and training in this area. Further discussion surrounded limited knowledge of corrections related functions and grant development/management.

Meliora PSC received a briefing from sergeants on incidents that occur in the two jails. They are required to write reports and review reports of COs/deputies involved in or witnessing the incident. They are also required to download all fixed camera views and body worn cameras (BWC) for everyone involved in the incident. The process is time consuming, and each incident has a deadline of downloading videos, reviewing reports, and filling out any injury report forms of 14 days. In order to accomplish this, each incident requires access to several systems.

Several sergeants discussed their desire to stay in corrections. The thought was to permit them to stay and assign them to each shift as a senior sergeant. They would be responsible for each team as well as training newly promoted sergeants who are assigned to corrections.

A current policy exists where there is a staffing ratio of one CO for every 64 IP's. If the number of IP's exceeds 64 then a second CO must be assigned.

There was a corrections-wide sense that the captains and both facilities work together well and are very supportive of assisting each other when needed. Staff shared several comments where that was not the case with two previous captains.

Trends heard during individual and small group listening sessions included:

- There is a need for more relevant corrections related training.
- More information training is needed regarding manipulation, and STG's.
- Staff identify off-site training opportunities and submit requests to attend. Staff indicated that it is routinely denied so they take vacation time and pay to attend their own training.
- There is one STC Sergeant for corrections training. There was discussion regarding annual corrections training on the lack of direction from the state on what types of topics to cover.
- Staff were very appreciative of improvements made in the food service.
- Staff were also appreciative of the command staff visit to Maguire and Maple Street on Christmas. The visit to Maple Street was conducted by moving throughout the facility and visiting staff. Unfortunately, the visit to Maguire was only done to the booking area and officers with no relief were unable to leave housing areas to come to booking to meet. A better approach would have been for command staff to roam throughout both facilities and visit staff at their posts.
- When the agency is exploring new technology, input should be received from line staff and sergeants. Additionally, they should be kept informed of the status of the projects (timelines, modifications, etc.).



- Due to a recent in-custody death a new mandate was established where sergeants must perform three checks a day of every housing unit. Sergeants are not opposed to doing checks. But in Maguire as an example, there are 12 housing pods which equates to 36 checks a day that must now be accomplished. Each check can take between 40 and 90 minutes to complete. This mandate has impacted searches, report reviews, scheduling functions, and other duties.
- There is only one female in a leadership position assigned to corrections.
- Jail supervisory staff, deputies, COs, food service personnel, utility workers, warehouse staff all have some form of uniform identifying them as a member of the Sheriff's Office/corrections team; however, LOSs do not. Several commented about requesting a polo shirt that identifies them as part of the team.
- This assessment did not evaluate health care operations as that was outside the scope of work. However, there were numerous comments made regarding staff perception of inadequate health care being provided to IPs. Further, they commented on the high volume of external appointments and hospitalizations. An example by the jail leadership described an officer giving four doses of Narcan and starting CPR on an unresponsive IP. The leadership observed nurses standing there not engaging in the medical emergency. Another jail supervisor commented that a similar incident occurred approximately two weeks before our visit and the onsite medical response was to tell officers to start CPR. Meliora PSC recommends a detailed assessment of the healthcare delivered at both facilities be conducted to either validate staff concerns/observations or confirm that the level of healthcare being provided to IPs is adequate.

There are supervisory promotion opportunities for LOSs, food service, law enforcement personnel. For a CO to be "promoted" they must apply to attend the law enforcement academy and be promoted to "deputy." A CO choosing to stay in corrections has no promotional opportunities. Staff spoke about no career progression to sergeant, lieutenant, or captain unless a deputy "promotes to patrol." After a period, a ranking supervisor will be reassigned to the jail. The time may vary from when they last worked in the jail until returning – normally years later. There are examples of other Sheriff's Offices across the state with a corrections career field. There were numerous comments heard regarding lack of leadership commitment to long-term corrections related goals due to the short period of time that they spend in corrections.

Meliora PSC recommends consideration be given for a career ladder for promotion in the Corrections Division be explored. Corrections is a career field and should be treated as such, not have the perception of being overlooked because they have not been "promoted to patrol." There are excellent opportunities for advanced training for corrections professionals through the American Correctional Association, American Jail Association, the National Jail Leadership Command Academy, the California Jail Command Academy, and the Jail Executive Institute. There are also opportunities for national certifications for jail professionals such as the Certified Jail Manager, Certified Corrections Executive, Certified Jail Supervisor, Certified Jail Officer, and Certified Correctional Trainer. Sending current jail leadership to these types of programs is an expense that does not support long-term investment due to the short term stay of leadership in the Corrections Division.



The process of developing a career corrections track will take some time. An example of how this might occur is recommended below:

- Identify the Housing Sergeants, Booking Sergeants, and proposed Standards Compliance Sergeant as Correctional Sergeants. They are responsible for supervising housing and booking operations where most correctional officers are assigned.
- As these positions become the norm, convert the security sergeant "Sam 1" positions to Correctional Sergeants. The deputies that are assigned as rovers and handling transport could be assigned to the transportation section who will be responsible for the 24/7 staffing and transportation responsibilities of all external IP movement from the jail.
- During this process, the correctional officer positions will be increased to support the proposed coverage plan, and deputy positions in the jail will be decreased/eliminated from the jail coverage plan.
- When correctional sergeants have obtained the applicable time in grade and experience, develop Correctional Lieutenant positions that they can apply for and compete for promotion.
- This would be similar for Corrections Captain positions.
- A strong Assistant Sheriff of Corrections will be required to lead this change and change in culture. The person filling this position will require extensive correctional experience and experience in change management to support such an initiative.

Numerous COs inside IP housing units in both facilities were asked to describe the principles of direct supervision, but none could describe them. A few commented that direct supervision "is when we are working in the housing pod" and indirect is when we are working central control and observe through a camera or window. One experienced officer indicated that Principles of Direct Supervision can be accessed online for officers to take. Meliora PSC asked several sergeants and COs to access this online training and none could find it. Meliora PSC also reviewed the San Mateo County Sheriff's Office Jail Training Manual. There was no reference to the principles in this document. Finally, Meliora reviewed two chapters, 5 and 12 that have the identical heading "Inmate Management" in the procedure manual. Neither chapter addresses the principles. Meliora PSC recommends the agency incorporate training on Strategic Inmate Management (SIM) in the basic and in-service training program. Information regarding this training can be found at the National Institute of Corrections <https://nicic.gov/resources/resources-topics-and-roles/topics/strategic-inmate-management-sim>.

iPads are available in each housing pod for IP use. IPs can submit grievances and request forms through this system. They can also do visits, send messages, and access games, videos, and music. It was noted that there are enough iPads available for approximately half of the IPs in each housing pod. There was a frequent comment heard that the inadequate number of iPads is sometimes problematic, increasing IP tension in housing pods. Meliora PSC recommends increasing the number of available iPads in each housing pod.

Long-term hospital stays, for example three to six weeks at a time, require staffing the hospital 24-hours a day. Sometimes IPs require two deputies to stay with them due to being at Stanford (out of county) or due to inmate classification reasons. Some days there are no deputies assigned to MSCC.



This becomes problematic when an IP is hospitalized. When this occurs, they are forced to rely solely on deputies working overtime to staff the hospital. Additionally, if it is a medical emergency, the jail must obtain patrol resources to do the transport/follow the ambulance to the hospital. Meliora PSC recommends staffing to the proposed coverage plan and giving CO's peace officer powers while in the performance of their duties.

FOCUS GROUPS, INDIVIDUAL STAFF, AND OBSERVATIONS RECOMMENDATIONS

- Develop, implement and maintain a formal written hazard communication plan at each workplace. (Recommendation #207)
- Prioritize the organizational assessment recommendations, develop plans of action, and provide ongoing communication to all staff of the status of corrective action plans undertaken. (Recommendation #208)
- Conduct a detailed assessment of the healthcare delivered at both facilities to either validate staff concerns/observations or confirm that the level of healthcare being provided to incarcerated persons is adequate. (Recommendation #209)
- Explore a career ladder for promotion in the Corrections Division. (Recommendation #210)
- Incorporate training on Strategic Inmate Management (SIM) in the basic and in-service training program. (Recommendation #211)
- Increase the number of available iPads in each housing pod. (Recommendation #212)
- Staff to the proposed coverage plan and give CO's peace officer powers while in the performance of their duties. (Recommendation #213)

APPROACH

This analysis is based on the National Institute of Corrections (NIC) "Staffing Analysis Workbook for Jails." Staffing is a response to the unique jail context that is comprised of physical plants, technology, incarcerated persons, and operations.

Every jail has its own sets of circumstances that drive staffing needs. Sometimes the best solution to a problem involves a one-time response such as changing a procedure, making a physical plant modification, or employing new technology – rather than incurring ongoing costs by adding staff. Sometimes additional staff efforts will be the only effective solution. The operations and staffing of a jail are directly affected by the agency's operational philosophy, the mission of the facility, IPs held in the facility, the design of the physical plant, and the number and characteristics of the those in custody. In addition, court decisions and state and professional standards influence operations and staffing.

Staffing issues that adversely impact jail operations typically include: (1) having too few staff, (2) not having staff members in the right types of jobs, (3) failing to provide staff with clear direction in the form of policies, procedures, and post orders, (4) not scheduling staff members efficiently, (5) not training staff properly, and (6) failing provide coaching and support to staff through proper



supervision. A well-conceived and properly implemented staffing plan will address many of these problems. Good staffing plans and practices contribute to safety for staff, IPs, and the public, enhance the jail's ability to provide programs and services, and supports efficient use of costly staff resources.

Jails have several characteristics that make them unique within local government and have an impact on staffing needs:

- They operate on a continuous basis. They are one of the few 24/7 operations of local or state government.
- They must provide a wide spectrum of programs and services to address the risks and needs of IP's. Jails are like communities – most all the services essential to communities are also essential within the facility.
- Jails are high-risk settings. The most hardened IPs in state prisons were initially held in a local jail – along with minor offenders and those with mental health or medical issues. Jail officials must deal with people with very diverse sets of issues.
- IP populations can fluctuate widely in number and classification.
- Many people pass through local jails but only stay a short time. The facility is two facilities in one – an intake operation where many IPs are processed and then released in a relatively short period of time pending adjudication and a custody operation where IPs may be held many months (even years) awaiting trial.
- Supervision needs vary based on the classifications of the IPs. Incarcerated persons present a wide range of risks and needs, and some IPs require closer supervision than others.
- Functions and activities in the facility require extensive documentation. Whether done electronically or on paper, many aspects of jail operations require some form of documentation, as indicators that policy is followed, as a communication tool, and for future planning needs.
- Perimeter security must be controlled, and internal IP movement must be monitored.

There are some basic staffing requirements that must be considered when analyzing staffing.

- IPs must be continuously supervised.
- A minimum staffing level must always be maintained to be able to respond to emergencies.
- Electronic surveillance is only a backup for personnel.
- Relief must be provided for many custody staff posts.
- Staff must receive extensive training.
- Staff must also be supervised.

The physical plant is a major factor influencing the number of personnel required and their placement within the facility. The physical plant considerations include:



- Sightlines – what deputies can see and observe from staff posts.
- The supervision style – direct, indirect, or intermittent.
- The classifications of IPs and the number and types of separations required to manage them appropriately.
- The amount of IP movement and the level of control needed.
- Maintaining a secure perimeter is critical. Movement in and out of secure areas must be controlled.
- The number of secure internal compartments within the facility.
- Barriers to maintaining a high level of IP and staff contact.
- The role and effectiveness of security technology.

METHODOLOGY

The methodology described in the NIC's Workbook involves nine sequential steps:

- **Step 1. Profile of the Jail:** describe the jail context in which staffing occurs.
- **Step 2. Chart the Daily Activities:** look at the pattern of daily activities.
- **Step 3. Develop a Coverage Plan:** describe what type of employees are needed, where they are needed, and when they are needed.
- **Step 4. Evaluate the Coverage Plan:** ensure that the coverage plan is sufficient and identifies potential inefficiencies.
- **Step 5. Develop a Schedule:** find efficient and effective ways to deploy staff to meet coverage needs.
- **Step 6. Calculate NAWH:** understand how many hours we really obtain from each full-time position and ensure that the data and math is correct.
- **Step 7. Calculate Operational Costs:** ask for the right number of resources.
- **Step 8. Prepare a Report:** justify all aspects of the proposed staffing plan.
- **Step 9. Implement the Plan and Monitor Results:** continuously refine the plan as it is implemented.

PROFILE OF THE FACILITIES

MAGUIRE CORRECTIONAL FACILITY

The Maguire Correctional Facility (MCF), located at 300 Bradford Drive, in Redwood City, also known as the main jail, opened in 1994 and primarily houses male IPs. It provides incarceration and rehabilitative services for pretrial and court-sentenced IPs. This jail operates under the principle of direct supervision, a management philosophy that places staff in an open setting to interact face-to-face with IPs, holding full responsibility for managing IP behavior. Additionally, this facility serves as the primary location for both receiving and releasing IPs.



Four east is the intake pod. IPs that are going through detoxification protocols, new in custody, and new protective custody are housed here. Staff indicated that this is a difficult unit to work on based on the variety of IPs housed here and the number of people going through some form of detoxification. Another challenge is the number of IPs that medical staff place on a bottom bunk requirement. This regularly necessitates placing IPs on the mezzanine level as all lower-level bunks are taken.

Four west is the Behavioral Health Unit (BHU). IPs housed here are moved from maximum security and can be medicated. As their behavior adjusts, they are then reclassified and move to their classification housing location. Speaking with COs in this area indicated that due to the support from medical and forensic mental health services they are seeing great success handling this challenging population. The forensic mental health staff are present 7:00 a.m. to 8:00 p.m. daily. If a CO notices an IP experiencing problems, they are immediately connected to mental health services. They have recognized that multiple IPs can come out of their cells into day room areas at one time with minimal problems.

Three west is maximum security. It consists of three separate pods. This area is supervised in a remote indirect supervision practice. Roving of all areas is conducted by COs intermittently every 45 minutes. IPs come out of their cells only one at a time. There is an outdoor recreation area that has been retrofitted with four caged cells that enable IPs to walk around during their recreation time.

On the second floor is the acute psychiatric stabilization unit (ASU). IPs housed here are receiving court ordered medication. This area is connected to the medical area. There is a psychiatrist on site daily, 24-hour nursing and mental health professionals. Throughout the day there is a psychologist, social worker, and recreational worker on site. Every IP housed here is physically sited intermittently every 15 minutes. Information provided suggests that a person in the community might have an average stay of five to seven days in a community stabilization unit whereas, IPs stay in this area an average of 50 days offering more time to provide services supporting their stabilization. An average of eight IPs is housed here. Both men and women are in this unit. The goal is to move IPs from this unit to the BHU or to a community-based locked facility. The county contracts with Liberty Health Care to provide services in this area. This contract was initially started in October 2018 and renewed in July 2023. Prior to this, the jail had two contract beds in Santa Clara.

There are regular case management reviews in the ASU that include the captain, classification, nurses, mental health, COs, and a BHU officer. Decisions on handling and housing are made during these meetings. Once a month a review is done for misdemeanor IPs with Pathways, public defender, district attorney, conservators office, and other physicians to determine plans for these IPs after incarceration and consider Murphy conservatorship (to act as the court appointed Murphy Conservator for those who have not gained competency to stand trial within the period allowed by law - three years - and who are determined to be dangerous). In October 2023, they started working with felony IPs who were potentially incompetent to stand trial. Historically, these IPs would sit in jail for periods of time ranging from four to six months waiting for a state hospital bed. Due to the work



being done in the ASU, the IPs are hospitalized within one to four weeks. And in some cases, an IP may not need to be hospitalized.

The clinic is located on the second floor. A deputy or CO is assigned to coordinate IP movement and provide security in this area. The medical staff and some sergeants commented that it is not unusual for this officer to be pulled to perform other functions. When this happens, the clinic's work functions are disrupted. Staff indicated that as an alternative, health care staff are encouraged to move throughout the facility to deliver health care services when this happens. Healthcare staff commented that certain specialty care clinics are not available at the county hospital, which requires them scheduling appointments out of county. This practice further challenges the staffing with limited deputy support.

Also located on the second floor (2 West) is an entire IP housing (infirmary setting), which is not in use. Some people believe it was a decision made by the health care provider because they do not have the number and level of staff expertise to staff an infirmary operation. Several others indicated it was shut down because corrections did not have enough security staff to man the posts. Hospitalized IPs are a huge problem and point of contention amongst staff. Many staff members feel that medical is taking the easy way out; some feel that medical is afraid of potential liability exposure by not referring IPs to the emergency room. In recent weeks there were four IPs hospitalized that required a total of five officers to remain at the hospital 24/7. During Meliora's last day onsite, there was one IP hospitalized that required two officers and a second was sent that required a two-officer transport. Meliora PSC recommends senior leadership meet with the health care provider and address both party's concerns and open and staff 2-West medical to reduce the number of hospitalized IPs.

The pre-booking area is located immediately inside the vehicle sally port. This area is extremely cluttered with items that could easily be used as a weapon by new arrestees. The Meliora team heard that it could take hours to process an IP into the facility. Discussing the process with staff indicates that after initially processed in and searched, the IP will then be screened by medical staff. Medical will then decide if this person will be accepted or refused. If refused, the arresting deputy/officer must take the arrestee to the emergency room to get medically cleared. Meliora PSC recommends the trends for medical refusal be evaluated and communicated to the agency leadership. Subsequently, a process can be developed where people meeting some of this medical refusal criteria are automatically transported to an emergency room for clearance. This would reduce the amount of time an arresting deputy/officer is out of service while attempting to get an arrestee processed into jail.

The court desk is staffed with four LOSs. The LOSs maintain court actions, prepare releases, monitor court schedules, and respond to a myriad of IP questions. Questions include what their court dates are, bond amounts, and release dates. All these questions could be programmed into the programs supported by iPads which would enable the IPs to log into their account and obtain the information. It is estimated that over weekends an average of 200 IP requests are received. Daily they estimate between 30 and 90 requests are received. Staff stated that 90 percent of the requests are referred to



someone else. A significant number of requests can be answered by housing officers. The perception is that the housing officers refer the IPs to the court desk for an answer instead of researching the information accessible on the jail management system themselves. The LOSs explained that there is a need for cross-training of other LOSs in the duties at the court desk. Currently when one or more of them is off work, the workload backs up. In discussions with other LOSs it was explained that there is cross-training in the lobby and booking positions. Unfortunately, Meliora PSC was unable to meet with the supervisor of the LOSs in this area. Meliora PSC recommends a review of the trends of IP requests be conducted to determine what information would be helpful to incorporate into the iPads that an IP can directly access. Additionally, conduct an ongoing training refresher regarding information in the jail management system that the housing officers can access to respond to IP questions. Finally, the LOS supervisors should develop and implement a mandated cross-training program that includes the court desk positions.

Another challenge explained by the LOSs was that they used to have a CJIS system that was integrated with the various courts, district attorney, and public defenders' offices; however, their system is no longer integrated with them. Subsequently, they are now regularly finding case numbers that have been changed, creating extensive research, and even corrupting files thus leading to an increased error rate. Meliora PSC recommends the SMCSO leadership review the impact of this system change and explore options to upgrade the CJIS system that enables integration with the rest of the criminal justice system to reduce court desk workload and error rates.

Table 110 provides the housing units for the Maguire facility. Included is the pod designation, types of beds for men and women, as well as the types of IPs housed in each area.



TABLE 110: Maguire Housing Units

Pod	Type of Cells	Male Beds	Female Beds	Comments
2 Medical	10 beds			Acute Stabilization Unit
3E	48, Two-person	96	0	Administrative Segregation
3W	48, Two-person (A, B, and C Sides)	96	0	Maximum Custody & Admin Segregation
4E	48, Two-person	96	0	Intake
4W	48, Two-person	96	0	Behavioral Health Unit
5E	48, Two-person	96	0	General Population
5W	48, Two-person	96	0	General Population
6E	48, Two-person	96	0	Intake Overflow, General Population
6W	48, Two-person	96	0	General Population

MAGUIRE CORRECTIONAL FACILITY RECOMMENDATIONS

- Senior leadership should meet with the health care provider and address both parties' concerns. (Recommendation #214)
- Open and staff 2-West medical to reduce the number of hospitalized incarcerated persons. (Recommendation #215)
- Evaluate the trends for medical refusal and communicate to the agency leadership. Then, develop a process where people meeting some of the medical refusal criteria are automatically transported to an emergency room for clearance. (Recommendation #216)
- Review of the trends of incarcerated persons requests to determine what information would be helpful to incorporate into the iPads that an incarcerated person can directly access. (Recommendation #217)
- Conduct an ongoing training refresher regarding information in the jail management system that the housing officers can access to respond to IP questions. (Recommendation #218)
- Develop and implement a mandated cross training program that includes court desk positions. (Recommendation #219)
- Review the impact of the system change and explore options to upgrade the CJIS system that enables integration with the rest of the criminal justice system to reduce court desk workload and error rates. (Recommendation #220)

MAPLE STREET CORRECTIONAL CENTER

The Maple Street Correctional Center (MSCC), located at 1300 Maple Street in Redwood City, also known as the new jail, opened in 2016 accommodates both male and female IPs, along with dedicated Men's and Women's Transitional Housing. The facility is well maintained and like MCF, it offers incarceration and rehabilitative services for pretrial and court-sentenced IPs and operates under the principle of direct supervision. This jail provides various programming options. Although not currently in operation, they can offer programs in a culinary training kitchen, a job training program, and decentralized computer labs within the individual inmate pods.



In the design of the facility was a large video visitation area; however, in 2015 during construction California law changed that required both video and in person visits. IPs currently visit virtually using tablets and face-to-face visits. Occasionally, the visitation area will be used by elderly people with no home computers/internet capabilities. The challenge with face-to-face visits is that there are only three visitation booths located adjacent to the visitation area off the lobby. These are the only booths available for attorney visits as well. Personal visits are scheduled at night. Three booths become problematic for the population of 650 inmates. Additionally, it requires inmates to be moved from housing units to the booths. Although an officer's position is identified for this area, this officer is supporting other jail functions and escorting inmates, leaving this area with no CO security. Interaction with lobby staff indicated that this becomes problematic, as LOSs must engage the visitors who violate the visitation rules. During the site visit, one of the visitation booths was closed due to an IP having been left in the booth after a visit and vandalizing it. During one of the visits to the lobby, an attorney showed up at 1:49 p.m. to visit with three of his clients. Both functioning booths were full, and he was told the earliest he could schedule his first visit was at 4:00 p.m. Meliora PSC recommends a reconfiguration of the large video visitation area be considered that will permit secure in-person visits. This will require physical plant modifications for movement to/from this area and secure booths inside the visitation area.

A large and well-equipped medical clinic is located on the second floor. It also has x-ray capability and has a two-chair dentist office. There are services provided by a periodontist, endodontist, and dentist. The clinic in general is cluttered leaving a perception of being disorganized. Meliora PSC recommends reorganizing this area to reduce clutter, and possible excessive/unnecessary supplies. This will also enhance internal controls, inventory control, and improve budget expenditure.

Central control is also located on the second floor. It is staffed by two people and has camera coverage throughout the facility. Several blind spots were pointed out in housing units and the recreation area. Additionally, when cell lights are off, camera view is impeded. The central control in each facility can take over the control in the other facility in the event of an emergency.

The SMCSO uses IAPro for use of force incidents. The videos of each incident are downloaded from the jail and body worn cameras and connected to each report for review. The videos are maintained at Evidence.com. Meliora PSC recommends a detailed security assessment to identify and address blind spots throughout both facilities.

Weekends are extremely hard to staff. Although there are no classes on the weekends MSCC was built around the Core and routinely run short without filling the core positions. Filling the core positions allows the pod CO relief for breaks, assists with count and inspection, helps with supply runs and can respond to the pod quickly if a situation presents itself versus a rover having to respond who may be tied up with another movement.

Long term disability and FMLA is challenging. Currently there are six female COs on one of the teams; however, they are currently unavailable due to long term disability/FMLA. Due to the lack of females on the team at MSCC, supervisory staff have observed a lot of "burnout" primarily due to three



female COs being "stuck" on the 3rd floor every shift supervising the female IP population. This limits the ability to use female COs in other capacities within the facility.

The leadership at MSCC feels that there is a need for a designated classification officer at the facility. Having this position assigned to MSCC will allow the classification officer to see first-hand the inmate classification issues that occur at MSCC instead of only looking at pod space number via a computer. Meliora PSC recommends staffing to the proposed coverage plan for a classification officer at MSCC. Staffing MSCC at the bare minimum does not allow for sick calls, hospital runs, personnel family emergencies, or team daily training opportunity.

There is a significant security threat group (STG) population incarcerated and booked in/out of the San Mateo County jail facilities. Meliora PSC spoke with several persons to understand current practices regarding initial STG screening, identification of STG membership, ongoing internal jail investigations, and the formal communication/interaction process with the county and surrounding counties gang task forces. There does not seem to be a formal STG program inside the jail. The jail has access to video and phone recordings, messages sent back and forth, and tattoos. Yet none of the information appears to be communicated to anyone. SMCSO Policy § 500 regarding intake and booking new arrestees was reviewed and no information regarding procedures for STG identification was provided. Policy § 510 was reviewed regarding IP classification and no specific information was provided regarding STG screening procedures. Meliora PSC recommends policy and procedures be established and implemented to address the formal screening of IPs for STG affiliation and include documentation. Additionally, Meliora PSC recommends SMCSO ensure jail staff are included in the Sheriff's Office gang task force membership to assist in sharing information that may be critical to public safety.

At Maple Street there are four pods on each floor. There is a Core officer station in the center. The Core is staffed during the day but not at night. During the visit, not one Core station officer was present due to being pulled for other tasks. Each floor has two large classrooms and one multi-purpose room. Meliora observed several classes being conducted during the site visit.

Each of the housing units has a large day room and multi-purpose room. All housing areas are direct supervision pods. IPs are rotated out of their cells for recreation time. Lockdown of housing pods occurs from 11:00 p.m. to 5:00 a.m.

There is a large centralized outdoor and indoor recreation area located on the 3rd floor. The agency has shown movies, held indoor classes, program graduations, and a job fair. According to the staff this area is underutilized. Meliora PSC shared with the captain a program we are familiar with that involves a formal weekly inspection program, and an assessment of incidents and disciplinary reports. Point values are assigned to each. A housing unit on each level can be selected as the unit of the week and rewarded with access to special activities/programs in this area.



Meliora observed a meditation program occurring in the Behavioral Health Unit (BHU) for women. Our interaction with staff members indicated that BHU was a good program; however, staff commented that there needs to be more professionals available to support the program.

The Transitional Housing Unit (THU) within MSCC is a work-oriented facility, where all IPs are expected to engage in basic labor-oriented tasks. These tasks range from kitchen duties such as washing dishes to working in the laundry room, participating in cleanup activities within and around THU and the perimeter of both the Maple Street and Maguire facilities. The facility houses minimum-security IPs who are either participants in the Sheriff's Work Furlough Program or are assigned to perform tasks in and around the facility's property.

Alternative sentencing has three deputies assigned. They have two teams with a work schedule on days shifts only working Monday, Tuesday, Friday, Saturday, and Sunday one week, and Wednesday and Thursday the following week. The 2nd team works the opposite days each week. They monitor the sheriff's work program and IPs released from custody on electronic monitoring. Both programs are court ordered low risk IPs. They report for work at either their job site or at MSCC, work throughout the day then go home at night. For electronic monitoring, persons must have a full-time job, or, as another example, a person that was a dialysis patient that received treatment three times a week resided at home under monitoring. The deputies do daily site visits at random locations to ensure the presence of persons at the designated locations. There are currently 280 people on the Sheriff's work program.

There is a family reunification room designed to support court ordered visitation with children. Various programs rooms include a culinary program and transitional housing area. The transitional housing is currently not in use. The day room areas are used for programming. There are three small housing areas, two for men and one for women.

Table 111 provides the pods, type of cells, designated male and female beds, and the type of IPs assigned to each pod in the Maple Street facility.



TABLE 111: Maple Street Housing Units

Pod	Type of Cells	Male Beds	Female Beds	Comments
1 Bay	2 person cells	64	0	STG dropouts, sex offenders, and other protective custody
1 Ocean	8 person tanks	64	0	Protective custody
1 Valley	8 person tanks	64	0	Inmate workers
1 Mountain	8 person tanks	64	0	Protective custody
2 Bay	2 person cells	64	0	Intake housing for IPs arriving from Maguire.
2 Ocean	8 person tanks	64	0	General population
2 Valley	8 person tanks	64	0	General population
2 Mountain	8 person tanks	64	0	General population
3 Bay	2 person cells	0	64	General population
3 Ocean				
A	8 single cells	0	8	Disciplinary
B	8 single cells, 8 two person cells	0	24	Behavioral Health Unit
C	8 two person cells	0	16	Administrative Segregation
Safety Cell	One single cell	0	1	Safety cell
3 Valley	2 person cells	0	64	General population
3 Mountain	2 person cells	0	64	Step down from AdSeg unit

MAPLE STREET CORRECTIONAL CENTER RECOMMENDATIONS

- Consider a reconfiguration of the large video visitation area that will permit secure in-person visits. (Recommendation #221)
- Reorganize the clinic area to reduce clutter, and possible excessive/unnecessary supplies. (Recommendation #222)
- Conduct a detailed security assessment to identify and address blind spots throughout both facilities. (Recommendation #223)
- Staff to the proposed coverage plan for a classification officer at MSCC. (Recommendation #224)
- Establish and implement policy and procedures to address the formal screening of incarcerated persons for STG affiliation and include documentation. (Recommendation #225)
- Ensure jail staff are included in the Sheriff's Office gang task force membership to assist in sharing information that may be critical to public safety. (Recommendation #226)

DAILY JAIL OPERATIONS EFFECTING STAFFING

Staffing practices are ways to implement the jail's mission, policies, and procedures within the context posed by the jail facility, technology, and IP population. To create an effective and efficient staffing plan, the jail context must not only be described, but its impact on staffing must also be



analyzed. Jail Appendix A, included at the end of this section, presents a variety of descriptive information about the jail's operations and IPs.

Recruitment and retention are a constant department-wide issue due to several of the following areas mentioned by staff.

- **Location.** Many employees seek a position at a closer location to their residence or family. Due to starting salary and benefits being a median comparable, and high cost of living in San Mateo, retention is a challenge.
- **The desire of some employees to work in the Patrol Division.** Due to a delay in the start or transfer to the Patrol Division or due to not completing the Patrol Training Program, some employees leave the agency to attempt a new agency's Patrol Training Program.
- **The impact of the volume of overtime and the scheduling of overtime.** Employees either volunteer for overtime prior to the start or at the end of their shifts or are forced to take overtime on days off. Every employee is required to work 24-hours of overtime each pay period to avoid being "forced on overtime." Many mentioned the impact on the quality of their family and personal lives.

During discussions with various staff there were frequent comments regarding excessive overtime usage. Chart 48 reflects overtime usage for Maguire and Maple Street staff in fiscal years 2019/2020 through 2023/2024 (as of November 30, 2023). Chart 49 reflects total overtime by individual sections within both facilities covering the same period. Based on the first six months of overtime in fiscal year 23/24, it is estimated that the amount will be like that saw in fiscal year 22/23.

Comments heard during this project included references to burnout, no relief in sight, frustration over the volume of work hours, constantly pulling staff from one position to cover another area of responsibility. Supervisory staff commented on the lack of available resources to cover unexpected IP hospitalizations, community clinic transport, and other situations that arise. They are forced to pull staff from various posts and positions and "lock down" housing units to support these unexpected commitments. Meliora PSC recommends staffing to the proposed coverage plan that includes four facility rovers in each facility, specific floor rovers, core officers on each shift, and a specific transport team on each shift.



CHART 48: Overtime Usage, Fiscal Years 2019/2022 – 2023/2024

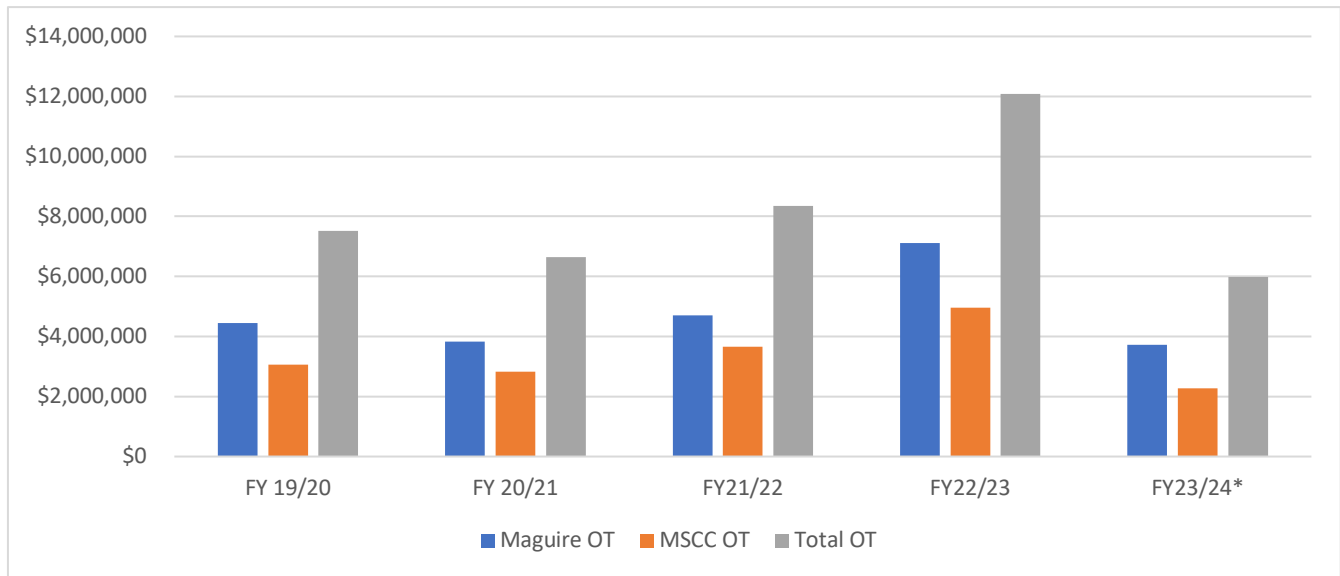
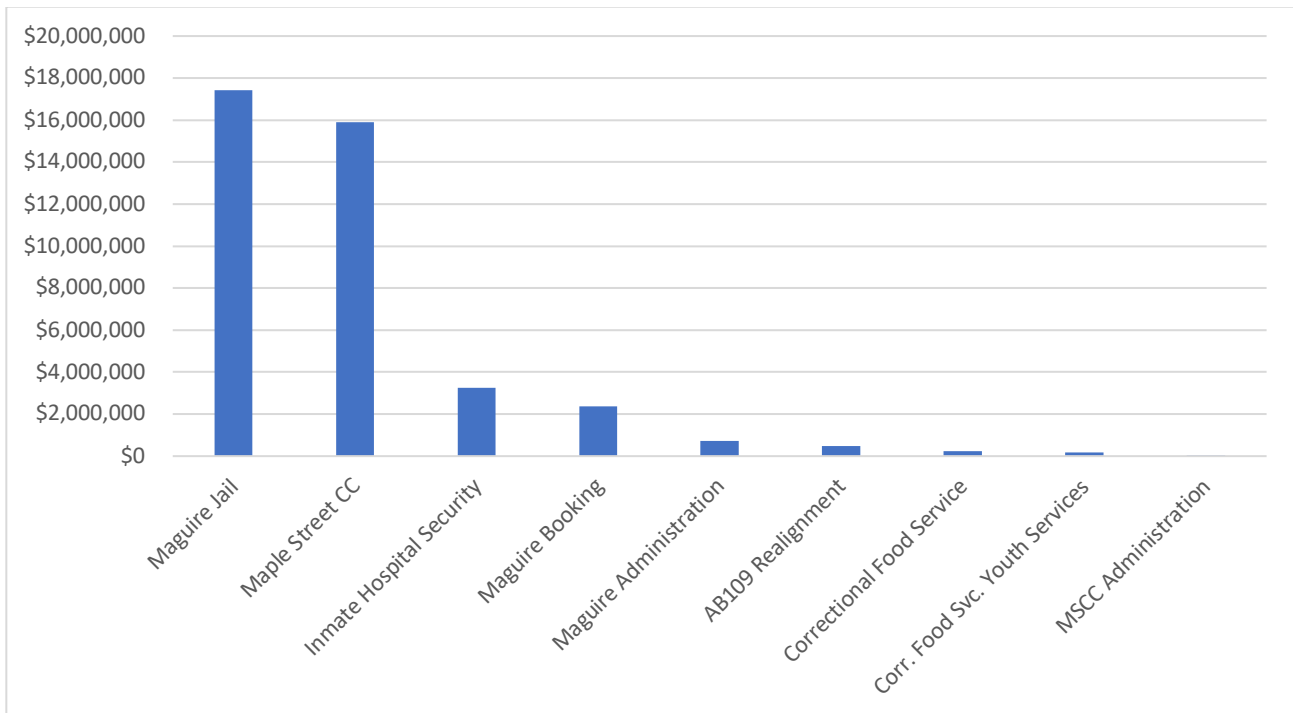


CHART 49 : Overtime Usage by Area, Fiscal Years 19/22 – 23/24



A closer look at individual shifts was done covering the periods of July 9 – 15 and December 3 – 9, 2023 for each facility. The review included security posts, LOS, and food service positions. Table 112 provides the results of the review for the Maguire facility. There was an average of 47 positions required on days and 43 on nights during this period. An average of 41 people were present on days



and 39 on nights. This included positions being filled by overtime. There were as many as 33 percent of the day shift positions filled by overtime with an average of 22 percent over the entire period evaluated. On nights there were two dates where 36 percent of the shift was covered by overtime with an average of 28 percent over the entire period evaluated.

TABLE 112: Overtime by Shift - Maguire

2023 Dates	Days				Nights			
	Staff Required	Total Staff Present	Overtime Coverage	Percentage Covered by Overtime	Staff Required	Total Staff Present	Overtime Coverage	Percentage Covered by Overtime
July 9	40	33	4	12%	43	32	7	22%
July 10	49	38	6	16%	45	39	14	36%
July 11	49	44	9	20%	44	40	12	30%
July 12	49	45	9	20%	44	42	13	31%
July 13	49	40	8	20%	43	41	9	22%
July 14	49	41	8	20%	43	41	12	29%
July 15	42	34	10	29%	42	37	9	24%
Dec 3	42	38	8	21%	40	39	10	26%
Dec 4	48	46	14	30%	43	42	11	26%
Dec 5	49	45	12	27%	42	42	15	36%
Dec 6	48	43	8	19%	42	40	11	28%
Dec 7	49	43	9	21%	43	41	13	32%
Dec 8	49	46	15	33%	42	38	11	29%
Dec 9	41	37	9	24%	40	35	9	26%
Average	47	41	9	22%	43	39	11	28%

A similar review was conducted for the Maple Street facility. Table 113 provides the results of that review. There was an average of 33 positions required on day and 26 on nights during this period. An average of 30 people were present on days and 25 on nights. This included positions being filled by overtime. There were as many as 42 percent of the day shift positions filled by overtime with an average of 31 percent over the entire period evaluated. On nights there was a high of 36 percent and low of 4 percent of the shift was covered by overtime with an average of 27 percent over the entire period evaluated. The agency was unable to produce the July 12 night shift roster.



TABLE 113: Overtime by Shift - Maple Street

2023 Dates	Days				Nights			
	Staff Required	Total Staff Present	Overtime Coverage	Percentage Covered by Overtime	Staff Required	Total Staff Present	Overtime Coverage	Percentage Covered by Overtime
July 9	31	29	4	14%	24	21	6	29%
July 10	33	30	13	43%	24	23	7	30%
July 11	34	33	14	42%	26	26	9	35%
July 12	33	25	5	20%	Unavailable			
July 13	33	29	7	24%	27	27	1	4%
July 14	32	28	9	32%	25	25	7	28%
July 15	31	26	11	42%	25	25	8	32%
Dec 3	30	29	9	31%	25	28	10	36%
Dec 4	35	33	10	30%	26	27	10	37%
Dec 5	35	33	11	33%	26	25	6	24%
Dec 6	34	33	13	39%	26	25	6	24%
Dec 7	35	32	12	38%	26	27	7	26%
Dec 8	34	31	8	26%	26	25	7	26%
Dec 9	33	30	7	23%	26	24	4	17%
Average	33	30	10	31%	26	25	7	27%

Meliora PSC met with the Corrections Division leadership regarding the existing 17 contracts that affect the jail. The only contract discussed that had a major staffing impact was the Keefe Commissary Network LLC contract. It includes at no cost to the county that the contractor shall provide a full-service commissary operation, enabling IPs to purchase commissary items with minimal assistance from custody staff. Staffing Demand: San Mateo County commissary staff will deliver to IPs at both facilities based on mutually agreed upon schedule between the County and Contractor.

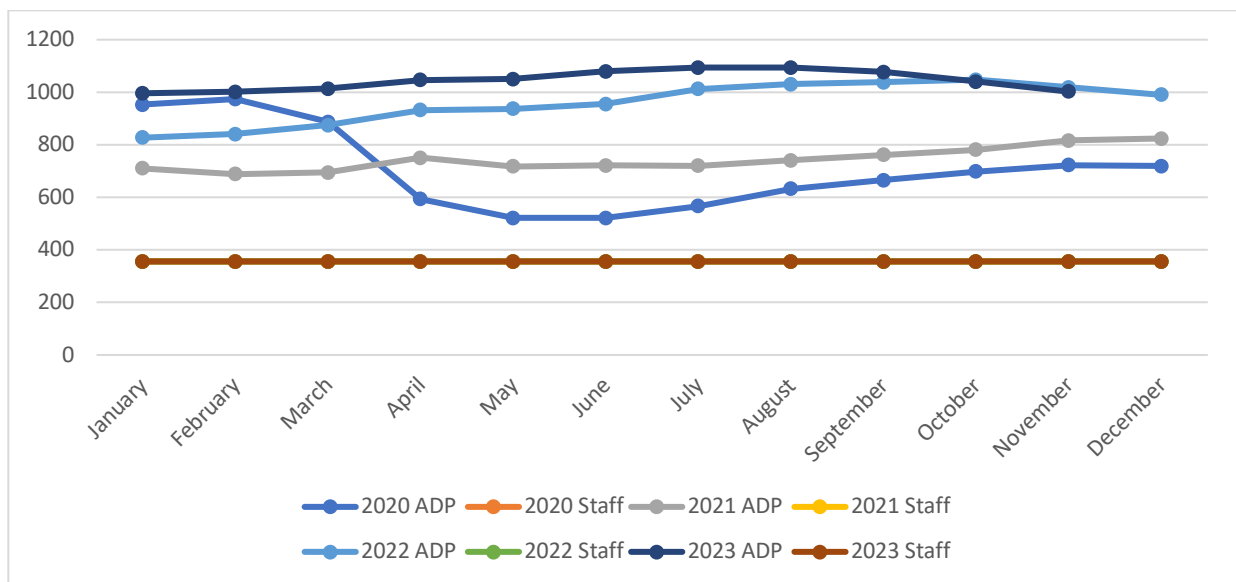
During our visit we were informed that there were historically three persons assigned to support IP commissary operations. One of these people has been off work for an extended period. We were informed that funding for these positions is being eliminated. Commissary items ordered by IPs are delivered to Maguire twice each week. It is estimated that 2,000 pounds of commissary items are delivered with each delivery. The commissary is separated by facility and delivered to the IPs. According to the Sheriff's Office finance director, the commissary is removed from the shipping bags, searched, and re-bagged prior to delivery. A discussion with the finance director indicated that the jail leadership has known for approximately three years that this funding would be eliminated and assumed that the jail leadership had been planning for this change. Meliora reviewed the San Mateo Board of Supervisors Resolution Number 080042 that entered into an agreement for inmate commissary services for the period of November 1, 2023, through October 31, 2026. Meliora also reviewed the signed contract between the President of the Board of Supervisors and Keefe Commissary dated October 4, 2023. Paragraph 1.C.3 of Exhibit A states, "San Mateo County commissary staff will deliver to inmates based on mutually agreed upon schedule between the County and Contractor." This section would suggest that the county has committed to providing commissary staff to fulfill this contract. Further, with the short term stays of jail leadership, it is unlikely that anyone informed of the future elimination of positions three years ago has not worked



in a jail leadership position in some time. Meliora PSC recommends the proposed coverage plan be funded to support three commissary positions.

Between 2020 and November 2023, the IPs average daily population was 417 at Maguire and 443 at Maple Street. While we can look at averages and try to estimate how populations may rise over certain periods of the year, it is difficult to predict with any accuracy the spikes and valleys in jail populations that may occur. Chart 50 provides a comparison of staffing levels and IP populations over the period of 2020 through November 2023. The chart reflects the significant drop of ADP during 2020 because of COVID-19. The ADP has increased by 41 percent from January 2021 to the present. As can be expected with an increased IP population, the staff workload will increase.

CHART 50: Comparison of IP Population and Authorized Employees, 2020- November 2023



There was a monthly average of 891 bookings and 884 releases from 2021 through November 2023. Bookings and releases are a manpower intensive process. They include searches, property inventory and accountability, medical and mental health screening, documentation requirements, fingerprint submittals, and criminal history checks. Each one of these functions requires a focused, attention to detail approach.

IPs pose risk and threat to the jail, other IPs, staff, and the community at large. Each individual incident requires a staff response to ensure the safety and security of IPs, staff, and others in the area. Significant incidents are disruptive to the daily routine of the facility. When an incident occurs, the majority of, if not all, operations frequently cease for staff to respond to the incident location. The jail management system (JMS) is ATIMS Jail Management Software and does not have all the functions enabled to support jail data gathering. Staff assigned to the data gathering recognized the



need and use for the information being requested by Meliora PSC; however, they found that the system had no way to pull data on significant incidents that occur in the facilities. A review of Policy § 500.3 – REPORTS was done and it indicates,

“The Division Commander or the authorized designee is responsible for ensuring that detailed daily reports of the facility’s inmate population are completed and maintained by the staff. The reports shall reflect the average daily population of sentenced and non-sentenced inmates by categories of males and females. The Division Commander should collect and submit the data to the Sheriff in a monthly report within 10 working days of the end of each month. The Sheriff or the authorized designee should maintain the data in an accessible format for historical purposes and trend analysis and to respond to funding opportunities.”

Policy § 500.4 – DATA COLLECTION was also reviewed and it stated, “For each reporting period, the report should include, but is not limited to: (f) Number of: Inmate-on-inmate assaults, Inmate-on-staff assaults, Escapes/attempted escapes, Active misdemeanor warrants, Active felony warrants, Inmate grievances and dispositions, Inmate disciplinary reports and dispositions, Any other demographic information (e.g., gang activity).” This data is not collected or reported. To support long-term planning and validating of functions/needs occurring in corrections Meliora PSC recommends a review of the current JMS system be conducted by staff that understands the need to gather, consolidate, evaluate, and report data relating to inmate-on-inmate assaults, inmate on staff assaults, suicide attempts, inmate injuries, escape attempts, various medical and security related events, and other significant incidents that occur.

We were able to review use of force incidents for both facilities occurring between 2020 and November 2023. Chart 51 provides the results of those reviews for Maguire and Chart 52 provides the Maple Street review. An average of 119 uses of force were recorded each year for Maguire and twelve each year at Maple Street.



CHART 51: Use of Force Review Summary, Maguire 2020-November 2023

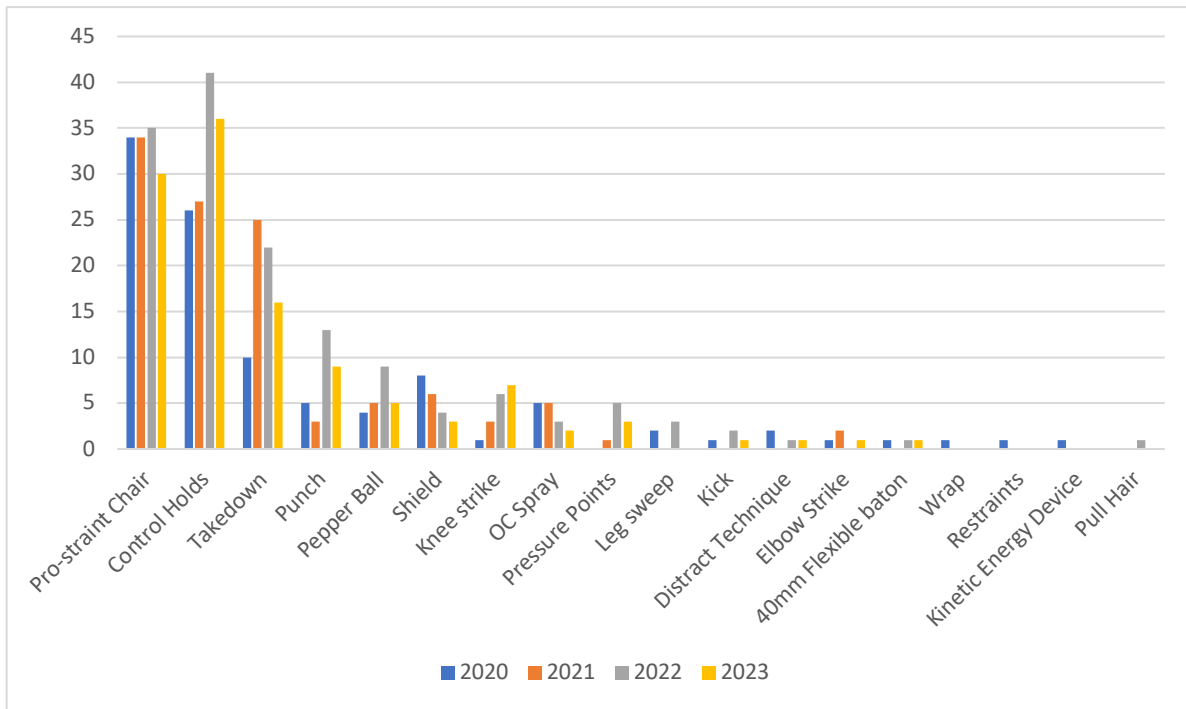
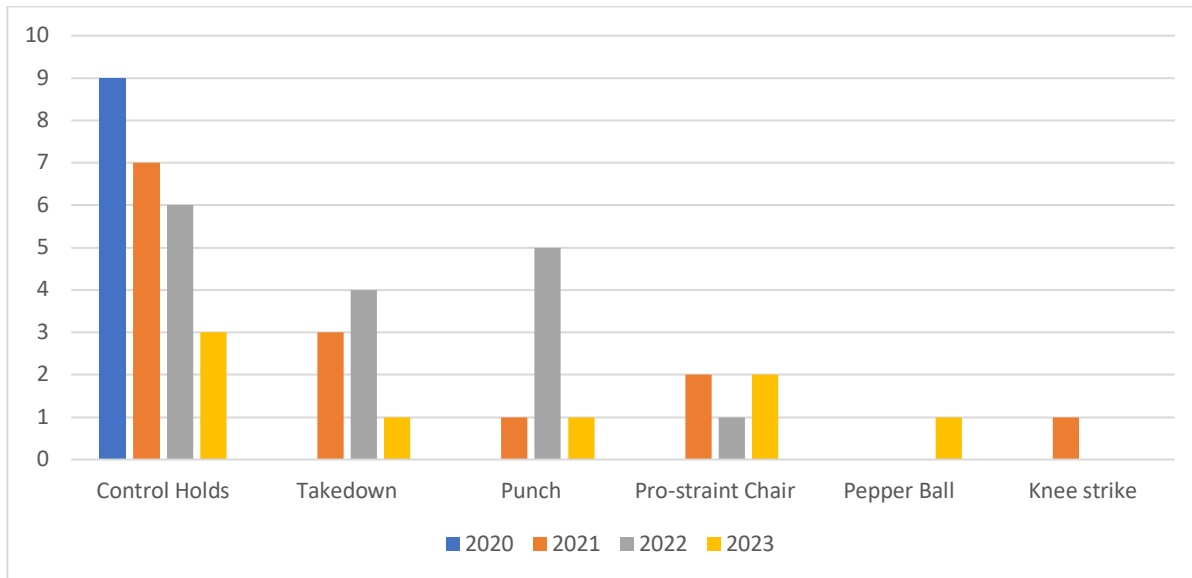


CHART 52 : Use of Force Review Summary, Maple Street 2020-November 2023



Movement to and from courts, professional visits, programs, and medical requires a staff person to escort. IPs cannot simply “roam” the facility unsupervised. Staff are required to move them in a safe and secure manner and supervise them when they are outside housing units. Movement of IPs throughout both facilities is supervised by a limited number of rovers or housing officers.



Other transport occurs on a regular basis outside of the jail. These are primarily handled by the transport section separate from the jail. However, the transport section is also short-staffed and relies heavily on the jails to handle community medical clinic appointments, IP hospitalizations, and movement of IPs from facility to facility. A challenge expressed by the jail leadership is the lack of deputies on shifts required to handle IP transport. During our site visit there were no sworn deputies on team 1, two on team 2, and team 3 and 4 each had three. The night teams have more because there are more resources present during the daytime to pull from. Meliora PSC recommends staffing to the proposed coverage plan and enable COs to possess peace officer powers in the performance of their duties to assist/perform these transports.

To understand the workload and the impact on the jail relating to these transports, Meliora PSC attempted to obtain data on the numbers, lengths of hospitalizations, and numbers of staff dispatched (high-risk inmates require more than a single deputy security). No one is compiling this data; rather, Meliora referred to look at each individual daily shift roster. This is one of many examples of the impact of no long-term correctional planning to identify and validate deficiencies that impact staff resources. Meliora PSC recommends the actual transport destinations, mileage, number of deputies on transport, and departure/return times and dates be recorded and tracked. This data should be used to develop staffing needs on an annual basis regarding jail transportation activities.

STC TRAINING

Numerous staff members commented that there does not seem to be a lot of confidence in the training section regarding the type of training and quality of training being provided. There is a feeling that they are disconnected from jail needs. Staff felt there needs to be more focused on training specific to corrections. There is no long-term corrections leadership, as such there is no succession planning.

Meliora PSC reviewed the Corrections Staff STC Training Plan FY23–24. The training plan only addresses sworn personnel. There is no training plan indicated for professional personnel in the facilities. Additionally, there is no mention of some core corrections related topics for in-service (suicide awareness, principles of direct supervision, inmate behavior management, emergency response procedures, etc.). The fiscal year 2023/24 training plan is provided below. It was noted that midway through this fiscal year that several classes had yet to be developed. When speaking with a person from training regarding the type of correctional training being provided, they responded that they are provided little guidance from the State on what type of training should be provided. There are gaps in training needs that are somewhat attributed to long term correctional leadership. Due to the constant turnover of people in the rank of sergeant and above, there appears to be limited ongoing connection to best correctional practices that jail leaders are exposed to through attendance at conferences and other correctional leadership training.



Background: STC Training Mandates

- All staff assigned to Corrections shall complete a minimum of 24 hours of Continuous Professional Training (CPT) during the fiscal year training cycle. This training shall consist of STC certified content only.
- All newly hired COs shall complete the Adult CORE Academy within one year of the hire date.
- All police academy graduates assigned to Corrections shall complete an Adult Supplemental CORE Academy within one year of being assigned to Corrections.
- All Sergeants assigned to Corrections shall complete the POST Supervisory Course within one year of being assigned to Corrections.
- All Lieutenants assigned to Corrections shall complete the POST Management Course within one year of being assigned to Corrections.

Completed STC Training for FY23-24

- SERT Academy (40 hours): Completed by at MCF by ERT members.

Scheduled STC training for FY23-24

- Defensive Tactics (4 hours): paired with First Aid/CPR.
- First Aid/CPR training (4 hours): paired with Defensive Tactics.
- Enhanced Crisis Intervention Training (ECIT) for Corrections (10 hours): Curriculum is in development now. Will be based off POST ECIT course but tailored to Corrections.
- Drug Awareness and Recognition for Corrections (6 hours) Curriculum has not been developed yet. Likely based on existing POST courses but tailored to Corrections.
- ERT Specific Classes – Courses Still in Development (hours vary).
- Assorted online STC training will be made available to staff to ensure they complete 24 hours of CPT on an “as needed” case by case basis, per employee.
- Newly promoted sergeants and lieutenants complete their required POST Supervisory and Management courses within POST/STC guidelines.
- Staff hired in Corrections complete the Adult Core Academy within STC guidelines.
- Ensure all Deputies newly assigned to Corrections have completed an Adult CORE Academy or Supplemental CORE academy within STC guidelines.

In a 2011 study conducted by the Center for Innovative Public Policies, Inc., in collaboration with the American Jail Association and the Correctional Management Institute of Texas, there were 22 core competencies developed for jail leaders. Each core competency describes the knowledge, skills, and abilities that each jail leader should possess. These core competencies can be found at <https://www.americanjail.org/competencies>. As part of their development, there were listening groups held across the country that brought jail leaders together to discuss leadership competencies that should be possessed. Due to short term stays of sergeants and above at the San Mateo County jail facilities, succession planning specific to corrections leadership development does not appear to exist.



Meliora PSC recommends the training section be staffed with career corrections staff who have been exposed to correctional best practices, correctional leadership, and succession planning development. To support this will require the agency to develop and implement a formal career corrections pathway for promotional opportunities from CO through the Assistant Sheriff of Corrections.

Another challenge is the screening, hiring, and training of new employees. From January 1, 2021, through December 31, 2022, 114 resigned, were terminated, or transferred out of the jail. Between January 1, 2022, and December 31, 2023, 87 new employees were hired/assigned to the jail. The employees who left must be replaced, a process that takes time. During this period, shifts are short and staff work overtime to cover the vacancies. For a new employee, the jail environment is challenging. It also takes time to train them to ensure they can perform their duties and develop their confidence in dealing with a somewhat non-compliant IP population.

Staff retention rates have been a significant part of sheriff's and jail leadership discussions across the country in the last several years. Tables 114 through 119 provide a review of the Corrections Division turnover rate for 2021 and 2022. Request for the employment dates, dates assigned to corrections, dates when COs were promoted to deputy or deputy sheriff training, and dates when employees assigned to corrections were not provided. The years leaving employment were based on time off data that an employee had for one year and did not reflect in the corrections data for the next. The turnover rate of employees ranged between 13.3 percent (LOS personnel) to 27.3 percent (sergeants) in 2021. In 2022, it ranged between 9.2 percent (sheriff's deputy) and 40.9 percent (sergeants). Meliora PSC recommends a more detailed accounting of employment, promotion, assignment, and leaving employment dates be established and reported. This will better account for turnover rates by job classification and demonstrate the impact of a high rate of supervisor turnover in the Corrections Division.

TABLE 114: Correctional Officer Turnover Rates, 2021-2022

Correctional Officer	2021	2022
Number of staff that left jail employment during this calendar year.	24	23
Total number of authorized correctional officer positions.	164	164
Turnover rate: divide number of staff leaving agency during the year by the total number of authorized staff.	14.6%	14%

TABLE 115: Sergeant Turnover Rates, 2021-2022

Sergeant	2021	2022
Number of staff that left jail employment during this calendar year.	6	9
Total number of authorized sergeant positions *	22	22
Turnover rate: divide number of staff leaving during the year by the total number of authorized staff.	27.3%	40.9%

**Note: this represents 13 sergeant positions at Maguire and 9 at Maple Street. Meliora PSC was unable to obtain the total number of sergeants authorized for the Corrections Division.*



TABLE 116: LOS Turnover Rates, 2021-2022

LOS	2021	2022
Number of staff that left jail employment during this calendar year.	4	7
Total number of authorized LOS positions	30	30
Turnover rate: divide number of staff leaving agency during the year by the total number of authorized staff.	13.3%	23.3%

TABLE 117: Food Service Turnover Rates, 2021-2022

Food Service	2021	2022
Number of staff that left jail employment during this calendar year.	5	9
Total number of authorized food service positions.	21	21
Turnover rate: divide number of staff leaving during the year by the total number of authorized staff.	23.8%	42.9%

TABLE 118: Sheriff's Deputy Turnover Rates, 2021-2022

Sheriff's Deputy	2021	2022
Number of staff that left jail employment during this calendar year.	17	10
Total number of authorized deputy positions.	109	109
Turnover rate: divide number of staff leaving during the year by the total number of authorized staff.	15.6%	9.2%

Table 119 provides more detailed insights into the characteristics of the IP population over the period covering 2020 to November 2023. The MCF's peak population occurred between July and September 2022 with an average daily population of 519 IPs in custody. The impact of COVID-19 saw the population reduced in 2020 to 190 and has gradually increased each year since. The MSCC's peak population occurred between June 2023 and present. It was noted that the population began to increase in this facility in August 2022 and has remained over 500 in custody between then and November 2023.



TABLE 119 : Average Monthly IP Population, 2020-November 30, 2023

Month	2020		2021		2022		2023		Average		Jail Capacity	
	MCF	MSCC	MCF	MSCC	MCF	MSCC	MCF	MSCC	MCF	MSCC	MCF	MSCC
January	500	453	363	347	426	401	439	557	432	440	528	729
February	507	467	350	338	426	415	435	567	430	447	528	729
March	445	442	357	338	429	446	450	564	420	448	528	729
April	310	283	352	399	453	479	463	583	395	436	528	729
May	269	253	333	385	468	469	467	583	384	423	528	729
June	284	238	373	348	479	476	486	594	406	414	528	729
July	306	261	360	360	515	498	500	594	420	428	528	729
August	336	297	375	366	524	507	489	605	431	444	528	729
September	339	326	392	369	519	519	492	585	436	450	528	729
October	370	328	401	380	457	591	463	578	423	469	528	729
November	380	343	406	410	441	578	435	568	416	475	528	729
December	375	344	409	415	440	550			408	436	528	729
Average	368	337	372	372	465	494	465	580	417	443	528	729

IPs are booked into the jail at all hours of the day and night. Booking and release operations must be prepared to meet fluctuating levels of demand safely and efficiently. A review of bookings that occurred between 2021 and 2023 was conducted. Chart 53 displays the bookings and releases by hour for that period. The times evaluated during this period are provided at Jail Appendix A.

CHART 53: Number of Bookings and Releases by Time

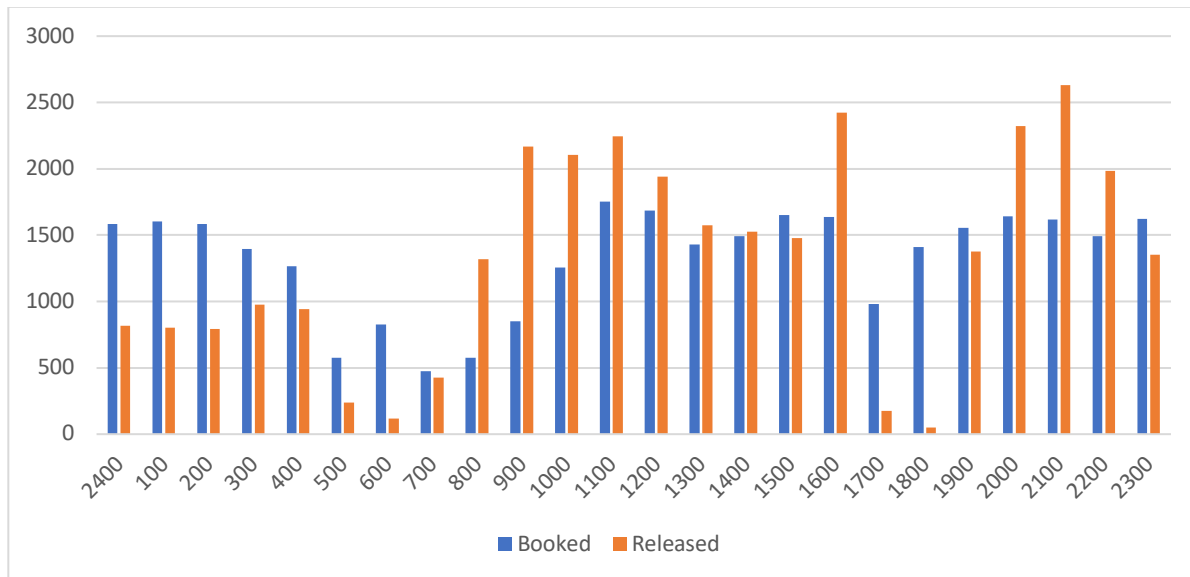


Chart 55 reflects several heavy booking and release workload periods. The heaviest booking workload occurred between the hours of 12:00 p.m. to 1:00 p.m., 3:00 p.m. to 5:00 p.m., 8:00 p.m. to 10:00 p.m., and 11:00 p.m. to 12:00 a.m. Release workload peaks occurred between 11:00 a.m. and 12:00



p.m., 4:00 p.m. to 5:00 p.m., and 8:00 p.m. to 10:00 p.m. daily. There are two low periods of bookings and releases each day occurring between 5:00 a.m. and 7:00 a.m. as well as 17:00 p.m. and 19:00 p.m. Shifts are focused on changing over from shift to shift during this time.

Enough staff must be provided to efficiently process releases. Alleged delays in the processing of IPs who were ordered released by the courts have the potential to create frustrations between the courts and their families.

Charts 54 and 55 reflect the bookings and releases by month. There was an average of 890 monthly bookings and 884 releases during this period. We evaluated the bookings and releases by day for the period covering 2021 through November 2023. Chart 56 provides the average number of bookings and releases occurring by day of the week during this period. An average of 29 bookings and 27 releases occurred each day. Peak booking days are Saturdays while peak release days are Mondays, followed by Tuesdays and Thursdays.

CHART 54: Monthly Bookings, 2021- November 2023

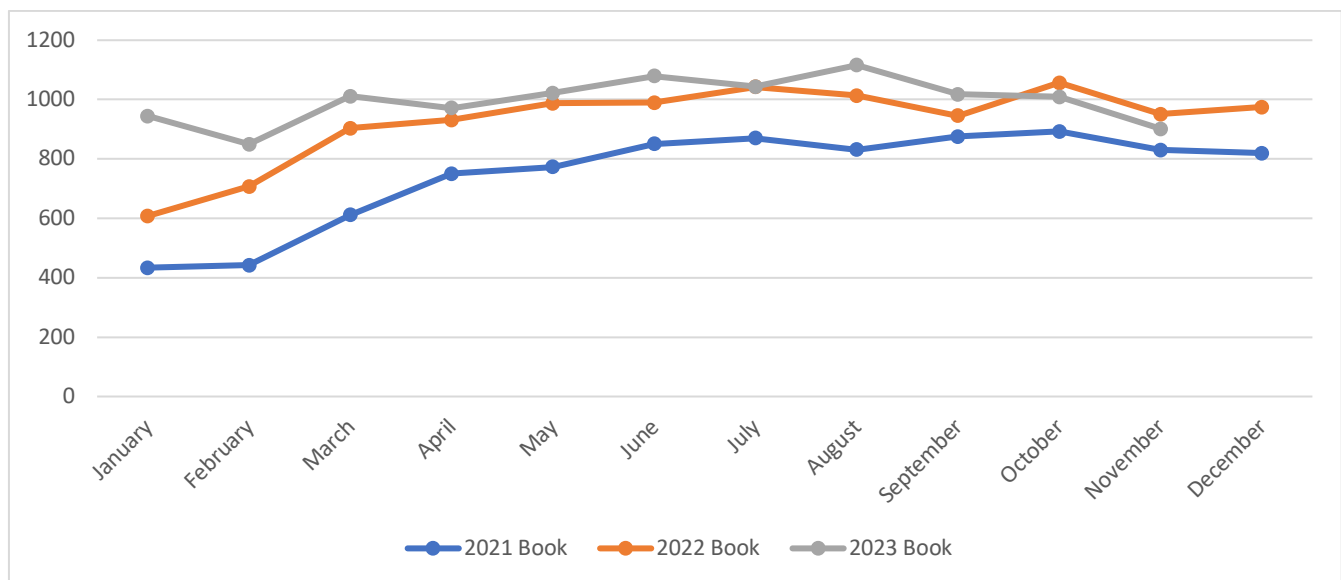




CHART 55: Monthly Releases, 2021- November 2023

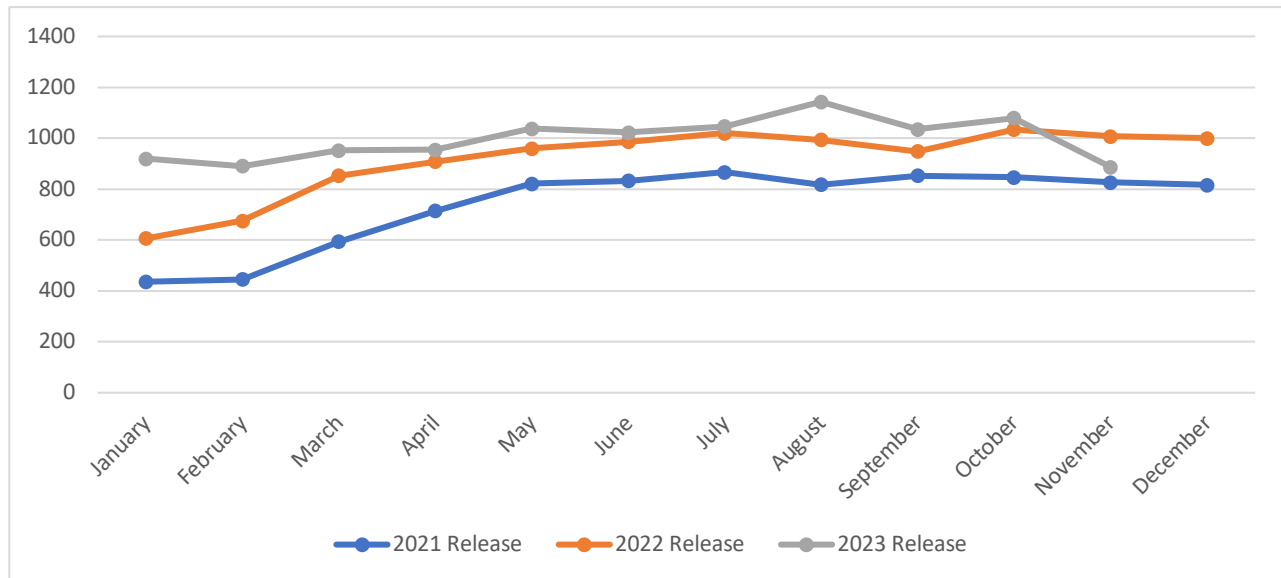
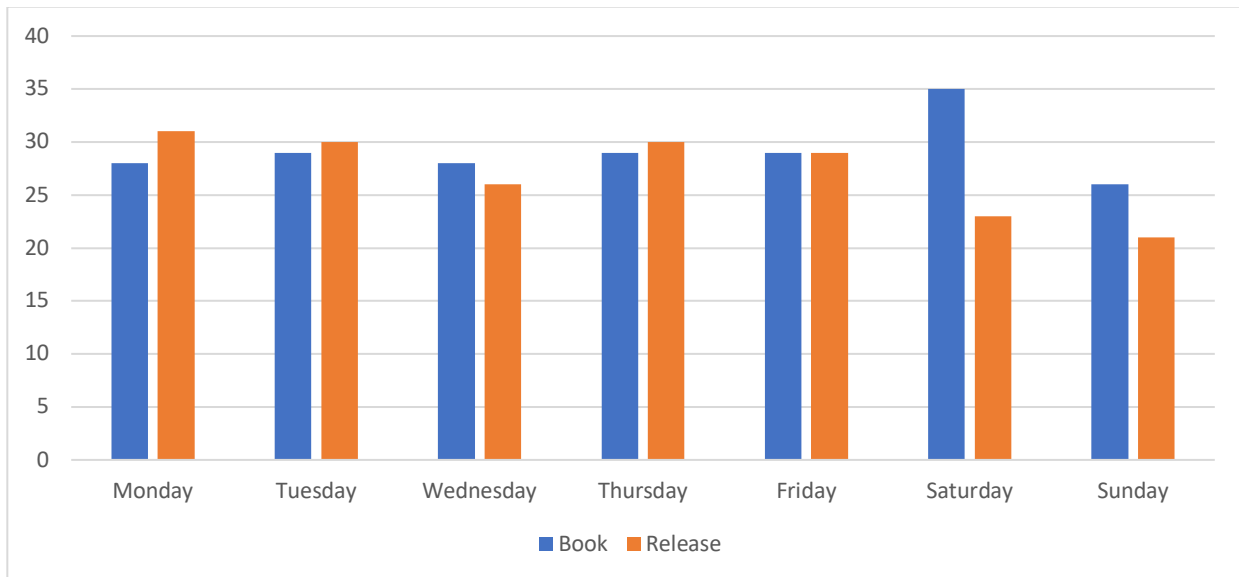


CHART 56: Average Bookings and Releases per Day



The facilities are certified through the Prison Rape Elimination Act. The last certification for Maguire Correctional Facility was conducted July 25 to 29, 2022, with a final report being provided April 11, 2023. A review of the findings included there is a documented staffing plan that provides for adequate staffing to protect IPs against sexual abuse. There were numerous findings and recommendations (which were all addressed by the agency) in the report.



DAILY JAIL OPERATIONS STAFFING RECOMMENDATIONS

- Staff to the proposed coverage plan that includes four facility rovers in each facility, specific floor rovers, core officers on each shift, and a specific transport team on each shift. (Recommendation #227)
- Fund the proposed coverage plan to support three commissary positions. (Recommendation #228)
- To support long-term planning and validating of functions/needs occurring in corrections, conduct a review of the current JMS system by staff that understands the need to gather, consolidate, evaluate, and report data relating to inmate-on-inmate assaults, inmate on staff assaults, suicide attempts, inmate injuries, escape attempts, various medical and security related events, and other significant incidents that occur. (Recommendation #229)
- Staff to the proposed coverage plan and enable COs to possess peace officer powers in the performance of their duties to assist/perform these transports. (Recommendation #230)
- Record and track the actual transport destinations, mileage, number of deputies on transport, and departure/return times and dates. The data should be used to develop staffing needs on an annual basis regarding jail transportation activities. (Recommendation #231)
- Staff the training section with career corrections staff who have been exposed to correctional best practices, correctional leadership, and succession planning development. To support this will require the agency to develop and implement a formal career corrections pathway for promotional opportunities from CO through the assistant sheriff of corrections. (Recommendation #232)
- Establish and report a more detailed accounting of employment, promotion, assignment, and leaving employment dates. This will better account for turnover rates by job classification and demonstrate the impact of a high rate of supervisor turnover in the Corrections Division. (Recommendation #233)

CHART THE DAILY ACTIVITIES

The second step of the NIC process examines facility activities by half-hour increments each day of the week. A sample daily activities document was developed and provided to the agency so they could fill out their current scheduled activities. We reviewed intermittent activities (those that are not continuous) and developed lists of tasks encountered by jail employees. A general task list is presented at Jail Appendix B.

Several discussions regarding collecting information were had regarding daily activities was had with the jail leadership. The sample daily activities were sent to the leadership more than once. Unfortunately, that task was never completed; rather, a minimal attempt was provided and is included at Jail Appendix B. Had this process been completed by the agency, we would have identified the start and end times for each activity, along with the days of the week that the activity would take place. We would then have added a "weight" to each activity to suggest the amount of demand the activity placed on the jail and staff. The weights would have ranged from a low of 1 (an activity that did not involve many IPs or employees and was localized within the jail) to a high of 3 (an



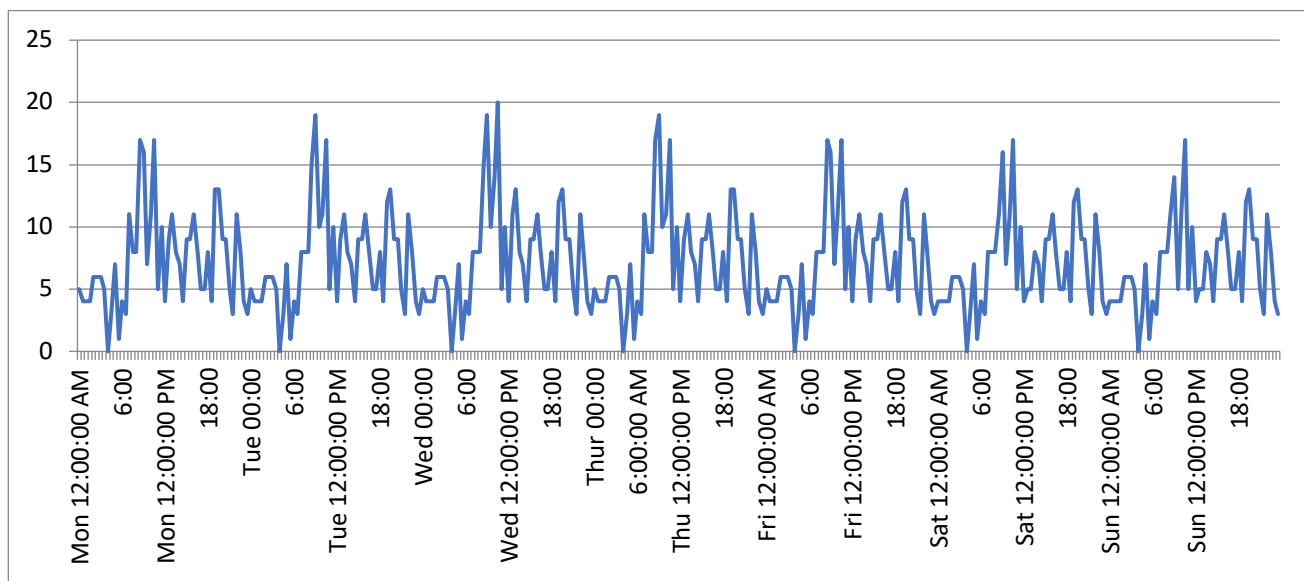
activity that involved many and/or higher risk IPs and many staff). Weighing activities would have produced a more realistic assessment of the impact of various activities on the operations and staffing. As an example, Table 120 presents an excerpt from another agency activity table that was developed.

TABLE 120: Example Excerpt from Activity Table – Separate Agency

Activity	Start Time	End Time	Weight	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning court pull in all pods	0830	0845	2	X	X	X	X	X		
Booking Deputy escort San Quentin Guards for court	0830	0845	2	X			X	X		
B Pod deputy breaks Special Housing	0845	0900	2	X	X	X	X	X	X	X
Rovers break POD COs	0845	0900	2	X	X	X	X	X	X	X
Nurse to all pods for medication pass and sick calls	0845	0930	2	X	X	X	X	X	X	X
General population recreation time and Protective Custody recreation time in C POD.	0900	1100	3	X	X	X	X	X	X	X
Visitation	0900	2100	2	X	X	X	X	X	X	X
Assist PODs with professional visits in attorney rooms,	0900	1000	2	X	X	X	X	X		
Escort mental health to AdSeg POD	0900	0930	2	X	X	X	X	X	X	X
Rovers transport to dental and assist X-Ray tech	0900	1100	3		X	X	X			

The information in the activity table can then be entered into an Excel program to generate a series of worksheets and graphs that calculated and depicted activity levels in half-hour increments for a full week. Chart 57 presents an example from another agency, the seven-day graph of activity levels.

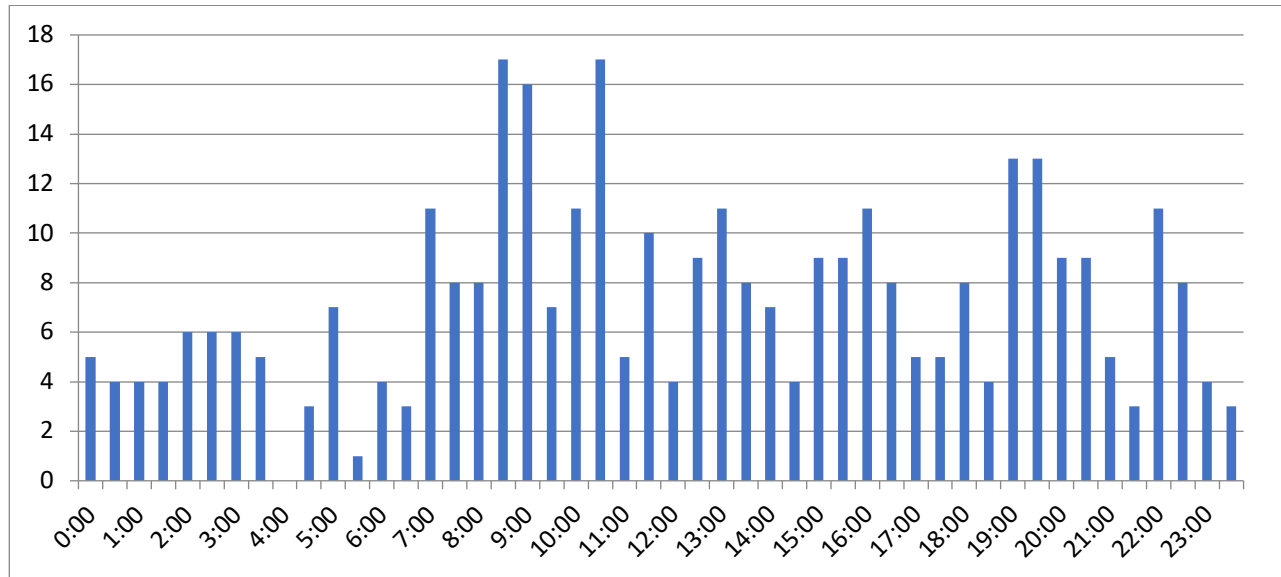
CHART 57: Sample Daily Activity Graph





The seven-day graphs can then be supplemented by worksheets that present the individual activities and weights for each day of the week. A sample single day graph from another agency is shown in Chart 58.

CHART 58: Sample Single Day Activity Graph



As part of building the daily routine, we typically consider moving activities from peaks into lower activity times (rescheduling some activities); moving activities into times with low demands to make better use of the staff that are deployed at those times; and look for ways to implement tasks in a more efficient manner to reduce the weight of the demand or reduce the amount of time required.

Charting activities provide a means to identify times of high stress and demand in the jail and to consider ways to level the demand. The graphs and charts also permit the addition of future activities/programs that enable the agency to take control of the activity schedule and not let the schedule control the agency.

There are peaks and valleys in the scheduled activities at the jail. The jail can make decisions on these activities to balance the workload. However, intermittent (unscheduled) activities occur routinely and require staff presence for response. A detailed list of the intermittent activities and their frequency is provided at Jail Appendix B.

Meliora PSC recommends that the Corrections Division complete this process for both facilities.

CHART THE DAILY ACTIVITIES RECOMMENDATION

- Complete the evaluation of daily activities for both facilities. (Recommendation #234)



COVERAGE PLAN

Coverage needs describe the staffing efforts needed to meet operational demands by the type of employee is needed, when they are needed (start and end times, along with days of the week), and where they are needed (posts/job assignments). Coverage plans are not the same as schedules. A schedule assigns employees to defined shifts (by time of day and day of week). A coverage plan describes the numbers and types of employees who are needed at specific times to operate the jail. In effect, it is the net number of employees who must be provided at a specific time. Coverage needs are defined for relieved posts and positions, and not for those positions for which relief is not provided. For example, when a captain is absent due to illness, leave, training, etc., they are not replaced. As such, this position is considered "non-relieved." We developed a staff coverage plan that describes all needs for employee effort.

Table 121 provides the proposed coverage for Maple Street. This coverage plan was reviewed, and input provided by the Maple Street leadership. Several recommendations for coverage were made that are highlighted in the table and include:

Standards Compliance. Establishing a standards compliance section at each facility that includes a sergeant, and two COs. These positions would be responsible for the constant review of policies, procedures, and practices; development and implementation of emergency response plans and drills; conduct various site inspections to support standards compliance; develop written reports and status updates of standards compliance, and make training recommendations.

Classification. Assign two classification COs to conduct classification reviews, ensure compliance with housing plan assignments, and be the link between Maple Street and Maguire regarding classification related issues.

Jail Rovers. Assign two COs and two deputies to days and nights to support rover functions and augment the jail transportation team being proposed below.

Jail Transportation/Search Team. Assign two deputies on each shift to this team. Their duties include IP transport outside the facility, conducting individual cell and small area searches, and providing relief for various posts.

Floor Core posts. Staff these posts on day and night shifts to perform the functions they were designed for.

Lobby. Add a second LOS to support the myriad of functions that occur at this post.

Medical Clinic. Add a second officer to this post to support the workload and security needs in the clinic during medical interactions with IPs.



TABLE 121: Maple Street Staff Coverage

Section	Position Description	Start Time	End Time	Classification	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Administration											
*9/80 Schedule	MSCC Administrator	0600	1600	Captain	X	X	X	X	*		
*9/80 Schedule	Administrative	0800	1800	Lieutenant	X	X	X	X	*		
	Administrative LOS	0800	1800	LOS	X	X	X	X			
	Standards Compliance	0600	1600	Sergeant	X	X	X	X			
	Standards Compliance	1000	2000	CO	X	X	X	X			
	Standards Compliance	0500	1500	CO			X	X	X	X	
	Classification	0600	1600	CO	X	X	X	X			
	Classification	0600	1600	CO		X	X	X	X		
Support											
Food Services											
	Director-RDN, SNS	0700	1700	Director	X	X	X	X			
	Staff Dining-SO	0630	1430	Cook II	X	X	X	X	X	X	X
	Staff Dining-YSC	0630	1430	Cook II	X	X	X	X	X	X	X
	Dispatch-SO	0830	1630	FSW II	X	X	X	X	X	X	X
	Diet Room-SO	0700	1500	Cook II	X	X	X	X	X	X	X
	Driver FSW-YSC	0700	1500	FSW II	X	X	X	X	X	X	X
	Lunch Line YSC	0730	1530	FSW II	X	X	X	X	X	X	X
	Hot Pots-SO	0800	1600	Cook II	X	X	X	X	X	X	X
	Juvenile meals-YSC	0800	1600	Cook II	X	X	X	X	X	X	X
	Main Line-SO	0800	1600	Cook II	X	X	X	X	X	X	X
	Warehouse-YSC/SO	0800	1600	Warehouse FSW II	X	X	X	X	X		
	Water World-YSC/SO	0830	1630	FSW II	X	X	X	X	X	X	X
	Driver-SO	0900	1700	FSW II	X	X	X	X	X	X	X
	Supervisor-YSC	0800	1800	COOK II	X	X	X				X
	Supervisor-SO	0800	1800	COOK II			X	X	X	X	
Utility											
	Utility Worker	0600	1800	Civilian	X	X	X	X	X	X	X
	Utility Worker	1200	2400	Civilian	X	X	X	X	X	X	X
	Utility Worker (Laundry)	1800	0600	Civilian	X	X	X	X	X	X	X
Security											
Days											
	Security Sergeant	0600	1800	Sergeant	X	X	X	X	X	X	X
	Central Control	0600	1800	CO	X	X	X	X	X	X	X
	Central Control	0600	1800	CO	X	X	X	X	X	X	X
	Security Rover	0600	1800	Deputy	X	X	X	X	X	X	X
	Security Rover	0600	1800	Deputy	X	X	X	X	X	X	X
	Security Rover	0600	1800	CO	X	X	X	X	X	X	X
	Security Rover	0600	1800	CO	X	X	X	X	X	X	X
	Jail Transports/Search Team	0600	1800	Deputy	X	X	X	X	X	X	X
	Jail Transports/Search Team	0600	1800	Deputy	X	X	X	X	X	X	X
	Kitchen Security	0600	1800	CO	X	X	X	X	X	X	X
	Lobby	0600	1400	LOS	X	X	X	X	X	X	X
	Lobby	0600	1400	LOS	X	X	X	X	X	X	X



Visitation Rover	1400	2200	CO	X	X	X	X	X	X	X	X
Housing Sergeant	0600	1800	Sergeant	X	X	X	X	X	X	X	X
Medical Clinic	0600	1800	CO	X	X	X	X	X			
Medical Clinic	0600	1800	CO	X	X	X	X	X			
First Floor Core	0600	1800	CO	X	X	X	X	X	X	X	X
1 Ocean	0600	1800	CO	X	X	X	X	X	X	X	X
1 Bay	0600	1800	CO	X	X	X	X	X	X	X	X
1 Valley	0600	1800	CO	X	X	X	X	X	X	X	X
1 Mountain	0600	1800	CO	X	X	X	X	X	X	X	X
Second Floor Core	0600	1800	CO	X	X	X	X	X	X	X	X
2 Ocean	0600	1800	CO	X	X	X	X	X	X	X	X
2 Bay	0600	1800	CO	X	X	X	X	X	X	X	X
2 Valley	0600	1800	CO	X	X	X	X	X	X	X	X
2 Mountain	0600	1800	CO	X	X	X	X	X	X	X	X
3rd Floor Core	0600	1800	CO	X	X	X	X	X	X	X	X
3 Ocean	0600	1800	CO	X	X	X	X	X	X	X	X
3 Ocean	0600	1800	CO	X	X	X	X	X	X	X	X
3 Bay	0600	1800	CO	X	X	X	X	X	X	X	X
3 Bay	0600	1800	CO	X	X	X	X	X	X	X	X
3 Valley	0600	1800	CO	X	X	X	X	X	X	X	X
3 Valley	0600	1800	CO	X	X	X	X	X	X	X	X
3 Mountain	0600	1800	CO	X	X	X	X	X	X	X	X
Transitional Male	0600	1800	CO	X	X	X	X	X			
Transitional Female	0600	1800	CO	X	X	X	X	X			
Alternative Sentencing	0800	1600	Sergeant	X	X	X	X	X			
SWP	0600	1800	Deputy	X	X	X	X	X	X	X	X
SWP	0600	1800	Deputy	X	X	X	X	X	X	X	X
EMP	0600	1800	Deputy	X	X	X	X	X	X	X	X
Alternative Sentencing	0600	1600	LOS	X	X	X	X				
Alternative Sentencing	0600	1600	LOS		X	X	X	X			
Alternative Sentencing	0800	1600	UW	X	X	X	X	X			
AB109	0700	1700	Mgt. Analyst	X	X	X	X				
AB109	0700	1700	Program Service Manager II	X	X	X	X				
AB109	0700	1700	Community Program Spec. II	X	X	X	X				
AB109	0700	1700	Community Program Spec. II		X	X	X	X			
AB109	0700	1700	Program Coordinator I	X	X	X	X				
AB109	0700	1700	LOS	X	X	X	X				
AB109	0700	1700	LOS		X	X	X	X			
AB109	0700	1700	LOS	X	X	X	X				
AB109	0600	1600	Deputy	X	X	X	X				
AB109	0600	1600	Deputy	X	X	X	X				
AB109	0600	1600	Deputy		X	X	X	X			
AB109	0600	1600	CO		X	X	X	X			
AB109	0600	1600	CO	X	X	X	X				



	AB109	0600	1600	CO	X	X	X	X			
	Nights										
	Security Sergeant	1800	0600	Sergeant	X	X	X	X	X	X	X
	Central Control	1800	0600	CO	X	X	X	X	X	X	X
	Central Control	1800	0600	CO	X	X	X	X	X	X	X
	Security Rover	1800	0600	Deputy	X	X	X	X	X	X	X
	Security Rover	1800	0600	Deputy	X	X	X	X	X	X	X
	Security Rover	1800	0600	CO	X	X	X	X	X	X	X
	Security Rover	1800	0600	CO	X	X	X	X	X	X	X
	Jail Transports/Search Team	1800	0600	Deputy	X	X	X	X	X	X	X
	Jail Transports/Search Team	1800	0600	Deputy	X	X	X	X	X	X	X
	Lobby	1400	2200	LOS	X	X	X	X	X	X	X
	Lobby	1400	2200	LOS	X	X	X	X	X	X	X
	Visitation Rover	1400	2200	CO	X	X	X	X	X	X	X
	Housing Sergeant	1800	0600	Sergeant	X	X	X	X	X	X	X
	First Floor Core	1800	0600	CO	X	X	X	X	X	X	X
	1 Ocean	1800	0600	CO	X	X	X	X	X	X	X
	1 Bay	1800	0600	CO	X	X	X	X	X	X	X
	1 Valley	1800	0600	CO	X	X	X	X	X	X	X
	1 Mountain	1800	0600	CO	X	X	X	X	X	X	X
	Second Floor Core	1800	0600	CO	X	X	X	X	X	X	X
	2 Ocean	1800	0600	CO	X	X	X	X	X	X	X
	2 Bay	1800	0600	CO	X	X	X	X	X	X	X
	2 Valley	1800	0600	CO	X	X	X	X	X	X	X
	2 Mountain	1800	0600	CO	X	X	X	X	X	X	X
	3rd Floor Core	1800	0600	CO	X	X	X	X	X	X	X
	3 Ocean	1800	0600	CO	X	X	X	X	X	X	X
	3 Ocean	1800	0600	CO	X	X	X	X	X	X	X
	3 Bay	1800	0600	CO	X	X	X	X	X	X	X
	3 Bay	1800	0600	CO	X	X	X	X	X	X	X
	3 Valley	1800	0600	CO	X	X	X	X	X	X	X
	3 Valley	1800	0600	CO	X	X	X	X	X	X	X
	3 Mountain	1800	0600	CO	X	X	X	X	X	X	X
	Transitional Male	1800	0600	CO	X	X	X	X	X		
	Transitional Female	1800	0600	CO	X	X	X	X	X		

Table 122 provides the coverage for Maguire. A request was sent to review the proposed coverage plan to the Maguire leadership. No response was received. Several recommendations for coverage were made including:

Standards Compliance. Establishing a standards compliance section at each facility that includes a Sergeant, and two COs. These positions would be responsible for the constant review of policies, procedures, and practices; development and implementation of emergency response plans and drills; conduct various site inspections to support standards compliance; develop written reports and status updates of standards compliance; and make training recommendations.



Jail Rovers. Assign two COs and two deputies to days and nights to support rover functions and augment the jail transportation team being proposed below.

Jail Transportation/Search Team. Assign two deputies on each shift to this team. Their duties include IP transport outside the facility, conducting individual cell and small area searches, and providing relief for various posts.

Commissary. Keep the staff configuration for the jail commissary operation.

Lobby. Add a second LOS to this post to support the myriad of customer service functions occurring here.

Medical Clinic. Add a second officer to this post to support the workload and reduce the potential for the current frequent stoppage of seeing IPs in the clinic when the sole officer is routinely pulled for other functions.

Floor Rovers. Added CO floor rovers to each floor to provide backup for housing officers, assist in providing their relief, conduct cell searches, and movement of IPs.

2 West Medical Housing. Two CO positions are recommended to reopen this area. This should reduce the overreliance of medical sending inmates out of jail to be monitored in a hospital setting.



TABLE 122: Maguire Staff Coverage

Section	Position Description	Start Time	End Time	Classification	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Administration											
	Maguire Administrator	0800	1600	Captain	X	X	X	X	X		
	Administration	0600	1600	Lieutenant	X	X	X	X			
	Administrative Assistant	0800	1800	Civilian	X	X	X	X			
	Standards Compliance	0800	1600	Sergeant	X	X	X	X			
	Standards Compliance	0500	1500	CO	X	X	X	X			
	Standards Compliance	1000	2000	CO			X	X	X	X	
	Jail Purchasing Officer	0600	1600	Civilian		X	X	X	X		
	Jail Purchasing (Tue/Wed), Commissary (Thu/Fri)	0600	1600	Civilian		X	X	X	X		
	ID Technician Supervisor	0800	1800	Civilian	X	X	X	X			
	Commissary	0600	1600	Storekeeping Supervisor	X	X	X	X			
	Commissary	0600	1600	Storekeeper II	X	X	X	X			
	Commissary	0600	1600	Storekeeper II		X	X	X	X		
Security											
	Days										
	Watch Commander	0600	1800	Lieutenant	X	X	X	X	X	X	X
	Security Sergeant	0600	1800	Sergeant	X	X	X	X	X	X	X
	Central Control	0600	1800	CO	X	X	X	X	X	X	X
	Central Control	0600	1800	CO	X	X	X	X	X	X	X
	Security Rover	0600	1800	CO	X	X	X	X	X	X	X
	Security Rover	0600	1800	CO	X	X	X	X	X	X	X
	Security Rover	0600	1800	Deputy	X	X	X	X	X	X	X
	Security Rover	0600	1800	Deputy	X	X	X	X	X	X	X
	Jail Transport/Search Team	0600	1800	Deputy	X	X	X	X	X	X	X
	Jail Transport/Search Team	0600	1800	Deputy	X	X	X	X	X	X	X
	Utility Worker	0600	1800	Civilian	X	X	X	X	X	X	X
	Utility Worker	1200	2400	Civilian	X	X	X	X	X	X	X
	Housing Sergeant	0600	1800	Sergeant	X	X	X	X	X	X	X
	Clinic	0600	1800	CO	X	X	X	X	X		
	Clinic	0600	1800	CO	X	X	X	X	X		
	2W Medical	0600	1800	CO	X	X	X	X	X	X	X
	2W Medical	0600	1800	CO	X	X	X	X	X	X	X
	3A Ad Housing	0600	1800	CO	X	X	X	X	X	X	X
	3A Ad Housing	0600	1800	CO	X	X	X	X	X	X	X
	3W Max	0600	1800	CO	X	X	X	X	X	X	X
	3W Max	0600	1800	CO	X	X	X	X	X	X	X
	3 rd Floor Rover	0600	1800	CO	X	X	X	X	X	X	X
	4E Intake	0600	1800	CO	X	X	X	X	X	X	X
	4E Intake	0600	1800	CO	X	X	X	X	X	X	X
	4W BHU	0600	1800	CO	X	X	X	X	X	X	X
	4W BHU	0600	1800	CO	X	X	X	X	X	X	X
	4 th Floor Rover	0600	1800	CO	X	X	X	X	X	X	X
	5E General	0600	1800	CO	X	X	X	X	X	X	X
	5E General	0600	1800	CO	X	X	X	X	X	X	X
	5W General	0600	1800	CO	X	X	X	X	X	X	X
	5W General	0600	1800	CO	X	X	X	X	X	X	X



5 th Floor Rover	0600	1800	CO	X	X	X	X	X	X	X	X
6 th Floor Rover	0600	1800	CO	X	X	X	X	X	X	X	X
6E	0600	1800	CO	X	X	X	X	X	X	X	X
6W Intake/Ad Seg	0600	1800	CO	X	X	X	X	X	X	X	X
6W Intake/Ad Seg	0600	1800	CO	X	X	X	X	X	X	X	X
ASU	0600	1800	CO	X	X	X	X	X	X	X	X
ASU	0600	1800	CO	X	X	X	X	X	X	X	X
Intake Sergeant	0600	1800	Sergeant	X	X	X	X	X	X	X	X
Intake	0600	1800	CO	X	X	X	X	X	X	X	X
Intake	0600	1800	CO	X	X	X	X	X	X	X	X
Intake	0600	1800	CO	X	X	X	X	X	X	X	X
Intake	0600	1800	CO	X	X	X	X	X	X	X	X
Classification	0600	1800	CO	X	X	X	X	X	X	X	X
Releases	0600	1800	CO	X	X	X	X	X	X	X	X
Lobby	0600	1400	LOS	X	X	X	X	X	X	X	X
Lobby	1000	2200	LOS	X	X	X	X	X	X	X	X
Lobby Escort/Surrenders	0600	1800	CO	X	X	X	X	X	X	X	X
Booking	0600	1800	LOS	X	X	X	X	X	X	X	X
Booking	0600	1800	LOS	X	X	X	X	X	X	X	X
Booking	0600	1800	LOS	X	X	X	X	X	X	X	X
ID Technician	0600	1800	ID Tech	X	X	X	X	X	X	X	X
ROR	0600	1800	LOS	X	X	X	X	X	X	X	X
Cashier	0600	1800	LOS	X	X	X	X	X	X	X	X
Court Desk	0500	1300	LOS	X	X	X	X	X			
Court Desk	1000	1800	LOS	X	X	X	X	X			
Court Desk	1400	2200	LOS	X	X	X	X	X			
Court Desk	1400	2200	LOS	X	X	X	X	X			
LOS Supervisor	0830	1830	LOS Supv		X	X	X	X	X		
Nights											
Watch Commander	1800	0600	Lieutenant	X	X	X	X	X	X	X	X
Security Sergeant	1800	0600	Sergeant	X	X	X	X	X	X	X	X
Central Control	1800	0600	CO	X	X	X	X	X	X	X	X
Central Control	1800	0600	CO	X	X	X	X	X	X	X	X
Security Rover	1800	0600	CO	X	X	X	X	X	X	X	X
Security Rover	1800	0600	CO	X	X	X	X	X	X	X	X
Security Rover	1800	0600	Deputy	X	X	X	X	X	X	X	X
Security Rover	1800	0600	Deputy	X	X	X	X	X	X	X	X
Jail Transport/Search Team	1800	0600	Deputy	X	X	X	X	X	X	X	X
Jail Transport/Search Team	1800	0600	Deputy	X	X	X	X	X	X	X	X
Utility Worker	1800	0600	Civilian	X	X	X	X	X	X	X	X
Utility Worker	1200	2400	Civilian	X	X	X	X	X	X	X	X
Utility Worker (Laundry)	1800	0600	Civilian	X	X	X	X	X	X	X	X
Housing Sergeant	1800	0600	Sergeant	X	X	X	X	X	X	X	X
2W Medical	1800	0600	CO	X	X	X	X	X	X	X	X
2W Medical	1800	0600	CO	X	X	X	X	X	X	X	X
3A Ad Housing	1800	0600	CO	X	X	X	X	X	X	X	X
3A Ad Housing	1800	0600	CO	X	X	X	X	X	X	X	X
3W Max	1800	0600	CO	X	X	X	X	X	X	X	X
3W Max	1800	0600	CO	X	X	X	X	X	X	X	X
3 rd Floor Rover	1800	0600	CO	X	X	X	X	X	X	X	X
4E Intake	1800	0600	CO	X	X	X	X	X	X	X	X
4E Intake	1800	0600	CO	X	X	X	X	X	X	X	X
4W BHU	1800	0600	CO	X	X	X	X	X	X	X	X
4W BHU	1800	0600	CO	X	X	X	X	X	X	X	X



	4 th Floor Rover	1800	0600	CO	X	X	X	X	X	X	X
	5E General	1800	0600	CO	X	X	X	X	X	X	X
	5E General	1800	0600	CO	X	X	X	X	X	X	X
	5W General	1800	0600	CO	X	X	X	X	X	X	X
	5W General	1800	0600	CO	X	X	X	X	X	X	X
	5 th Floor Rover	1800	0600	CO	X	X	X	X	X	X	X
	6 th Floor Rover	1800	0600	CO	X	X	X	X	X	X	X
	6E	1800	0600	CO	X	X	X	X	X	X	X
	6W Intake/Ad Seg	1800	0600	CO	X	X	X	X	X	X	X
	6W Intake/Ad Seg	1800	0600	CO	X	X	X	X	X	X	X
	ASU	1800	0600	CO	X	X	X	X	X	X	X
	ASU	1800	0600	CO	X	X	X	X	X	X	X
	Intake Sergeant	1800	0600	Sergeant	X	X	X	X	X	X	X
	Intake	1800	0600	CO	X	X	X	X	X	X	X
	Intake	1800	0600	CO	X	X	X	X	X	X	X
	Intake	1800	0600	CO	X	X	X	X	X	X	X
	Intake	1800	0600	CO	X	X	X	X	X	X	X
	Classification	1800	0600	CO	X	X	X	X	X	X	X
	Releases	1800	0600	CO	X	X	X	X	X	X	X
	Lobby	1400	2200	LOS	X	X	X	X	X	X	X
	Lobby	1400	2200	LOS	X	X	X	X	X	X	X
	Booking	1800	0600	LOS	X	X	X	X	X	X	X
	Booking	1800	0600	LOS	X	X	X	X	X	X	X
	Booking	1800	0600	LOS	X	X	X	X	X	X	X
	ID Technician	1800	0600	ID Tech	X	X	X	X	X	X	X
	ROR	1800	0600	LOS	X	X	X	X	X	X	X
	Cashier	1800	0600	LOS	X	X	X	X	X	X	X
	Court Desk	0500	1300	LOS	X	X	X	X	X		
	Court Desk	1000	1800	LOS	X	X	X	X	X		
	Court Desk	1000	1800	LOS	X	X	X	X	X		
	Court Desk	1200	2000	LOS	X	X	X	X	X		
	LOS Supervisor	1800	0600	LOS Supv	X	X	X	X	X		
Classification											
	Sergeant	0700	1700	Sergeant	X	X	X	X			
	LOS	0700	1700	LOS	X	X	X	X			
	Correctional Officer	0700	1700	CO	X	X	X	X			
	Correctional Officer	0700	1700	CO	X	X	X	X			
	Correctional Officer	0700	1700	CO	X	X	X	X			
	Correctional Officer	0700	1700	CO		X	X	X	X		
	Correctional Officer	0700	1700	CO		X	X	X	X		
	Deputy	0700	1700	Deputy		X	X	X	X		

According to the jail leadership, there are no specific assignments designated for deputy sheriffs (DS) or COs within the facilities. Hospital security details are assigned to DS and a CO can be sent as a second person if the IP poses a security risk. There is a conscientious effort to refrain from assigning Deputy Sheriff Trainees (DSTs) to hospital duties, particularly if they lack prior experience, unless they are laterals. However, due to staffing constraints, there are instances where Post Academy DSTs, who have yet to complete the Field Training Program (JTO) training, may be required to fulfill hospital assignments.



In reviewing SMCSO Policy § 402.7 relating to fire safety inspections, it states,

The Office shall be inspected by an appointed staff member who is qualified to perform fire and safety inspections on a monthly basis to ensure that fire safety standards are maintained. These inspections will be focused on, but not limited to, fire prevention, staff training and proficiency, firefighting equipment availability and functionality, alarms, fire detectors, fire safety equipment, and staff familiarity with prevention and suppression techniques, suppression pre-planning, SCBA use, emergency response, fire safety equipment use, and the evacuation plan.

The Division Commander or the authorized designee shall ensure that staff conduct weekly fire and safety inspections of the facility and that all fire safety equipment is tested at least quarterly (15 CCR 1029(a)(7)(E)).

A staff member shall be assigned to coordinate with local or state fire officials for the inspections as required once every two years, pursuant to Health and Safety Code § 13146.1(a); and Health and Safety Code § 13146.1(b). The result of all fire inspections and fire equipment testing shall be provided to the Division Commander and the Sheriff, and the records maintained for at least two years (15 CCR 1032(b)).

These inspections are currently conducted by the ERT members. Staff explained the agency is pursuing the hiring of a qualified extra-hire person to perform these detailed fire safety inspections of both facilities. Meliora PSC recommends a focus be placed on the fire safety program. This can be accomplished through the proposed extra-hire person, or by the proposed standards compliance staff.

Based on interviews with the leadership, staff, observations during the site visit, and the challenges identified in this analysis, the proposed jail staffing plan is provided below in Table 123 for Maple Street and Table 124 for Maguire. The captains and administrative lieutenants work a 9/80 schedule where they are off every other Friday. Also, while both are listed under support, food services and utility workers are separate entities.



TABLE 123: Maple Street CC Proposed Coverage Plan w/Relief Factor

Position	Job Class	Total Hrs. on Days	Total Hrs. on Evenings	Total Hrs. on Nights	# Days per Week	# Hours per Week	# Hours of Coverage per Year	Is Relief Needed for Post?	NAWH	Total # of FTE' s Needed	Rounded # of FTE' s
Administration											
MSCC	Capt.	8			5	40	2,080	No	N/A	1	1
Administrative	Lieutenant	10			4	40	2,080	No	N/A	1	1
Administrative LOS	LOS	10			4	40	2,080	No	N/A	1	1
Standards Compliance	Sergeant	10			4	40	2,080	No	N/A	1	1
Standards Compliance	CO	20			4	80	4,160	No	N/A	2	2
Classification	CO	20			4	80	4,160	No	N/A	2	2
SUBTOTAL		78				320	16,640			8	8
Support											
Director of Food Services	Civilian	10			4	40	2,080	No	N/A	1	1
Shift Supervisor YSC	Cook II	10			4	40	2,080	Yes	1,791	1.16	1
Shift Supervisor SO	Cook II	10			4	40	2,080	Yes	1,791	1.16	1
Staff Dining-SO	Cook II	8			7	56	2,912	Yes	1,841.2	1.58	2
Staff Dining-YSC	Cook II	8			7	56	2,912	Yes	1,841.2	1.58	2
Diet Room – SO	Cook II	8			7	56	2,912	Yes	1,841.2	1.58	2
Driver (0700 – 1500) YSC	FSW II	8			7	56	2,912	Yes	1,841.2	1.58	2
Lunch Line YSC	FSW II	8			7	56	2,912	Yes	1,841.2	1.58	2
Hot Pots SO	Cook II	8			7	56	2,912	Yes	1,841.2	1.58	2
Juvenile Meals YSC	Cook II	8			7	56	2,912	Yes	1,841.2	1.58	2
Dispatch SO	FSW II	10			7	70	3,640	Yes	1,841.2	1.98	2
Main Line SO	Cook II	8			7	56	2,912	Yes	1,841.2	1.58	2
Warehouse YSC/SO	FSW II	8			5	40	2,080	Yes	1,841.2	1.13	1
Water World YSC/SO	FSW II	8			7	56	2,912	Yes	1,841.2	1.58	2
Driver (0900 – 1700) SO	FSW II	8			7	56	2,912	Yes	1,841.2	1.58	2
Utility Worker	UW	12	12		7	168	8,736	No	N/A	4	4
Utility Worker (Laundry)	UW			12	7	84	4,368	No	N/A	2	2
SUBTOTAL		140	12	12		1042	54,184			28.23	32
Security Shifts											
Security Sergeant	Sergeant	12		12	7	168	8,736	Yes	1,907.2	4.58	5
Central Control	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
Security Rover	Deputy	24		24	7	336	17,472	Yes	1,832.7	9.53	10
Security Rover	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
Jail Transports/Search Team	Deputy	24		24	7	336	17,472	Yes	1,832.7	9.53	10
Kitchen Security	CO	12			7	84	4,368	Yes	1,887.2	2.31	2
Lobby	LOS	16	16		7	224	11,648	Yes	1,876	6.2	6
Visitation Rover	CO	8			7	56	2,912	Yes	1,887.2	1.54	2
Housing Sergeant	Sergeant	12		12	7	168	8,736	Yes	1,907.2	4.58	5
Medical Clinic	CO	24			5	120	6,240	Yes	1,887.2	3.3	3
First Floor Core	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
1 Ocean	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
1 Bay	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
1 Valley	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
1 Mountain	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
Second Floor Core	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5



2 Ocean	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
2 Bay	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
2 Valley	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
2 Mountain	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
3 rd Floor Core	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
3 Ocean	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
3 Bay	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
3 Valley	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
3 Mountain	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
Transitional Male	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
Transitional Female	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
Alternative Sentencing	Sergeant	8			5	40	2,080	No	N/A	1	1
SWP	Deputy	24			7	168	8,736	Yes	1,832.7	4.76	5
EMP	Deputy	12			7	84	4,368	Yes	1,832.7	2.38	2
Alternative Sentencing	LOS	16			5	80	4,160	No	N/A	2	2
Alternative Sentencing	UW	8			5	40	2,080	No	N/A	1	1
Management Analyst	AB109	10			4	40	2,080	No	N/A	1	1
Program Service Manager II	AB109	10			4	40	2,080	No	N/A	1	1
Community Prog. Spec. II	AB109	30			4	80	4,160	No	N/A	3	3
Program Coordinator I	AB109	10			4	40	2,080	No	N/A	1	1
AB109	LOS	30			4	120	6,240	No	N/A	3	3
AB109	Deputy	30			4	120	6,240	No	N/A	3	3
AB109	CO	40			4	160	8,320	No	N/A	4	4
SUBTOTAL		648	16	360		6536	339,872			179.78	185
COMBINED TOTAL		866	28	372		7898	410,696			216.01	225

TABLE 124: Maguire CF Proposed Coverage Plan w/Relief Factor

Position	Job Class	Total Hrs. on Days	Total Hrs. on Evenings	Total Hrs. on Nights	# Days per Week	# Hours per Week	# Hours of Coverage per Year	Is Relief Needed for Post?	NAWH	Total # of FTE's Needed	Rounded # of FTE's
Administration											
MCF	Capt.	8			5	40	2,080	No	N/A	1	1
Administrative	Lieutenant	10			4	40	2,080	No	N/A	1	1
Administrative Assistant	Civilian	10			4	40	2,080	No	N/A	1	1
Standards Compliance	Sergeant	10			4	40	2,080	No	N/A	1	1
Standards Compliance	CO	10	10		4	80	4,160	No	N/A	2	2
Jail Purchasing Officer	Civilian	10			4	40	2,080	No	N/A	1	1
Jail Purchasing (Tue/Wed), Commissary (Thu/Fri)	Civilian	10			4	40	2,080	No	N/A	1	1
ID Technician Supervisor	Civilian	10			4	40	2,080	No	N/A	1	1
Commissary	Storekeeping Supervisor	10			4	40	2,080	No	N/A	1	1
Commissary	Storekeeper II	10			4	40	2,080	No	N/A	1	1
Commissary	Storekeeper II	10			4	40	2,080	No	N/A	1	1
SUBTOTAL		108	10			480	24,960			12	12
Support											
Classification Sergeant	Sergeant	10			4	40	2,080	No	N/A	1	1



Classification LOS	LOS	10			4	40	2,080	No	N/A	1	1
Classification CO	CO	60			4	240	12,480	No	N/A	6	6
Classification Deputy	Deputy	10			4	40	2,080	No	N/A	1	1
Utility Worker	UW	12	12		7	168	8,736	No	N/A	4	4
Utility Worker (Laundry)	UW			12	7	84	4,368	No	N/A	2	2
SUBTOTAL		102	12	12		612	31,824			15	15
Security Shifts											
Watch Commander	Lieutenant	12		12	7	168	8,736	No	N/A	4	4
Security Sergeant	Sergeant	12		12	7	168	8,736	Yes	1,907.2	4.58	5
Central Control	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
Security Rover	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
Security Rover	Deputy	24		24	7	336	17,472	Yes	1,832.7	9.53	10
Jail Transport/Search Team	Deputy	24		24	7	336	17,472	Yes	1,832.7	9.53	10
Housing Sergeant	Sergeant	12		12	7	168	8,736	Yes	1,907.2	4.58	5
Medical Clinic	CO	24			5	120	6,240	Yes	1,887.2	3.3	3
2W Medical	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
3A Ad Housing	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
3W Max	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
3 rd Floor Rover	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
4E Intake	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
4W BHU	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
4 th Floor Rover	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
5E General	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
5W General	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
5 th Floor Rover	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
6 th Floor Rover	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
6E	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
6W Intake/Ad Seg	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
ASU	CO	24		24	7	336	17,472	Yes	1,887.2	9.25	9
Intake Sergeant	Sergeant	12		12	7	168	8,736	Yes	1,907.2	4.58	5
Intake	CO	48		48	7	672	34,944	Yes	1,887.2	18.51	19
Classification	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
Releases	CO	12		12	7	168	8,736	Yes	1,887.2	4.63	5
Lobby	LOS	16	16		7	224	11,648	Yes	1,876	6.2	6
Lobby Escort/Surrenders	CO	12			7	84	4,368	Yes	1,887.2	2.3	2
Booking	LOS	36		36	7	504	26,208	Yes	1,980	13.2	13
ID Technician	ID Tech	12		12	7	168	8,736	No	N/A	4	4
ROR	LOS	12		12	7	168	8,736	Yes	1,980	4.41	4
Cashier	LOS	12		12	7	168	8,736	Yes	1,980	4.41	4
Court Desk	LOS	32			5	160	8,320	Yes	1,876	4.43	4
LOS Supervisor	LOSS	8	8		5	80	4,160	No	N/A	2	2
SUBTOTAL		664	16	564		8564	445,328			233.72	234
COMBINED TOTAL		874	38	576		9656	502,112			260.72	261

Table 125 reflects the summary of the proposed positions. This staff coverage plan formalizes the type and numbers of staff that are needed to provide coverage of posts and positions that includes a relief factor. The existing coverage is woefully short of the actual needs. Indicators such as excessive overtime, high rates of turnover due to burnout, gapped posts and positions, sense of operating in a crisis management mode, extensive time supervisors spend trying to find people to cover posts are rampant in these facilities. Meliora PSC recommends the agency develop a plan to pursue increasing



the number of funded positions required to support the recommended staff coverage plan. In so doing, it will be important that a majority of the Correctional Officer positions be filled prior to transitioning the sworn deputies to other assignments in other divisions.

TABLE 125: Summary of Proposed Positions Maple Street and Maguire

Position	MSCC Proposed	MSF Proposed	Total Proposed	Total Current	Total Difference
Captain	1	1	2	2	0
Lieutenant	1	5	6	6	0
Sergeant	12	17	29	22	+7
Director of Food Services	1	0	1	1	0
Supervising Cook	2	0	2	2	0
Food Service Unit Manager	2	0	2	2	0
Cook II	10	0	10	10	0
FSW II	11	0	11	5	+6
FSW I	1	0	0	1	(-1)
Utility Workers	7	6	13	11	+2
LOS Supervisor	0	2	2	2	0
LOS	11	26	37	31	+6
Management Analyst	1	0	1	1	0
Programs Service Manager II	1	0	1	1	0
Community Programs Specialist II	3	0	3	3	0
Programs Coordinator	1	0	1	1	0
Deputy	30	21	51	79	(-28)
Correctional Officer	126	164	290	164	+126
Administrative Assistant	1	1	2	2	0
ID Tech Supervisor	0	1	1	1	0
ID Technician	0	4	4	4	0
Storekeeper Supervisor	0	1	1	1	0
Storekeeper II	0	2	2	2	0
Purchasing	0	2	2	2	0
TOTAL	221	253	474	356	118

NOTE: The Total Difference column represents staffing increases in black and decreases in red.

Without a carefully defined coverage plan, it is difficult to evaluate the efficiency of schedules. A good schedule will consistently meet coverage needs. The coverage plan is the foundation on which a good schedule must be built. Typically, a proposed coverage plan will address many of the problems identified during the earlier steps in the staffing analysis process including:

- Ensuring that enough staff are always on duty.
- Appropriate scheduling to provide effective supervision for certain tasks and activities such as meals and medication delivery.
- Ensuring enough staff are available for backup, movement of IPs to appointments and programs. Also, allow relief for breaks and supervising IP work details inside the jail.



- Ensures enough staff are available around the clock for booking, release, and IP property operations.
- Provide staff for external transport versus pulling staff from the shifts with a heavy reliance on overtime.

COVERAGE PLAN RECOMMENDATIONS

- Focus on the fire safety program through the proposed extra-hire person or by the proposed standards compliance staff. (Recommendation #235)
- Develop a plan to pursue increasing the number of funded positions required to support the recommended staff coverage plan. (Recommendation #236)

EVALUATE THE COVERAGE PLAN

The coverage plan developed describes where staff are needed, when and for how long they are needed, and what type of employees are needed. Evaluating the proposed coverage plan is a critical step in the staffing process. If the plan is not sufficient, then all subsequent efforts including scheduling, budgeting, and deployment will fall short of the needs. The following areas are considered when evaluating the coverage plan:

Consistency and Efficiency of the Plan: Compare the activities and the coverage plan for correlation of peaks and valleys. Look for adjustments to staff and/or activities that could be made to reduce some of the identified peaks and valleys.

Key Questions Concerning the Plan and Scheduling: Does the plan pose any problems in terms of shift changes during key periods of the day? Is staff supervision always provided? Are shifts reasonable?

Standards Compliance Issues: An evaluation of California's Minimum Standards for Local Correctional Facilities was conducted to ensure the proposed plan would enable the staff to accomplish the various tasks associated with the state standards. For each issue in conducting a standards analysis, it is necessary to determine if the draft coverage plan always allows compliance with standards for every type of IP and in all areas of the jail. Table 126 provides a review of California's Board of State and Community Corrections (BSCC) Minimum Standards for Local Detention Facilities that appeared to be questionable regarding full compliance. While these are not every applicable standard for the jail, these standards require a "staff person" to perform a function. The standard is reflected, which employee would perform the function under the proposed plan, and any notes regarding current "noncompliance" issues with standards identified during this analysis.



TABLE 126: BACC Minimum Standards for Local Detention Facilities

Article Number	Standard	Performed By (Be specific)
<p align="center">Article 3</p>	<p align="center">Training, Personnel and Management</p>	
<p><u>Section 1021</u> <u>Jail Supervisory</u> <u>Training</u></p>	<p>Prior to assuming supervisory duties, jail supervisors shall complete the core training requirements pursuant to Section 1020, Correctional Officer Core Course. In addition, supervisory personnel of any Type I, II, III or IV jail shall also be required to complete either the STC Supervisory Course (as described in Section 181, Title 15, CCR) or the POST supervisory course within one year from date of assignment.</p>	<p>During a two-week period (July 9 – 15, and December 3 – 9, 2023) review of persons assigned to a supervisory position in both facilities there were seven different lieutenants and thirty-five different sergeants that worked. These individual supervisors training was not verified to ensure compliance.</p>
<p><u>Section 1027</u> <u>Number of</u> <u>Personnel</u></p>	<p>A sufficient number of personnel shall be employed in each local detention facility to ensure the implementation and operation of the programs and activities required by these regulations.</p> <p>Whenever there is a person in custody, there shall be at least one employee on duty at all times in a local detention facility or in the building which houses a local detention facility who shall be immediately available and accessible to incarcerated people in the event of an emergency. Such an employee shall not have any other duties which would conflict with the supervision and care of incarcerated people in the event of an emergency.</p> <p>Whenever one or more females are in custody, there shall be at least one female employee who shall be immediately available and accessible to such females.</p> <p>Additionally, in Type IV programs the administrator shall ensure a sufficient number of personnel to provide case review, program support, and field supervision.</p> <p>In order to determine if there is a sufficient number of personnel for a specific facility, the facility administrator shall prepare and retain a staffing plan indicating the personnel assigned in the facility and their duties. Such a staffing plan shall be reviewed by the Board staff at the time of their biennial inspection. The results of such a review and recommendations shall be reported to the local jurisdiction having fiscal responsibility for the facility.</p>	<p>The facilities have a staff coverage plan. However, due to the high volume of overtime, personnel transferred to the patrol academy, IP hospitalization commitments, and only partially staffing shifts compliance with this standard can be problematic for the agency. During a two-week review of actual staffing it was not uncommon for the shifts to have up to 26% of the posts/positions not staffed and the number of positions vacant when only partially staffed up to 30% vacancies.</p>
<p><u>Section 1027.5</u> <u>Safety Checks</u></p>	<p>The facility administrator shall develop and implement policy and procedures for conducting safety checks that include, but are not limited to, the following:</p> <p>(a) Safety checks will determine the safety and well-being of individuals and shall be conducted at least hourly through direct visual observation of all people held and housed in the facility.</p> <p>(b) There shall be no more than a 60-minute lapse between safety checks.</p>	<p>Facility is staffed in a direct supervision manner. Staff area assigned to each housing unit and provide regular siting</p>



	<p>(c) Safety checks for people in sobering cells, safety cells, and restraints shall occur more frequently as outlined in section 1055, section 1056, and section 1058 of these regulations.</p> <p>(d) Safety checks shall occur at random or varied intervals.</p> <p>(e) There shall be a written plan that includes the documentation of all safety checks. Documentation shall include:</p> <ul style="list-style-type: none"> (1) the actual time at which each individual safety check occurred; (2) the location where each individual safety check occurred, such as a cell, module, or dormitory number; and, (3) Initials or employee identification number of staff who completed the safety check(s). <p>(f) A documented process by which safety checks are reviewed at regular defined intervals by a supervisor or facility manager, including methods of mitigating patterns of inconsistent documentation, or untimely completion of, safety checks.</p>	<p>of all inmates assigned to their unit.</p>
<p><u>Section 1029</u> <u>Policy and</u> <u>Procedure Manual</u></p>	<p>Facility administrator(s) shall develop and publish a manual of policy and procedures for the facility. The policy and procedures manual shall address all applicable Title 15 and Title 24 regulations and shall be comprehensively reviewed and updated at least every two years. Such a manual shall be made available to all employees.</p>	<p>The agency has purchased a Lexipol Policy. The policy is general in format. Numerous discussions from line and supervisory staff indicate the policy manual is not specific to either facility. Discussions on reviewing and updating it were communicated but no timelines or formal policy review committee has been established. Policy and procedure review should be an ongoing (annual) documented practice.</p>
<p>Article 5</p>	<p>Classification and Separation</p>	
<p><u>Section 1050</u> <u>Classification Plan</u></p>	<p>(a) Each administrator of a temporary holding, Type I, II, or III facility shall develop and implement a written classification plan designed to properly assign incarcerated persons to housing units and activities according to the categories of gender identity, age, criminal sophistication, seriousness of crime charged, physical or mental health needs, assaultive/non-assaultive behavior, risk of being sexually abused or sexually harassed, and other criteria which will provide for the safety of the incarcerated people and staff. Such housing unit assignment shall be accomplished to the extent possible within the limits of the available number of distinct housing units or cells in a facility.</p> <p>The written classification plan shall be based on objective criteria and include receiving screening performed at the time of intake by trained personnel, and a record of each person's classification level, housing restrictions, and housing assignments.</p>	<p>There is a formal classification system/plan. Housing units in both facilities are designated to ensure the separation of offenders by their classification, risks, and needs.</p>



	<p>Each administrator of a Type II or III facility shall establish and implement a classification system which will include the use of classification officers or a classification committee in order to properly assign incarcerated persons to housing, work, rehabilitation programs, and leisure activities. Such a plan shall include the use of as much information as is available about and from the incarcerated person and shall provide for a channel of appeal by the incarcerated person to the facility administrator or designee. Each person may request a review of their classification plan no more often than 30 days from their last review.</p> <p>(b) Each administrator of a court holding facility shall establish and implement a written plan designed to provide for the safety of staff and people held and housed at the facility. The plan shall include receiving and transmitting of information regarding incarcerated persons who represent unusual risk or hazard while confined at the facility, and the separation of such persons to the extent possible within the limits of the court holding facility.</p> <p>(c) In deciding housing and programming assignments, the agency shall consider on a case-by-case basis whether a placement would ensure the health and safety of the incarcerated person, and whether the placement would present management or security problems. A person's own views with respect to their own safety shall be given serious consideration.</p>	
<p>Article 6</p>	<p>Programs and services</p>	
<p><u>Section 1065</u> <u>Exercise and</u> <u>Recreation</u></p>	<p>(a) The facility administrator of a Type II or III facility shall develop written policies and procedures for an exercise and recreation program, in an area designed for recreation, which will allow a minimum of three hours of exercise distributed over a period of seven days. Such regulations as are reasonable and necessary to protect the facility's security and the incarcerated persons' welfare shall be included in such a program. In Type IV facilities, such a program can be either in-house or provided through access to the community.</p> <p>(b) The facility administrator of a Type I facility shall make table games and/or television available to incarcerated persons.</p>	<p>Each housing unit has a recreation area that inmates have unrestricted access to during out of cell hours.</p>

EVALUATE THE COVERAGE PLAN RECOMMENDATION

- Staff the standards compliance positions with career corrections personnel that understand California's minimum standards and the PREA standards. Through constant review of policies, procedures, training, and practices will enhance compliance and minimize liability exposure. (Recommendation #237)

SCHEDULING

There is no master scheduling roster. The sergeants use Excel spreadsheets requiring constant individual entries to keep daily updates of who is scheduled, on overtime, showed up for work, only worked a partial day, was reassigned midway through the day (i.e. IP hospital transport), etc. Additionally, there is no single scheduling roster that shows food service, corrections, LOSs, and ID



techs. Each entity keeps its own and no central figure has an idea of who is or is not going to be at work.

Scheduling of security shifts is performed by the Security Sergeant on each shift. Meliora spoke with sergeants that have performed this function. Everyone expressed the time-consuming process of spending daily to build a single day work schedule. Some indicated that the daily scheduling functions can take up to 98 percent of their workday. Examples were given of tracking overtime hours to determine who had not worked the required overtime hours. This is not a searchable document. Every hour worked overtime for every employee must be hand entered into an excel document that includes every department within the Sheriff's Office requiring a search of over 400 names to identify people are eligible to be forced in on overtime. There are different lists that must be reviewed (voluntary overtime, vacation, training, miscellaneous time off) to ensure that people are not scheduled or are available to be scheduled to work.

There are two work schedules. One for the day shift and a second for the night shift. There was no clear explanation for the two shift schedules. They are as follows:

Day shift schedule:

- Week 1: Wednesday and Thursday.
- Week 2: Monday, Tuesday, Friday, Saturday, and Sunday.

Night Shift Schedule:

- Week 1: Tuesday, Wednesday, and Thursday.
- Week 2: Wednesday, Thursday, Friday, and Saturday.
- Week 3: Thursday, Friday, Saturday, and Sunday.
- Week 4: Friday, Saturday, Sunday, and Monday.
- Week 5: Friday, Saturday, Sunday, Monday, and Tuesday.
- Week 6: Sunday, Monday, Tuesday, and Wednesday.
- Week 7: Monday, Tuesday, Wednesday, and Thursday.
- Week 8: Start all over.

Although staff indicated that they like the shift configuration, numerous staff commented that they never know how to plan for off-time activities. They stated that impacts their personal and their families' lives. Staff showed a pocket "San Mateo County Deputy Sheriff's Association" 2024 Calendar and Benefits guide. It listed the on duty shifts for each day throughout the year.

The shift change schedule is 6:00 a.m. and 6:00 p.m. However, sergeants relieve at 4:30 a.m. and 4:30 p.m. and deputies start relieving at 5:00 a.m. and as late as 6:00 p.m. The 5:00 a.m. time is used to avoid the traffic. When asked why not change the official relief time to 5:00 a.m., it was explained that it would impact the night shift's shift differential pay even though they were not working until the defined time of 6:00 p.m. to 6:00 a.m. The day shift employees that come in at 5:00 a.m. do not get the shift differential. There was no clear answer on how someone validates that a person showed up at whatever time and worked their full 12-hour shift. Rather, the individual is responsible for



reporting their time and simply reports 12 hours; no start/end time is recorded. Several staff shared that there have been instances where staff do not pull their full shift but claim the time. Another problem expressed is that the control center does not know who is or is not on post. No one communicates that information. This is critical information to have for who is physically in the facilities should a major emergency occur (i.e. a fire) and attempting to account for all IPs and personnel in the buildings. Meliora recommends employees who might be relieved early should communicate their relief to the control center to ensure a sound accounting of personnel on duty is maintained. Furthermore, we suggest a payroll system that captures the start and relief time of employees to ensure accuracy of actual time worked, and appropriately pays employees for the actual shift differential pay when it is worked.

Evaluating the schedule ensures that the authorized staff positions are deployed in a manner to meet the needs of the agency. When evaluating shift schedules, we look at the following:

- **Sufficient.** By providing at least as many staff for each hour of each day that has been determined in the coverage plan (and the right type of staff). The schedule should never assign fewer staff than is required by the coverage plan. Some agencies refer to coverage needs as the minimum levels of staff, below which, they cannot safely operate.
- **Efficient.** Minimizing the number of extra employees deployed by the schedule (those scheduled to work above the number required by the coverage plan).
- **Consistent.** Minimizing variations throughout the schedule cycle.
- **Attractive.** Meeting employees' needs, being considerate of their personal preferences, and offering incentives to stay with the agency.
- **Healthy.** Promoting staff physical well-being and increased job performance.

To evaluate the current schedules, we looked at two weeks for each facility and for each shift. Table 127 provides the actual staffing for a single week in 2023. Additionally, there are instances on these dates where staff were sent mid-shift on hospital transport or to supervise newly admitted IPs to the hospital. The areas listed as staffing a hospital position in the below tables are those that were known in advance of the shift day/time.

Areas **shaded in red** represent a post required to be filled but no one was available to fill it. Areas **shaded in black** were posts not required to be filled. The **tan boxes with red numbering** reflect overtime coverage. A box **shaded with yellow** is a post that was not staffed the entire shift.



TABLE 127: Actual Maguire Staffing, July 9 - 15, 2023

July 9 - 15, 2023							
	Sun 9 Days II	Mon 10 Days I	Tues 11 Days I	Wed 12 Days II	Thurs 13 Days II	Fri 14 Days 1	Sat 15 Days 1
Day Shift							
Watch Commander	Lt 1	Lt 2	Lt 2	LT 1	Lt 3	Lt 3	
Security Sergeant S1	Sgt 1	Sgt 5	Sgt 5	Sgt 1	Sgt 2	Sgt 5	Sgt 5
Central Control	C1	C35	C35	C1	C1	D42 (0600 - 1300); C35	C35
Central Control	C2	C2	C9	C2	C2	C2	C33 (0600 - 1100); C2 (1100 - 1800)
Security Rover	C3	C33	C33	C3	C3	C33	C33 (1100 - 1800)
Security Rover			C2 (0600 - 1400); Sgt 8 (1400 - 1800)	C34 (0600 - 1000)		Det2	
Hospital		Sgt 3	DS1/DS2	DS2	DS2	DS3	DS4
Hospital		DS3	DS3	DS3	DS6	C35 (0600 - 1300)	
Utility Worker	UW1	UW2	UW2	UW1	UW1	UW2	UW2
Housing Sergeant S2	Sgt 2	Sgt 6	Sgt 6	Sgt 3	Sgt 6/Sgt 8	Sgt 6	Sgt 6
Clinic	Closed	Sgt 7 (0600 - 1000); C50 (1200 - 1800)	C31 (0600 - 1400); C32 (1400 - 1800)	C35	C40/DST1	C40 (0600 - 1200); C43 (1400 - 1800)	
2W Medical							
2W Medical							
3A Ad Housing	C4	C51	C51	C36	C41	C51	C51
3A Ad Housing	C5	C52	C52	C4	C36	C52	C13
3W Max	C6	C45	C45	C6	C9	C53	C53
3W Max	C7	C53	C53	C37	C37	C45	C29
3 rd Floor Rover		C54	C54	C26	C28	C36 (0600 - 1400); C44 (1400 - 1800)	DS6 (0900 - 1300); C47 (1300 - 1700)
4E Intake	C8	C54	C54	C8	C8	C54	C19
4E Intake	DS1	Det1 (0600 - 1200); C55 (1200 - 1800)	C12	C28	Sgt 4	C45	C12
4W BHU	C9	C19	C31	C9	C9	C31	C31
4W BHU	C10	C10	C10	C38	C38	C12	C32
5E General	C11	C56	C56	C39	C39	C56	C56
5E General		C57	C57	C40 (0600 - 1000)		C57	C57
5W General	C12	C58	C58	C12	C12/DS7	C58	C58
5W General	Sgt 4	C32	C32	C16		C7	C36 (0600 - 1000); DS2 (1400 - 1800)
6E	DS2	C59	C59	C32	C35	C59	C59
6W Intake/Ad Seg	CO13	C5	C5	C13	C13	C5	C48
6W Intake/Ad Seg		C6	C6	C11	C11	C46 (0600 - 1200); DS8 (1200 - 1800)	C49
ASU	CO14	C26	C26	C14	C14	C20	C20



ASU	CO15	C27	C3	C33 (0600 – 1400); DS5 (1400 – 1800)	C33	C14 (0600 – 1400); Det2 (1400 – 1800)	Sgt 9 (0600 – 1200); Lt 4 (1300 – 1700)
Intake Sergeant S3	Sgt 3			Sgt 2			Sgt 10
Intake	DST1	C28	C28	C17	C17	C28	C28
Intake	CO16	C29	C29	C16	C16	C29	DST1
Intake	CO17	DST1	DST1	Sgt 4	C27	DST1	DS9
Intake			C17			DS6 (0800 – 1300)	
Classification	CO18	Admin	Admin	Admin	Admin	Admin	C30
Releases	CO19	C30	C30	C19	C12	C30	
Lobby 0600 – 1400	LOS3	LOS12	LOS17	LOS3	CSM4	LOS19	LOS19
Lobby 1400 – 2200			LOS11	LOS4	LOS19	LOS10 (1200 – 1800)	
Booking	LOS1	LOS10	LOS10	LOS18	LOS10 (1200 – 1800)	LOS12	LOS12
Booking	LOS2(t)		LOS18	LOS2(t)			
Booking				LOS11			
ID Technician							
ROR	LOS5	LOS5	LOS19	LOS5	LOS18	LOS18	LOS10
Cashier	LOS4 (1000 – 1800)	LOS11 (1200 – 1800)			LOS10 (0600 – 1200), LOS11(1200 – 1800)	LOS10 (0600 – 1200), LOS11(1200 – 1800)	LOS10 (0600 – 1200), LOS11(1200 – 1800)
Court Desk 05-13		LOS13	LOS13	LOS13	LOS13	LOS13	
Court Desk 10-18		LOS14	LOS14	LOS14	LOS14	LOS14	
Court Desk 14-22							
Court Desk 14-22		LOS15(t)	LOS15(t)	LOS15(t)	LOS15(t)	LOS15(t)	
LOS Supervisor		LOSS1	LOSS1	LOSS1	LOSS1	LOSS1	
Minimum Staffing	40	49	49	49	49	49	42
Assigned to Work	29	32	35	35	32	33	24
Overtime Coverage	4	6	9	9	8	8	10
Total Coverage	33	38	44	45	40	41	34
Over/Short	-9	-11	-5	-5	-9	-8	-8
Posts partially covered	0	2	0	2	0	2	3
Night Shift							
	<u>Sun 9 Team III</u>	<u>Mon 10 Team IV</u>	<u>Tues 11 Team IV</u>	<u>Wed 12 Team IV</u>	<u>Thurs 13 Team IV</u>	<u>Fri 14 Team III</u>	<u>Sat 15 Team III</u>
Watch Commander	LT6	LT7	LT7	LT7	LT7	LT6	LT6
Security Sergeant S1	SGT8	SGT32	SGT32	SGT32	SGT32	SGT8	SGT8
Central Control	C145	C149	C149	C150	DS76	C77, C87(t)	C77
Central Control	DST10	C150	C145	DS76	C150	C140	C140
Security Rover	SGT19 (1800 – 0300)	DS37	DS37 (1800 – 2300), C40 (0300 – 0600)	DS37	DS37	DS73	C130
Security Rover		C30 (1800 – 0200)	C27 (1800 – 2200)	DS13 (1700 – 2300)	DS6 (10hrs), DS38 (5hrs)	DS8 (1800 – 2400)	
Hospital	DS5	DS29 (1800 – 2300)	DS5	DS5	DST14	DS57	DS57
Hospital	DS73	DS74	DS29 (1800 – 2300), DS37 (2300 – 0600)	DS77			



Hospital		DS5					
Utility Worker	UW3	UW10	UW10	UW10	UW10	UW3	UW3
Housing Sergeant S2	SGT27	SGT33	SGT33	SGT19	SGT8	SGT27	SGT27
3A Ad Housing	C80	C48, DST12(t)	C48, DST12(t)	C48, DST12(t)	C48, DST12(t)	C80	C80
3A Ad Housing	C146	C151	C151	C151	C151	C152	C152
3W Max	DST11	C44	DST11	C91	C142	DST10	C87
3W Max	C82	C146	DST10	DST10	C85	C82	C82
3rd Floor Rover	SGT7 (0200 – 0600)	C33 (1800 – 2200)	C** (1800 – 2400)	DST13 (2000 – 0600)	SGT33 (1800 – 2200)	DS79 (1800 – 2100)	DS79 (1800 – 2100)
4E Intake	C74 (1800 – 2400)	C76	C76	C76	C76	C75	C75
4E Intake	C83	C79	C79	C79 (1800 – 2100, C40 (0300 – 0600))	C37 (1800 – 2200)	C83	C83
4W BHU	C90	C152	C152	C145	C152	C37	C37
4W BHU		C145	C26 (1800 – 2200)	C152	C145	C90	C145
5E General	C75	C89	C30 (1800 – 2200)	DS13	DS74	C142	C142
5E General	C79	C148, C140(t)	C148, C140(t)	C148, C140(t)	C148, C140(t)	DS7 (1800 – 2200)	C33 (1800 – 2100)
5W General	C85	C46	C46	C46	C46	C85	C85
5W General	C147	C147	C147	DST11	C147	DS13 (1800 – 0100)	C30 (1800 – 2200)
6E	C37	DS74, C90	C153	C142	DS5	DS5	DS5
6W Intake/Ad Seg	C87	C90, C40 (0300 – 0600)	C156	C156	C156	C91	C91
6W Intake/Ad Seg	C84 (1800 – 0100)	C80	C89	C85	C75	C130	DS7 (1800 – 2200)
ASU	C142	C153	C66	C66	C66	C88	C88
ASU	C48	C154	C154	C154	C154	C145	C** (1800 – 2200)
Intake Sergeant S3		SGT27		SGT17 (1800 – 0200)			
Intake	C44	C50	C50	C50	C50	C44	C44
Intake	C81	C72	C72	C72	C72	C81	C81
Intake	C89	C155, DS75(t) (1700 – 2200)	C155, DS75(t)	C155	C155	C89	C89
Intake		C27 (1800 – 2100)	C33 (1800 – 2100), DS74 (2100 – 0600)	C102 (1800 – 2100), C13 (0300 – 0600)	C79	C155	
Classification	C148	C66	C146	C146	C146	C148	C90
Releases	C91	C34	C34	C34	C34	C158	C158
Lobby (1800 – 2200)	LOS8	LOS11	LOS10	LOS6	LOS6	DS10, DS12	LOS8
Booking	LOS6	LOS6	LOS6	LOS30	LOS30	LOS30	LOS30
Booking	LOS7(t)	LOS7(t)	LOS7(t)	LOS31(t)	LOS31(t)	LOS31(t)	LOS31(t)
Booking		LOS 11(2200 – 0600)		LOS4	LOS17	LOS11	LOS8
Booking				LOS6	LOS6		
ID Technician	ID1					ID1	ID1
OR Program	LOS9 (1700 – 2400)	LOS29	LOS29 (1700 – 0500)	LOS29	LOS29	LOS29	LOS29
Cashier	LOS8 (2200 – 0600)	LOS8 (1800 – 2200)	LOS11 (1800 – 2200), LOS10 (2200 – 2400)	LOS8	LOS8	LOS8	LOS11 (1800 – 2400)
LOS Supervisor		LOSS2	LOSS2	LOSS2	LOSS2	LOSS2	



Minimum Staffing	43	45	44	44	43	43	42
Assigned to Work	25	28	28	29	32	29	28
Overtime Coverage	7	14	12	13	9	12	9
Total Coverage	32	39	40	42	41	41	37
Over/Short	-11	-6	-4	-2	-2	-2	-5
Posts partially covered	4	5	6	5	2	4	6

Table 127 reflects the day shift being short between four and 11 persons every day during the week of July 9 to 15, 2023. This included four to 10 overtime positions manning each shift. There were three days when two posts were not manned the entire shift and one day when three posts were not manned the entire shift. There were seven officer posts covered by supervisors (six sergeants and one lieutenant). According to staff, when a post is not manned, IPs will be frequently locked down in their cells. Additionally, when shifts are short-staffed, the impact is no reliefs for officers on posts, reduced emergency response capabilities, and the inability to conduct proactive area searches.

The night shift had a staffing shortfall between two and 11 persons each day. There were an additional two to six positions that were only staffed a part of each duty night.

Staff reviewed multiple weeks of schedules with Meliora identifying who worked and how much coverage was accomplished by overtime usage. We found that each week, the actual shift coverage was similar.

The actual shift change times for CO's/deputies are 6:00 a.m. and 6:00 p.m.; however, staff are permitted to leave their posts/positions when their oncoming relief shows up and relieves them. This can be as early as 45 to 50 minutes prior to the actual scheduled shift change. According to the jail leadership this practice has existed for years. The primary reason given was to get ahead of the traffic. Meliora PSC recommends Command Staff evaluate this practice and if appropriate, adjust the relief time to 5:00 a.m. and 5:00 p.m. The shift change times for sergeants is also 6:00 a.m. and 6:00 p.m.; however, to ensure that all posts and commitments (i.e. hospitalized IP) are covered, sergeants arrive for work at 4:30 a.m. and 4:30 p.m. Universally, every sergeant spoken with did not like this practice but categorized it as "it's always been this way," a sentiment prevalent in police and sheriff's organizations and one that is being examined through processes such as this organizational assessment.



TABLE 128: Actual Maguire Staffing, December 3 - 9, 2023

December 3 - 9, 2023							
	Sun 3 Days I	Mon 4 Days II	Tues 5 Days II	Wed 6 Days I	Thurs 7 Days I	Fri 8 Days II	Sat 9 Days
Day Shift							
Watch Commander	Lt 2	Lt 5	Lt 5	Lt 2	Lt 2	Lt 5	Lt 5
Security Sergeant S1	Sgt 11	Sgt 15	Sgt 15	Sgt 11	Sgt 11	Sgt 15	Sgt 15
Central Control	C60	C12	C12	C49	C73 EH	C12	C12
Central Control	DS10	C14	C14	C60	C60	C14	C14
Security Rover	C33	C3	C3	C33	C33	C59 (0600 – 1400); C72 (1400 – 1800)	C3
Security Rover	DS11(t)						
Hospital	Det3	DS14	DS18	DST4	DST4	DS5 (0600 – 0800, 1600 – 1800); DS13 (0600 – 1200)	DS21
Hospital	DS12		DS19	Transportation	Sgt 1	DS21	DS29
Hospital						DS22	
Utility Worker	UW2	UW1	UW1	UW2	UW2	UW1	UW1
Housing Sergeant S2	Sgt 12	Sgt 3	Sgt 3	Sgt 12	Sgt 12	Sgt 3	Sgt 3
Clinic		DS15 (1200 – 1800)	C49	C38 (0600 – 1400); C74 (1400 – 1800)	DS20 (0600 – 1100)	DS23 (0600 – 1200); Sgt 16 (1300 – 1700)	
2W Medical							
2W Medical							
3A Ad Housing	C51	C37	C68	C51	C51	C68	C68
3A Ad Housing	C52	C68	C37	C52	C52	C37	C52 (0600 – 1200); Sgt 18 (1200 – 1800)
3W Max	C45	C6	C6	C45	C45	C6	C6
3W Max	C61	C7	C7	C61; C62 (t)	C61	C7	C61
3 rd Floor Rover	C3 (0600 – 1000); DS11 (1000 – 1800)	C52 (0600 – 1600)	C33	C6	C19 (0600 – 1100); C43 (1400 – 1800)	DS24	DS30
4E Intake	C63/C64 (t)	C8	C8	C63; C64(t)	C63; C64(t)	C73 (0600 – 1600); DS25 (1600 – 1800)	C37
4E Intake	C8	C43 (0600 – 0800); Sgt 16 (1300 – 1700)	C31	C7	C62	C67 (0600 – 1600)	DS17
4W BHU	C31	C38	C9	C31	C31	C9	C9
4W BHU	C10	C10	C38	C10	C10	C38	C38
5E General	C65	C69	C69	C65	C65	C69	C69
5E General	DST2	C70 (0600 – 0800)	C36	C69		C4	C4
5W General	C58	C36	C4	C58	C58	C36	C36
5W General	DS13 (0600 – 12)	C71 (0600 – 0800); DS16 (1200 – 1800)	C67 (0600 – 1600); C73 (1400 – 1800)	C73 EH	C68 (0600 – 0800); C19 (1400 – 1800)		
6E	C59	C58	C59	C59	C59	DS2	DS2
6W Intake/Ad Seg	C56	C13	C13	C56	C67	C13	C13



6W Intake/Ad Seg	C67	C11	C11	C9	C36 (0600 - 0800); C74 (1400 - 1800)	D26 (0600 - 1600)	C76 (0600 - 0900); DS31 (0800 - 1800)
ASU	C35	C15	C15	C35	C26	C15	C15
ASU	Sgt 13	C63	C30	C3	C35	DS27 (0700 - 1800)	C63
Intake Sergeant S3	Sgt 14	Sgt 2	Sgt 2			Sgt 17	Sgt 2
Intake	C27	C16; DST3(t)	C16; DST3 (t)	C27; DST5 (t)	C27; DST5(t)	C16; Dst3(t)	C16; DST3 (t)
Intake	C49	DST2	DST2	C67	C49	DST2	DST2
Intake	C66 (0600 - 1000)	C44 (0600 - 0800); C72 (1400 - 1800)	C27 (0600 - 1400); C43 (1400 - 1800)	C46	C75 (1400 - 1800)	C51 (0600 - 1200); DS25 (1400 - 1600)	DS13 (0600 - 1300); Sgt 16 (1300 - 1700)
Intake		DS17 (0600 - 0800)	C35			DS28 (0600 - 1600); DS5 (1600 - 1800)	Sgt 4 (0600 - 1200)
Classification	C40 (0600 - 1200)	Admin	Admin	Admin	Admin	Admin	C27
Releases	C30	C19	C19	C30	C30	C19	C19
Lobby 0600 - 1800	LOS12 (0600 - 1000),	LOS19	LOS12	LOS5	LOS12	LOS5	LOS12
Lobby 1800 - 2200	LOS11	LOS17	LOS29	LOS11	LOS11	LOS17	LOS17
Bookings	LOS16	LOS7 (1400 - 1800)	LOS27	LOS27 (0600 - 1200)	LOS27	LOS27	LOS27
Bookings	LOS2	LOS27		LOS12	LOS7 (1000 - 1400)		
Bookings	LOS7 (1400 - 1800)						
ID Technician		CIV2	CIV2			CIV2	
OR Program (0600 - 1800)	LOS2 (0600 - 1200 AND 1400 - 1800)	LOS5	LOS5	LOS19	LOS7 (0800-1000), LOS26 (1000 - 1400), LOS7 (1400 - 1800)	LOS7 (1000 - 1800)	LOS5
Cashier Hours (0800 - 1130, 1300 - 1630, and 1900 - 2200)		LOS8 (0600 - 1000)	LOS8 (0600 - 1000), LOS17 (1200 - 1800)	LOS2 (0600 - 1400)	LOS11 (1000 - 1800)	LOS8 (0600 - 1000), LOS17 (1200 - 1800)	LOS17 (1200 - 1800)
Court Desk 05-13		LOS13	LOS13	LOS13	LOS13	LOS13	
Court Desk 10-18		LOS15	LOS15	LOS15	LOS15	LOS15	
Court Desk 14-22		LOS14	LOS14	LOS14	LOS14	LOS14	
Court Desk 14-22		LOS28	LOS28	LOS28	LOS28	LOS28	
LOS Supervisor		LOSS1	LOSS1	LOSS1	LOSS1	LOSS1	
Minimum Staffing	42	48	49	48	49	49	41
Assigned to Work	31	32	33	35	34	31	28
Overtime Coverage	8	14	12	8	9	15	9
Total Coverage	38	46	45	43	43	46	37
Over/Short	-3	-2	-4	-5	-6	-3	-4
Posts partially covered	5	9	1	1	7	7	3
Night Shift							
	<u>Sun 3 Team IV</u>	<u>Mon 4 Team IV</u>	<u>Tues 5 Team III</u>	<u>Wed 6 Team III</u>	<u>Thurs 7 Team III</u>	<u>Fri 8 Team IV</u>	<u>Sat 9 Team III</u>
Watch Commander	LT7	LT7	LT6	LT6	LT6	LT7	LT6
Security Sergeant S1	SGT34	SGT34	SGT18	SGT18	SGT18	SGT34	SGT8



Central Control	C145	C45	C74	C161	C74	C88	C145
Central Control	C141	C151	DS33	DS33	C163	C151	DST10
Security Rover	DS37, C159(t)	DS37, C159(t)	C77, DS84(t)	C77, DS84(t)	C77, DS84(t)	DS37, C159(t)	SGT19 (1800 – 0300)
Security Rover	C70 (0200 – 0600)	DS27 (1700 – 2300), SGT3 (0300 – 0600)	DS27 (1800 – 2300), C4 (0200 – 0600)	DS27 (1800 – 2300)	D89 (1800 – 2200)		
Hospital	DS5	DS5	DS5	DS5	DS5	DS5	DS5
Hospital		DS25	DS25	DS22	DS25	DS25	DS73
Hospital					DS22		
Utility Worker	UW10	UW10	UW3	UW3	UW3	UW10	UW3
Utility Worker	UW11	UW11				UW11	
Housing Sergeant S2	SGT19	SGT19	SGT20	SGT20	SGT12 (1800 – 2400), SGT3 (2400 – 0600)	SGT8, SGT3 Total 10 hrs coverage	SGT27
3A Ad Housing	C48	C48	C90, DS35(t)	C80	C80	C48	C80
3A Ad Housing	C45 (1800 – 2400)	C91	C78	C78	C145	C6, C77 (2100 – 0600)	C146
3W Max	C146	C146, DS75(t)	C82	C82	C90	C146	DST11
3W Max	C79	C82	C146	C90	C82	C79	C82
3 rd Floor Rover	C44 (0200 – 0600)	DS82 (1700 – 2300)	C50	DS87	DS27 (1800 – 2300)	DS39 (1700 – 0100)	SGT7 (0200 – 0600)
4E Intake	C76	C76	C83	C83	C83	C76	C74 (1800 – 2400)
4E Intake	C61 (1800 – 2400)	C87	C43	C43	C43	C86 (1800 – 2200)	C83
4W BHU	C152	C152	C142	C152	C152	C152	C90
4W BHU	C10 (1800 – 2200)	C89	C145	C9 (1800 – 2200), C76 (2400 – 0600)	C79 (1800 – 2400)	DS91	
5E General	C140	C140	DS22	C142	C142	C140	C75
5E General	C62 (1800 – 2400)	DS81	DS17 (1800 – 2200)	DS7 (1800 – 2200)	C160(t)		C79
5W General	C46	C79	C37, C160(t)	C37	C37	C46	C85
5W General	C67 (1800 – 2400)	DS83 (1800 – 2200)	DS85	C160(t) (1800 – 2200), DS85	DS85	C81	C147
6E	DS25	DS58	DS39 (1800 – 2300), C76 (2400 – 0600)	C74	DS22 (1800 – 2300), C43 (2300 – 0600)	DS81	C37
6W Intake/Ad Seg	C147	C147	C80	C87	C87	C147	C87
6W Intake/Ad Seg	DS80 (1800 – 2400)	C63 (1800 – 2200)	C86 (1800 – 2200), DS20 (2200 – 0600)	C** (1800 – 2200)	DS17 (1800 – 2200)	C80	DS13 (1800 – 0100)
ASU	C66	C66	C88	C88	C88	C66	C142
ASU	DS81 (2000 – 0600)	C90	DS39 (1800 – 2300), C76 (2400 – 0600)	DS39 (1800 – 2300)	DS39 (1800 – 2300)	DS27, C4	C48 (1800 – 0100)
Intake Sergeant S3	SGT32	SGT32	SGT19	SGT19	SGT6 (1800 – 2200)	SGT32	
Intake	C72	C50	C81	C81	C81	C50	C44
Intake	C155	C72	C89	C89, DS35(t)	C89, DS35(t)	C72	C81
Intake	C50	C155	DS86 (1800 – 0200), C152 (0200 – 0600)	DS70 (1800 – 2200), CO160 (2200 – 0600)	DS86 (1800 – 2200), CO79 (2400 – 0600)	C155	C89



Intake		DS15 (1800 – 2400)	C34 (1800 – 0400)	C10 (1800 – 2200)	DS90 (1800 – 2300)	C91	
Classification	C148	C148	C161	DS88	C161	C148	C148
Releases	C34	C34	C91	C91	C91	C34	C91
Booking	LOS6	LOS6	LOS6	LOS30	LOS30	LOS30	LOS6, LOS25(t) (1800 – 2000)
Booking	LOST25(t)	LOST25(t)	LOS25(t)				LOS7 (0200 – 0600)
Booking	LOS9	LOS17	LOS17				
ID Technician			IT1	IT1	IT1		
OR Program (1700 – 0500)	LOS26	LOS26	LOS26	LOS29, LOS31(t)	LOS29, LOS31(t)	LOS29, LOS31(t)	LOS26
Cashier (1800 – 0600)	LOS8, LOS7(t)	LOS8, LOS7(t)	LOS8, LOS7(t)	LOS8	LOS8	LOS8	LOS8, LOS7(t) (1800 – 0200)
LOS Supervisor (1400 – 2400)		LOSS2	LOSS2	LOSS2	LOSS2	LOSS2	
Minimum Staffing	40	43	42	42	43	42	40
Assigned to Work	29	31	27	29	28	27	26
Overtime Coverage	10	11	15	11	13	11	9
Total Coverage	39	42	42	40	41	38	35
Over/Short	-1	-1	0	-2	-2	-4	-5
Posts partially covered	9	5	5	6	7	3	7

Table 128 reflects the day shift being short between two and six persons every day during the week of December 3 to 9, 2023. This included eight to 15 overtime positions manning each shift. There were between one and nine posts that were not manned the entire shift each day. There were six officer posts covered by sergeants.

The night shift had every position filled on one day but had between one and five vacant positions every shift the rest of the week. On Monday, the security housing staffing had 33 percent vacancies after midnight. The remainder of the week had between three and seven posts filled only part of the shift.



TABLE 129: Actual Maple Street Staffing, December 3 - 9, 2023

July 9 – 15, 2023							
	Sun 9 Day 2	Mon 10 Day 1	Tues 11 Day 1	Wed 12 Day 2	Thurs 13 Day 2	Fri 14 Day 1	Sat 15 Day 1
Day Shift							
Watch Commander	Lt 1	Lt2	Lt2	LT1	Lt1	Lt2	Lt2
Security Sergeant S1	Sgt 22	Sgt 22	Sgt 22	Sgt 24	Sgt 24	Sgt 22	Sgt 22
Central Control	C1	C1	C1	C1	C1	C1	C1
Central Control	C2	C2	C2	C2	C2	C2	C2
Security Rover	C3	DS1	C3		C3	Sgt 24	DS1
Security Rover	DS1	C3 (0600 – 1600)	DS1 (0600 – 1600)		C4	Det1	DS2
Security Rover	DS2	Sgt 23 (1400 – 1800)			C5 (0600 – 1000)	C3 (0600 – 1000), O4 (1400 – 1800)	DS3
Hospital			DS2				
Kitchen	C4		C4 (1200 – 1800)	C5	C6		
Lobby (0600 – 1800)	LOS1	LOS16	LOS16	LOS16	LOS1	LOS16	LOS16
Lobby (1000 – 2200)	LOS17	LOS4	LOS20	LOS10		LOS17	
Utility Worker	UW1	UW1	UW1	UW1	UW1	UW1	UW1
Utility Worker 1200 – 2200							
Housing Sergeant	Sgt 16	Sgt 13	Sgt 3	Sgt 22	Sgt 5	Sgt 13	Sgt13
Medical Clinic		C4	C4 (0600 – 1200), C5 (1200 – 1800)	C1	C7	C5	
1 st Floor Core	C5 (1400 – 1800)	DS2	C6		C8		
1 Ocean	C6	DS3	C7		C9	C6	C3
1 Bay	DS3	C5	C8	DS1	DS1	C7	C4
1 Valley	C7	C6	C9	C3	C10	C8	C5
1 Mountain	C8	C7	C10	C4	C11	C9	C6
2 nd Floor Core	C9	C8	C11				DS4
2 Ocean	C10	C9	C12	C6	C12	C10	C7
2 Bay	C11	C10	C13	C7	C13	C11	C8
2 Valley	C12	C11	C14	C8	C14	C12	C9
2 Mountain	C13	C12	C15	C9 (0600 – 1600)	C15	C13, C14 (1400 – 1800)	C10 (0600 – 1000), C11 (1400 – 1800)
3 rd Floor Core	DS4 (1400 – 1800)	C13	C16 (0600 – 1400), Sgt 23 (1400 – 1800)	C10	C16	DS1	Sgt 23
3 Ocean	C14	C14 (0900 – 1800)	C17	C11	C17	C15	C12
3 Ocean	C15	C15	C18	C12	C18		C13 (1400 – 1800)
3 Bay	C16	C16 (0600 – 1400)	C19 (0600 – 1400), C20 (1400 – 1800)	C13	C19	Det1	C14 (1400 – 1800)
3 Bay		C17	C21	C14	C20	C16	C15
3 Valley	C17	C18	C22	C15	C21	C17 (0600 – 1200), C18 (1400 – 1800)	C16
3 Mountain							



Transitional M							
Transitional F							
Alternative Sentencing Sgt							
SWP		DS4	DS3			DS2	
SWP	DS5	DS5	DS4	DS2	DS2	DS3	DS5
EMP	DS6			DS3	DS3		
Minimum Staffing	31	33	34	33	33	32	31
Assigned to Work	25	17	17	20	22	19	15
Overtime Coverage	4	13	14	5	7	9	11
Total Coverage	29	30	33	25	29	28	26
Over/Short	-2	-3	-1	-8	-4	-4	-5
Posts partially covered	2	4	2	1	1	2	3
Night Shift							
	Sun 9 Night 3	Mon 10 Night 4	Tues 11 Night 4	Wed 12 Night	Thurs 13 Night 4	Fri 14 Night 3	Sat 15 Night 3
Watch Commander	Lt6	Lt7	Lt7		Lt7	Lt6	Lt6
Security Sergeant S1	Sgt 25	Sgt 26	Sgt 26		Sgt 26	Sgt 25	Sgt 25
Central Control	C1	C1	C1		C1	C1	C1
Central Control	C2	DS1	DS1		DS1	C2	C2
Security Rover	DS1	DS2	DS2, DS3		DS2 (1800 – 2200), C2 (0200 – 0600)	DS1	DS1
Security Rover	Sgt 16 (1800 – 2400), Sgt 13 (0200 – 0600)	DS3 (1800 – 2300), DS4 (0200 – 0600)	DS4 (1800 – 2300), C2 (0200 – 0600)		DS3 (1800 – 2200), C3 (0200 – 0600)	DS2	C3 (1800 – 0200), C4 (0200 – 0600)
Security Rover	DS2 (1800 – 2200)	C2 (0200 – 0600)	DS5 (1800 – 2200), C3 (0200 – 0600)		C4 (0200 – 0600)	C3	DS2 (1800 – 2200), C5 (0200 – 0600)
Visitation Rover			C4		Det 1	DS3	DS3
Hospital			Det 1		Det 2		
Hospital					DS3		
Lobby (1000 – 2200)	LOS17	LOS4	LOS20		LOS20	LOS17	LOS9
Utility Worker 1200 – 2200	UW1	UW1	UW1		UW1	UW1	UW1
Utility Worker			UW2		UW2		
Housing Sergeant	Sgt 23	Sgt 23	Sgt 27		Sgt 25	Sgt 23	Sgt 23
Medical Clinic							
1 st Floor Core						DS4 (1800 – 2400)	C6 (0200 – 0600)
1 Ocean	DS3	C3	C5		C5	DS5	DS4
1 Bay	DS4 (1800 – 2400), C3 (2400 – 0600)	C4	C6		C6	C4	C7
1 Valley	C4 (1800 – 2200), DST1 (2200 – 0600)	C5	C7		DS4	C5	C8
1 Mountain	C5	C6	C8		C7	C6	C9
2 nd Floor Core							
2 Ocean	C6	C7	C9		C8	C7	C10
2 Bay	C7	C8	C10		C9	DS6	DST1
2 Valley	C8	C9	C11		C10	C8	C11



2 Mountain	C9	C10	C12		C11	C9	C12
3 rd Floor Core							
3 Ocean	C10	C11	C13		C12	C10	C13
3 Ocean	C11 (1800 – 2400), DS5 (0200 – 0600)	C12	C14		C13	C11	C14
3 Bay	C12	C13	C15		C14	C12	C15
3 Bay	DS6 (1800 – 2200), C13 (0300 – 0600)	DS5 (1800 – 2300), C14 (0200 – 0600)	DS6 (1800 – 2200)		DS5 (1800 – 2400)	C13	DS5
3 Valley	C14	C15	C16		C15	C14	C16
3 Mountain							
Transitional M							
Transitional F							
Minimum Staffing	24	24	26		27	25	25
Assigned to Work	15	16	17		16	18	17
Overtime Coverage	6	7	9		1	7	8
Total Coverage	21	23	26		27	25	25
Over/Short	-3	-1	0		0	0	0
Posts partially covered	4	3	3		4	1	3

As reflected in Table 129, there was one vacant post on one night and three on another during the night shift and one to eight positions on the day shift. Overtime was heavily relied upon ranging from four to 14 positions covering posts every day. There were also between one and four posts that were manned only a portion of the shift. Information for Maple Street on July 12 was not provided.



TABLE 130: Actual Maple Street Staffing, December 3 - 9, 2023

December 3 - 9, 2023							
	Sun 3 Day 1	Mon 4 Day 2	Tues 5 Day 2	Wed 6 Day 1	Thurs 7 Day 1	Fri 8 Day 2	Sat 9 Day 2
Day Shift							
Watch Commander	Lt2	Lt5	Lt5	Lt2	Lt2	Lt5	Lt5
Security Sergeant S1	Sgt6	Sgt30	Sgt30	Sgt6	Sgt6	Sgt30	Sgt30
Central Control	C92	C105	C105	C93	C93	C105	C105
Central Control	C93	C92	C107	C29	C29	C127	C107
Security Rover	DS41	C106	C106	C92	C107, DS36 (1400 – 1800)	C106	C106
Security Rover	Sgt28	C107	C92 (0900 – 1800)	C107	Sgt21	DS52 (1300 – 1500)	DS53
Security Rover	DS42 (1000 – 1800)	Sgt26	C51 (0600 – 1200), C119 (1200 – 1800)	C115, Sgt23	Sgt26	Sgt26 (1400 – 1800)	DS54 (0600 – 1200)
Hospital	DS3	DS19	DS19		DS3	DS19	DS19
Hospital					DS51 (1300 – 1800)		
Kitchen	C11	DST8	DST8	C120	C118	DST8	DST8
Lobby (0600 – 1800)	LOS19 (0600 – 1800), LOS24 (1500 – 2200)	LOS22	LOS22,	LOS17 (0600 – 1500)	LOS19	LOS3	LOS9
Lobby (1600 – 2200)		LOS19	LOS24	LOS24 (1500 – 2200)	LOS9	LOS19	LOS17
Utility Worker	UW4	UW4	UW4	UW5	UW4	UW2	UW2
Utility Worker 1200 – 2200							
Housing Sergeant	Sgt29	Sgt22	Sgt22	Sgt29	Sgt29	Sgt22	Sgt22
Medical Clinic		C5	C101	C106	Sgt3	C121	
1 st Floor Core	C94 (0600 – 1000) Sgt26	C108	Sgt21 (1400 – 1800)	Sgt22	C70 (1400 – 1800)		
1 Ocean	C95	C65	C41	C121	C121	C107	C121
1 Bay	C5	C41	C65	C5	DS51 (0600 – 1300), C124	C99 (0600 – 1600)	C48
1 Valley	C96	C109	C109	C96	C96	C100 (0600 – 1400)	C109
1 Mountain	C41	C110	C110	C4	C4	C110	C110
2 nd Floor Core	C97 (0600 – 1000) Sgt23	C98	DS44 (0900 – 1800)	Sgt30	Sgt30	DS36 (1400 – 1800)	DS47 (1300 – 1700)
2 Ocean	C98	C111	C111	C111/C122	C103	C111	C111
2 Bay	C99	C112	C112	C99	C99	C112	C112
2 Valley	C100	C113	C113	C100	C100	C113	C113
2 Mountain	C101	C114	C114	C101	C101	C114	C114
3 rd Floor Core		Sgt21 (1400 – 1800)	DS47	C48	C11 (0600 – 0800), C108 (1400 – 1800)		Sgt26
3 Ocean	C102	C48	DS48	C102	C102	C123	C123
3 Ocean	Det4 (0600 – 1400)	C115	C115	C123, C124	Sgt28	C115	C115
3 Bay	C103	C116	C116	DS49	C92	C116	C116



3 Bay	DS42	DS44	C100 (0600 – 1400), C108 (1400 – 1800)	C103, C125	C126 (0600 - 0900), C115 (0900 – 1800)	DS47 (1300 – 1700)	DS55 (0700 – 1600)
3 Valley	C104	C117	C48	C114	C120	C48	C117
3 Mountain							
Transitional M		C118	C118	C118			
Transitional F							
Alternative Sentencing Sgt							
SWP	DS43			DS50	DS50	DS50	
SWP		DS45	DS45	DS3		DS45	DS45
EMP		DS46	DS46			DS46	DS46
Minimum Staffing	30	35	35	34	35	34	33
Assigned to Work	20	23	22	20	20	23	23
Overtime Coverage	9	10	11	13	12	8	7
Total Coverage	29	33	33	33	32	31	30
Over/Short	(-1)	(-2)	(-2)	(-1)	(-3)	(-3)	(-3)
Posts partially covered	2	1	3	0	2	6	3
Night Shift							
	<u>Sun 3 Night 3</u>	<u>Mon 4 Night 4</u>	<u>Tues 5 Night 4</u>	<u>Wed 6 Night</u>	<u>Thurs 7 Night 4</u>	<u>Fri 8 Night 3</u>	<u>Sat 9 Night 3</u>
Watch Commander	Lt7	Lt7	Lt6	Lt6	Lt6	Lt7	Lt7
Security Sergeant S1	Sgt26	Sgt26	Sgt23	Sgt23	Sgt21	Sgt26	Sgt26
Central Control	C129	C129	C85	C85	C85	C129	C129
Central Control	DS56, C92	DS56, C136	C139	C139	C139	DS56	DS56
Security Rover	Sgt23, C111	DS36 (1800 – 2400)	C108, DS33(t)	C108, DS33(t)	C108, DS33(t)	DS36	DS59
Security Rover	Sgt 1	C65 (0200 – 0600)	DS61 (1800 – 2200), C138 (2200 – 0600)	DS65 (1800 – 0100)	C14	DS70, DS71	C134
Security Rover	DS41	Sgt23, C107	DS62	DS66 (1800 – 2400), DS67 (2400 – 0400)	DS69 (1700 – 2200), DS67 (2400 – 0400)	DS72, C107	C115, C111
Visitation Rover		DS7 (1800 – 2200)	DS63 (1800 – 2200)	C102	C102	Det5	
Hospital	DS57	DS57	DS36	DS59	DS59	DS57	DS57
Hospital							
Lobby (1000 – 2200)	LOS24			LOS24	LOS9		
Utility Worker 1200 – 2200	UW6	UW6	UW8	UW8	UW8	UW9	UW7
Utility Worker	UW7	UW7					UW8
Housing Sergeant	Sgt31	Sgt31	Sgt21	Sgt21	Sgt26	Sgt31	Sgt25
1 Ocean	C130	DS59	DS59	C138	C138	C141	C141
1 Bay	C97	C97	DS26	DS26	DS26	C97	C97
1 Valley	DS22	C137	DS57	C140	C140	C142	DS58
1 Mountain	DS58	C138	C137	C137	C137	DS58	C144
2 Ocean	C131	C131	C131	DS36	DS36	C94, DST9(t)	C94, DST9(t)
2 Bay	C94, DST9(t)	C83, C94, DST9(t)	C75	C75	C75	C131	C131
2 Valley	C132	C132	C136	C136	C136	C132	C132
2 Mountain	C133	C133	C70	C70	C70	C133	C133
3 Ocean	C114	C114	C124	C124	C124	C114	C114



3 Ocean	DS36, C65	C130	C114	C14 (1800 – 2400), DS64 (2400 – 0600)	C94	C130	C130
3 Bay	C134	C46	C126	C126	C126	C143	C143
3 Bay	C96	DS60, C100 (0200 – 0600)	C116 1800 – 2200, DS64 (2200 – 0600)	DS68 (1800 – 2400)	DS66 (1800 – 2400)	DS69	DS7, C100
3 Valley	C135	C135	C134	C134	C134	C135, C111	C135
3 Mountain							
Transitional M							
Transitional F							
					DS63 (1700 – 2200)		
					C14 (1700 – 0100)		
Minimum Staffing	25	26	26	26	26	26	26
Assigned to Work	18	17	19	19	20	18	20
Overtime Coverage	10	10	6	6	7	7	4
Total Coverage	28	27	25	25	27	25	24
Over/Short	+3	+1	(-1)	(-1)	+1	(-1)	(-2)
Posts partially covered	0	2	0	3	2	0	0

Table 130 reflects the day shift having a staff shortage of one to three positions each day while the night shift ranged from two short to three over in staffing. Like other periods evaluated, overtime was heavily used (four to 13 positions every day) and up to six posts were vacant most days. During this week there was one day on the day shift and four days on the night shifts where all posts were covered the entire shift.

The following tables provide the actual staff coverage for the food service area.



TABLE 131: Actual Food Service Staffing, July 9 to 15, 2023

July 9 – 15, 2023							
	Sun 9	Mon 10	Tues 11	Wed 12	Thurs 13	Fri 14	Sat 15
Day Shift							
A.M. General Driver 0900 – 1700	FS1	FS1	FS1	FS2	FS1	FS1	FS1
SD Cook SO 0630 – 1430	FS3	FS4	FS3	FS3	FS3	FS3	FS3
SD Cook YSC 0630 -1430	FS5	FS5	FS5	FS4	FS6	FS5	FS5
Staff Prep SD 0830 - 1630							
Cook YSC 0800 – 1600	FS6	FS6	FS10	FS10	FS10	FS6	FS6
Cook SD PM 1200 – 2000							
Warehouse FSW 0800 – 1600		FS12	FS12	FS12	FS12	FS12	
Main Line Cook 0800 – 1600	FSS1	FSS1	FS6	FSS2	FSS2	FSS2	FSS2
Lunch Line FSW 0730 – 1530	FS2	FS2	FS2/FS4(t)	FSS1	FS2	FS4	FS2
Diet Room – Cook 0700 – 1500	FS9	FS9	FS9	FS9	FS9	FS9	FS9
Supervisor on Duty	FSS1	FSS1	FSS1	FSS1/FSS2	FSS2	FSS2	FSS2
Driver #2YSC – FSW 0700 – 1500	FS9	FS9	FS9	FS9	FS9	FS9	FS9
PM Driver Until 1800	FSS1	FSS1	FSS1	FSS2	FSS2	FSS2	FSS2
Minimum Staffing	10	11	11	11	11	11	10
Assigned to Work	5	7	9	9	8	9	7
Overtime Coverage	3	2	1	0	1	0	1
Total Coverage	8	9	10	9	9	9	8
Over/Short	-2	-2	-1	-2	-2	-2	-2
December 3 – 9, 2023							
	Sun 3	Mon 4	Tues 5	Wed 6	Thurs 7	Fri 8	Sat 9
A.M. General Driver 0900 – 1700	FS1	FS1	FS1	FS15	FS15	FS1	FS1
SD Cook SO 0630 – 1430	FS5	FS5	FS5	FS5	FS5	FS4	FS8
SD Cook YSC 0630 -1430	FS16	FS16	FS8	FS8	FS16	FS16	FS16
Staff Prep SD 0830 - 1630							
Cook YSC 0800 – 1600	FS10/FS8(t)	FS10/FS8(t)	FS10	FS10	FS10	FS6	FS10
Dispatch FSW 0800 – 1600				FS3	FS3		
Cook SD PM 1200 – 2000							
Warehouse FSW 0800 – 1600			FS3				



Main Line Cook 0800 – 1600	FSS1	FSS1	FSS1	FSS2	FSS2	FSS2	FS4
Lunch Line FSW 0730 – 1530	FS6	FS3	FS4	FSS1	FS6	FS3	FS6
Hot Pots – Cook 0800 – 1600							FS3 (4 hours)
Diet Room – Cook 0700 – 1500	FS17	FS17	FS17	FS4	FS4	FS17	FS17
Supervisor on Duty	FSS1	FSS1	FSS1	FSS1/FFS2	FSS2	FSS2	FSS2
Driver #2YSC – FSW 0700 – 1500	FS15	FS6	FS15	FS1	FS1	FS15	FS15
Water World FSW 0800 – 1600		FS11		FS11	FS11		
PM Driver Until 1800	FS1	FS1	FS1	FS9	FS9	FS1	FS1
Minimum Staffing	10	11	11	12	12	10	11
Assigned to Work	7	8	9	10	10	8	9
Overtime Coverage	1	1	0	1	1	0	1
Total Coverage	8	9	9	11	11	8	10
Over/Short	-2	-2	-2	-1	-1	-2	-1

Table 131 provides a review of the actual staffing of the MSCC food services area during a two-week period (July 9 – 15 and December 3 – 9, 2023). The food services area was short-staffed an average of two people each day. There was overtime coverage used every day except four. The supervisor on duty was required to cover several posts each day (supervisor duties, main line cook, lunch line, and p.m. driver).

After evaluating the above schedules, we concluded the following:

- The current schedules **are insufficient**. As noted in the above tables, there were shortfalls everyday evaluated for every shift. Overtime was used to ensure shifts were adequately staffed. Posts were not covered for entire shifts each day and staff cover more than one post in some instances.
- The current schedule **is not efficient**. There were three days when more people were assigned above the required coverage plan.
- The current schedule is **consistent**. In general, the coverage plan does not change. It is the same every day and every night.
- Although there is a different schedule for the day shift and night shift, staff felt the current schedule **to be attractive**. The main frustration heard, however, is the scheduled time off days would be great but the mandatory overtime eliminates the time off.
- The current schedule **does not appear to be healthy**. There is a consistent shortfall in staff coverage. To compensate for this, staff are working multiple overtime shifts each pay period.



Multiple staff members reported being tired, the adverse impact the shift work is having on their family and personal lives, and the thought that there is “no end in sight.”

Meliora PSC recommends staffing to the proposed coverage plan and that overtime be better managed to control the inefficient staffing on all shifts.

SCHEDULING RECOMMENDATIONS

- Employees who might be relieved early should communicate their relief to the control center to ensure a sound accounting of personnel on duty is maintained. (Recommendation #238)
- Identify and implement a payroll system that captures the start and relief time of employees to ensure accuracy of actual time worked. The system should also support overtime needs; training scheduling; and the capability to produce various staff coverage reports. (Recommendation #239)
- Pay employees for the actual shift differential pay when it is worked. (Recommendation #240)
- Command Staff evaluate the relief time practice and if appropriate, adjust the relief time to 5:00 a.m. and 5:00 p.m. (Recommendation #241)
- Staff to the proposed coverage plan and that overtime be better managed to control the inefficient staffing on all shifts. (Recommendation #242)

NET ANNUAL WORK HOURS (NAWH)

The NAWH is a figure that should be calculated each year, for each classification of employee. It represents the number of hours an average employee in that job classification will report for duty to work on a shift each year. This is a critical number that applies to relieved posts and positions. In effect, it translates the “gross” number of hours for which each employee is paid annually into the “net” hours that may be applied to meet coverage needs on a post.

There are many reasons an employee might be scheduled to work a post but will not be available. The jail leadership explained that employee time off included administrative leave, suspensions, vacation, sickness, holiday, FMLA, military, Worker’s comp, bereavement, and training.

We collected data on the actual time employees were not present for work during the period covering 2021 through 2023. This data was calculated for each job classification and calculated for every person employed during this period. The actual time off for each employee can be found in Jail Appendix C. Table 132 provides the figures for the positions.



TABLE 132: Summary of Net Annual Work Hour Calculations for Relieved Positions

Net Annual Work Hours (NAWH) Calculations based on 2021 – 2022 actual days off	Sergeant	Deputy	Correctional Officer	LOS 8 Hour Shifts	LOS 12 Hour Shifts	Food Service Supervisor	Food Service
Annual Hours Scheduled	2,190	2,190	2,190	2,086	2,190	2,086	2,086
Vacation	162.8	130.6	125.1	132.7	132.7	130.5	92.7
Sick	21.1	86.4	69.4	52.4	52.4	67.4	67.8
Compensatory Time	22.5	6.9	15.3	8.3	8.3	0	4.8
Military Time	35.7	0	0	0	0	0	0
Worker's Comp	10.9	103.6	49.9	0	0	0	0
Administrative Leave	0	0	4.8	0	0	0	0
Bereavement	2.1	.8	1	1.7	1.7	4	1
Essential Worker COVID 19 Time Off	.5	8.6	7.4	1.8	1.8	5.3	4.9
Leave Without Pay	0	6.2	9.8	0	0	0	55.4
Holiday Time Off	21.2	8.2	14.1	7.1	7.1	81.8	12.2
Total Hours Off	276.8	351.3	296.8	204	204	289	238.8
Net Annual Work Hours	1,913.2	1,838.7	1,893.2	1,882	1,986	1,797	1,847.2

The annual hours scheduled are the actual hours that an employee in this job classification is scheduled to work during the year. For example, all employees are scheduled to work eight hours a day, five days a week. We multiply the 40-hour workweek by 52 weeks in year and come up with 2,080 annual hours of coverage needed for these positions. For employees assigned to twelve-hour shifts, they work 84 hours every two weeks multiplied by 26 periods equates to 2,184 annual hours.

The actual time off categories are listed in the left-hand column of Table 132. The numbers under each job classification equate to average hours away from the job for each employee in that job classification during the period evaluated.

When looking at the NAWH's for staff coverage for the jail's relieved positions we see the following:

- Sergeants – 276.8 hours unavailable, or 23.1 days off annually.
- Deputies – 351.3 hours unavailable, or 29.3 days off annually.
- Correctional Officers – 296.8 hours unavailable, or 24.7 days off annually.
- Legal Office Assistants – 204 hours unavailable, or 25.5 days off annually.
- Food Service Shift Supervisors – 289 hours unavailable, or 36.1 days off annually.
- Food Service – 238.8 hours unavailable, or 29.9 days off annually.

Unfortunately, due to the lack of training data provided that was requested, the Net Annual Work Hours are potentially underreported. Meliora's experience is that if this data had been provided there would have been an increase in time off from scheduled shifts due to attendance at training. Meliora PSC recommends better tracking of time away from corrections shifts due to training.



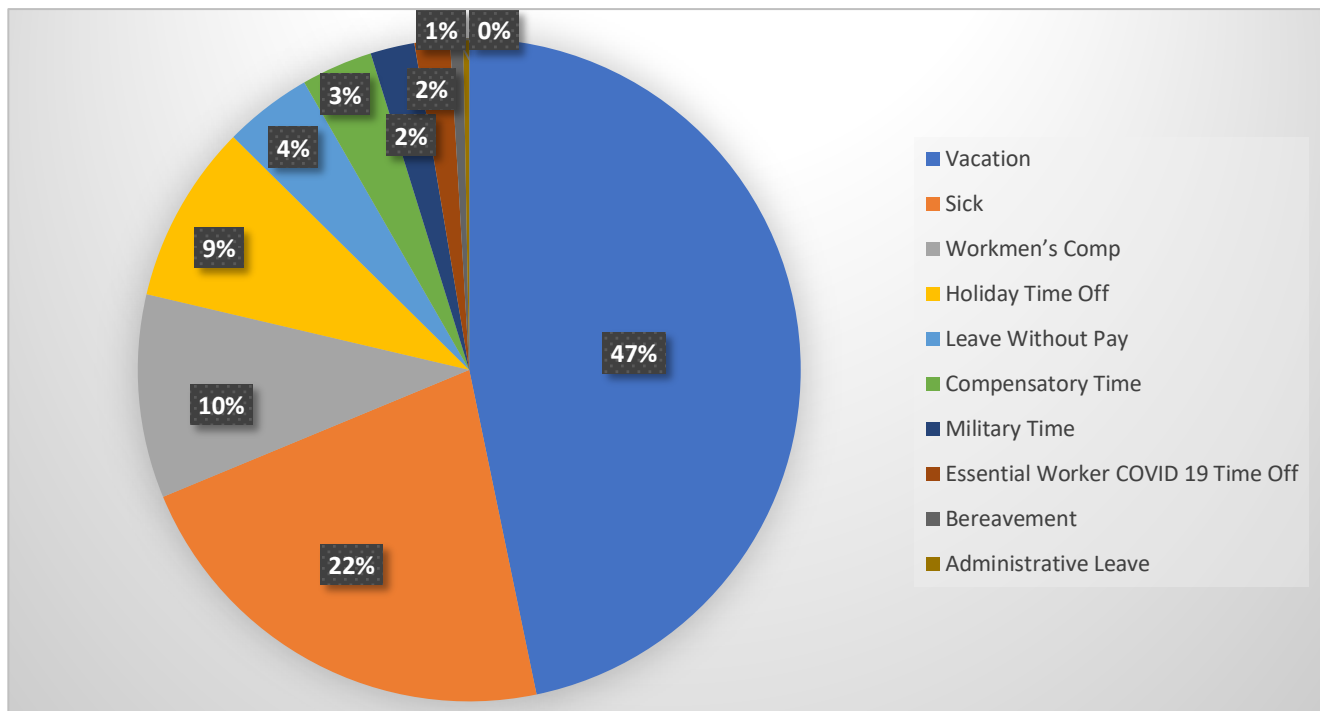
Individually, this time off may not seem significant; however, these figures reflect a three-year average time off for each employee within the job classification. Given that, the jail is frequently juggling staff to cover (or not cover) positions with overtime because of employee time off. If an agency is not funded and staffed to support a relief factor, the impact, largely negative, falls on the shoulders of the employees. Table 133 and Chart 59 provide the total cumulated average time off for relieved jail employees.

TABLE 133: Total Average Time Off for Employees

Time Off Category	Total Average Time Off
Vacation	774.4
Sick	364.5
Worker's Comp	164.4
Holiday Time Off	144.6
Leave Without Pay	71.4
Compensatory Time	57.8
Military Time	35.7
Essential Worker COVID 19 Time Off	28.5
Bereavement	10.6
Administrative Leave	4.8
Total Hours Off	1,656.7



CHART 59: Total Average Time Off



The largest portion of time off reported was for vacation. This is followed by sick, worker's compensation, holiday time off, leave without pay, compensatory time, military time, essential worker COVID 19-time, bereavement, and administrative leave. It is significant to note that we can plan for employee vacation time whereas sick time, worker's compensation, leave without out pay, and bereavement is typically unexpected. It is usually known just hours before or even right at the start of their scheduled shift. This creates extreme burdens on the shifts to fill those vacancies to accomplish the workload. Meliora PSC recommends the tracking of specific time off be tracked and update the Net Annual Work Hour Calculations annually to ensure adequate consideration is provided for a relief factor.

NET ANNUAL WORK HOURS RECOMMENDATIONS

- Establish better tracking of time away from corrections shifts due to training. (Recommendation #243)
- Track the specific time off and update the Net Annual Work Hour Calculations annually to ensure adequate consideration is provided for a relief factor. (Recommendation #244)

CALCULATE OPERATIONAL COSTS

Full Time Equivalent (FTE) is central to budget preparation. An FTE represents the number of hours a full-time employee works a post during a year. The NAWH is also an expression of the FTE. FTEs are not the same as full-time employees. FTEs describe the number of hours that are needed, not



necessarily the number of employees needed to deliver those hours. For example, if a staffing analysis determined that 100 FTEs of deputy time were required to operate a jail, it is likely that a smaller number of full-time deputies would be requested in the budget. A jail must have a certain amount of overtime or compensatory time hours available each year to fill unscheduled and other intermittent absences on shifts.

The agency must ensure that budget allocations closely match jail operations. Whenever a budget falls short, either deliberately such as manning unfunded posts or inadvertently (due to changes in the jail profile), existing staff are required to fill the shortfall by working overtime, and in some instances, posts are not staffed.

IMPLEMENT THE PLAN AND MONITOR THE RESULTS

Employees should be involved in the analysis to assist in making implementation easier. They should be aware of planned changes and the reasons for them before changes are implemented. Once the new staffing plan is implemented, it should be continuously monitored and have a formal evaluation in approximately six months to determine its effectiveness. When identifying problems, it may be necessary to revise the plan. Each change can impact other areas of jail operations, so the impact of any proposed changes must be assessed on the rest of the staffing plan.

Several implementation questions to consider include:

- Examine the actual staffing of the facility after the plan is implemented and consider: Is each shift being filled as planned? Are shifts being filled by appropriate personnel? Is more overtime being used than anticipated?
- What do the employees think of the new staffing plan? Are they satisfied with the changes? Get input from all levels of staff. Have there been any unexpected consequences? Are they satisfied with their assignments and work schedule? Are they able to perform the tasks assigned? Are enough employees provided to get the job done? Are employees qualified to perform their duties?
- Also look for evidence that the plan is effective or non-effective by analyzing outcomes such as: Have critical incidents increased/decreased, and are different types of incidents occurring? IP disciplinary reports. Increased contraband. IP grievances. Does there seem to be an increase in employee turnover? Are there changes in the amount of time being taken off by employees (more or less)?
- Look for potential improvements in the plan: How can you improve the plan based on the first couple months of implementation? Be alert for unintended consequences. When identifying problems or opportunities for improvement, go back to the step of the analysis and make necessary revisions. Document all changes.



- What if the final approved staffing plan does not provide enough resources to get the job done? Safety and security are foremost. Operations should be revised or scaled back to match your available staffing levels. Establish contingency plans that reduce or suspend various programs/activities based on levels of staffing.

New staffing plans can sometimes represent changes in the way staff will be accustomed to working. Leadership must recognize this and be aware that staff will be asked to adjust (step outside their comfort zone to some degree). It is essential that staff are carefully and closely monitored, IP population, daily routines, and incidents during the early months of this transition. Finally, it is recommended that the command staff continue to maintain accurate and up-to-date employee work records and fully evaluate the plan (after the first six months) annually.

TRANSPORTATION / COURT SECURITY

The Sheriff is the chief law enforcement officer in the county, and included along with the duties as defined in state law, the Sheriff has been designated as the San Mateo County Superior Court Security Officer. In that capacity, the Sheriff shall attend all sessions of the County Superior Courts. The Sheriff is represented in this duty by the various assigned bailiffs.

The San Mateo County Superior Court currently maintains court proceedings in four facilities; the Hall of Justice in Redwood City, the Northern Branch Courthouse in South San Francisco, the Central Branch Courthouse in San Mateo, and the Youth Services Center Juvenile Court also in San Mateo. The proceedings include criminal, civil, family, juvenile and traffic matters.

The Court Security and Transportation Bureau (CTS/TNS) provides security to the courts, and it provides the secure transportation of incarcerated persons to/from court appointments, medical appointments, and other county and state correctional facilities. CTS/TNS operates as part of the Corrections Division of the San Mateo County Sheriff's Office (SMCSO). The assigned lieutenant manages all sheriff's personnel assigned to the bureau and is responsible for the execution of the Court Security Plan.

The bureau consists of two units. The Court Security Unit is responsible for staffing court operations to include bailiffs for each courtroom and interior facility security. The unit also staffs each court facility's prisoner holding cells. The Transportation Unit is tasked with the movement of incarcerated persons to and from the jail, holding cells, and courtrooms. As well, the unit is responsible for the transportation of incarcerated persons throughout the region and the state. Assigned personnel also conduct out-of-state extraditions. Though identified as separate units organizationally and financially, the two units work together sharing staff and resources to meet operational needs.



STAFFING/PERSONNEL

Per Trial Court Funding agreements, the Court and Sheriff have developed and adopted a Court Security Plan. The Court Security Plan specifies the services to be provided and the specifics regarding attire and conduct of Sheriff's staff performing their duties for the court. The Court Security Plan requires review and update on an annual basis to assure compliance with the Government Code and California Rules of the Court. The plan was last reviewed and updated In August 2023.

The goal of the assigned sergeants is to develop an assignment schedule for the Court Security and Transportation Bureau each court day. When fully operational, this requires staffing for 59 line positions; 36 courtrooms maintained at court facilities system-wide, and 23 support positions including inmate movement.

For its staffing, the Court Security Unit is contracted through the Trial Court Funding Act of 1997 to provide judicial and court security for the San Mateo County Superior Court. This funding provides 41 Sheriff positions to include two sergeants and 39 deputy sheriffs. San Mateo County funds two additional deputy sheriff court security positions to staff the 4th Floor Hall of Justice holding cells. Also, through San Mateo County funding, the Transportation Unit is budgeted 20 Sheriff positions to include one lieutenant, 18 deputy sheriffs, and one Legal Office Specialist. With three deputy sheriff positions currently frozen, these sources fund 60 positions, 56 of which are deputy sheriff positions as detailed in the table below.

TABLE 134: Court Security/Transportation Bureau Staffing

POSITION	BUDGETE D	FROZE N	VACANT	FILLE D	31581 *	31591 *	31025 *
Lieutenant	1	0	0	1	1	0	0
Sergeant	2	0	0	2	0	2	0
Deputy	59	3	22	34	18	39	2
Legal Office Specialist	1	0	0	1	1	0	0
TOTAL	63	3	22	38	20	41	2

NOTE: *Designates County funding source

Though funded for 56 deputy sheriff positions, the bureau currently has a total of 34 deputy sheriff personnel assigned; 23 in Court Security and 11 in Transportation. The remaining 22 budgeted positions are vacant; 15 in Court Security and 7 in Transportation. These numbers vary almost daily, but were valid during the Meliora Site Visit in February 2024.

Court Security supplements its staffing through 16 “Extra Help” positions which are not budgeted. These positions are allocated for retired personnel to work a Court Security Unit assignment by committing to 16 work hours per two-week pay period. The cost of personnel working as “Extra Help”



is reimbursed to SMCSO through the Trial Court Funding Trust Fund. Though available, these 16 positions are rarely fully staffed and do not satisfy the budgeted to assigned staffing gap.

These staffing numbers assume all 34 CTS/TNS Bureau assigned staff report for duty each day. The reality is an average of 18 percent or eight of the assigned personnel are absent for various reasons daily based on Net Annual Work Hours staffing (See discussion in the Corrections section of this report regarding Net Annual Work Hours). The assigned lieutenant indicates the bureau generally only has an average of 38-42 office personnel comprised of CTS/TNS staff, office personnel on overtime and "Extra Help" deputies report daily for the assigned sergeants to attempt staffing the 59 required positions when fully operational. The staffing situation discussed here creates significant operational challenges for the bureau and leaves a varying number of courtrooms dark each day.

As discussed below in "Inmate Movement", daily staffing vacancies cause the Transportation Unit to postpone medical and other transports frequently. In addition, the two assigned sergeants and lieutenant are required to frequently supplement Court and Transportation deputy staffing when shortages occur impacting their ability to supervise. The bureau has no overall minimum staffing requirement; though Trial Court Funding requires each open courtroom be staffed by at least one deputy sheriff bailiff.

The assigned lieutenant has a good working relationship with the court judiciary and administrative staff. The two entities work together each day to accommodate the court's needs with available department staff. With a full staff the lieutenant believes the bureau can meet all its assigned staffing requirements. This would require a decision to either add seven budgeted positions to the bureau or continue to fill vacancies with "Extra Help" personnel. Working to fill current Sheriff's Office vacancies is an obvious recommendation for this bureau and the office, but as noted, continues to be a significant challenge.

FACILITY SECURITY

Under provisions of the Trial Court Funding Court Security Plan, the Sheriff is required to provide security for all court facilities where court proceedings are held. This includes fixed checkpoints, areas outside the courtrooms and court offices, but within facilities in which courtrooms and court office are located. The security is provided through Sheriff's Office sworn personnel and third-party security personnel.

To accomplish this, while CTS/TNS deputy sheriff's provide overall court security, Execushield, a private security company, provides security officers to staff entry and screening checkpoints at the courthouses under contract with the Sheriff's Office. Execushield has on-site supervision to manage their personnel. The CTS/TNS deputy assigned to Building Security for the day provides an armed presence, and will assist and provide direction to security officers, when appropriate. Security issues outside each court facility fall to the local law enforcement agency with jurisdiction. The bureau lieutenant maintains a relationship with Execushield management to address operational and



personnel issues. A lieutenant assigned to the Countywide Security Unit manages the Execushield contract on behalf of the office and the county relative to billing and contract compliance. However, neither lieutenant was clear regarding their individual authority or responsibility to act under the contract.

The number of persons entering the courthouses daily is tracked by magnetometers at the security checkpoints. According to records, approximately 1,300 persons pass through Hall of Justice checkpoints on a weekly basis. This number gives additional perspective to staffing and security needs to ensure the safety of employees and the public.

As noted, SMCSO personnel involved with the Execushield contract lack clarity as to accountability and responsibility within the contract. Through several discussions with the assigned lieutenant and a number of SMCSO members including Countywide Security and Fiscal Administration, it is unclear who maintains administrative or operational authority within the contract provisions. The contract references an "Account Manager" in Exhibit "A" under Section "A" - Scope of Work; however, the persons noted here do not know who holds this title, if anyone, hence no one is assuming or assigned responsibility. This puts the office in a precarious position should an adverse or damaging event occur as a result of an office member's action or failure to act. This issue needs to be examined and resolved to place and ensure authority, responsibility and accountability to the appropriate position(s). Once resolved and personnel identified, these person(s) should provide input during contract negotiations as the current contract expires in October 2024. It is recommended this lack of clarity be addressed through a Memorandum of Understanding, contract or other means as directed by County Counsel.

COURT OPERATIONS

Each court day, CTS/TNS staff work together to assure required incarcerated persons are present in the respective courthouse and available for their court appearance. Incarcerated persons in SMCSO custody are transported to and from courthouses as discussed below under Inmate Movement.

As noted, the San Mateo County Superior Court operates four separate court facilities. Thirty of the Court system's 36 courtrooms are in the Hall of Justice in Redwood City. When open, each courtroom is staffed by a deputy sheriff bailiff. In addition, there are two prisoner holding areas staffed by a total of four deputy sheriffs. Correctional Officers from the county's jail system working overtime in the court can also be assigned to holding areas as the position meets the item's job specifications. One deputy sheriff is assigned to the facility's security checkpoint overseeing the private security officers whose duties include staffing the building's security screening checkpoint.

The other courthouses' (Northern Branch Courthouse, Central Branch Courthouse, Youth Services Center) have four, three and two courtrooms, respectively, all staffed when open by deputy sheriff bailiffs, with one deputy sheriff each assigned to the facility security checkpoint overseeing security officer staff. Incarcerated persons brought to these locations are searched upon arrival then housed in holding areas pending court appearance. Staffing shortages also impact these locations.



If an individual making a court appearance is remanded to custody, CTS personnel arrest the subject, search and complete the booking entry in the ATIMS jail database system. The individual is then placed in a facility holding area pending transport. The remanded individual along with other returning court incarcerated persons in the HOJ holding area are returned to Maguire Correctional Facility by CTS/TNS or jail staff. Staff reported 365 remands for 2022 and 360 remands for 2023, an average of 30 per month.

INMATE MOVEMENT

Movement of incarcerated persons from one place to another is a necessary component of the criminal justice system. Safely and securely transporting an incarcerated person to the correct location on time ensures the system complies with the incarcerated person's constitutional rights and protects the community by safeguarding the incarcerated person in transit.

Transportation of incarcerated persons to and from secure locations is the most vulnerable part of any custody system. Impenetrable structures with multi-layer security and adequate staff provide deterrent to escape or assault. Although the transport vehicle generally provides minimal confinement barriers, there are few impediments to a failure in staff diligence or attack from an outside collaborator. Whether one incarcerated person is being transported, a dozen, or fifty, the proper staffing, equipment, and procedure protocols must be in place. Failure to ensure each segment is in place can result in escape and/or injury to the community, incarcerated persons, and staff.

Movement of court-bound incarcerated persons to the respective courthouses occur in differing manners. Generally, jail staff bring incarcerated persons from the Maguire Correctional Facility (MCF) housing units to the Hall of Justice via the transportation bridge that connects the jail to the fourth floor of the Hall of Justice. Prior to movement across the transport bridge, incarcerated persons are searched by the housing unit staff. The incarcerated persons are then delivered to holding cells on the fourth floor or the second floor by jail staff pending their court appearance. Incarcerated persons requiring transport to and from the Youth Services Center or Northern Branch courts are picked up at either the MCF or the Maple Street Correctional Center and driven via van by CTS/TNS deputies.

All court holding cells require Title 15 compliance as outlined in Minimum Standards for Local Detention Facilities. When occupied, all holding cells are staffed by CTS personnel who maintain Title 15 standards. Each holding facility area is also monitored by video which is viewed in two locations; the CTS/TNS staff office and by contracted Execushield staff at the Site Operations Center at the Hall of Justice.

Transportation deputies move the incarcerated persons to and from courtrooms throughout the court day. As necessary due to MCF staffing levels, CTS/TNS staff will pick up incarcerated persons due for court or return incarcerated persons to MCF after a court appearance. When returning to housing from court, incarcerated persons are searched by either CTS/TNS staff or correctional staff dependent on daily staffing and which staff conducts the movement.



In addition to the court movement described above, the Transportation Unit also transports incarcerated persons to and from medical appointments, out of county local detention facilities, and California State prisons. The unit also conducts extraditions to return wanted persons in-custody in other states to the jurisdiction of the San Mateo Superior County Court. These exterior inmate movements are conducted by more experienced personnel. Daily staffing vacancies cause the Transportation Unit to postpone medical transports and other inmate movement. The delayed medical transport decisions are made with concurrence of the county medical staff.

The bureau maintains a minimal scope of inmate movement statistics. Records were available for Total Incarcerated Persons Transported, High-Risk Incarcerated Persons Transported, and Incarcerated Person Medical Transports. Unfortunately, out of county and out of state incarcerated person movements are not separately tracked in a summary format. Staff reported the information is available, but it would require significant staff work to separate the information from office records. Meliora PCS recommends this information, along with the number of involved staff and hours, be tracked and examined to ensure appropriate staffing levels are maintained for this movement to avoid further depleting Transportation staff from daily court movement workload. Table 135 provides detail of Transportation Unit movement as provided by bureau staff.

TABLE 135: Transportation Unit Incarcerated Persons Movement

	2022	2023	AVG. PER DAY*
Total Inmate Movements	15,820	20743	73
Total High-Risk Inmate Movements	4,123**	5322**	19
Total Court Remands	365	370	1.47
Total Medical Movements	510	551	2.12
Average Inmate/ Deputy Movements	8.61	5.63	10.4

NOTE:
*

Based on 250 work days per year. **Included in Total Inmate Movements above.

TRANSPORTATION FLEET

As identified in Table 136, SMCSO Transportation Unit maintains a vehicle fleet to transport incarcerated persons to and from external locations, including both county and State entities. The fleet contains relatively newer model vehicles which meet the current needs of the unit. Vehicles are maintained by the San Mateo County Department of Public Works and meet scheduled service requirements.



TABLE 136: Transportation Unit Fleet

SMCSO TRANSPORTATION FLEET			
PROPERTY #	DESCRIPTION	LICENSE PLATE	FEB MILEAGE
97600	2018 FORD TRANSIT 350	1511141	76629
97604	2018 FORD TRANSIT 350	1511144	9370
98789	2020 FORD TRANSIT T-350	1598795	23121
97889	2019 FORD TRANSIT 350	1569617	34277
97601	2018 FORD TRANSIT 350	1511140	64189
98788	2020 FORD TRANSIT T-350	1615437	29677
97605	2018 FORD TRANSIT 350	1510941	66832
99133	2021 FORD UTILITY HYBRID	1627138	60002
BUS 19	2006 MCI D4000	****	61461
BUS 14	THOMAS BUS	****	5515
98784	2020 FORD EXPEDITION	1615507	98366

Source: SMCSO Transportation Unit

TRAINING

All staff assigned to CTS/TNS staff are post-Academy personnel who have completed jail training. Most assigned personnel are pending field training. Though no formal training is required for assignment to CTS/TNS, upon assignment each staff member is provided bailiff training. Training and reference material are maintained in the Transportation and Court Security Policy and Procedure Manual which was last revised in July 2023.

In addition to required, POST and STC training, the bureau conducts roll-call training daily. The topics vary from use of force scenarios, to legal updates, to medical situations. Training is documented in "Shift Notes," a daily compilation of bureau activity. Shift Notes are transmitted via email to the chain of command; however, the chain does not include the Training Manager which negates recordation of the training in individual personnel records. In addition, all personnel are required to complete Lexipol's Daily Training Bulletin's on a monthly basis. The Training Manager reports non-compliance on Lexipol DTB's or policy change acknowledgements. As appropriate, Meliora PSC recommends briefing training should be forwarded to the Training Manager for inclusion in individual personnel records

Once per year, joint training drills with the courts on fire and evacuation procedures are held. Joint active shooter training with the court staff (Judges, court clerks, court reporters) is also conducted annually. It was reported all staff are in compliance with mandated POST and STC training.



OVERTIME

As noted previously, CTS/TNS is currently funded for 56 deputy positions to staff 59 line positions when fully operational. Due to bureau staffing issues discussed above, significant overtime is expended to properly staff the required positions identified. Daily, bureau personnel needs are met through the coordination of regular duty staff, "Extra Help" and other office staff on overtime. San Mateo County does not budget relief personnel and relies on overtime to address personnel shortages.

Bureau staff worked 77,394 total hours of overtime over the last three fiscal years at a total cost of \$7,290,974. This is 82.2% of the \$8,869,579 total overtime dollars budgeted over the same time period. As noted in tables below, the Transportation Unit has significantly exceeded its overtime budget by 199%, while the Court Security Unit has expended just 46.5% of its overtime budget (See Tables 137 and 138). Staff attribute this to the daily staffing of mandated Court Security positions generally with assigned Court and Transportation personnel, while the Transportation Unit operates with reduced assigned staffing supplemented by personnel on overtime. This causes the operational impacts noted in Inmate Movement above.

SMCSO personnel are currently under a mandate of 24 hours of required overtime each pay period to assist with staffing shortfalls. As an incentive to office personnel, the San Mateo County Board of Supervisors recently approved an overtime enhancement. This enhancement will pay SMCSO personnel an overtime rate of double regular pay versus the normal rate of 1.5 time regular pay when exceeding 9 hours per week of overtime. Staff report fatigue and frustration with working regular hours and excessive overtime, mandated or not.

TABLE 137: Court Security/Transportation Bureau Overtime Hours

	Inmate Transportation - 31581	Court Security - 31591
FY 2020-21	9,268	11,384
FY 2021-22	12,641	15,280
FY 2022-23	17,073	11,748

TABLE 138: Court Security/Transportation Bureau Overtime Expenditures

	Inmate Transportation – 31581		Court Security - 31591	
	Budget	Actuals	Budget	Actuals
FY 2020-21	450,000	856,148	2,912,141	1,039,054
FY 2021-22	450,000	1,171,549	2,353,719	1,269,910
FY 2022-23	350,000	1,721,443	2,353,719	1,232,870



SUPERVISION

Supervision is a critical risk management component. State standards, department policies, and procedures provide necessary guidance to staff. The lack of, failure, or absence of supervision can effectively neuter these rules when supervision is not present to ensure expected compliance. Present supervision is an effective way to ensure staff are not drifting from policy in completion of their duties. Active supervision also lends itself to improved staff development and evaluation. It has an effect on morale and can improve communication up and down the chain of command. The lack of adequate supervision can lead to vicarious liability litigation for failure to supervise.

As stated previously, though considered one bureau comprised of two units, the units work together as one to complete the assigned duties. To do this under current conditions of reduced staffing requires strong management and supervision. The lieutenant and two assigned sergeants work closely and supervise equitably toward assuring personnel are provided the necessary supervision and guidance to the best of their ability. The supervision scope is quite high for two sergeants with 59 sworn budgeted positions currently, 16 "Extra Help" positions and others on overtime on a daily basis. In addition, the activities of 36 courtrooms, and the movement of an average of over 18,000 incarcerated persons annually require supervisory oversight. Multiple off-site personnel and facilities add to the supervision challenge. Meliora PSC recommends an additional sergeant position be added to bureau staff. This addition is warranted to ensure proper supervision and a reasonable workload.

COURT SECURITY AND TRANSPORTATION BUREAU RECOMMENDATIONS

- Continue to work toward filling deputy sheriff vacancies for this bureau and the office, as noted, staffing continues to be a significant operational challenge. (Recommendation #245)
- Revise the contract between SMCSO and Execushield regarding security service to clearly assign authority and accountability, both operational and administrative oversight, to appropriate SMCSO personnel. (Recommendation #246)
- Daily briefing training should be forwarded to the Training Manager for inclusion in individual personnel records. (Recommendation #247)
- Add one FTE additional sergeant position to bureau staff to ensure proper supervision and a reasonable workload. (Recommendation #248)

CIVIL ENFORCEMENT UNIT/CIVIL SUPPORT UNIT

The San Mateo County Sheriff is the San Mateo County Superior Court's representative mandated to serve civil process and court orders. The Sheriff's Office role in civil enforcement is that of a neutral party, acting only on a lawful court order. The majority of procedures and laws governing the service and execution of civil process are set forth in the California Code of Civil Procedure.

The Sheriff's Civil Enforcement Unit serves the community members of San Mateo County by performing civil enforcement duties in accordance with laws and statutes, with a commitment to protect individuals and their property with integrity and without prejudice or bias. These services



include summonses, dissolutions of marriage, civil and criminal subpoenas, evictions, domestic abuse protection orders, judgment collections, mortgage foreclosure sales, eviction actions and others.

The Civil Support Unit also serves San Mateo County community members by performing difficult, complex and technical legal office support work regarding the Civil Code and Civil Code of Procedures using independent judgment and initiative. This includes processing and entering civil process service in the computer database such as Earnings Withholding Orders, Bank Levies, Evictions, Temporary Restraining Orders, Civil Bench Warrants, Keepers, Till Tap, 3rd Party Levy, Money Judgments, Bankruptcy proceedings and Court Orders, Employer Returns, Memorandum of Garnishee, among others. The assigned professional staff also provide service to the public at the Civil Unit's public counter. The counter is open Monday through Friday from 8:00 a.m. to 4:30 p.m.

The SMCSO's website provides a wealth of information to potential users of the services provided by the units. For each of the services, it provides step-by-step directions, the ability to download required forms as necessary, and a complete fee schedule. Meliora PSC found this site to be both comprehensive and user-friendly.

For the units to take action all requests for service or levy must include a signed letter of instruction by either the Plaintiff or his/her attorney, the appropriate number of copies and the required service fees. There are no fees for the service of Restraining Orders related to Domestic Violence, Elder Abuse, Workplace Violence and some Orders involving Civil Harassment. Letters of instruction must be complete and include a physical address of where the service is to be made.

CIVIL ENFORCEMENT STAFFING

The Civil Enforcement Unit is staffed with one lieutenant and four deputy sheriffs, while the Civil Support Unit is staffed by one office assistant, and four legal office specialists. The Civil Management staffing has been at the same level for at least the last eight years according to the recently assigned lieutenant. Pre-pandemic the Civil Support Unit was staffed with five legal office specialists; however, with the drop in activity one legal office specialist and the associated personnel item were transferred to another SMCSO unit. With post-pandemic activity reaching near prior levels as seen below in Table 139, Civil Support Unit staffing should be re-examined.

The Civil Enforcement Unit currently reports to an Assistant Sheriff, while the Civil Support Unit report to a Management Analyst in Fiscal Bureau. Neither the Civil Lieutenant nor the Fiscal Manager know why such a supervision arrangement was made. Both agree management of the Civil Support Unit and its staff is better suited under the lieutenant who has civil knowledge. In addition, both units are and have been co-located in offices on the 3rd floor of the Hall of Justice for many years. The Civil lieutenant and the Fiscal Manager have co-authored a memo to the appropriate command staff for consideration of the assignment change. Meliora PSC concurs with the request and recommends the Civil lieutenant manage both units. As of this writing, a decision is pending.



The lieutenant, who was previously assigned to the unit as a sergeant from 2016 to 2018, has been asked to “Re-Imagine Civil” with an eye on better ways to conduct the unit’s civil responsibilities and address staffing levels. Consideration is being given to creating positions for retired deputies with civil background to return part-time to assist with workload. This is a common path in many agencies to return experienced employees with particular expertise to assist units.

The unit should examine workload to determine the average number of staff hours required per civil activity. This determination would provide a measurement of overall unit workload and a method to identify the number of staff necessary to meet such workload. A comparison of current staff hours to determine workload hours would assist in identifying staffing needs, if any.

As an example, a nearby agency’s recent officer-involved shooting has created a Civil Enforcement Unit policy change to enhance officer safety. This may impact staffing as the policy now requires an operations plan/threat assessment be prepared when conducting certain enforcement actions. This has added preparation time to staff workload. Discussions with other agency Civil Units or civil training associations who may have developed such workload information can be utilized by SMCSO staff for this overall workload evaluation.

Sworn staff unit tenure ranges from 23 years to 6 years. Though no assigned personnel have imminent retirement or transfer plans, SMCSO should develop a succession plan for the unit. Civil is a complicated field and requires a certain aptitude and desire so identifying potentially interested personnel for future assignment is in the office’s best interest. Establishing a recruitment, orientation and basic training process would be prudent.

CIVIL ENFORCEMENT WORKLOAD

Meliora PSC reviewed data provided by SMCSO from the last several years (2016 – 2023) and noted the unit workload has been relatively consistent except for a drop-off during the pandemic period of 2020-2021 when evictions and related processes were restricted. The activity reduction appears to have returned to near pre-pandemic levels. Table 139 below represents the major areas of Civil Unit activity and overall annual workload. This is a significant level of activity which appears to be well managed.

TABLE 139: Civil Enforcement Unit Workload, 2016-2023

	2016	2017	2018	2019	2020	2021	2022	2023
# of Evictions	529	606	581	582	196	193	477	688
TROs	587	615	555	688	718	516	678	709
Earnings Withholding	735	828	644	707	405	574	591	675
Writ of Exec-Bank Levy	518	613	485	377	196	143	164	299
Total Services	2970	3179	2796	2813	2630	1671	2197	2871

NOTE: Total Services = Services noted in table and all other annual miscellaneous services.



Listed below are common civil processes, orders, levies, and services performed by the Civil Enforcement Unit.

• Attachment Lien Notice	• Order of Appearance or Examination*
• Bench Warrant - Civil *	• Personal Property Seizure and Sale *
• Automobile seizure and sale *	• Real Property Levy
• Boat Seizure and Sale*	• Restraining Order
• Book Levy on Funds Held by Sheriff *	• Seizures of Personal Property *
• Business Levy (keeper levy) *	• Subpoena - Civil*
• Claim and Delivery *	• Temporary Restraining Order *
• Equipment Seizure and Sale *	• Till tap *
• Eviction *	• Warrant of Attachment *
• Keeper Levy *	• Writ of Possession of Real Property (Eviction) *
• Levy on Securities *	• Writ of Sale – Real Property *

TRAINING

All unit sworn personnel are required to meet CA POST training. New personnel are assigned a unit mentor and receive ongoing in-house training including necessary tactical training for civil enforcement actions. In addition, personnel attend basic, intermediate and advanced civil training provided by California State Sheriff's Association. An annual civil conference provides additional training opportunities attended by many agencies and others in the civil arena. Relevant and timely topics are presented along with refresher courses. Conferences and training events also provide significant opportunity for networking which is valuable for discussing contemporary issues and seeking input on challenging civil topics.

Staff reported both sworn and professional staff are in compliance with mandated training. Professional staff receive most of the same training as sworn staff minus tactical and search warrant training. The unit maintains the Civil Bureau chapter in the SMCSO Policy Manual as a reference and training source along with a Civil Support Employee Training Manual for professional staff.

CIVIL ENFORCEMENT UNIT RECOMMENDATIONS

- Reassign management of the Civil Support Unit under the management of the Civil Enforcement Unit lieutenant to ensure operational and supervisory continuity. (Recommendation #249)
- Consideration should be given to creating positions for retired deputies with civil background to return part-time to assist with workload. (Recommendation #250)



- Examine workload to determine the average number of staff hours required per civil activity to provide a measurement of overall unit workload to evaluate current and future staffing needs. (Recommendation #251)
- Develop a unit succession plan to identify potential personnel interested in future assignment to the unit. (Recommendation #252)

HOSPITAL SECURITY

The San Mateo County Health Department provides health services to county residents, primarily through the San Mateo Medical Center (SMMC), which is a fully accredited acute-care public hospital in San Mateo, and a clinic system which operates outpatient clinics throughout San Mateo County. Execushield, a private security contractor, provides security services for the SMMC and health system facilities in San Mateo, and medical clinics in Fair Oaks, South San Francisco, Daly City (1 Adult/1 Youth), and Half Moon Bay, as well as Behavioral Health and Recovery Services (BHRS) locations throughout San Mateo County. SMMC is currently in the third year of a three-year contract with Execushield, which expires in October 2024.

A number of years ago, SMMC requested the Sheriff assign a lieutenant to be a liaison for SMMC management with Execushield, which led to the creation of the SMCSO Hospital Security Unit. The Hospital Security Unit is comprised of one sheriff's lieutenant and one civilian employee (Office Specialist). Both positions are funded annually by the SMMC.

Regarding the SMMC/Execushield security contract, Meliora learned the hospital security contract is between SMMC and Execushield, and that the assigned lieutenant is acting as a liaison between the two entities at the request of SMMC. However, the lieutenant has no documented job description with SMCSO or SMMC for the liaison position. No Memorandum of Understanding or contract with either entity exists to provide clarity to all parties, including the Sheriff's Office and the lieutenant, as to the responsibility and accountability of the lieutenant's position. SMMC management has identified verbal performance expectations of the lieutenant and Execushield responds to direction from the lieutenant as a representative of the SMMC, though as stated, no writings exist to support this role. This puts the SMCSO and lieutenant in a precarious position should an adverse or damaging event occur as a result of the lieutenant's or SMCSO's actions.

All of the lieutenant's duties and responsibilities described in the following narrative occur with no written agreement between the parties. This lack of documentation needs to be examined and resolved to place and ensure authority, responsibility and accountability to the lieutenant position and SMCSO. Meliora PSC recommends this lack of clarity be addressed through a Memorandum of Understanding, contract or other means as directed by County Counsel. The assigned lieutenant, also known as the SMMC Security Director, is a direct report to the SMCSO Corrections Division Captain.

The lieutenant works with SMMC and Execushield in ensuring the security needs of the County Health System are met. In addition, the lieutenant co-chairs the SMMC Safety Task Force and Workplace



Violence Prevention Task Force. These groups address issues as they arise and make recommendations to the SMMC Senior Leadership Team for potential security changes at SMMC and other campuses. Monthly, the lieutenant meets with SMCSO Corrections staff to report on SMMC security status and issues.

The lieutenant receives input and direction regarding security concerns from the Medical Center's Chief Operating Officer, Chief of the Health System, and Director of Administration for the Health System, who comprise the SMMC. The lieutenant also receives input from Execushield management concerning their operating issues regarding contract compliance. As security issues arise for SMMC or Execushield, the lieutenant will assess and make recommendations that pertain to both entities (i.e., evaluate procedural changes, security staffing needs, review the addition and cost of security related items such as cameras, card key readers, etc.). The lieutenant interacts with both staff to assist in implementing the determined solution(s).

The bureau lieutenant maintains a relationship with Execushield management to address operational and personnel matters. The lieutenant has the ability to direct Execushield regarding issues relative to assigned security personnel as to their assignment and performance. The lieutenant's role does not include Execushield employee personnel or discipline matters, though, if asked, appropriate input can be provided.

The lieutenant can be tasked with preparing risk assessments along with developing other projects and policies related to SMMC security. The lieutenant also works with Johnson Controls, who is contracted with the San Mateo County Public Works Department, for the addition and maintenance of cameras, panic alarms, and cardkey readers on the main campus and clinic locations. Significant construction including demolition and re-building of large structures is currently on-going at the SMMC campus. As security-related needs or issues are identified related to construction, the lieutenant provides input to the SMMC Safety Officer and Executive team to assist in determining a safe and secure resolution.

The assigned lieutenant indicates SMMC also has an expectation that training regarding active shooter and security-related matters be provided by the lieutenant. The lieutenant is awaiting approval from SMMC management regarding an updated Active Shooter/Policy training. The lieutenant intends to seek SMCSO approval before conducting any training sessions. Liability for the office was raised and should be explored with County Counsel to resolve the concern.

The lieutenant maintains daily coordination with the SMMC Safety Officer to ensure staff, patients, and visitors are safe and secure while on campus or at a clinic. Presently, per the contract, Execushield deploys 19 security officers per shift staff at SMMC on a 24 hour/7 day per week basis. In addition, eight security officers in total are deployed to staff the county clinics noted above which generally operate on weekdays during normal business hours.

The assigned security officers staff security checkpoints, facility access points, and other designated security areas. Roving foot patrol is also conducted where appropriate. Execushield security



personnel report to their on-site chain of command and are under their direct supervision and management. When needed, law enforcement response at each facility is provided by local law enforcement based on jurisdiction. The lieutenant liaisons with the law enforcement agency regarding cases of interest to the SMMC leadership team. The lieutenant exercises law enforcement authority at SMMC facilities only in emergencies. System-wide, an estimated 1,300-1,500 persons are screened at SMMC and clinic security check points per day.

POLICY

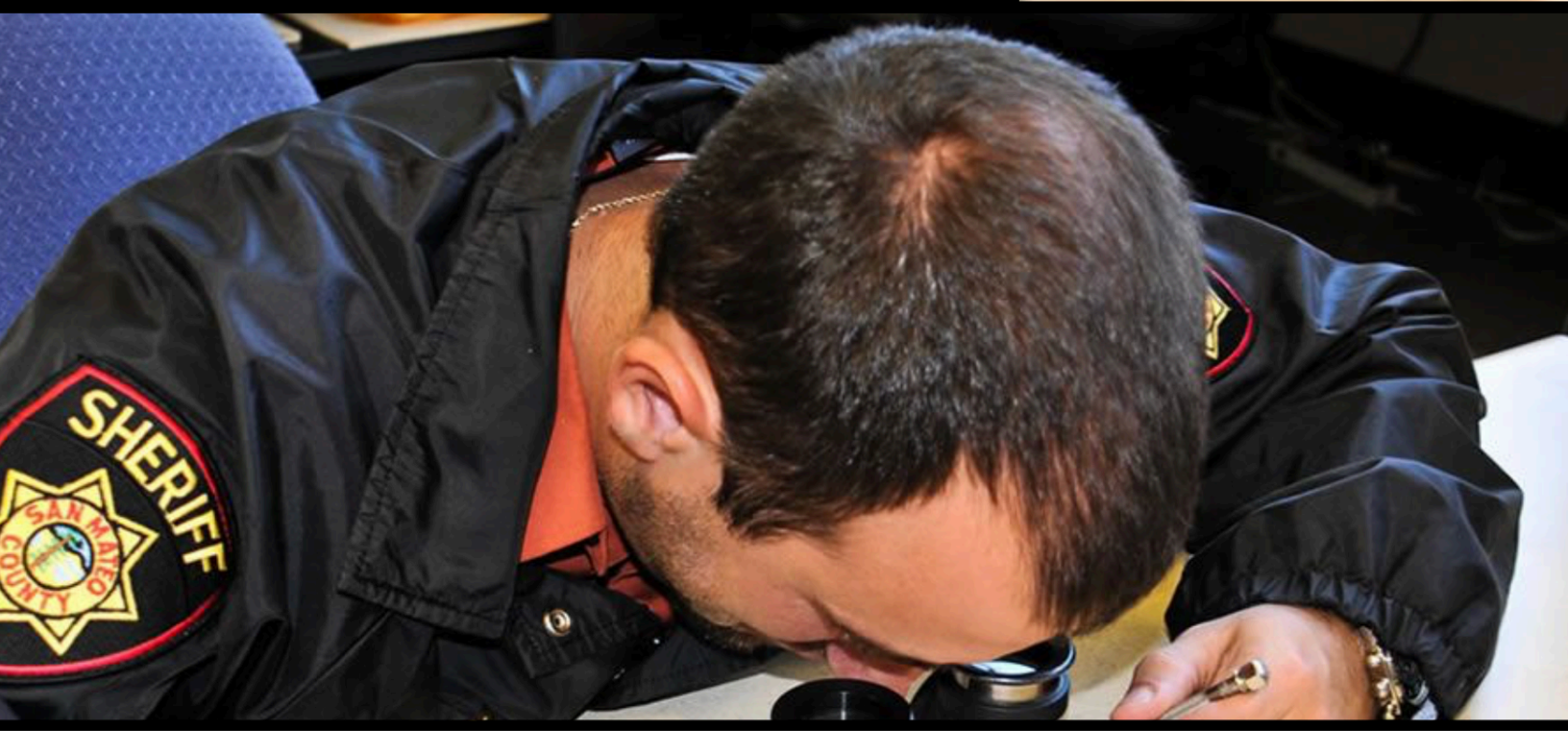
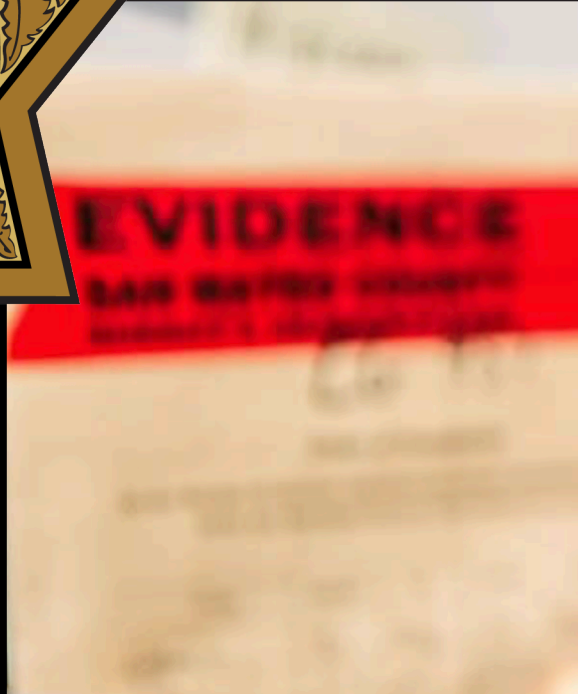
Only two minor SMCSO policy manual entries reference the Hospital Security Unit (San Mateo County Sheriff's Office Policy §§ 200.2.3 and 201.1.1(b)). With the establishment of an MOU, contract or other document regarding the lieutenant position and the Hospital Security Unit, Meliora PSC recommends policy should be developed to provide appropriate guidance.

HOSPITAL SECURITY RECOMMENDATIONS

- Create a Memorandum of Understanding, contract or other means as directed by County Counsel to place and ensure authority, responsibility and accountability to the Hospital Security position relative to the lieutenant's duties and responsibilities. (Recommendation #253)
- Ensure any subsequent training provided to SMMC or Execushield staff be approved prior to implementation per SMCSO training policy. (Recommendation #254)
- Develop policy to provide appropriate guidance for the Hospital Security Unit. (Recommendation #255)



ADMINISTRATION





The Administration Division is responsible for the business functions of a Sheriff's Office. It is comprised of critical areas such as the Forensics Laboratory, Technology Services Unit, Fiscal Bureau, Property and Evidence Bureau, and Records Bureau. Both Property and Evidence and Records Bureaus are points of contact for community members to seek information and assistance from the San Mateo County Sheriff's Office. These bureaus are the only two that do not currently have a manager with prior experience in those domains.

The Administration Division is led by the newly-created civilian Executive Director of Administration, which replaced a prior sworn Assistant Sheriff position. Contemporary police and sheriff's agencies are creating civilian career ladders where professional staff have the opportunity to ascend through the agency in positions of greater responsibility from first-line supervisors to managers and command level positions. SMCSO is commended for transitioning to this best practice.

FORENSIC LABORATORY

Forensic investigation of a crime scene is a highly specialized function. In fact, there have been significant changes in the forensic field in the past 15 to 20 years. As such, Meliora PSC will compare data from 2007 to present as each discipline has evolved due to advancements with technologies and enhanced methodologies. Successful identification and collection of evidence is of paramount importance in successfully solving crimes. The lab is responsible for the scientific analysis of physical evidence collected within the County of San Mateo and its service areas. The laboratory consists of the following units: Forensic Biology and Crime Scene, Firearms and Toolmarks and Latent Prints, Controlled Substances and Toxicology, Front Office, and Property. Evidence submitted to the lab is analyzed and examination reports are prepared to provide investigative leads and assist in criminal prosecution.

The purpose of the laboratory is aid in the process of criminal justice by answering questions of whether a crime has been committed, how and when it was committed, who (or who could not have) committed the crime. The laboratory seeks answers to these questions through the scientific analysis of physical evidence collected primarily from crime scenes or suspects and victims.

The SMCSO Forensics Lab has served as the County Lab for over 50 years. Aside from the SMCSO contract cities and unincorporated areas, the lab also serves the forensic needs of 16 independent municipalities, County Probation, Coroner's Office, Peninsula Humane Society, BART PD, CHP, CA State and Parks, Veteran's Affairs, US Postal Service, Fish and Wildlife, and any other state or federal agency if the incident occurred within the County of San Mateo. The SMCSO Forensics Lab also serves the forensics needs of the San Mateo County District Attorney's Office. Since 2007, the SMCSO Lab has had contracts for forensics services for nine agencies outside of San Mateo County. Most of those out of county contracts have expired; however, there are two that still have active contracts with the SMCSO Forensics Lab: City of Vallejo in Solano County, and City of Fremont in Alameda County.



The SMCSO maintains a full-service county forensics lab located at 50 Tower Road in San Mateo. The SMCSO Forensics Lab is located in a secured single story office building that was built in 2003. The lab shares the office building with the San Mateo County Coroner's administrative offices. The forensics lab and the coroner's office share a foyer and a conference room, but have separate secured entrances to individual operations. The forensic lab is secured by key card access. Members of the coroner's office cannot gain access to the forensics lab and the same with forensics lab personnel being unable to gain access to the coroner's administrative offices.

Each individual lab is always locked and must be accessed with a card key. Analysts are only given card key access to the unit they work in and to the common areas such as the kitchen, hallways, and exterior doors. Even the Evidence Prep Room and Vehicle Examination Garage are reprogrammed for access to accommodate each on-call week. The front door to the building locks at 5:00 p.m. and unlocks at 7:00 a.m., Monday through Friday. The property room also has secondary security card key access. The two property officers, their supervisor, and the Laboratory Director are the only personnel who have card key access to the property room.

The forensics lab holds two accreditations by the American National Standards Institute, (ANSI) for ANAB, which is the ANSI National Accreditation Board. ANAB is the leading accreditation expert on forensics labs, among other areas. They are accredited in forensic testing in the disciplines of biology, document examination, firearms and tool marks, friction ridge, scene investigation, seized drugs, and toxicology. The lab is also accredited in forensic calibration in the discipline of Toxicology.

The Forensics Lab was originally accredited by the American Society of Crime Laboratory Directors (ASCLD) Laboratory Accreditation Board (LAB). ASCLD and LAB merged with ANAB in 2016, so the SMCSO Forensics Lab is now accredited by ANAB.

The SMCSO Forensic Lab is assessed every year by ANAB. The scope of the of the assessment changes over the course of the accreditation cycle. Every four years there is a full assessment that takes nine auditors about a week to complete the assessment. The annual assessments are smaller in scope with only one or two auditors assigned.

There is a current SMCSO Forensic Laboratory Administrative Directives Manual, a Front Office Policy and Procedural Manual, a Quality Assurance Manual, a Property Unit Policy and Procedural Manual. Each manual is comprehensive and inclusive of operations conducted at the lab.



TABLE 140: Forensics Laboratory Staffing, FY 2023-24

FY 2023/24	Authorized	Actual	Vacant
Forensics Director	1	1	0
Forensics Supervisors	3	3	0
Forensics Criminalists	19	18	1
Forensics Office Supervisor	1	1	0
Forensics Office Specialists	2	2	0
Forensics Property Officers	2	2	0
TOTAL	28	27	1

The lab is under the Administration Division and overseen by a civilian Executive Director. The Forensics Lab is commanded by a civilian Forensics Laboratory Director. The laboratory is divided into four specialized areas: (1) Latent Prints, Firearms and Toolmarks, (2) Forensic Biology and Crime Scene Investigations, (3) Controlled Substances and Toxicology, which are individually supervised by civilian Supervising Criminalists and (4) the Front Office and Property, which is supervised by one Legal Office Supervisor (LOS).

In addition to the 28 FTEs listed above, the laboratory also has an extra help criminalist for the National Integrated Ballistic Information Network (NIBIN), one extra help Property Officer for projects, two extra help interns III (paid interns), and six extra help interns (unpaid). There are no sworn deputies assigned to the Forensics Lab.

The laboratory director coordinates and directs all laboratory functions, acts as Quality Assurance Manager responsible for all accreditation activities, manages six grants, manages the facility including card key systems and facility maintenance repairs, manages all contracts, is the Laboratory Information Management System (LIMS) Administrator, and responds to all deputy-involved critical incidents and multiple death calls. In the SMCSO Organization Chart, a civilian director is the equivalent rank to that of a sworn captain. Meliora PSC learned when the captains hold monthly meetings to address items that affect the operations of the entire Sheriff's Office, the SMCSO civilian directors (Forensic Lab Director, Finance Director, and IT Director) are not invited. This presents an opportunity for SMCSO to improve office-wide communication and decision making as well as address the perception that civilian staff are less important. Meliora PSC recommends the civilian directors attend the monthly captain's meetings.

As a result of Grand Jury Report about the laboratory, a Quality Assurance Manager position was created around 2004 with the goal of the laboratory achieving and maintaining accreditation. Subsequently, the lab successfully received accreditation in 2005. In 2010, when the Quality Assurance Manager was promoted to Laboratory Director, the Quality Assurance Manager position was eliminated in the budget. The laboratory director performed both roles until his retirement in 2021. The Quality Assurance Program has not stayed current with accreditation standards and needs



to be revamped. During the last two accreditation assessments, the lead auditor recommended that the Quality Assurance Manual be discarded and rewritten to align with current standards that changed in 2017. The quality improvement system needs to be completely redesigned to become consistent modern standards. All other laboratories in California have someone, other than the laboratory director, assigned as the Quality Assurance Manager. Meliora PSC recommends the SMCSO consider reinstating the Quality Assurance Manager position and adding it to the laboratory personnel budget.

SCHEDULE

Staff have the option of working a 5/8, 9/80 or 4/10 work schedule. The hours of the laboratory are Monday through Friday 6:00 a.m. to 6:00 p.m. The doors to the building are open from 7:00 a.m. to 5:00 p.m., but the door to the lab is always locked. The lab front office answers phones from 7:00 a.m. to 4:00 p.m.

The criminalists are on a 13-week, on-call overtime rotational schedule. Each Crime Scene Investigation (CSI) criminalist is on-call, in pairs, one week at a time; about every seven and a half weeks. They respond to all homicides, officer/deputy-involved critical incidents, and other major crime incidents occurring anywhere within the county. The SMCSO charges \$782 to process a crime scene, which hardly covers the cost of the CSI callout. Meliora PSC reviewed the fee schedule for services, which has not been updated since 2010, and noted fees for services were extremely low compared to actual costs for services provided. Meliora PSC recommends the SMCSO re-assess and update the fee schedule for full cost recovery of Forensics Lab services.

SELECTION

When an opening arises, interested candidates apply and participate in a civil service interview panel whereby an eligibility list is created. Latent Prints and Firearms position testing also includes an actual test along with the civil service interview panel. To become a SMCSO Forensic Lab Criminalist, the applicant must have a bachelor of science degree (or higher) in biology, chemistry, or other forensic science discipline. Once the eligibility list is created, a job is offered, and an applicant background is completed.

TRAINING

Once hired, training varies per unit assignment. Each unit has a specific training manual that explains the initial and on-going training process. The SMCSO lab trains to competency to perform casework. There are reading assignments, practice using instruments, a mock trial, practical competency tests, and supervised casework oversight and review. The Latent Print Unit takes about five years until someone is 100 percent trained and considered an independent worker. The Biology Unit takes about three years; the Controlled Substance Unit takes about two years; and the Firearms Unit takes about five years.



All criminalists regardless of assignment are required to stay current with their science, attend monthly and quarterly meetings with other labs, and then must attend one or two-week external trainings each year. New examiners attend more than one week of training during their first year.

Every year, each criminalist must maintain their expertise by exhibiting proficiency participating in an accredited training testing process. An accredited independent training lab ships testing materials (including fingerprints and/or other evidence), and the criminalist must complete the testing process, document findings and submit the reports back to the independent lab for pass or fail. If there is a "fail," the criminalist is immediately suspended from independent work assignments and receive remedial training and cannot work independently until they show proficiency again.

LATENT PRINTS, FIREARMS AND TOOLMARKS

This area of discipline is separated into two sciences: Latent Prints and Firearms and Toolmarks. There is one supervisor assigned to oversee both Latent Prints criminalists and Firearms and Toolmarks criminalists.

Latent Prints criminalists process evidence for the presence of latent impressions with physical and chemical techniques, compare latent impressions to known records, enter unidentified latent impressions, in the Automated Fingerprint Identification System (AFIS) database, and examine items for indented writing. They also testify in court. Latent Prints is staffed with five criminalists and three interns.

In 2007, there were 1,142 cases submitted to the lab for processing. In 2023, there were 417 cases submitted. The volume of cases has decreased by 63 percent as the focus on DNA has increased. In 2009, there were 7.5 FTEs, in 2016 there were 6.5 FTEs, and in 2022 the number of FTEs were reduced to five.

Firearm and Toolmark criminalists examine firearms and assess operability, create fire tests, microscopically compare bullets and cartridge cases, work on serial number restoration, and enter cartridge cases from crime scenes and test fires in the National Integrated Ballistic Information Network (NIBIN) database. They also testify in court. Firearms and Toolmarks is staffed with three criminalists, one extra-help criminalist, and one contracted examiner. The numbers of submissions to the lab have increased from 457 submissions in 2007 to 509 in 2023. The 11 percent increase in submissions has resulted in an increased backlog of testing of submissions in part due to the time-consuming nature of the work.

The current fee schedule for examining latent prints and processing firearms has not been reviewed or evaluated since 2010. Meliora PSC recommends SMCSO review and consider increasing costs associated with processing firearms and latent prints to attain full cost recovery for services provided.



FORENSIC BIOLOGY UNIT

Forensic Biology criminalists screen evidence for the presence of biological fluids, extract, quantitate, amplify and type DNA collected from evidence, analyze all sexual assault kits (within 120 days), enter DNA profiles in the Combined DNA Index System (CODIS) database, and testify in court. There is one supervising criminalist and seven criminalists (three in training and one vacant) and four interns assigned to Forensic Biology.

In 2007, there were 487 submissions for forensic biology compared to 1,009 submissions in 2023. These case submissions have increased significantly, *107 percent*, over the 16-year period due to an industry focus on blood, DNA and biological fluids. In 2009, there were 8 criminalists and in 2013 it was reduced to 7 criminalists. Currently, there are 8 criminalists assigned to the unit in an attempt to keep up with the heavy workload.

Due to the workload, staff indicated it is increasingly difficult to get property crimes analyzed prior to the statute of limitations expiring and to work cold cases. The recent staffing can analyze approximately 750 cases per year. Prop 69 funds one criminalist in the Forensic Biology Unit and grants fund approximately \$250,000 in testing supplies each year. Since 2012, the number of cases submitted to the lab annually exceeded the testing capacity.

Forensic Biology is a constantly developing science. Many major complex cases are solved and successfully prosecuted using the science of Forensic Biology. Statewide forensic labs are increasing the amount of biology labs – with focus on specialized areas within the Forensic Biology discipline. The SMCSO lab is already over capacity in processing evidence in this arena. The rate at which biological submissions are arriving at the SMCSO lab and the testing that coincides with the submissions is clearly not sustainable. Meliora PSC recommends a comprehensive review of the Forensic Biology Unit is conducted, and consideration be given to adding criminalists to the unit and/or follow in the industry trend and contemporary standard of separating the unit into multiple units specializing in specific areas of biological sciences.

Crime scene investigation function is an on call, ancillary duty for one supervisor and two criminalists. Each week one supervisor and two criminalists are on-call for one week at a time within a 13-week rotational schedule. Upon callout, the criminalists respond to and examine crimes scenes and vehicles for all homicides, officer/deputy-involved critical incidents, and other major offenses, including some fatal, hit and run, traffic collisions, stranger sexual assaults and other complex forensic crime incidents. CSI documents trajectory and blood spatter, latent print processing, searching for evidence, photography, 3D scanning, and evidence collection and processing.

The call outs for CSI have decreased 48 percent over the years from 117 in 2007 to 61 in 2023. Also, lab personnel no longer attend autopsies. Meliora learned approximately one-third of all call outs are crime scenes and two-thirds are vehicle examinations.



The Forensic Lab provides LEICA 3D scans of crimes scenes that enable accurate measurements of evidence and objects. The five-year lease for the Leica instruments is approximately \$141,000. Currently, the price charged by SMCSO for a call out to a crime scene is \$782 per scene. The lab processes around 32 crime scenes per year using Leica; therefore, the equipment cost alone for the last five years for each scan is about \$900. Meliora PSC recommends the SMCSO re-evaluate and update crime scene investigation pricing for full cost recovery.

CONTROLLED SUBSTANCES AND TOXICOLOGY UNIT

Criminalists in Controlled Substances and Toxicology identify and weigh controlled substances, determine the concentration of alcohol in blood samples, maintain and calibrate the Breath Alcohol Instruments for the county, train and certify officers and deputies as Breath and Alcohol Instrument Operators, provide DUI interpretation testimony, prepare urine samples for outsourced testing, and testify in court. The unit is staffed by one supervising criminalist, three criminalists, and one intern. In 2009, there were 4.5 FTEs and by 2016, there were on 3 FTEs.

The number of submissions for Toxicology (Forensics alcohol and outsourced drug testing) has decreased 37 percent over time. In 2007, there were 3,073 cases submitted and in 2023, there were 1,930 cases submitted. Blood and urine samples are prepared and sent to outside labs for testing for drugs.

The number of submissions for Controlled Substances has increased six percent from 2,257 submissions in 2007 to 2,388 submissions in 2023. SMCSO Controlled Substances submissions have increased, while neighboring lab submissions have decreased since 2014, due to Prop 47. The San Mateo County District Attorney's Office is still filing criminal drug possession charges; however, the filing decision requires a presumptive positive test, which many agencies cannot perform because they do not have a TruNarc analyzer. This has created an increase in case submissions and a corresponding increase in case backlog for SMCSO.

FRONT OFFICE AND PROPERTY BUREAU

The Front Office is staffed with one Legal Office Services Supervisor (who is also the supervisor of the Property Bureau in the Lab) and two Legal Office Specialists. The Property Bureau is staffed with two Property Officers. The collective responsibilities are receiving and managing all evidence in the laboratory, retrieving sexual assault kits from the County Rape Trauma Center, shipping and/or transporting outsourced evidence, managing all case files (paper records), fulfilling discovery and subpoena duces tecum requests, answering phones, and placing supply orders.

The Front Office space for storing and filing paper case files is at capacity and inadequate for further storing future files. Case files are all maintained as paper files, to include "Attachments," as there is no electronic backup. There is no storage for Leica scan data, photos, quality documents, corrective actions, tests and manuals. The THEMIS Records Management System is inadequate for the needs of the Forensic Laboratory. A new Laboratory Information Management System (LIMS) will cost



approximately \$250,000 with an on-going cost of \$100,000. The forensic lab received a grant for the implementation of a new LIMS, but does not have the funding for the on-going licensing and support fees. Meliora PSC recommends the funds received from the updating the fee schedule to full cost recovery can be used to annually fund the support of the new LIMS system.

The Forensic Property Room is located within the lab and has two full-time civilian Property Officers assigned to manage all duties associated with the workflow of evidence checked in and out.

There are 33 individual temporary evidence storage lockers available to the 19 criminalists. The lockers are secured by key cards; however, only five of the 33 lockers are currently working. At some point within the last few years, the card key system for the lockers failed and has not been updated to fix the 28 lockers that are not currently working. SMCSO hired several companies to fix the problem, but none have been successful thus far. While, the lab director should be commended for making preliminary contact with a locksmith that specializes in accessing safes and vaults; Meliora PSC recommends efforts continue to find a reputable company that can ascertain what the failure is and how to rectify the problem.

During the observation of the items stored within the forensics property room, Meliora PSC conducted a random on-site assessment of the evidence portion of the forensics property room to detect proper intake, reporting, barcoding, and placement within the facility. Meliora PSC personnel did not enter the property room or handle or take possession of any items that were reviewed during the random assessment. Two items were assessed: one handgun and one drug envelope. The two items were cross-referenced to the initial intake and storage process. Proper procedure and processing were followed for both items.

While all procedures were in place for the forensics property room, Meliora learned there are no security cameras, not only in the forensics property room, but there are no security cameras utilized at the forensics lab. However, there are plans for a security upgrade, approved and funded, through a \$90,000 State Homeland Security Grant Program (SHSGP). The current security system uses cardkeys, glass break sensors throughout the building, panic buttons, and alarms on the emergency exits.

The new security system will include installing traditional alarms on the evidence room, the firearms vault, and the ammunition room. The alarm will also have cameras and motion sensors that are activated when armed. Meliora PSC supports this upgrade as the importance of lab security for criminal prosecutions is crucial.

FORENSIC LABORATORY RECOMMENDATIONS

- Ensure the civilian Directors attend the monthly Captain's meetings to improve organizational communication and decision making. (Recommendation #256)
- Consider reinstating the Quality Assurance Manager position and adding it to the Laboratory personnel budget. (Recommendation #257)



- Assess and update fee schedule for full cost recovery in services provided by the Forensic Lab, firearms and latent prints, and crime scene investigations. (Recommendation #258)
- Conduct a comprehensive review of the Forensic Biology Unit, and consider adding criminalists to this unit and/or to follow in the industry trend and contemporary standard of separating the unit into multiple units specializing in specific areas of biological sciences. (Recommendation #259)
- Consider applying funds received from updating the lab fee schedule to be used to annually fund the support of the new LIMS system. (Recommendation #260)
- Seek a reputable and capable company to repair the card keyed access temporary evidence lockers in the Forensic Lab. (Recommendation #261)

TECHNOLOGY SERVICES UNIT

TABLE 141: Technology Services Staffing

Position	Authorized	Actual	Vacant
Director of Automation (aka: Director of Technology Services)	1	1	0
Information Technology Supervisor	1	1	0
Information Services Client Systems Specialist (ISCSS) II	4	3	1
Information Services Client Systems Specialist (ISCSS) I	1	1	0
TOTAL	7	6	1

SOURCE: San Mateo County Sheriff's Office.

DUTIES AND RESPONSIBILITIES

At the end of 2023, the Technology Services Unit (TSU) underwent a reclassification process. Some class titles have been changed and others are pending. Meliora PSC noted some TSU job duties crossover and some positions are not experiencing a fine line between duties even with the classification change. Once the full classification is completed, the titles and roles and responsibilities should be more clearly defined.

SCHEDULE

Technology Services provides daily coverage five days a week, Monday through Friday from 6:00 a.m. to 5:30 p.m. The Director of Automation and Information Technology Supervisor works alternating days to provide five-day managerial coverage.



The Director of Automation works a 9/80 work schedule, which is a two-week schedule that divides 80 hours amongst nine days typically consisting of eight nine-hour days, one eight-hour day every other week. The Director works from 8:30 a.m. to 5:30 p.m. and adjusts their schedule as needed.

The TS Supervisor and TSU members are part of a different bargaining group. Some work a 4/10 shift: four days a week, 10 hours a day, and some work a 9/80 schedule. Meliora PSC recommends that the TS schedule be adjusted so that there is coverage until 7:00 p.m., at least an hour after night shift patrol and jail/correctional staff comes on duty.

During the site visit, Meliora PSC found TS personnel, as a team, to be informative and have an ardent desire to assist office members. Although their backgrounds provide a solid foundation for their roles and responsibilities with the SMCSO, Meliora PSC recommends TSU personnel are provided more on the job and external training. Cross-training and succession planning have many benefits. With the TSU team, it could offer a return on investment, create workforce sustainability, increase employee engagement, and facilitate long-term succession planning.

TECHNOLOGY SYSTEMS

Consistent with all law enforcement organizations, the Sheriff's Office utilizes information technologies. Aside from personnel, these technologies are essential to the organization and crucial to all office functions. High-profile examples include the 911 telephone system, records management system, and the radio system. If any of these systems were to fail it could severely impact and/or cripple access to emergency fire, medical, and police services. Also, vitally important are the case management systems that should be used by detectives, property and evidence, and administration and are addressed in those respective areas of the report.

Policy § 338 – Information Technology Use states, "The purpose of this policy is to provide guidelines for the proper use of office information technology resources, including computers, electronic devices, hardware, software and systems." The policy further states in § 338.5, "All members have a duty to protect the computer system and related systems and devices from physical and environmental damage and are responsible for the correct use, operation, care, and maintenance of the computer system."

SMCSO and County of San Mateo are commended for putting in place a disaster recovery plan which assists in the recovery and/or operation of various levels of the current systems and technologies, including contingencies and a 3-2-1 Backup strategy. A 3-2-1 Backup strategy involves the creation of three copies of the data, each is stored in two different solutions, and at least one of these solutions is stored remotely. The strategy reduces the risk of data loss and ensures the agency can recover from any type of disaster, even if access is lost to the premises.

The SMCSO is to be complimented for having technology strategic initiatives. The strategic initiatives are not in a formal strategic plan document. Meliora PSC recommends the SMCSO make the strategic



initiatives more formalized and share this information with all sheriff staff members. The SMCSO has a variety of systems in place for technology contract tracking and management. SMCSO has a system in place to help manage, prioritize, and understand technological needs within the Sheriff's Office.

- Ensure contracts are up to date/not expired.
- Track costs; including annual costs.
- Manage technology projects and their status.
 - Ensure compatibility of crossover systems.
- Ensure technology items are listed by priority.
- Function as a clearing house for technology; maintain a structured inventory.
- Prioritize short- and long-term technology goals and budget every two years.
 - Examples of July 2022 – June 2024 initiatives include but are not limited to.
 - System security
 - Structured technology inventory
 - Vendor management.
 - Connect more with staff regarding their technology needs.
 - Currently preparing for the July 2024-June 2026 cycle

TSU is in the process of finalizing goals identified in their initial plan, “final goals include large-scale mobile device expansion, local AFIS database with mobile fingerprint readers, jail management system upgrade, and countywide data aggregation platform.”

Like technological priorities, Meliora PSC recommends an Information Technology Committee be created to better understand and capture the Sheriff's Office technology needs related to personnel as well as explore ways to maximize the use of existing technology to enhance efficiencies in the agency's service delivery systems. The committee could be comprised of one staff member from each section and multiple members from patrol; this would allow TS to hear directly from users.

A list of technologies in use includes, but is not limited to:

- Body Worn Cameras (Axon)
- Mobile Data Computers in car (MDC's)
- Automated License Plate Readers (ALPR)
- Biometrics (Livescan-Cogent)
- In Car Camera (Axon)

TSU may not touch each specific technology used by a division, but are aware, consulted, and have an active list of technology used by the Sheriff's Office. It is often overlooked that keeping technology hardware, software, and systems up-to-date is crucial to their use.

An example of sharing technology responsibilities is with the Axon Body Worn Camera system. TSU is the Axon Coordinator, patrol is responsible for the operational side, and the Records Bureau is responsible for fulfilling public records request in collaboration with TSU.



Another example is the Automated License Plate Readers (ALPR). Patrol coordinates and manages the system, Vigilant vendor provides support, and TSU is aware and provides support where needed.

Another example is with the key card access. TSU has a small role in this. TSU can grant access to a couple select locations in addition to printing cards in coordination with PSB who takes the photos.

The SMCSO Countywide Security sergeant has the primary duty to grant and monitor access to other major areas of the office and greater county buildings. The contract city substations that are technically owned by those cities have another layer of overlapping access control with their city security. Jail access is another level of security control with some overlap.

TSU staff shared that the MDCs were refreshed in 2021/2022 to newer Panasonic CF-33's and CF-20s (motors). There are 2-in-1 options for detached keyboards in the cars as well as ruggedized keyboards/tablet options for when SMCSO start to remove them from the vehicle and go "mobile". MDCs are on a 5-year warranty/life cycle and due for another refresh in 2026-2027. MDCs are compatible with their current ALPR technology – Vigilant and Flock. SMCSO will be implementing Axon's Fleet 3 Technology in 2024-2025 (already procured) which will also be compatible with all Axon equipment.

The current MDC's and their placement in the vehicles are not conducive for a field deputy to author a report in their vehicle out in the field. The deputies typically drive back to the station to author reports. San Mateo County is approximately 455 square miles of land area so having a deputy drive back to the station to author a report does not appear to be an efficient way to spend their time.

Consistent with a large county area comes the challenge of network, data, cellular and radio coverage dependability. Due to the nature of public safety, this is a critical issue. TSU is aware that there are gaps in radio, cellular, and the network in areas such as Half Moon Bay, the coastal cities and Moss Beach. TSU is working on different solutions such as upgrading cradle points/tethering antennas, communicating with the county about cell site towers, exploring the use of satellite phones working, to close the gap on dead zones. They were recently able to eliminate three dead zones. Additionally, they are vetting the use of a company that provides uninterrupted internet connectivity. TSU is encouraged to continue to pursue solutions to the remaining areas and remedy the issue as soon as possible.

Benefits of an in-car camera system include improving law enforcement safety, use of video for training purposes, evidence purposes which improve conviction rates, provides transparency for the community, reduces liability, etc.

Cell Phones are issued to the executive team, command staff, investigations, and then a few specialties that are assigned cell phones. In 2019, approximately 100 phones were issued. SMCSO does not have a formal cell phone policy or procedure. The current administration is moving towards sworn staff phones.



Law enforcement agencies are finding that equipping field personnel with secured cellphones can extend the functionality of vehicle MDC's. Issuing Sheriff's Office cell phones has several benefits: access to priority features guarantee better network connectivity, improved safety and reliability, better deputy productivity through a wide range of office-approved applications to support field work, and last but importantly secure communication of sensitive information.

It will be TSU's responsibility to clean up the current phone inventory and develop a policy associated with phones. It will also be part of the new inventory tracking system TSU is working to implement via ServiceNow.

The SMCSO is applauded for providing the community with a link when the need arises for the community to download home camera footage, videos, or photos. A community link assists in a more effective way of providing deputies, detectives and/or motor officers with time-sensitive information which in turn assists in solving crimes.

Universally there has been a noticeable accelerated pace in the development and adoption of modern technologies. This speedy technological pace affects organizations in several ways. For law enforcement organizations it can be difficult financially to stay current with technology as their budget is limited. Technology can pose policymaking challenges, and it can severely impact or limit day-to-day operations for line-level employees as well as impact morale when technology does not work or is outdated.

SMCSO's Technology Services Unit actively works with divisions on their technology use and needs and understanding when and when not to get too granular in the needs of a division so as not to hold up the acquisition of technology.

Meliora PSC would be remiss if we did not mention that TSU's workload does not only consist of internal management but also a portion, staff estimated about 10 percent, is spent on some countywide engagement such as applications, services, and infrastructure. SMCSO serves as equal partners within the county with BART, the District Attorney's office, and Probation. They also facilitate and support infrastructure for about ten surrounding agencies for Livescan and California Law Enforcement Telecommunications System (CLETS).

TICKETING SYSTEM

A ticketing system allows TSU to track, manage, speed up, and deal effectively with incidents. The ticketing software can automatically distribute and assign incidents to the appropriate IT staff member. It can also refer the end users to tips and information on how to solve minor issues on their own.

The benefits of a help desk ticketing system are:



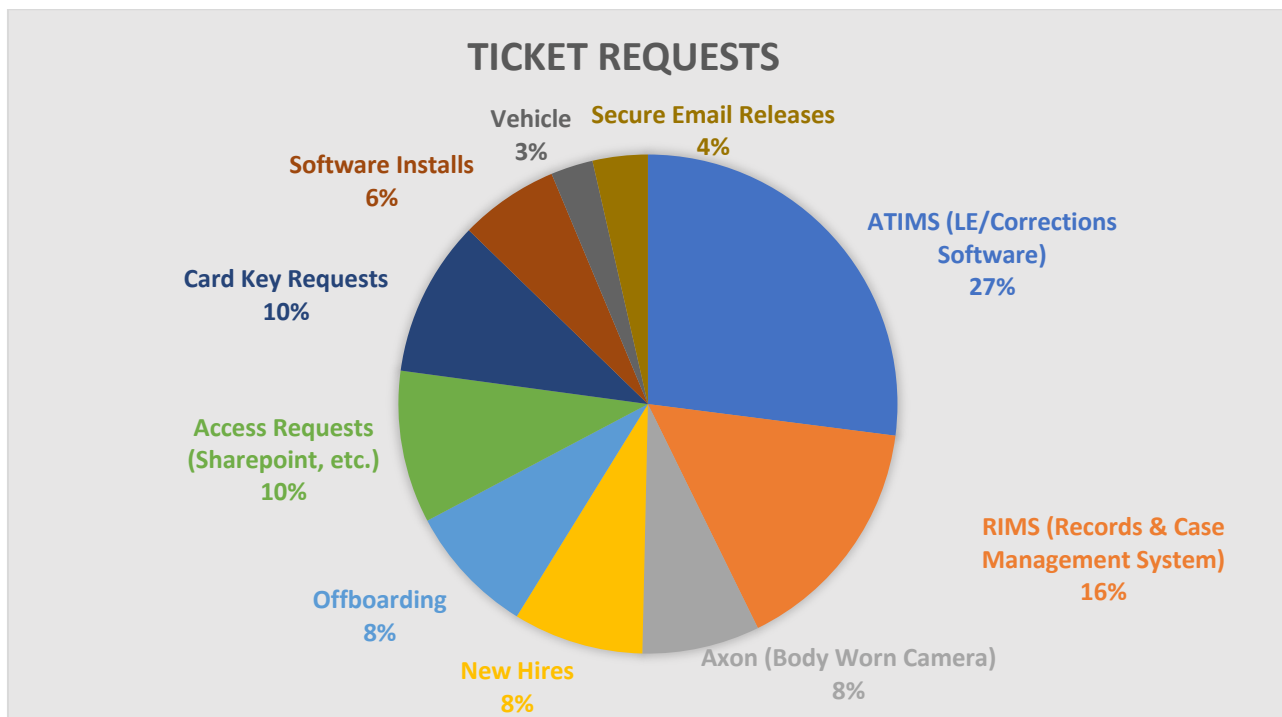
- Improve efficiency with a properly structured tier IT help desk.
- Queue and assign requests to the appropriate IT person and/or priority based on the ticket type.
- Conduct end-user surveys to better evaluate the help desk's performance.
- Assist end-users who have simple and repetitive issues to resolve them themselves.
- Gain a better picture of an IT unit's workload.
- Generate reports.

Generating ticket system reports can provide information to the coordinator and management regarding targeted key performance indicators such as:

- First contact resolution – the percentage of tickets resolved upon first interaction with a user.
- Backlog tickets – the percentage of new tickets remaining unresolved.
- Mean resolution time – the time taken on tickets to resolve.
- User satisfaction – the percentage of users happy with the support provided.

SMCSO is between phase one and two of four phases of migrating to a new system, ServiceNow, which includes ticketing management.

CHART 60: Ticket Requests, February – December 2023



SOURCE: San Mateo County Sheriff's Office, TSU.



Meliora PSC suggests that SMCSO executive team analyze their ticketing system to determine whether metrics and/or reports can be generated to determine workload and productivity of TSU. This would be an effective way to monitor and gauge if there is a need for additional TSU personnel.

Meetings are an important organizational tool that can be used to discuss the progress of all technology projects, develop ideas, discuss the life cycle of SMCSO technology, problem solve and provide a sense of direction for TSU. Meliora PSC recommends the Director of Automation and Information Technology Supervisor consistently meet monthly with TSU team members.

Additionally, Meliora PSC recommends that TSU personnel periodically attend patrol briefings and section meetings to obtain input on whether technology systems are working and/or personnel need more training in a specific technology area. During the site visit, personnel mentioned technology matters and/or frustration with equipment and certain systems.

One example is SMCSO's portable radios. Staff indicated that radios do not work properly, and radios are not issued individually but rather they have a pool of radios. Deputies depend on their portable radios, it serves as their lifeline with their fellow deputies and dispatch. Also, studies have shown that when people are assigned individual equipment rather than pooled equipment, they tend to better care for the equipment which extends the service life. Meliora PSC learned that SMCSO has a pool of Motorola 7000s radios that are end of support, so the County Radio Shop, who supports all radio devices and the P25 digital trunked network in the county, keep the broken ones to supply part replacement when possible.

SMCSO is converting the Sheriff's Office from a pooled format to individually issued radios. The first phase will be for Corrections. The radios were ordered and are pending shipment in the next few months. Once these are issued to each person at the jail, they will reallocate the 7000s to one per person on patrol. TSU will help manage inventory – part of why they are building out the inventory management in ServiceNow and/or looking at other solutions needed. Additionally, SMCSO is looking to pilot the new Motorola 8000s as a replacement for patrol.

An organization's technology services unit is one of its most vital functions. In the past technology services were simply responsible for managing the office's computer and email systems. In today's technologically-driven environment, technology unit's role has changed considerably. As outlined above, SMCSO's Technology Services Unit is responsible for numerous technology systems and functions including system administration, data security and strategic planning. Meliora PSC applauds the San Mateo County SO for maintaining an internal technology services unit.

TECHNOLOGY SERVICES UNIT RECOMMENDATIONS

- Adjust the TSU schedule so there is coverage for at least an hour after night shift patrol and jail/correctional staff comes on duty. (Recommendation #262)
- Provide TSU personnel more on the job and external training. (Recommendation #263)



- Make the strategic initiatives more formalized and share this information with all sheriff staff members. (Recommendation #264)
- Create an Information Technology Committee. (Recommendation #265)
- Ensure the Director of Automation and Information Technology Supervisor consistently meet monthly with TSU team members. (Recommendation #266)
- Assign TSU personnel to periodically attend patrol briefings and section meetings to obtain input on technology systems. (Recommendation #267)

FINANCE/FISCAL BUREAU

The Executive Director of Administration is responsible the Finance and Fiscal Bureau, and with the help of the Financial Services Manager and Fiscal Office Supervisors, the Deputy Director of Finance oversees the day-to-day management of the division. Currently, the Civil Support Unit is also under the direct supervision of the Fiscal Bureau; however, as mentioned in the Corrections Division – Civil Enforcement Unit section, Meliora PSC recommends the Civil Support Unit be moved and report to the Civil Enforcement Unit as the two units work closely together. Meliora PSC also recommends that the Payroll Unit be placed under and report directly to the Fiscal Bureau as they also work closely with each other this will also assist with improving the communication between the units. This will be addressed in the Payroll section of the report.

TABLE 142: Fiscal Services Staffing

Position	Actual
Fiscal Director	1
Deputy Director of Finance	1
Financial Services Manager	1
Fiscal Office Supervisor	1
Management Analysts	3
Senior Accountant	1
Accountant II	1
Administrative Assistant II	2
Fiscal Office Assistant	1
TOTAL STAFF	12
Fiscal Office Specialists (*0.5=Extra Help)	6.5
Total Personnel	18.5

**Note – A few of these positions are currently working out of class.*



The Fiscal Director is responsible for managing all budget, financial administration, reporting, revenue allocation, recovery, and grant and contract administration. The team supports accounts receivable and payable, purchasing, and other necessary business functions. The teams are defined below.

Budget

The Budget Unit is responsible for the preparation of the Sheriff's \$254 million annual operating budget. Responsibilities also include: 1) monitoring resources, performing budgetary analysis, and preparing projections and financial reports to assist divisions with budget monitoring, and 2) coordinating the submission of capital project requests, tracking County STARS awards applications, tracking performance measures and budget preparation, and monitoring services for various task forces and the Office of Emergency Services JPA.

Contracts

The fiscal staff are responsible for the preparation and management of contracts. This includes contracts for services received by the Sheriff's Office and services provided by the Sheriff's Office.

Grants

The fiscal staff are responsible for grant writing, monitoring, and preparing claim submissions. The Sheriff's Office receives grants from various federal, state and local sources.

Fiscal Services

The Fiscal Services Bureau oversees the day-to-day financial activities of the Sheriff's Office. This bureau serves as the liaison between the Sheriff's Office and the County Controller's Office.

Accounting

The Accounting Unit is primarily responsible for processing payments to vendors and reviewing/recording financial transactions. Unit responsibilities also include accounts receivable, which includes preparing bills to outside customers and agencies that contract for services provided by the Sheriff's Office. Accounting also handles cash receipts from the Corrections, Civil, and Records Bureaus and deposits these funds with the County Treasurer.

Civil Support

The Civil Support Unit provides administrative support to the Civil Enforcement Unit.

Fiscal staff work collaboratively with the County Controller's Office through the county's financial accounting software system called OFAS. This finance module was updated in 2020 and the Human Capital Management (Workday) was implemented in 2015.

A notable amount of financial information is managed through the Fiscal Bureau and there are extensive records of all financial transactions. The record keeping appears to be up-to-date, accurate, and properly balanced at the end of each fiscal year.



Budget Planning

The Fiscal Management Team (Director, Deputy Director, Financial Services Manager, and two Management Analysts) develop the budget and generate various reports throughout the year, which allows bureau managers the ability to monitor their budget. The budget process is extensive and although the county is on a two-year budget cycle, the county runs two budget processes yearly to create the annual Recommended Budget and Adopted Budget. Meliora PSC learned that even though the Fiscal Management Team monitors the budget, each bureau/unit is responsible for monitoring their own budget and held accountable by the Executive team. The Fiscal Management Team provides a total of 8-9 reports biweekly and monthly to assist captains and program managers in monitoring their respective budgets. The Fiscal Management Team often meets individually with the captains/program managers to answer questions and provide explanations. Budget planning provides the SMCSO leadership team with the opportunity to engage leaders at every level of the organization and demonstrate how to prioritize organizational values.

Each month, the Fiscal Management Team will upload the most current fiscal reports onto Sharepoint, which includes the Monthly Monitoring report (see below) and the respective Subunit reports. SMCSO managers are expected to review and be responsible for their own budget review. This is a robust and valuable report for all the managers.

The monitoring report below shows a breakdown of all expenditures, such as overtime, broken down by section. The respective unit manager can see what percentage of the budget for each item remains. The bar graphs for each section are very useful and easy to understand. There is also a subunit report which contains much more detail and is broken down by subunit. Meliora PSC noted that some managers were not familiar with how to access these reports as most delegate this responsibility to their civilian management analysts.

Grant Monitoring

The Sheriff's Office uses ASAPGov for Federal grants. Meliora PSC learned that there are approximately 350 contracts that need to be monitored on a continual basis with only two employees overseeing this area. SMCSO does not currently have a Grant Manager. Due to the high volume of grants that each have different reporting requirements, Meliora PSC recommends adding one FTE Grant Manager to this team as this could be overwhelming for staff. The Grant Manager position could also assist with contracts and review (see below).

Grant Auditing

SMCSO Financial Services are subject to randomized audits from both the County Controller's Office, as well as more detailed audits from various grantors. Additionally, the Director proactively requests and SMCSO will pay for audits to be performed on certain programs.

Audit Findings

Fiscal Services will submit findings to the Executive team along with recommendations on improvement. SMCSO have not had any audit findings for approximately 12 years.



Contracts and Review

As of January 31, 2024, the Sheriff's Office has \$20,902,161 encumbered in contracts. This amount represents the amount remaining to be paid on current contracts in the current fiscal year. The total dollar figure of all contracted services is much higher, roughly between \$75-100 million for service contracts where service is provided to SMCSO and another \$150 million in revenue contracts where SMCSO is providing services to others. These amounts represent, in some cases, multi-year contracts, and not an annual amount. As mentioned above, SMCSO does not have a contract or Grant Manager, and those contract monitoring duties are performed by the employee most familiar with the service needed, which is usually a captain/lieutenant/program manager who requests the service contract. A manager assigned specifically to grants and contracts would be valuable in assisting the Management Team with specific grant and contract questions and concerns as well as ensuring the grant requirements are being met.

Requests for Proposals (RFPs)

RFPs are coordinated by the manager (lieutenant, captain, program manager) who is most familiar with the respective service needed in their respective bureau. For larger projects, the manager will sometimes request Fiscal or Technical Services input, but the manager who needs the service handles all aspects of coordinating the RFP. Meliora PSC learned that there have been discussions at the county level about County Procurement assisting with this process (once the county adds positions to County Procurement). Meliora PSC recommends adding one FTE Management Analyst to assist with RFP's and working under the recommended new Grants Manager position.

Accounts Payable

SMCSO has a streamlined invoice approval process to assist with avoiding delays in payment to customers/vendors. The process is as follows:

- When an invoice is received by Fiscal Services, it is then routed to the bureau manager who requested the goods/service.
- The manager must approve the invoice, attest that the goods/services were received, and send it back to Fiscal Services for processing.
- *For contracts*, Fiscal staff first reviews the invoice and contract to ensure it is clear what portion of the contract is being charged before sending to the bureau manager.

Meliora PSC learned that the above process is one of many tasks that have been incorporated into Fiscal Service's new "Service Now project" and will become an automated electronic workflow and approval routing process in the next few weeks.

Meliora PSC also learned that the fiscal team regularly reconciles vendor statements to ensure accuracy and identify discrepancies. They complete this by verifying if the invoice has been paid or not. If the invoice was not paid, they will then send it to the requestor to confirm items/services were received (as noted above). If the invoice has not been paid and services/items were received, then the payment is processed. If there are any discrepancies, the vendor is contacted to determine if any



potential mis-applied payments on the vendor's part need to be corrected. Meliora PSC learned that it is rare that an invoice does not get paid nor is it common to overpay a vendor as the Controller's Office issues a single check for multiple department payments to a single vendor.

Accounts Receivable

SMCSO has clear payment terms and policies to minimize late payments as their invoices are sent out list due dates. Meliora PSC learned that in some reverse contracts (such as those for the Range), there is a clause that indicates access to their facilities will be put on hold until payment is made (only after 30 days), and some other contracts indicate late fees are incurred with late payment of our receivable invoices.

Meliora PSC learned that the Fiscal Unit utilizes a third-party software (D365) to track all of their outstanding Accounts Receivable. Fiscal staff will run reports monthly to identify which vendors are past due. Fiscal then tries to contact each outstanding payor to collect payment on a regular basis. After several attempts yielding no payment, Fiscal requests the manager overseeing the area charging for a service to reach out to the payee to request payment, as those managers often have close relationships with the agency paying for the service, and they often receive more responsive replies.

SMCSO offer vendors the ability to receive payment via check or ACH since the process/payment needs to be routed through the Controller's Office first. In some cases, they will accept credit cards for in person or online payment.

As noted above, each member of the finance team has specific responsibilities, Meliora PSC observed that the Fiscal Bureau employees have a number of tasks assigned to them and the need for more employees is clear. There is a high turnover rate in the bureau due to the imbalance in the workload assigned to employees. Meliora PSC also learned that staff often feel they are not supported by supervision and/or management. The workload is delegated to the newer employees in the bureau, and it appears they are overwhelmed. Additionally, due to the turnover it is difficult to train new employees due to the heavy workload and there is not a lot of time to train. Meliora PSC also learned that there is no training manual or a procedural manual. Meliora PSC recommends that a training manual, along with a procedural manual be created to create a clear outline of what the agency expects of the trainees and their work productivity. Meliora PSC recommends the development of such a manual and should include all bureau-related policies and procedures. This training manual will assist with creating standard orientation, instruction materials, daily observation reports, competency sign off sheets, etc. to enhance employee development.

FISCAL SERVICES RECOMMENDATIONS

- Add one FTE Grant Manager and a team to assist with monitoring & reviewing grants/contracts, and one FTE Management Analyst to assist with RFP's and assist the newly added position of the Grants/Contract Manager. (Recommendation #268)



- Develop a training manual and a procedural manual for the specialized positions in the Fiscal Bureau. (Recommendation #269)

PAYROLL UNIT

The day-to-day operations of the Payroll Unit is managed by a Management Analyst who provides technical assistance to the payroll team. The current payroll team consists of the following:

TABLE 143: Payroll Unit Staffing

Position	Authorized	Actual	Vacant
Management Analyst	1	1	0
Payroll Supervisor	1	0	1
Payroll Coordinator IV	4	4	0
Extra Help - Payroll	1	1	0
Total Authorized Personnel	7	6	1

Source: SMCSO as of January 2024.

Payroll Policies and Procedures

SMCSO Policy § 200 covers the Organizational Structure and Responsibility, and Policy § 200.2.1 – Administration and Support Services Division it shows that the Payroll Unit reports under the Professional Standards Bureau. As stated earlier in the Fiscal Bureau portion of the report, Meliora PSC recommends that the Payroll Unit report to the Fiscal Services Bureau.

Policy §§ 1020 and 1021 cover Payroll Records and Overtime Compensation. These policies provide the guidelines for completing and submitting payroll records and how non-exempt salaried employees who work authorized overtime get compensated.

The payroll team provides assistance to all employees at SMCSO daily. The areas of responsibility for the unit are listed below:

Payroll and Timekeeping

- Automated Time Keeping System (ATKS)
- Retroactive Adjustments (bi-weekly pay period deadline)
- Apply payroll rules in ATKS timesheets based on 7 MOU/Resolution
- Overpayment/Underpayment contract and process
- Reports

Personnel/Human Resources Functions related to Payroll

- Workday – Human Resources Information System



- Leave of Absence/FMLA policy
- Payroll Training, New Hire Onboarding & Customer Service

Other Payroll/Personnel Items

- Verification of Employment (VOE)
- EDD Forms
- Subpoena Requests for payroll records
- CalPERS compensation breakdown
- Review and write Payroll Lexipol (MA and Supervisor)
- Position Control Analysis and processing (In partnership with the Professional Standards Bureau)
- Manage and process all COVID benefits and all the changes and extensions (since 2020)
- Retiree Health Plan
- Vehicle Allowance Management
- Extra Help Employee Hours

WORKER'S COMPENSATION

The team also oversees Workers' Compensation tracking of all sworn and professional staff. They attend bi-weekly meetings with the legal team to discuss W/C claims.

- Manage sworn and professional staff Workers' Compensation payroll which includes loading W/C hours for approved claims and work closely with both internal and county risk managers.
- Track individual W/C claims for sworn (2080 hours) and professional staff (720 hours) and COVID (720 hours) to avoid overpayment and prepare spreadsheets to track hours and codes used for W/C claim, process employee W/C forms.
- Process regular restoral of hours associated with delayed claims.
- Process partial restoral preparation and processing for county risk manager.
- Track vacation hours that maxed out while employee is out on W/C and complete the process for vacation hours restoration.
- Liaison for county controller's and risk management to explain workers' comp process to employees.
- Process reserve sick leave, frozen sick leave, and new sick leave balances for applicable MOUs.

As one can see, the Payroll Unit is extremely busy and has timelines that need to be met. Meliora PSC observed the unit is organized; however, the Payroll Unit's effectiveness is dependent upon other units to ensure payroll documents are correct and submitted on time. Meliora PSC learned that timecards are not submitted when due, nor are the documents approved by supervisors in a timely manner. When supervision throughout the office are late turning in documents it causes payroll to fall behind. At times, decisions impacting payroll are made and the information is not shared with



payroll causing the unit to work long days to ensure that there are no mistakes on any last-minute changes.

An opportunity exists for SMCSO to improve the overall understanding of payroll functions thereby reducing errors and delays. First, it is important employees as well as supervisors and managers are trained about payroll processes. In order to assist employees with understanding the importance of accurate and timely payroll documents, the Training Unit should conduct workshops for employees and new supervisors regarding payroll procedures and timelines. Then, it is incumbent upon SMCSO managers to hold supervisors accountable to these payroll practices and accurate payroll records. Regarding communication, there is a communication breakdown between several units which creates a work backlog. Meliora PSC recommends quarterly meetings be held with all bureaus that work closely with payroll to ensure that crucial information does not fall through the cracks and address the any payroll issues.

Meliora PSC observed that there are several job duties that the payroll staff handle that should be reassigned to San Mateo County Sheriff's Human Resources. Meliora PSC recommends that the following job duties be reassigned to HR as they are better suited to handle.

- Verification of Employment (VOE) & all related tasks
- EDD Forms & all related tasks
- Position Control Analysis and processing (In partnership with the Professional Standards Bureau and all related tasks
- Retiree Health Plan and all related tasks
- Vehicle Allowance Management and all related tasks
- Workers' Compensation and all related tasks

PAYROLL UNIT RECOMMENDATIONS

- Realign the Payroll Unit to report to the Fiscal Bureau. (Recommendation #270)
- Conduct quarterly meetings between the Payroll Unit and all bureau supervisors and managers. (Recommendation #271)
- Reassign specific job duties related to personnel to HR. (Recommendation #272)

CIVIL SUPPORT

The Civil Support Unit also serves San Mateo County community members by performing difficult, complex and technical legal office support work regarding the Civil Code and Civil Code of Procedures using independent judgment and initiative. This includes processing and entering civil process service in the computer database such as Earnings Withholding Orders, Bank Levies, Evictions, Temporary Restraining Orders, Civil Bench Warrants, Keepers, Till Tap, 3rd Party Levy, Money Judgments, Bankruptcy proceedings and Court Orders, Employer Returns, Memorandum of Garnishee, among



others. The assigned professional staff also provide service to the public at the Civil Unit's public counter. The counter is open Monday through Friday from 8:00 a.m. to 4:30 p.m.

The Civil Support Unit and its staff is better suited under the lieutenant who has civil knowledge in the Civil Enforcement Unit in the Corrections Division. In addition, both units are and have been co-located in offices on the 3rd floor of the Hall of Justice for many years. The Civil lieutenant and the Fiscal Manager have co-authored a memo to the appropriate command staff for consideration of the assignment change. As previously mentioned in the Civil Enforcement portion of the report, Meliora PSC concurs with staff's recommendation for the Civil lieutenant to manage both units. As such, details regarding the Civil Support Unit were already incorporated in the Civil Enforcement portion of the report.

PROPERTY & EVIDENCE

Property and Evidence (P&E) operations are some of the highest risk functions within any law enforcement agency. How an agency receives, processes, stores and disposes of property and evidence is of utmost importance. It is especially true for weapons, narcotics, currency, and jewelry that require special handling and storage.

Agencies across the nation have been subject to negative attention as a result of improper management of property and evidence, resulting in arrests and/or terminations of police and sheriff's employees to include police chiefs and sheriffs, P&E technicians or other employees. Thefts included narcotics, jewelry, weapons, drugs, and cash. When some audits/inventories determined missing property and/or evidence, executives were terminated even though they were not implicated in the actual theft. Merely not fulfilling their responsibility of access control and proper systems and processes to keep the integrity of the property and evidence unit resulted in their termination. Hence, access control, inventory control, and regular audits are imperative for the proper management of the Property and Evidence Unit and overall operations of the agency.

SMCSO's Property and Evidence Bureau is considered the custodian of all items collected by office personnel, to include personnel that are assigned to the various contract cities of Millbrae, San Carlos, Half Moon Bay, Moss Beach, along with San Francisco International Airport and CalTrain (Rail Service from San Francisco to San Jose). The items booked into P&E fall under distinct categories, such as items that are retained for evidence, safekeeping, found property, and/or destruction. P&E is responsible for ensuring the proper storage of all these items, the preservation of the items for probable future analysis, and the lawful release or disposition of property.

The P&E Bureau at SMCSO is under the command of the Executive Director of Administration. The P&E manager is responsible for the daily management of the bureau. We will address the lack of a supervisor or lead position later in this section of the report.



TABLE 144: Current Property and Evidence Bureau Staffing

Title	Current	Vacancy
Property & Evidence Manager	1	0
Full Time Property Officers	7	0
Extra Help – Property Officers	2	0
Extra Help Dispo Unit – Management Analysts	2*	0
Extra Help Dispo Unit – Property Officer	1	0
Total	13	0

Source: San Mateo County Sheriff's Office as of February 2024. *the Dispo Unit is funded by Investigations but is currently supervised by the P&E manager.

The Dispo Unit works closely with the Investigations Bureau to research and review cases that are eligible for disposition and purging items from P&E. These dispositions are thoroughly researched through the agency and court systems verifying eligibility for return to the owner, send to auction, or prepared for destruction. P&E relies heavily on this unit to ensure that the P&E room does not get overloaded with unnecessary items that can be purged. It is Meliora PSC's experience that the Dispo Unit is funded and supervised by the Investigations Bureau to ensure the case agent or investigator assigned to these cases are authorizing the release of the items. The Dispo Unit employee conducts the research for the investigators as described above allowing the investigators to work on open cases. Meliora PSC recommends the Dispo Unit continues to be funded by the Investigations Bureau; however, due to investigations collaborating with and determining the disposition of property, the responsibility of supervising the Dispo Unit should be moved to the Investigations Bureau. P&E should continue to have a close working relationship with the Dispo Unit and remain in Administration.

PROPERTY OFFICER WORK SCHEDULES

P&E is open to the public from 8:00 a.m. to 4:30 p.m. There are staff working throughout the week, Monday through Friday from 6:00 a.m. to 5:00 p.m. and they are available via phone or email during this time.

The public has access to the P&E public window during business hours. P&E prefers to schedule appointments for pickups, nonetheless P&E will accommodate walk-up requests if the releasable item(s) is in their possession. Meliora PSC observed that P&E spends a considerable amount of time dealing with front counter questions from the public, releasing P&E, and answering phone calls from the public, deputies, or other employees. Meliora PSC recommends SMCSO consider adding a cadet or assigning an administrative assistant to assist with this workload to allow the P&E officers to focus their time on processing property and evidence, and other critical aspects of their duties and responsibilities.



Meliora PSC learned that P&E is and has been responsible for fingerprinting (electronic Live scan) and photographing new employees, fingerprinting and photographing sex registrants and administering public live scan requests. The agency was not accepting live scan requests from the public for a brief time; however, employees recently learned the service will begin again, possibly when they move into the new building. It is industry standard that these types of fingerprinting services are conducted by the appropriate section of the Sheriff's Office. For example, a sex registrant will usually be escorted to the jail by the sex crime detective to be fingerprinted and photographed. The new employees for the county and public fingerprinting could be managed by a cadet assigned to the Records Bureau (see Records portion of the report for further details). Meliora PSC recommends the fingerprinting/Livescan duties be reassigned to the Records Bureau as it is an inefficient use of P&E staff.

P&E currently has no vacancies; however, Meliora PSC observed the lack of a supervisor position. This presents an opportunity for SMCSO to proactively address this gap especially in light of the full-time, 7-member P&E staff.

As mentioned above, additional duties consume a significant amount of P&E staff's time preventing them from completing their respective job responsibilities. As the agency continues to hire new deputies, the increase in evidence collected and additional Body Worn Camera (BWC) evidence will continue to rise thus increasing the workload of P&E staff. Meliora PSC staff noted that the current number of BWC recordings in the AXON system exceed one million. With every new arrest there will be discovery requests from the DA's office or private attorneys, as well as general public records requests. This will put additional pressure on staff to produce these recordings and evidence in a timely manner, which will lead to the need for more staffing. As noted above, there is one Extra Help employee classified as a Property Officer that is now assisting with CCW requests and not P&E; consequently, compounding the issue and leaving P&E short staffed.

Meliora PSC recommends immediately adding a lead or supervisor to assist the current P&E manager with duties such as evaluations, scheduling, audit preparation, purging of evidence, special projects, and overall day-to-day supervision when the manager is not present. This will also allow for succession planning within P&E. Often agencies fail to provide an opportunity for current staff to be prepared to ascent to the role of supervisor or manager due to a lack of knowledge or training in what the supervisor or manager duties entail. Currently the P&E manager does the work of both a supervisor and manager. Meliora PSC also recommends if an in-house employee takes the newly-created position of supervisor, the current Property Officer II position be replaced and not absorbed.

PROPERTY MANAGEMENT SYSTEM

P&E uses Sunridge RIMS (RIMS), a legacy system THEMIS, and AXON (Body Worn Camera) as its property and evidence management systems, which includes a barcode component used for tracking property and evidence. Staff reported the current system meets its needs and is functional. Meliora PSC learned the current computer aided dispatch (CAD) system, Versaterm, used by the SMCSO



contracted dispatch center, is not fully compatible with the AXON system and is only able to transfer limited information. Meliora PSC recommends that SMCSO work with the county dispatch center and vendor to build a bridge for the two systems to communicate. This issue was also noted for the Records Management System module in Sunridge RIMS as well (see Records Section for further details).

Most of the items that P&E processes are in RIMS. Items from the San Francisco International Airport (SFIA) are created and processed in a separate system called THEMIS. Items are brought over by San Francisco Police Department (SFPD) officers assigned to SFIA. P&E staff will verify each line item on their log while the officer is present, then create the case and process the items in THEMIS. Barcodes are printed and attached. The items are either put away for storage in an appropriate location or staged for the crime lab if analysis is requested. Legacy items pre-RIMS are tracked in THEMIS as well. Meliora PSC has noted that the THEMIS legacy system is antiquated and recommends that staff begin to transfer the legacy items into RIMS. This will be considered a special project as there are 19,068 items currently in the THEMIS system. Additionally, Meliora PSC recommends that when P&E receives items from SFIA, they create a case in RIMS and cross reference the SFPD case. This will allow them to easily track these cases instead of using two systems and subsequently phase out the THEMIS system.

PROPERTY AND EVIDENCE WORKLOAD, 2020-2023

The P&E unit processes several items a year. The table below reflects how many items were processed yearly as of 2020. In addition, P&E staff engage in several tasks to ensure that the bureau functions efficiently. Currently, there are approximately 108,448 items (approximate number includes off-site P&E) in property and evidence and over one million digital evidence items under its control. The table below does not account for the amount of property in the inactive storage rooms in San Carlos, Half Moon Bay, and Millbrae evidence rooms. Meliora PSC recommends that when P&E moves to the new building, it becomes a priority to move these items to one central location. This will be a cumbersome task and require all hands-on deck to assist with this project. These items should also be included in the continual audits and inventory checks that will be discussed later in this section. The move to the new building creates an opportunity to complete a full inventory of ALL items that are under SMCSO control.

TABLE 145: Property and Evidence Workload, 2020-2023

Category	2020	2021	2022	2023
Items Received - RIMS	16,442	16,752	15,297	14,785
Items Received - THEMIS	1,206	1,092	1,308	1,804
Items Destroyed	15,149	14,588	9,218	6,100
Items uploaded into AXON by year	354,804	345,897	290,509	277,612
*Discovery Requests	2,541	2,834	2,779	3,190

NOTE: Total items currently received/stored in THEMIS is an approximate number only - old cases are often listed as "one box of evidence" so they count as one item, but the box may contain many items. *Discovery Requests is an approximate number only – the numbers above reflect digital media requests only.



The following table is a percentage breakdown of which units, cities or other areas that book into SMCSO P&E.

TABLE 146: Submitted Property, by Bureau/Unit, 2023:

Bureau or Unit	% of property submitted in 2023
Bomb Squad	0.148%
Unincorporated Coastside	6.708%
Gang Intelligence Unit	0.876%
Half Moon Bay	12.419%
Headquarters	15.296%
Woodside	3.225%
Portola Valley	0.914%
Investigations	1.365%
Maguire Correctional Facility	3.303%
Maple Street Correctional Center	1.442%
Millbrae	23.955%
North County	2.704%
NTF/VTTF – Task Force	0.064%
Other and Property	5.627%
San Carlos	17.003%
Transit	4.339%
Transportation/Court Security	0.612%

PREPARING ITEMS FOR COURT PURPOSES

Items received into P&E are processed so they are ready for court. The P&E staff will ensure that items comply with standards/best practices for proper storage and retention. If there is a request for items that are needed for court, then P&E staff will prepare the items and stage them in the P&E storage area to be picked up by the requestor.

Upon checked out, P&E staff will sign the chain of custody for each item that is given to the requestor and have them sign a check out log. This log is then placed in a tickler file. If an item is checked back in, P&E will pull the log from the tickler file. Audits of the tickler file are done monthly and follow up is done on items that have been checked out for an unusual amount of time.

In addition to P&E-related workload and office discovery activity noted above, the property officer is responsible for additional tasks that include:



- Supervise the custody and safekeeping of various types of property which have been recovered, found or are being held as evidence in connection with the prosecution of crimes.
- Receive, enter into the records, classify and store property.
- Maintain and supervise the maintenance of files and records on storage, movement and disposition of properties in custody.
- Release property to be used as evidence to legally authorized persons; authorize return of property to rightful owners.
- Testify in court to verify chain of custody records on property held as evidence.
- Destroy or plan for the destruction of nuisance weapons and illicit materials such as narcotics.
- Plan for the sale of unclaimed property, conduct auctions of property.
- Maintain inventory control records of department's fixed assets and other equipment; plan for release of surplus property for storage or disposal; authorize movement of equipment.
- Obtain equipment repair and replacement cost estimates; make recommendations for action and arrangements for repairs by county employees or outside vendors.
- Establish and oversee procedures for regular maintenance of equipment such as shotguns installed in patrol cars; clean, label and perform minor maintenance on Sheriff's Office equipment.
- Contact or respond to questions of law enforcement personnel, attorneys, representatives of various agencies and the public concerning the release, location and disposition of property.
- Review records of sales of handguns.
- Take fingerprints and photographs of various types of applicants, registrants and probationers.
- Operate California Law Enforcement Teletype (CLETS) and National Crime Information Computer (NCIC) terminals.

INTAKE AND PROCESSING

P&E is located at Headquarters also known as HOJ – Hall of Justice. SMCSO has several property and evidence lockers available for the deputies to place their items after they have processed these items for pick up and booking by P&E. They are as follows:

- Six drop boxes where items can be submitted at substations/facilities
 - 3rd floor of HOJ.
 - Millbrae sub-station.
 - San Carlos sub-station.

There is a log at each location with a portion for the deputy side and P&E officer to sign. The deputy portion captures date, time, case number and a description, location, deposited by (initials & badge #), and agency. The property portion captures who received it, date, comments section.

Deputies prepare the evidence by completing a full and complete account of each property and evidence item. After the item is entered into the RIMS system, marked for identification, and



packaged, deputies place it in one of the lockers, drop boxes or in P&E. If deputies need to store items temporarily, they can ask to use one of the lockers on the third floor of HOJ which has reprogrammable lockers. San Carlos sub-station also has temporary lockers for deputies to utilize.

Each workday a property officer accesses items placed in the lockers by deputies at various locations. The property officer examines the item to ensure proper identifying information is affixed, accesses the item in RIMS to confirm the affixed information, enters a storage location for the item, affixes a barcode, and places the item in the identified location. One of these locations is for blood and urine samples to be stored and all agencies contracted with SMCSO utilize this for storage. There is a locked box inside the refrigerator for samples to be placed in. P&E staff will transport this evidence to the Crime Lab and the lab has the key to unlock the box and process the evidence. They have a standard household refrigerator/freezer to store current/active items in the basement room located at HOJ but it has no alarm.

Currently, a DNA evidence refrigerator is in the Maguire Prebook for Toxicology (Blood and Urine) samples to be booked and stored. It is for all agencies in the county to use. This will change when P&E moves to the new building as the new location will have a commercial grade refrigerator/freezer.

STORAGE

Currently there are five locations where evidence is stored as listed below.

HALL OF JUSTICE (HEADQUARTERS)

- Main SMCSO Evidence Room on 3rd Floor
- District Attorney Cases Evidence Room on 3rd Floor
- Basement: two evidence rooms containing older items and bulky/oversized storage

SAN CARLOS SUB-STATION

- Evidence Room used for storage of old San Carlos PD items. New items are transported to HOJ for processing.

MILLBRAE SUB-STATION

- Evidence Room used for storage of old Millbrae PD items. New items are transported to HOJ for processing.

HALF MOON BAY SUB-STATION

- Evidence Room used for storage of old Half Moon Bay PD items. New items are transported to HOJ for processing.

LONG TERM WAREHOUSE

- Warehouse used for long-term storage (homicides, sexual assaults, etc.)
- Warehouse also used for Task Force bulk storage and a conex box for marijuana storage.



The main P&E room includes a P&E officer's work area, rolling and stationary shelving containing stored evidence, and three locked rooms that store guns and narcotics secured by a hard-key lock. There is a key box with a combination lock in the main P&E room attached to the wall in this secure area; it contains keys for locks to the temporary evidence lockers, safe medicine disposal bin, P&E vans, warehouse, gun vault, and basement room.

The master key to the main P&E area is held in the P&E manager's office. Every P&E officer is issued a key to the main evidence room door. The P&E manager also has master keys (in case anything in the key box is lost) in a locked drawer in his office.

Items held in the main P&E room are contained in envelopes or bags and stored within a designated box on a designated shelf. The boxes and other miscellaneous items not suitable for boxing are placed on shelves. Handguns are stored in one of the three secure rooms stored on open shelves in boxes. Rifles also are stored in this same room on a palette style boxed area along a wall. Narcotics are stored in boxes that are on shelves, in envelopes within marked boxes. All items appeared tagged or marked with identifying information.

STORAGE OF CASH

Meliora PSC staff observed that money accepted as property or evidence remains in three file cabinets with four drawers each. Meliora PSC learned that there is approximately \$1,000,000 dollars in these drawers dating back as far as the 1980's. Per the International Association for Property and Evidence Standards (IAPE)⁸, any money in the P&E Unit should be handled in the following manner:

IAPE Standard 10.3: Money – Documentation of Movement

Standard: Money should be deposited or transferred out of the property room as soon as practical once it no longer has evidentiary value.

Definition: Deposit or transfer refers to the movement of money from the property room into the Finance Department or a financial institution. Movement refers to a change in location.

Reasoning: Money is considered a high-profile item and requires the highest level of internal controls. Documenting the person who authorized the transfer, the person who released the item, and the person who received the item along with dates and times is the preferred practice. Any time that property or evidence is released to a person, the receiving and releasing person's signature, date and time should be required.

Providing a subpoena for the court case or obtaining a supervisor's written approval provides a credible record that the money was taken out of the property room for the reasons stated.

⁸ International Association for Property and Evidence, Inc. (2020, August 15). *Professional Standards*. home.iape.org.



Any time there is movement of money from the property room, there should be documentation in the form of a tickler or suspense file that notes when items are “out to the crime lab,” “out for investigation,” and “out to court,” “out to another agency,” and who is responsible for it. This tickler file will prompt the property officer to inquire regarding the item when it has not returned in a timely manner.

The property officer should be required to query all signed out evidence on a periodic basis. For example, firearms, money, and drugs should be queried on the next working day.

All money that has been taken to court and not returned by the end of the court day should have a receipt signed by an officer of the court and a court stamp. The receipt should be returned to the property officer in order to update the official record.

Meliora PSC recommends SMCSO work with the Finance Director immediately and create separate accounts for depositing money that is collected as property, safekeeping, or evidence once it no longer has evidentiary value. Best practices are described in the IAPE standard⁹ below.

IAPE Standard 10.7: Money – Disposition Transfer to Finance

Standard: All transfers of money to Finance or to a financial institution should be specifically authorized in writing by the investigating officer or prosecutor. Policy should define the process in which inactive money is to be transferred from the property room as well as a threshold for the transfer to occur.

Definition: Transfer to Finance refers to removing the physical presence of cash from the evidence room and making a deposit with the agency's finance department or another insured financial institution.

Reasoning: Money should be deposited with the agency's finance department or a financial institution as quickly as possible after the assigned investigator signs an authorization for transfer. The goal should be to remove money from the property room as soon as practical to reduce the potential for theft or being misplaced.

When money is transferred from the property room to the Finance Department or a financial institution, a transfer list should identify the sum for each case number that comprises the total deposit amount. A query of the money disposition on a specific case should reveal a clear paper or electronic trail as part of the deposit.

DISCOVERY RESPONSIBILITIES

Discovery is the process by which evidence is made available to one or both parties in a legal action or proceeding. Public and private defense attorneys, prosecuting attorneys, and lawyers representing parties in civil actions are permitted under certain conditions to view and/or receive copies of the

⁹ International Association for Property and Evidence, Inc. (2020, August 15). *Professional Standards*. home.iape.org.



items. It is the responsibility of the property officer to fulfill requests for discovery accurately and in a timely manner.

The district attorney's office will send a discovery request to the SMCSO court officer, who forwards it to P&E when the request is for evidence. P&E will fulfill the discovery, either through AXON's agency web portal or will provide physical copies to the court officer to give to the DA's Office.

In addition to discovery requests, P&E also oversees all subpoena duces tecum and public records act requests related to digital media. These requests are submitted to the Records supervisor who processes them and ensures that the requestor is legally entitled to the evidence and that they have fulfilled all statutory requirements. Records will forward the request to P&E, who records in the chain of custody all actions necessary to make the requested copies or to view the requested items. The property officer submits the completed request back to the Records supervisor, who documents completion of the request and coordinates delivery of any copies to the requestor.

DISPOSITIONING/BACKLOG

As mentioned earlier in this section, SMCSO has a Dispo Unit that continuously reviews cases for disposition. They work closely with P&E to ensure that evidence is being purged in a timely manner. The current backlog in P&E involves cases involving CalTrain cases, which occur outside of the county. P&E staff do not have access to out-of-county court systems, and they do not have any employee contacts in those counties to assist them in determining if cases can be sent to the Dispo Unit. Meliora PSC recommends that one of the Dispo Unit staff be assigned to specifically seek out a liaison with the out-of-county courts to assist with this backlog.

PURGING

A vital component of having a well-managed P&E Bureau is maintaining the process of purging and destruction of property and evidence. Purging eliminates items that no longer need to be stored by the office and creates space in the property storage areas. Without an efficient and organized process, P&E facilities can become messy, unorganized, and chaotic which may result in the loss of vital property and evidence. The office currently stores approximately 108,448 items not including the contract city locations. P&E conducts special purges for firearms and narcotics in accordance with law and best practices. P&E staff will periodically go over items from the designated safekeeping/found area to identify items to destroy.

WEAPON DESTRUCTION

P&E destroys weapons on a routine basis depending on the number of firearms they have processed for destruction. The process is as follows:

- Cases involving firearms and that have been processed to be destroyed are placed in a bin. The property officer who is overseeing the destruction will verify that the firearm(s) are



- ready to be destroyed. If there is a discrepancy it will be put in a separate bin for follow-up.
- The property officer will make a list of all firearms with identifying information needed to flag in the California Law Enforcement Telecommunication System (CLETS) declaring that it was destroyed.
 - Firearms are then placed in one of the designated secured cages and an employee from another bureau/unit verifies the firearms match the log.
 - Both the property officer and secondary employee complete the two-step verification process then sign the log. The cages are sealed with a tag also signed by both participants.
 - P&E coordinates an appointment at the destruction site along with an armed escort to the facility.
 - The day of the destruction, the employees who inventoried the cages verify that the seals are intact and witness the firearms being loaded into the vehicle.
 - Armed escorts then witness the firearms being loaded into the vehicle and taken directly to destruction facility.
 - P&E staff and armed escorts will stay on site and witness the firearms being destroyed.
 - P&E staff will then create a memo to document the destruction and attach it to each case.
 - Items are shown as destroyed in the evidence management system.
 - Destroyed entries are completed in CLETS and any other entries associated with each firearm from the agency are removed from CLETS.
 - Any paperwork/logs from the verification and destruction process are placed in the "GUN DESTRUCTION" binder.

PRESCRIPTION DISPOSAL PROGRAMS

SMCSO participates in the Med-Project program for prescription disposal for the public. P&E is responsible for maintaining the prescription drug disposal box located on the 3rd floor of HOJ. The secure box is provided by the Med-Project and P&E staff monitor and replace the liner from the secure bin. Staff notifies Med-Project and stores the items in one of the P&E vaults until UPS picks it up.

TRAINING

IAPE recommends training be provided to all property officers, supervisors, and managers focused on developing knowledge and enhancing skills in the field of property and evidence management. Meliora PSC learned that all P&E personnel have a transcript in the counties Learning Management System (LMS) which logs any training an employee receives. Only full-time employees are required to complete 20 hours of training per fiscal year. Meliora PSC recommends that SMCSO consider including the extra hire (part-time) employees in this type of training due to the high liability nature of P&E.

Meliora PSC staff was advised that there are no formal training guidelines for any of the positions in P&E. There are specific job assignments in P&E that are on rotation. When a new employee starts, they will shadow a tenured employee in each of the rotating assignments. The new employee will



eventually be released to take on the assignments as part of their regular work responsibilities. The tenured employee who is training the new employee will adjust the assignments to give the new employee more time if required in a specific assignment. There is also an informal guide to some of the processes performed in P&E that is in a shared folder. All P&E employees can refer to the informal guide if needed. Meliora PSC learned the guide is used more for the technical tasks that require several steps but are not often performed.

P&E does not have a training manual. Creating a training manual will assist with improved employee efficiency and continuity in service delivery. It will provide clear step-by-step instructions and improve employee accountability. Meliora PSC recommends that P&E formalize the training by creating a P&E training manual. IAPE can assist with these types of manuals as they have examples on the website. Collaborating with other P&E bureaus in and around the county can also be helpful.

Meliora PSC staff learned that the P&E manager is a member of IAPE and continues to monitor the training of the employees.

The Dispo Unit staff follow a distinct set of guidelines to determine if an item can be destroyed/returned. The status can be determined by either penal codes, statute of limitations, industry best practices, or office policy.

P&E POLICIES AND PROCEDURES

SMCSO Policy § 800 specifically governs P&E. The intent of the policy is to provide employees guidance regarding the proper collection, storage, and security of evidence and other property. Additionally, the policy provides for the protection of the chain of evidence and identifies those persons authorized to remove and/or destroy property. Meliora PSC noted the current policy does not have defined verbiage regarding security related to P&E. For example, as referenced in the IAPE standards, these controls include, but are not limited to, key control, changing locks or access codes with changes of personnel, access logs, after-hours procedures, and use of surveillance cameras and alarms. Meliora PSC recommends updating the P&E policy to include language regarding security. Sample language could include the following in the policy as well as a future Standards of Operating Procedures Manual (SOP), which P&E does not currently have.

Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function. Meliora PSC recognized that SMCSO will be moving locations in approximately three months and these procedures will be implemented and monitored more strictly than it is currently. Staff recognized the need for cameras and have added cameras to key areas at the new location.

Meliora PSC also learned that SMCSO P&E has a "draft" Evidence Packaging and Submission Manual that has not been implemented officially, as it has not been approved. As mentioned, P&E does not currently have a procedural manual with SOP's. These types of manuals ensure that the P&E processes are clearly defined and assist the employees in having a clear understanding of their duties



and responsibilities and establishing accountability. Meliora PSC recommends that the “draft” Evidence Packaging and Submission Manual be reviewed and approved as soon as possible. Meliora PSC also recommends that a procedural manual and training manual be developed with an employee acknowledgement section to ensure that each employee understands the mandates of the bureau.

AUDITS/INTERNAL INVENTORY

One of the most overlooked areas of managing property and evidence is the audit and inventory responsibilities. The purpose of a Sheriff's Office property and evidence room audit is to review how well the agency receives, inventories, and establishes chain of custody with regards to property and evidence. It also reports how well an organization maintains property and evidence while it is in its custody, as well as how the agency releases evidence for investigations and court purposes. Agencies recognize the consequences of mismanagement of property and evidence can lead to agency embarrassment, lost court cases, loss of public confidence, and monetary losses.

SMCSO Policy § 800.8 – Inspections of the Evidence Room, delineates monthly inspections, unannounced inspections, an annual audit by a bureau captain from another command, and inventory of all firearms, money and narcotics upon change in personnel with access to the property room. Industry standards also recommend a complete inventory of P&E upon change of Sheriff. Meliora PSC noted that SMCSO is not adhering this policy.

IAPE recommends internal audits should be conducted by a unit outside the P&E Unit for impartiality. Additionally, external audits from other agencies or private P&E vendors is another option to underscore the importance of P&E and prevent problems in the future.

Meliora staff learned that the last audit of the P&E bureau was completed in 2012 by DB Consulting. The last internal audit that SMCSO called an inventory was conducted in 2022 by an intern. For clarification, an inventory would have identified and verified every piece of property and evidence, versus an audit which takes a random sample of a select number of property and evidence items. In most agencies, a random audit would involve the choosing of 25 items consisting of guns, cash, drugs, felony evidence, and misdemeanor evidence. As mentioned earlier, this could be the responsibility of a supervisor who can continue to monitor that this important task is being scheduled and completed on a quarterly basis. Meliora PSC recommends SMCSO immediately conduct a complete and thorough inventory of all current items stored in P&E, including the sub-station P&E rooms. Meliora PSC also recommends the office begin conducting quarterly random audits of P&E items being stored. Both the audit findings and inventory should be documented and retained.

BIOLOGICAL EVIDENCE PRESERVATION/REFRIGERATED ITEMS

Meliora PSC staff learned there are refrigerators/freezers located at three various locations location where evidence is stored. One of these locations is for blood and urine samples to be stored and all contracted cities with SMCSO utilize this for storage. There is a locked box inside the refrigerator for samples to be placed in. P&E staff will transport this evidence to the crime lab for processing.



P&E has a standard household refrigerator/freezer to store current/active items in the basement room located at HOJ; however, there is no alarm to notify staff in case of extreme hot or cold temperatures or power loss.

Per IAPE Standards¹⁰, biological evidence should be stored in one of the following conditions, depending on the type of evidence, and if known, the type of analysis that will be conducted:

- *Frozen: temperature is maintained thermostatically at or below -10°C (14°F)*
- *Refrigerated: temperature is maintained thermostatically between 2°C and 8°C (3°F and 46°F) with less than 25 % humidity temperature controlled: temperature is maintained thermostatically between 15.5°C and 24°C (60°F to 75°F) with less than 60 % humidity.*
- *Room temperature: temperature is equal to the ambient temperature of its surroundings; storage area may lack temperature and humidity control methods.*¹¹

SMCSO follows the industry standard as the refrigerator is kept between 2° to 8° C. There is a sensor connected to the alarm system that will send staff an alert if the temperature goes out of the range.

Meliora PSC staff learned that when the new headquarters building is acquired, a refrigerator and freezer will be located inside the P&E Bureau that will continue to have the ability to monitor the temperature, and alarm if it fluctuates. When the alarm is activated, it will send a notification to the P&E manager. Headquarters will also have a refrigerated locker to book evidence if needed.

SECURITY

The active P&E areas are secured with a lock and key and alarm. Each area also has an alarm system that has both hard line and cellular connection to a monitoring center. Each user/employee has a unique log in that can be audited.

P&E will close the door to the evidence room if no one is in the vicinity of the room. P&E staff will set the deadbolt and alarm the room if they are leaving the building or stepping away for an extended amount of time.

P&E inherited evidence rooms from the contract cities of Half Moon Bay, Millbrae, and San Carlos. These rooms are not active, but P&E staff will periodically pull items to research old cases.

- San Carlos: The evidence room is accessed by card key reader. Only P&E staff and San Carlos Community Service Officers assigned to help with transporting evidence to the Crime Lab has access to the room.
- Half Moon Bay: The evidence room is alarmed and locked. Only P&E staff have access to the

¹⁰ International Association for Property and Evidence, Inc. (2020, August 15). *Professional Standards*. home.iape.org.

¹¹ National Institute of Standards and Technology. (2012, April). *The Biological Evidence Preservation Handbook: Best practices for evidence handlers*. <https://www.nist.gov/system/files/documents/forensics/NIST-IR-7928.pdf>.



room.

- Millbrae: The evidence room is only accessed by a Millbrae Community Service Officer (CSO) assigned to work in their room. If P&E needs anything from that location, the Millbrae CSO escorts them.

Hall of Justice and Half Moon Bay evidence rooms along with the long term warehouse are secured with locks and alarm systems. Drugs, firearms, and cash are stored in areas with a secondary lock. San Carlos and Millbrae evidence rooms are located within the facility and controlled with proximity cards.

PROPERTY AND EVIDENCE RECOMMENDATIONS

- Reassign responsibility of supervising the Dispo Unit from Property & Evidence to the Investigations Bureau. (Recommendation #273)
- Add one FTE cadet or administrative assistant to staff the public window, release property and evidence, and answer phone calls from the public, deputies, or other employees. (Recommendation #274)
- Reassign fingerprinting/Livescan duties to the Records Bureau and add one FTE cadet (or two part-time extra-hire) for these duties. (Recommendation #275)
- Work with the county dispatch center and CAD/RMS vendor to build a bridge for the Versaterm and Axon systems to communicate. (Recommendation #276)
- Add a lead or supervisor to assist the current P&E manager with duties such as evaluations, scheduling, audit preparation, purging of evidence, special projects, and overall day-to-day supervision when the manager is not present. Should the position be filled internally, continue to fill that P&E position as well. (Recommendation #277)
- Transfer legacy THEMIS items into RIMS, and also create a case in RIMS for items received from SFIA cross referencing the SFPD case. (Recommendation #278)
- Prioritize moving all P&E items to one central location when P&E moves to the new building. (Recommendation #279)
- Immediately work with the Finance Director to create separate accounts for depositing money that is collected as property, safekeeping, or evidence once it no longer has evidentiary value. (Recommendation #280)
- Assign one of the Dispo Unit staff to seek a liaison with the out-of- county courts to assist with the backlog of CalTrain cases. (Recommendation #281)
- Create a P&E training manual, with an employee acknowledgement section, ensure the extra hire (part-time) employees attend IAPE training due to the high liability nature of P&E; create a procedural manual and review the Evidence Packaging and Submission Manual for inclusion as soon as possible. (Recommendation #282)
- Update the P&E policy to include security related to P&E. (Recommendation #283)
- Immediately conduct a complete and thorough inventory of all current items stored in P&E, including the sub-station P&E rooms. (Recommendation #284)
- Initiate quarterly random audits of P&E items being stored, preferably from another unit such as the Professional Standards Bureau. (Recommendation #285)



RECORDS BUREAU

The Executive Director of Administration oversees the Records Bureau, and the Records Bureau Manager handles the day-to-day operations of the division. Records is known as the Custodian of Records. In that role, Records serves as the repository for and is the official record keeper for the Sheriff's Office and the communities they serve. Due to the fact not all SMCSO records are criminal in nature, we will refer to the Records Bureau throughout this portion of the report. SMCSO should consider updating the website to reflect the same.

Records employees work a variety of shifts with most working a 4/10 schedule where they work 10-hour shifts, four days a week. The public can also make requests 24 hours a day via email or a phone call. Records services are provided at the following locations:

- Redwood City Main Office
 - 400 County Center, 3rd Floor, Hall of Justice & Records, Redwood City
 - Monday through Friday (except holidays)
 - 7:30 a.m. to 5:30 p.m.
- Half Moon Bay Substation
 - 537 Kelly Avenue, Half Moon Bay
 - Monday through Thursday (closed Fridays and holidays)
 - 8:30 a.m. to 5:00 p.m.
- Millbrae Substation
 - 581 Magnolia Avenue, Millbrae
 - Monday through Thursday (closed Fridays and holidays)
 - 9:00 a.m. to 5:00 p.m.
- San Carlos Substation
 - 600 Elm Street, San Carlos
 - Monday, Tuesday, Thursday (closed Wednesdays, Fridays, and holidays)
 - 8:00 a.m. to 5:00 p.m.

The Forensic Laboratory, Technology Services, Property and Evidence, Records, and Finance areas are high-liability bureaus of a Sheriff's Office that require in-depth knowledge and understanding for proper attention and oversight. This is not to say the professional support staff lack the capacity or expertise to perform their roles and responsibilities. On the contrary, they are capable of the day-to-day operations of their respective bureaus, and need director level leadership with experience in management functions to ensure proper internal audits and best practices are being followed. Meliora PSC recommends SMCSO consider adding one FTE Director who has in-depth knowledge of Records and Property and Evidence to represent both units in management and division meetings as well as provide subject-matter expertise. Contemporary law enforcement agencies are moving in the direction of creating professional staff command level positions, as the Sheriff has done in creating the civilian Executive Director of Administration, thereby validating the importance of the critical roles and responsibilities of support staff. This will result in establishing stability by ensuring the position is filled by someone with necessary experience and well-rounded knowledge of support



services positions. It is equally important that the proposed civilian commander/Director and Executive Director of Administration attend the requisite training in Property and Evidence management and Records oversight.

The following table reflects authorized and actual staffing levels at the time of the site visit.

TABLE 147: Records Bureau Staffing

Position	Authorized	Actual	Vacant
Criminal Records Manager	1	1	0
Criminal Records Supervisor	4	4	0
Criminal Records Technician I/II	17	15	2
Extra Help – Records (part-time)	4	4	N/A
Total Authorized Personnel	26	24	2

Source: San Mateo County Sheriff's Office as of January 2024.

The Records Bureau staffing has two vacancies and at the time of Meliora PSC's visit they were interviewing candidates to fill these positions.

Meliora PSC observed that SMCSO does not have a permeant staff member assigned to the front counter of Records, potentially resulting in poor customer experience. As noted in the Property and Evidence section of this report, fingerprinting duties are more aligned to assisting the public through Records. As such, SMCSO should add one FTE cadet (or two part-time extra-help) be added and assigned to the records counter. The cadet position will assist with better customer service, public fingerprinting requests, and all phone calls that come into Records. Meliora PSC observed that many calls that are received in records are for other units within the Sheriff's Office. This can be time-consuming for staff. The cadet position is a wonderful opportunity to grow the recruitment efforts to start at the Sheriff's Office and gain the experience of interacting with the community face-to-face and via the phone. The additional staffing also allows Records staff to focus on their primary assignments.

WORKLOAD DEMAND

As with many law enforcement agencies, the Records Bureau is often characterized as only performing simple clerical tasks such as filing documents and providing copies. To the contrary, Records personnel are responsible for an exhaustive list of duties and responsibilities. The list of actual requirements for the division can be demanding.

Many of the responsibilities that are performed by Records personnel are regulated by federal and state laws to protect the privacy of individuals and to ensure compliance. The following is a list of



many of the general duties performed, most of which are daily tasks. Some of the job duties and responsibilities include, *but are not limited to*:

- Check forms and documents for completeness and conformance with established regulations and procedures.
- Maintain, process and audit arrest reports, warrants, restraining orders, search and seizure orders, criminal histories, and other records; confirm arrest warrants as required.
- Enter, update, assemble, code, record and summarize a variety of law enforcement data.
- Obtain and provide information in person, by telephone, teletype, facsimile, or letter to various governmental agencies and local law enforcement personnel as dictated by statutes and laws.
- Compile data from multiple sources to complete and process forms, documents and reports in accordance with established procedures.
- Proofread and check typed and other materials for accuracy, completeness, compliance with departmental policies, and correct English usage, including grammar, punctuation, and spelling.
- Process registrants such as sex, arson, drug, etc.
- Sort, file, copy and distribute reports and other materials to authorized personnel.
- Collect and record fees; process bail bond documents and jail booking fees.
- Retrieve criminal history files, affix seals, or expunge material from files in keeping with court orders and state and federal statutes.
- Collect and compile detailed research and computations for arrest and citation register mandated by the Department of Justice.
- Collect and compile confidential inmate data using established criteria; compute, extract, prepare and enter data into the records as set forth by local, state and federal statutes.

Meliora PSC learned that duties are split amongst the shifts. The following are examples of the duties that are performed and the specific shifts they are assigned to:

- Day Shift – Warrants
- Swing Shift – Restraining Orders
- Night Shift – Court Packets & Citations

SMCSO records personnel also process criminal warrants for Daly City, Broadmoor, Brisbane, CHP, Probation and Parole. Additionally, records personnel provide all record related duties for San Francisco International Airport to include report releases, public records requests, subpoenas, and requests for computer aided dispatch (CAD) logs, photos & videos.

The table below provides an overview of the number of certain items processed by Records. This is not a reflection of all items that are processed through Records, this is strictly a snapshot.



TABLE 148: Processed Items

	2020	2021	2022	2023
Police Reports – Including Contract Cities	9972	10757	10412	10433
Online Reports	773	562	463	466
Arrests – Adults & Juvenile	2713	3224	3209	3551
Court Packets	2542	2868	2792	3183
Process Traffic Citations	*	*	*	*
Active Warrants in RIMS	*	*	*	15,895
Total				

Source: San Mateo County Sheriff's Office. * denotes information not available.

Meliora PSC observed that there is limited cross-training offered to the Records Technicians. The industry standard is that Records Technicians are cross-trained to complete all job duties when necessary. Currently, if a technician is hired for a day shift position, they will stay on that shift unless they choose to apply for another shift. As noted above certain job duties are assigned to different shifts; therefore, an employee could be promoted to a supervisor position without ever understanding what some of the employee’s job duties involve. Meliora PSC recommends SMCSO consider evaluating the workload assignments for the shifts and allowing all employees to work on the different job duties that Records encompasses.

The Records supervisors have several responsibilities and Meliora PSC recognized that they could use one or more Lead Records Technicians to assist with a variety of these duties. Meliora PSC recommends a Lead Records Technician be assigned to the day shift and night shift. This would free up some of the current responsibilities of the supervision staff. The Lead Technician would be a “working” Lead, meaning they would still assist with the day-to-day operations of a Records Technician II but assist with the lower-level supervisor duties.

The Records supervisor current duties and responsibilities are listed below, *but are not limited to:*

- Supervise and direct a shift of sheriff’s criminal records support staff and activities.
- Assign, review, and perform criminal records support work such as maintaining, processing, and auditing arrest reports, warrants and similar records and assembling and filing varied law enforcement data.
- Train assigned staff in general and criminal records procedures and specific laws, regulations, policies, and procedures pertaining to the work.
- Evaluate employee performance and effectively recommend employee selection, initial corrective action, and other personnel actions.
- Determine work schedules and authorize leaves, ensuring the timely completion of all work.



- Answer inquiries, provide information and resolve complaints from other law enforcement agencies, the public or employees regarding the function and activities of the work unit that may require the use of judgment and the interpretation of policies, rules, and procedures.
- Develop, recommend, and implement improved operating procedures, forms, and work processes.
- Compile operational and statistical data and information, maintain various records, and prepare special and periodic reports.
- Perform difficult or complex criminal records support work and assist with special office projects as assigned.
- Check forms and documents for completeness and conformance with established regulations and procedures.
- Maintain, process and audit arrest reports, warrants, and criminal histories and other records; confirm arrest warrants as required.
- Enter, update, assemble, code, record and summarize a variety of law enforcement data.
- Obtain and provide information in person, by telephone or letter to various governmental agencies and local law enforcement personnel as dictated by statutes and laws.
- Establish and maintain office and case files; research and compile information from such files; close and purge files according to established procedures; ensure that files are maintained in a secure manner and disseminated according to legal requirements.
- Provide off-hours support as required.

The following table represents additional supervisor related duties as assigned:

TABLE 149: Additional Supervisor and Manager Duties

SUPERVISOR TASK	FREQUENCY	TIME SPENT	PRIMARY
RIMS TRAINING	QUARTERLY	4 HOURS/CLASS	SUPERVISOR #1
ARSON REGISTRANTS	AS NEEDED	2 HOURS/YEAR	SUPERVISOR #1
ABANDONED VEHICLE/HOUSE CHECK EMAILS	DAILY	30 MINUTES/DAY	SUPERVISOR #1
CLETS/ACC	AS NEEDED	SEVERAL HOURS	SUPERVISOR #1 -*RECEIVES SPECIALTY PAY
“CONTACT US” EMAILS	DAILY	30 MINUTES/DAY	SUPERVISOR #1
RIMS EXPORT (CITATIONS)	WEEKLY	5 MINUTES	SUPERVISOR #1/MANAGER
REQUESTS FOR BWC/MAV VIDEO	AS NEEDED	5 MINUTES	SUPERVISOR #1/ MANAGER
CIBRS STATS	MONTHLY	3 HOURS/MONTH	SUPERVISOR #1/ MANAGER
JUVENILE COURT REPORT REQUESTS	AS NEEDED	2 HOURS	SUPERVISOR #1
NCIC VALIDATIONS	MONTHLY		SUPERVISOR #1 OVERSEES/SUPS/TECHS HANDLE
CIVIL SUBPOENAS FOR DEPUTIES	AS NEEDED	1 HOUR/SUBPOENA	SUPERVISOR #2
CAD REQUESTS	DAILY	10 HOURS/WEEK	SUPERVISOR #2



THEMIS LAB RESULTS (CASES)	DAILY	3 HOURS/WEEK	SUPERVISOR #2
EDIT/ POST/DELETE PRESS LOGS	DAILY	1 HOUR/DAY	SUPERVISOR #2
ACCIDENTS TO SWITRS	DAILY	8 HOURS/WEEK	SUPERVISOR #3
SUBPOENAS DUCES TECUM	AS NEEDED	1-2 HOURS/SUBPOENA	SUPERVISOR #3
DETENTION CERTIFICATES	AS NEEDED	1 HOUR/DAY	SUPERVISOR #3
OFFICE DEPOT ORDERING	AS NEEDED	2 HOURS/WEEK	SUPERVISOR #4
SFIA REQUESTS	DAILY	10 HOURS/WEEK	SUPERVISOR #4
COURT DISPOSITIONS	AS NEEDED	3 HOURS/WEEK	SUPERVISOR #4
COMMITMENTS	AS NEEDED	1 HOUR	ALL SUPERVISORS
ONLINE REPORTS	DAILY	1 HOUR/DAY	ALL SUPERVISORS
LOCKING CASES	DAILY	4 HOURS/DAY	ALL SUPERVISORS/MANAGER
RECORD SEALINGS	AS NEEDED	2-3 HOURS/SEALING	ALL SUPERVISORS
CPS/APS CROSS REPORT EMAILS	AS NEEDED	1 HOUR/DAY	ALL SUPERVISORS/MANAGER
TRAFFIC SUBPOENAS	AS NEEDED	2 HOURS/DAY	ALL SUPERVISORS
RIMS SUPERVISOR	AS NEEDED		ALL SUPERVISORS/MANAGER
MONITOR/MANAGE EMAIL REQUESTS	AS NEEDED		ALL SUPERVISORS/MANAGER
LATE CASES LISTS	MONTHLY	4 HOURS	ALL SUPERVISORS/MANAGER
PRA REQUESTS	AS NEEDED	10 HOURS/WEEK+	MANAGER
AUDIT CASES TO DA	MONTHLY	4 HOURS	MANAGER
SB 90 REPORTING	ANNUALLY	4 HOURS	MANAGER
PERFORMANCE MEASURE REPORTING	BI-ANNUALLY	4 HOURS	MANAGER
TRAFFIC GRANT STATISTICS REPORTING	QUARTERLY	4 HOURS	MANAGER
TRANSPARENCY STATS	QUARTERLY	4 HOURS	MANAGER
CHP/SRIMS MAINTENANCE	QUARTERLY	4 HOURS	MANAGER
PROJECT GUARDIAN REGISTRATIONS	AS NEEDED	2 HOURS	MANAGER
RECORDS CONTRACTS	AS NEEDED		MANAGER
LITIGATION HOLDS	AS NEEDED		MANAGER

Source: SMCSO as of February 2024

Meliora PSC learned that the workload for Records Supervisors does not appear to be evenly distributed. Supervisor #1 has several extra job duties and currently works several hours of overtime to ensure there is no backlog of these duties. Additionally, Supervisor #1 has the responsibility of being assigned as the Agency CLETS (California Law Enforcement Telecommunication System) Coordinator (not reflected on above list) also known as the ACC.



Each CLETS subscribing agency must designate an Agency CLETS Coordinator (ACC) who serves as the coordinator with the California Department of Justice (CA DOJ) on matters pertaining to the use of the CLETS, the FBI National Crime Information Center (NCIC), the International Justice and Public Safety Network (Nlets) and the CA DOJ criminal justice databases and administrative network that the CLETS accesses. The ACC is responsible for ensuring compliance with the CA DOJ/FBI policies and regulations including validation requirements, as well as facilitating the exchange of the CLETS administrative information between the CA DOJ and the ACC's agency. This job duty is very time-consuming and would best fall under a supervisor that would have less assignments given to them (see justification in the audit section of this report) as it can be very cumbersome.

Additionally, a reassessment of all the supervisory tasks that could be delegated to a newly created lead position would help alleviate the workload. Meliora PSC recommends the job duties be evenly distributed amongst the supervisors, and provide updated training. Meliora PSC also recommends the supervisor responsibilities should be rotated within the supervisor position to allow the supervisors to gain global experience of and understand each task assigned to supervisors. This will also assist them when they need to cover another supervisor or eventually seek to promote to management. Meliora PSC learned that one of the supervisor positions is considered a rover supervisor and is responsible for the offsite employees working at the substations. This position should be considered in the rotation process as well, as it could lead to better oversight of the substation employees.

Meliora PSC also recommends that the ACC duties remain within the supervisor role; however, the assigned supervisor should have limited additional duties so they can focus on keeping the agency compliant with the Department of Justice. Meliora PSC learned that the Records Bureau supervisors are responsible for the "contact us" emails that come into the office. Meliora PSC recommends this email review be reassigned to a different unit in the office, possibly Administration, as most of these emails are not related to Records and are more seeking information or reporting something to the agency other than a records related question.

Meliora PSC learned that the Records Technicians recently received a raise; however, the supervisors remain at the same pay. Meliora PSC recommends SMCSO review the pay scale for all positions to ensure that there are no compaction issues amongst the positions.

ONLINE CRIME REPORTING

SMCSO offers community members the convenience of filing certain types of reports online and allows them to print a copy for free. This gives community members easier access to report crime and/or incidents. SMCSO accepts online reports for the following areas:

- Unincorporated San Mateo County
- The Town of Woodside
- The Town of Portola Valley
- City of San Carlos



- City of Half Moon Bay
- City of Millbrae
- The San Mateo County Transit District

The online reporting system allows community members to report the following incidents or request the specified service:

- Abandoned Vehicles
- Harassing Phone Calls
- Lost Property
- Mail Theft
- Tampering with a Vehicle
- Theft (theft of electric or motorized bikes and scooters must be filed in person)
- Theft from an Unlocked Vehicle
- Vacation House Watch Requests
- Vandalism
- Bicycle Complaints (Bicycle complaints can only be accepted for Woodside, Portola Valley, San Carlos, Half Moon Bay, and Millbrae)

RECORDS MANAGEMENT SYSTEM

The Records Management System (RMS) for the SMCSO is Sunridge RIMS. Meliora PSC learned that overall, the system works sufficiently for their needs. One common issue is that when a deputy pulls a case number for a report, it will assign it to the address where he was sent to and not necessarily the address of where the crime occurred, which can cause some confusion when processing and/or researching the case. Meliora PSC recommends the Records Manager have a discussion with the contracted communications center manager to work on a remedy. It is recommended that the dispatch staff enter the address of where the crime occurred and in the call notes document where the deputy should respond to contact the reporting party. This would allow for the proper information to be transferred to the report when it is initiated in the Records Management System and also allow for correct statistical information as to where the crime occurred and not where the deputy contacted the reporting party. Staff also mentioned that at times there are issues pulling certain statistics from RIMS, but they have been able to implement workarounds for these technical issues.

Although the California Highway Patrol investigates traffic collisions in the unincorporated areas of San Mateo County, SMCSO also has a traffic unit that is focused in some of the contracted cities. When a motor deputy writes a traffic collision report, they will draft the report in RIMS although it is not as specialized as some of the collision software offered in the industry, like Crossroads. Meliora PSC recommends SMCSO consider purchasing more efficient traffic collision software than what is currently being utilized. This would assist the deputies who are not familiar with all the elements that need to be documented in a traffic collision report and cut down on reports that are returned to deputies for corrections from Records.



RECORDS POLICIES

It is important for an organization to have policies and procedures in place for the following reasons:

- Provides a roadmap for day-to-day operations.
- Ensures compliance with laws and regulations.
- Gives guidance for decision-making.
- Streamlines internal processes.
- Defines how employees are expected to behave and detail responsibilities of both management and employees.

SMCSO's Policy 801.1 establishes the guidelines for the operational functions of the San Mateo County Sheriff's Office Records Bureau. The policy addresses San Mateo County Sheriff's Office file access and internal requests for case reports. The SMCSO Policy Manual also references several sections related to Records' responsibilities including Policy 803, Records Maintenance and Release. The purpose of Policy 803 is to provide guidance on the maintenance and release of office records.

Meliora PSC learned that in addition to the SMCSO Policy Manual the Records Bureau has a procedural manual that was updated in May of 2023. The Procedural Manual is broken down into sections, 1. Core Procedures, 2. Day Shift Procedures, 3. Swing Shift Procedures, 4. Night Shift Procedures, and the Appendices. The procedural manual is a great tool for employees to refer to when a question is raised, and they can look up the answer without having to refer to the supervisor every time they have a question. SMCSO is commended for the comprehensive procedures manual and ensuring it is up-to-date.

TRAINING

In-house training is usually provided by a tenured employee working on a shift where the trainee is assigned. Supervisors will also assist with training when they are available. Meliora PSC learned that when a new employee is hired there is no established records training manual that outlines, in detail, all aspects of the unit and the job duties/responsibilities. One of the benefits of having a training manual is to create a clear outline of what the agency expects of the trainees and their work productivity.

Meliora PSC recommends the development of such a manual and should include all records bureau related policies and procedures. This training manual will assist with creating standard orientation, instruction materials, daily observation reports, and competency sign off sheets to enhance employee development. As mentioned earlier, there will be new employees that will be hired in the next few months so the completion of the manual should be expedited to assist with the training of these new employees. Meliora PSC recommends assigning this project to a newly-appointed lead with the assistance of supervision.



Meliora PSC learned that Records staff attend 40-hour POST training, usually within the first year of employment; however, due to the workload in Records it is difficult to send the staff to on-going training. SMCSO attempts to send the Records Technicians to a minimum of 20 hours of training per fiscal year. Meliora PSC learned that they are members of the California Law Enforcement Association of Records Supervisors – Northern Chapter (C.L.E.A.R.S). This organization is the leader in bringing awareness and assists organizations with training related to records management. C.L.E.A.R.S. also provides networking capabilities to its members and associates who are comprised from more than 500 law enforcement and other criminal justice agencies within California. Meliora PSC recommends SMCSO rotates one staff member, not necessarily a supervisor, to attend an annual training seminar each year.

FREEDOM OF INFORMATION ACT (FOIA) – PUBLIC RECORDS REQUESTS (PRR)

As society has become more reliant upon technology in their daily lives, there is an expectation that information be shared, and law enforcement agencies become more transparent. Balancing the public’s right to information and transparency with an individual’s privacy is a challenging task particularly in the policing realm that is also guided by federal and state laws as well as agency policies. Subsequently, the oneness is placed upon Records to review, redact, and process requests for information, documents, and digital media. As more digital media equipment is used, including software apps and body worn cameras, there is a corresponding increase in workload to those required to process these requests.

Records staff receive requests through various means, this includes email, faxes, phone calls, USPS mail and at the front counter. It is critical that ALL public record requests are recorded and a copy of what was released (with redactions) also be recorded, either in the RMS database, in an electronic or a paper file (cabinet). If the request is for a police report/CAD log or any information related to a criminal case and/or incident report, a copy of the requestor’s identification, if available, along with the request should be uploaded into RMS along with what was released. If the request was denied, the reason for denial and who denied the release should also be recorded. Retaining this information is best practice and can assist in future potential legal challenges or litigation regarding record releases. Meliora PSC learned that SMCSO has a good relationship with County Counsel and they assist on complicated requests that demand thorough review before being released.

Below is a glimpse of the PRR’s and Subpoena’s that Records receives annually.

TABLE 150: FOIA/Public Records Requests, 2020-2023

	2020	2021	2022	2023
FOIA/Public Record Requests for Reports*	110	126	105	130
Other Subpoena Requests (not from DA or SDT)	179	242	276	240
Traffic Subpoena Requests	1,025	544	780	751
Total	1,314	912	1,161	1,121

Source: San Mateo County Sheriff’s Office. * denotes approximate numbers for PRR requests.



The table above only signifies the PRR's that SMCSO either provided records for or that were an actual PRR request responded to with a legal denial. Meliora PSC learned that since SMCSO added a webform to their website, they have seen a significant increase in PRR requests. The numbers on the above table *do not* reflect the hundreds of additional requests that come in each year that require time spent researching, responding and are not necessarily PRR's.

Meliora PSC recommends SMCSO research and implement a software program that would allow all PRR requests received by SMCSO to be uploaded into one manageable system. This would also allow Records the ability to assign, track, and assist with efficiency, communication, compliance, and transparency. Once SMCSO can track these requests, they will be situated to make strategic decisions on staffing based on actual workload.

COMPLIANCE AUDITS

Compliance audits are usually performed bi-annually by the State of California, Department of Justice (DOJ). These audits include accessing confidential databases on offender information or other similar confidential records. The audits, and a review of the findings, reflect just how complex and demanding the records function can be. Meliora PSC requested copies of a few of these audits and they are addressed below:

CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) AND NATIONAL CRIME INFORMATION CENTER (NCIC)

The purpose of the audit is to improve the quality of entries into the automated files. In a correspondence dated September 29, 2022, it stated the following:

"The purpose of the audit is to improve the quality of entries into the automated files. This is accomplished by verifying, in accordance with the NCIC Users Agreement, the validity, completeness and accuracy of a random sample of records in each of the CJIS/NCIC systems used by your agency. In addition, a review of standards was conducted for each database to determine compliance with CJIS and NCIC requirements."

Included in this audit were random selections of records of the California Restraining and Protective System (CARPOS), Missing Persons System (MPS), Wanted Persons System (WPS), Automated Boat (ABS) and Stolen Vehicle System (SVS), California Sex and Arson Registration (CSAR), Automated Firearms System (AFS), and Automated Property System (APS).

The report reflected that the Sheriff's Office was **out of compliance** with CJIS/NCIC requirements.

An "Audit Report Response" letter was sent back to the Department of Justice in October of 2022, from the former Sheriff stating how the Sheriff's Office would resolve the issues listed in the audit report. The letter stated that the Records Bureau would diligently work on remedying the issues and stay in compliance with DOJ requirements.



CALIFORNIA LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEM (CLETS)

The CLETS audit reviews compliance with state and federal security requirements. The goal of the audit is to help ensure criminal justice information is being handled securely. This covers a range of practices, such as completing required training and verifying protections in an agency's technical environment to protect confidential data.

On February 15, 2022, the Sheriff's Office received notification from DOJ that an audit had been completed relative to the CLETS system and the office was **out of compliance** with the NexTEST Expiration Report confirming that CLETS users' certifications were expired.

On January 10, 2024, another CLETS audit review was conducted and found that the agency was once again **out of compliance** in the area with CLETS user accounts whose certifications were expired and needed to complete testing or have access immediately removed to any system containing Criminal Justice information (CJI). Additionally, they need to ensure that anyone with unescorted access to CJI completes the required training and testing. Testing levels are determined by the system access granted, not by daily use.

As stated earlier in this report the ACC responsibilities can be daunting. Every CLETS user must re-certify bi-annually or be deactivated in CLETS and made inactive in NexTEST. Per DOJ there is NO grace period for expiration.

DOJ/FBI CRIME REPORTING

The Records Manager has the responsibility of reporting crime data that is collected by their agency to the Department of Justice through the National Incident Based Reporting System (NIBRS). The report is prepared based upon report data entered into the records management system. This report was formally known as the Uniform Crime Report (UCR), and agencies are now transitioning to NIBRS. Unlike data reported through the UCR program's traditional Summary Reporting System (SRS)—an aggregate monthly tally of crimes—NIBRS goes much deeper because of its ability to provide circumstances and context for crimes like location, time of day, and whether the incident was cleared. The report is turned in monthly to CA DOJ.

These changes were implemented to improve the overall quality of crime data collected by law enforcement. NIBRS captures details on each single crime incident—as well as on separate offenses within the same incident—including information on victims, known offenders, relationships between victims and offenders, arrestees, and property involved in crimes.

Meliora noted that SMCSO is among the few agencies providing NIBRS crime information to CA DOJ. The NIBRS monthly report that is provided to the Department of Justice can be very time-consuming and is completed by the Criminal Records Manager on a timely basis. SMCSO is to be commended for completing this arduous transition to NIBRS.



RECORDS RETENTION/PURGING

San Mateo County has an established records retention schedule. In general, the Sheriff's Office complies with this schedule as most of the criminal records are retained permanently. Due to staffing shortages, staff is behind on purging cases that qualify under the retention schedule.

Meliora PSC learned that the jail management system (JMS) does not allow Records to seal adult information from the system. Although the IT Director has been working with the JMS vendor for quite some time, a solution has yet to be developed. Meliora PSC encourages the SMCSO to remain vigilant in remedying this issue.

COMMUNICATION

Communication is a key component to ensuring staff are aligned with the goals of the organization. Even the most successful organizations constantly struggle to balance the frequency and method of communication so employees are sure to be kept abreast of important developments within the agency. When there is a leadership transition, as currently occurring at SMCSO, constant communication becomes even more crucial.

There was a theme amongst the professional staff who described a breakdown in communication between the leadership team of SMCSO to their respective areas of responsibility. For example, there was an email regarding new uniforms for records personnel and other professional staff, yet there has been no further discussion or updates received.

Communication breakdowns can lead to an unintentional consequence wherein staff feels a lack of support or value to the organization. It can also result in a feeling of being the inferior group especially when professional staff observe issues related to sworn staff being heard and addressed. Some professional staff members have complex positions that require specialized skills and/or knowledge. Subsequently, they are expected to either learn the position on their own (self-taught) or seek out other means of training because they are expected to know all the specifications of the position. Some have been told go to "SharePoint," a Microsoft platform that allows for building intranet sites, document libraries, lists and workflow, and learn about the existing position instead of hands-on training. Meliora PSC also noted training opportunities for growth are scarce or non-existent for some professional staff employees.

With the appointment of the new Sheriff, professional staff are hopeful that this mindset will change and there will be more emphasis on working together regardless of job classification. In light of staffing challenges occurring throughout the office, focusing on communication and creating a positive work environment are critically important. Contemporary organizations are pivoting from a geo-political, autocratic, top-down style of management to one that is connective, adaptive, and authentic. Today's employee wants to feel valued and be part of the solution in addressing



challenges. Successful leaders demonstrate the ability to be accessible, adaptable, accountable, display acumen and action.¹²

Meliora PSC also observed that several of the county job descriptions for the professional staff have not been updated for several years, with some descriptions dating back to the 90's. This provides SMCSO an excellent opportunity to update descriptions as well as ensure there are policies and procedures relating to these positions.

RECORDS RECOMMENDATIONS

- Consider adding one FTE Director who has in-depth knowledge of Records and Property and Evidence to represent both areas in management and division meetings as well as provide subject-matter expertise. (Recommendation #286)
- Evaluate the workload assignments for the shifts and allow all employees to work on the different job duties that Records encompasses. (Recommendation #287)
- Assign a Lead Records Technician to the day shift and night shift. (Recommendation #288)
- Evenly distribute job duties amongst the supervisors, provide updated training, and rotate supervisors responsibilities after a period to provide global experiences in Records. (Recommendation #289)
- Ensure the supervisor retains the Agency CLETS Coordinator duties and limit assigning additional duties so they can maintain compliance with the Department of Justice. (Recommendation #290)
- Reassign the "contact us" emails received by SMCSO to a different unit in the office, possibly Administration. (Recommendation #291)
- Review the pay scale for all positions to ensure that there are no compaction issues amongst the positions. (Recommendation #292)
- Address the "crime occurred" issue in RIMS with the contracted communications center manager to work on a remedy. (Recommendation #293)
- Consider purchasing more efficient traffic collision software. (Recommendation #294)
- Assign a newly-appointed lead to develop a Records training manual with an acknowledgement section. (Recommendation #295)
- Assign and rotate a Records staff member, not necessarily a supervisor, to attend the annual CLEARs training seminar each year. (Recommendation #296)
- Research and implement a software program that would allow all PRR requests to be uploaded into one manageable system. (Recommendation #297)
- Continue to remain vigilant in remedying the jail management system issue to allow adult information to be sealed. (Recommendation #298)

¹² Lipman-Blumen, J. (1996). *Connective Edge: Leading in an Interdependent World*. Josey-Bass.





JAIL APPENDICES:

- A. Profile of the Jail Operations
- B. Daily Activities
- C. Net Annual Work Hours (NAWH) Calculations

JAIL APPENDIX A: PROFILE OF THE JAIL OPERATIONS

TABLE 1: Use of Force Incident Reports MSC*

Reports	2020	2021	2022	2023
Pro-strait Chair	34	34	35	30
Shield	8	6	4	3
Kick	1	0	2	1
Control Holds	26	27	41	36
Wrap	1	0	0	0
Restraints	1	0	0	0
Punch	5	3	13	9
Pepper Ball	4	5	9	5
Distract Technique	2	0	1	1
Elbow Strike	1	2	0	1
Takedown	10	25	22	16
Kinetic Energy Device	1	0	0	0
Leg sweep	2	0	3	0
Knee strike	1	3	6	7
OC Spray	5	5	3	2
40mm Flexible baton	1	0	1	1
Pressure Points	0	1	5	3
Pull Hair	0	0	1	0
Total Reports	103	111	146	115

Note: * through November 2023



TABLE 2: Use of Force MSCC*

Reports	2020	2021	2022	2023
Pro-straint Chair	0	2	1	2
Shield	0	0	0	0
Kick	0	0	0	0
Control Holds	9	7	6	3
Wrap	0	0	0	0
Restraints	0	0	0	0
Punch	0	1	5	1
Pepper Ball	0	0	0	1
Distract Technique	0	0	0	0
Elbow Strike	0	0	0	0
Takedown	0	3	4	1
Kinetic Energy Device	0	0	0	0
Leg sweep	0	0	0	0
Knee strike	0	1	0	0
OC Spray	0	0	0	0
40mm Flexible baton	0	0	0	0
Total Reports	9	14	16	8

*Note: * through November 2023*



TABLE 3: Booking and Releases by Time, 2021 – 2023

Time	2021 Booked	2021 Released	2022 Booked	2022 Released	2023 Booked	2023 Released
2400	446	284	513	281	627	253
0100	459	198	555	296	591	308
0200	481	172	521	300	582	322
0300	409	259	466	369	523	348
0400	377	337	438	304	452	303
0500	185	62	197	92	194	85
0600	200	7	323	30	306	81
0700	126	123	200	134	147	167
0800	151	318	210	394	214	607
0900	238	644	290	743	325	780
1000	364	636	422	691	470	779
1100	512	642	583	762	659	839
1200	543	621	571	637	573	683
1300	411	462	509	511	510	599
1400	410	464	535	533	546	529
1500	491	423	580	483	579	573
1600	471	655	594	813	571	956
1700	265	55	364	54	352	65
1800	367	23	484	13	557	15
1900	422	681	551	417	583	281
2000	387	673	575	856	680	794
2100	387	516	544	959	689	1154
2200	407	347	504	789	583	848
2300	465	271	580	533	576	550

TABLE 4: Bookings and Releases by Month

Month	2021		2022		2023	
	Book	Release	Book	Release	Book	Release
January	434	436	608	606	944	919
February	442	445	707	676	850	890
March	611	594	904	853	1,011	952
April	751	715	932	908	971	954
May	773	821	988	960	1,022	1,038
June	851	832	990	986	1,079	1,022
July	870	867	1,043	1,020	1,044	1,047



August	831	817	1,014	994	1,116	1,143
September	875	853	946	948	1,018	1,035
October	893	847	1,057	1,034	1,009	1,079
November	830	826	951	1,007	901	887
December	819	816	975	1,000		
Average	748	739	926	916	997	997

TABLE 5: Total Book and Release by Day, 2021 - 2023

Day	2021		2022		2023	
	Book	Release	Book	Release	Book	Release
Monday	1250	1446	1513	1785	1631	1975
Tuesday	1212	1322	1643	1799	1715	2065
Wednesday	1204	1130	1539	1507	1627	1690
Thursday	1312	1400	1536	1710	1696	1853
Friday	1239	1401	1568	1678	1699	1840
Saturday	1550	1116	1911	1337	2021	1243
Sunday	1207	1058	1399	1178	1500	1253
TOTAL	8,974	8,873	11,109	10,994	11,889	11,919

TABLE 6: Average Book and Release by Day, 2021 - 2023

Day	2021		2022		2023	
	Book	Release	Book	Release	Book	Release
Monday	24	28	29	34	31	38
Tuesday	23	25	32	35	33	40
Wednesday	23	22	30	29	31	33
Thursday	25	27	30	33	33	36
Friday	23	26	30	32	33	35
Saturday	30	22	36	25	39	24
Sunday	23	20	27	23	28	24
Total Week	171	170	214	211	228	230
Average Day	24	24	31	30	33	33



TABLE 7: Overtime

Area	FY 19/20	FY 20/21	FY21/22	FY22/23	FY23/24*
Maguire Administration					
Overtime Straight Pay	\$8,069	\$1,777	\$444	\$573	\$1,183
Overtime 1 ½ Pay	\$135,536	\$50,677	\$87,938	\$98,556	\$33,855
Overtime 1 ½ Night Shift	\$59,158	\$38,660	\$39,754	\$55,856	\$14,292
Overtime Special Duty Pay	\$38,591	\$27,696	\$31,643	\$5,203	\$0
Maguire Main Jail					
Overtime Straight Pay	\$20,228	\$12,831	\$12,596	\$6,582	\$5,621
Overtime 1 ½ Pay	\$2,027,123	\$1,864,958	\$1,761,004	\$2,994,194	\$1,258,439
Overtime 1 ½ Night Shift	\$1,401,072	\$1,089,250	\$1,474,730	\$1,945,547	\$1,137,896
Overtime Special Duty Pay	\$55,024	\$56,339	\$48,598	\$134,827	\$127,956
Maguire Booking					
Overtime Straight Pay	\$9,039	\$12,927	\$16,524	\$16,874	\$10,148
Overtime 1 ½ Pay	\$190,507	\$238,603	\$259,771	\$315,499	\$120,555
Overtime 1 ½ Night Shift	\$214,860	\$148,917	\$238,875	\$395,658	\$183,213
Inmate Hospital Security					
Overtime Straight Pay	\$0	\$0	\$1,595	\$521	\$1,549
Overtime 1 ½ Pay	\$144,879	\$140,948	\$328,054	\$563,554	\$388,143
Overtime 1 ½ Night Shift	\$149,947	\$138,534	\$393,593	\$555,809	\$419,790
Overtime Special Duty Pay	\$1,004	\$0	\$5,963	\$19,034	\$12,142
Maple Street CC					
Overtime Straight Pay	\$3,868	\$4,703	\$4,913	\$9,995	\$16,410
Overtime 1 ½ Pay	\$1,372,108	\$1,519,340	\$1,712,915	\$2,573,345	\$1,199,610
Overtime 1 ½ Night Shift	\$1,358,085	\$1,030,619	\$1,811,219	\$2,214,760	\$987,610
Overtime Special Duty Pay	\$0	\$11,245	\$12,101	\$19,024	\$25,636
MSSC Administration					
Overtime Straight Pay	\$0	\$0	\$0	\$0	\$0
Overtime 1 ½ Pay	\$1,645	\$0	\$250	\$0	\$0
Overtime 1 ½ Night Shift	\$247	\$0	\$408	\$0	\$0
Overtime Special Duty Pay	\$0	\$0	\$189	\$0	\$0
AB109 Realignment					
Overtime Straight Pay	\$241	\$0	\$72	\$0	\$0
Overtime 1 ½ Pay	\$195,667	\$198,584	\$8,154	\$12,598	\$1,777
Overtime 1 ½ Night Shift	\$46,354	\$12,671	\$0	\$0	\$0
Overtime Special Duty Pay	\$6,375	\$1,108	\$0	\$0	\$0
Correctional Food Service					
Overtime Straight Pay	\$1,241	\$2,924	\$8,098	\$3,256	\$509
Overtime 1 ½ Pay	\$47,713	\$26,158	\$69,149	\$65,645	\$21,742
Corr. Food Svc. Youth Services					
Overtime Straight Pay	\$2,136	\$849	\$46	\$678	\$0
Overtime 1 ½ Pay	\$25,007	\$13,530	\$32,009	\$66,815	\$23,175
Totals	\$7,515,724	\$6,643,848	\$8,360,605	\$12,074,403	\$5,991,251

Note: * through November 30, 2023



JAIL APPENDIX B: DAILY ACTIVITIES

TABLE 8: Intermittent Activities Performed by Jail Staff

Most Common Tasks	Second Most Common	Third Most Common	Least Common Tasks
Search IP Workers	Receive new IP's	Drills	Tours
Segregation hour out of cell monitoring	15-minute suicide checks	Deal with biohazard contamination	Two officer external transports
Process kitchen workers in/out	Forward issues regarding IP complaints	Respond to various jail codes	2 officer escort of high profile, max IP's
Collect outgoing mail	Process IP legal mail	Staff meetings	Bomb threat
Process contact visits	IP disciplinary process	Emergency Medical Conditions	Jail inspections
Enforce rules	Orienting IPs to the facility	Respond to visitor acting out	Fire/evacuation
Process IP's out of custody	Notifying IPs of various legal issues	Hospital/outside clinic appointments	Escape
Health and welfare issues	Conducting security checks	Security system malfunctions	Internal affairs interviews
Search/document incoming/outgoing mail	Process IP's out to court	Investigate minor incidents	Large, IP disturbance
Search IP's to/from appointments	Process IP's in from court	Issue clothing due to biohazard contamination or tearing	Hostage situation
Search IP's to/from visits	Deliver supplies to housing areas	Issue special needs items due to medical needs	
Process laundry workers in/out	Sign property release forms	Search for missing food service implements	
Issue commissary slips	Distribute library books	Supervisor rounds	
Issue request forms	Supervise programs	Doing new fingerprints	
Issue mail	Area searches	Notarizing paperwork	
Issue garbage bags	Search volunteers	IP disruption	
Issue sick call slips	Search contract workers	Emergency counts	
Issue soap		TDOC transports	
Issue toilet paper		Other facility transports	
Collect commissary slips		Issue/collect grievances	
Inspect janitorial closets		Tracking cleaning supplies	
Lock down cells		Tracking fingernail clippers	
Pass out food		Mental health transports	
Haircuts		Outside recreation	
Distribute meds		Answer Phones	
Supervise sick call		Shadow new Deputies	
IP speaking w/Deputy		ER transports	
Answer Phones		IP refusing to lockdown/return trays	
IP cell check			
Writing reports			
Entering logbook entries			



TABLE 9: Partial Daily Routine Provided by Maguire Staff

Activity	Start Time	End Time	Weight (1-3)	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Relieve nightshift and receive pass down	0530			X	X	X	X	X	X	X
Count and Inspection Announcement	0545									
Count and Inspection and Breakfast Service	0600	0645								
Run Court, Visits and Clinic List	0645									
Pull inmates for morning court	0750									
Prepare dayroom for recreation	0800									
Start First Recreation Group for 2-3 Hours.										
Morning Pill Call	1000	1100								
Lunch Service	1130	1200								
Prepare afternoon Courts	1230									
Start Second Recreation Group for 2-3 Hours.										
Commissary Delivery	1400	1500			X		X			
Start Third Recreation Group for 2-3 Hours.										
Dinner preparation	1630									
Afternoon Pill call and diabetic check	1630	1700								
Clean dayroom and remove trash from the housing unit	1630	1700								
Pair rosters and forms for pass down	1700									
Nightshift relieves dayshift and pass down given	1730			X	X	X	X	X	X	X
Count and Inspection Announcement	1745									
Count and Inspection and dinner service	1800	1845								
Run Visits List	1845									
Prepare dayroom for recreation	1900									
Start First Recreation Group for 1-2 Hours.										
Start Second Recreation Group for 1-2 Hours.										
Start Third Recreation Group for 1-2 Hours.										
Laundry Service once a week	2100	2200								
All inmates in cells and lights out	2230									
Breakfast Preparation	0430									
Pair rosters and forms for pass down	0500									



JAIL APPENDIX C: NET ANNUAL WORK HOURS (NAWH) CALCULATIONS

Note: Only vacation time and sick time was provided by individual employees. The remaining time off was provided by a combination of 2021 through 2023 by job classification. The totals are provided at the bottom of each table.

TABLE 10: Net Annual Work Hours Calculations, Sergeant

Sergeant	Year	Vacation	Sick	Compensatory Time	Military Time	Workers Comp	Bereavement Leave	Essential Worker COVID 19	Holiday Time Off	Total
S1	2021	72	0							72
S2	2021	122	30							152
	2022	114	0							114
S3	2021	123	0							123
	2022	209	0							209
	2023	132	12							144
S4	2021	96	0							96
S5	2021	180.5	0							180.5
	2022	223.5	81							304.5
	2023	114	0							114
S6	2021	193	0							193
	2022	186	0							186
S7	2021	159	120							279
	2022	314	74							388
	2023	188	0							188
S8	2021	185	20							205
S9	2021	191	48							239
S10	2021	465	0							465
	2022	100	40							140
	2023	240	0							240
S11	2021	277.5	0							277.5
	2022	195	12							207
S12	2021	172	0							172
	2022	124	0							124
S13	2021	213.5	0							213.5
	2022	181	0							181
	2023	103	0							103
S14	2021	106	0							106
S15	2021	108	0							108
	2022	158	0							158
S16	2021	148	0							148
	2022	412	396							808



S17	2021	110	0							110
S18	2021	228	24							252
	2022	180	0							180
S19	2021	158	0							158
	2022	142.5	73							215.5
	2023	207	12							219
S20	2021	169	0							169
	2022	104	0							104
S21	2021	132	0							132
	2022	106	68							174
S22	2022	136	0							136
	2023	136	0							136
S23	2022	242	44							286
	2023	156	0							156
S24	2022	131	0							131
	2023	136	0							136
S25	2022	136	0							136
	2023	147	0							147
S26	2022	40	0							40
S27	2023	0	24							24
S28	2023	0	64							64
S29	2023	216	0							216
S30	2023	271	0							271
S31	2023	201	24							225
S32	2023	120	0							120
S33	2023	0	0							0
S34	2023	105	0							105
S35	2023	170	10							180
S36	2023	257	59							316
S37	2023	152	72							224
Total		10,093.5	1,307	1,396	2,214	674	132	34	1,316	17,166.5
Average		162.8	21.1	22.5	35.7	10.9	2.1	.5	21.2	276.8



TABLE 11: Net Annual Work Hours Calculations, Legal Office Specialist

Legal Office Specialist	Year	Vacation	Sick	Compensatory Time	Bereavement Leave	Essential Worker COVID 19	Holiday Time Off	Total
L1	2021	192	0					192
	2022	216	24					240
	2023	228	28					256
L2	2021	224	0					224
L3	2021	171	0					171
	2022	171.5	84					255.5
L4	2021	220	0					220
	2022	240	220					460
	2023	246.5	0					246.5
L5	2021	205	12					217
	2022	252	56					308
	2023	161	68					229
L6	2021	242.5	10					252.5
	2022	275.5	38.5					314
L8	2021	60	32					92
	2022	212	81.5					293.5
L9	2021	140.5	52					192.5
	2022	140.6	86					226.6
L10	2021	148	12					160
	2022	128	189.5					317.5
L11	2021	210	0					210
	2022	236	1.5					237.5
	2023	228	0					228
L12	2021	179.1	8					187.1
	2022	146.3	24					170.3
L13	2021	116.8	32					148.8
	2022	92.3	40					132.3
	2023	99	141.5					240.5
L15	2021	48	0					48
	2022	94.5	0					94.5
	2023	146.5	0					146.5
L16	2021	448.4	226.9					675.3
L17	2021	175.6	238.4					414
L18	2021	105	81					186
	2022	175	184					359
	2023	136	71					207
L19	2021	56	367					423
	2022	222	60					282
	2023	153.5	119.5					273
L20	2021	106	12					118
	2022	101	0					101
	2023	20	60					80
L21	2021	94	1.5					95.5
	2022	104	0					104



	2023	76	12					88
L22	2021	64	40					104
	2022	104.5	82.5					187
	2023	115	172.5					287.5
L23	2021	76	28					104
	2022	147	52					199
	2023	92	48					140
L24	2021	24	0					24
L25	2021	20	0					20
	2022	98	24					122
	2023	52	52					104
L26	2022	96.2	56					152.2
L27	2022	0	0					0
	2023	112	50.5					162.5
L28	2022	46	8					54
	2023	64	0					64
L29	2023	0	0					0
L30	2023	145.5	30					175.5
L31	2023	0	0					0
L32	2023	74.1	74.2					148.3
L33	2023	63.6	71.6					135.2
L34	2023	0	48.5					48.5
L35	2023	56	0					56
Total		8,893	3,511.6	554	112	122.2	475	13,668
Average		132.7	52.4	8.3	1.7	1.8	7.1	204

TABLE 12: Net Annual Work Hours Calculations, Food Services Supervisor

Food Service Supervisor	Year	Vacation	Sick	Compensatory Time	Bereavement Leave	Essential Worker COVID 19	Leave Without Pay	Holiday Time Off	Total
FSS1	2021	102	80						182
	2022	166.7	60						226.7
	2023	112.5	40						152.5
FSS2	2021	82	18						100
	2022	90	206.5						296.5
	2023	230	0						230
Total		783.2	404.5	0	24	32	0	491	1,734.7
Average		130.5	67.4	0	4	5.3	0	81.8	289



TABLE 13: Net Annual Work Hours Calculations, Food Services

Food Service	Year	Vacation	Sick	Compensatory Time	Bereavement Leave	Essential Worker COVID 19	Leave Without Pay	Holiday Time Off	Total
FS1	2021	302	178.5						480.5
	2022	355.4	415.6						771
FS2	2021	118.5	76.5						195
	2022	141.9	89.2						231.1
	2023	64	8						72
FS3	2021	56	0						56
	2022	84	184						268
FS4	2021	160.7	72						232.7
FS5	2021	248	98						346
	2022	178.5	24						202.5
FS6	2021	408	541.50						949.5
	2022	21.5	211.5						233
FS7	2021	120	80						200
	2022	121	140						261
	2023	216	88						304
FS10	2021	0	44						44
	2022	0	0						0
	2023	0	0						0
FS11	2021	254.2	299.5						553.7
	2022	57.8	40.1						97.9
	2023	32	0						32
FS12	2021	163.5	28.5						192
FS13	2021	123.4	88						211.4
FS14	2021	264	128						392
FS15	2021	32	0						32
	2022	168	8						176
FS16	2021	32	0						32
FS17	2021	8	0						8
	2022	0	40						40
FS18	2021	30	26						56
	2022	21.1	13						34.1
	2023	58.7	24						82.7
FS19	2021	0	0						0
	2022	12.1	18.5						30.6
	2023	121	71						192
FS20	2022	16	8						24
	2023	108	16						124
FS21	2022	8	48						56
FS22	2022	0	0						0
	2023	0	8						8
FS23	2022	0	0						0
	2023	40.5	8						48.5
FS24	2023	48.5	31.7						31.7
FS25	2023	0	24						24



FS26	2023	0	8							8
FS27	2023	121	0							121
FS28	2023	40.5	0							40.5
Total		4,355.8	3,187.1	227.9	48	232	2,601.6	575		11,227.4
Average		92.7	67.8	4.8	1	4.9	55.4	12.2		238.8

TABLE 14: Net Annual Work Hours Calculations, Sheriff's Deputy

Sheriff's Deputy	Year	Vacation	Sick	Compensatory Time	Workers Comp	Bereavement Leave	Essential Worker COVID 19	Leave Without Pay	Holiday Time Off	Total
D1	2021	181	12							193
D2	2022	156	0							156
D3	2021	224	88							312
	2022	144	84							228
	2023	224	88							312
D4	2021	166	83							249
	2022	112	44							156
D5	2021	0	456							456
D6	2021	128	48							176
	2022	204	100							304
	2023	229	76							305
D7	2021	236	0							236
	2023	256	8							264
D8	2021	228	0							228
	2022	156	60							216
D9	2021	104	100							204
	2022	37	434.5							471.5
D10	2021	248	0							248
D11	2021	201	0							201
	2022	240	72							312
	2023	168	12							180
D12	2021	184	0							184
D13	2021	108	112							220
	2022	0	48							48
	2023	489.3	684.7							1174
D14	2021	141	10							151
	2022	44	12							56
	2023	129	48							177
D15	2021	208	0							208
	2022	132	130							262
	2023	166	0							166
D16	2021	0	0							0
	2022	0	0							0
D17	2021	124	280							404
D18	2021	261	2							263
D19	2021	184	0							184
	2022	102	0							102
	2023	224	0							224



D20	2021	289	48							337
	2023	124	10							134
D21	2021	160	16							176
D22	2022	122	0							122
	2023	11	1,430.8							1441.8
D23	2021	180	36							216
	2023	208	60							268
D24	2021	12	0							12
	2022	396.5	1,364.5							1761
D25	2021	269.5	0							269.5
D26	2021	136	0							136
D27	2021	168	0							168
	2022	104	0							104
	2023	112	48							160
D28	2021	99.5	143.2							242.7
D29	2021	224	336							560
D30	2021	73	0							73
D31	2021	16	8							24
D32	2021	8	0							8
D33	2021	12	0							12
D34	2022	96	120							216
D35	2022	86	0							86
D36	2022	188	40							228
D37	2022	48	0							48
	2023	134	55							189
D38	2022	48	48							96
D39	2022	36	36							72
D40	2022	0	24							24
	2023	94	92							186
D41	2023	94	92							186
D42	2023	151	0							151
D43	2023	160	0							160
D44	2023	161	32							193
D45	2023	82	22							104
D46	2023	185	164							349
D47	2023	120	0							120
D48	2023	120	0							120
D49	2023	100	48							148
D50	2023	39	0							39
D51	2023	42	12							54
D52	2023	104	0							104
D53	2023	0	0							0
D54	2023	24	0							24
D55	2023	0	48							48
D56	2023	0	0							0
D57	2023	0	0							0
D58	2023	0	0							0
D59	2023	0	0							0
Total		11,363.8	7,515.5	596.5	9,011	68	746.8	538.6	711.5	30,551.7
Average		130.6	86.4	6.9	103.6	.8	8.6	6.2	8.2	351.3



TABLE 15: Net Annual Work Hours Calculations, Correctional Officer

Correctional Officer	Year	Vacation	Sick	Compensatory Time	Workers Comp	Administrative Leave	Bereavement Leave	Essential Worker COVID 19	Leave Without Pay	Holiday Time Off	Total
C1	2021	208	36								244
	2022	84	84								168
	2023	308	48								356
C2	2021	188	0								188
	2022	208	0								208
	2023	184	84								268
C3	2021	160	0								160
	2022	348	0								348
	2023	172	48								220
C4	2021	106	12								118
	2022	160	120								280
	2023	272	128								400
C5	2021	173	128								301
C6	2021	252	12								264
C7	2021	108	60								168
	2022	219	120								339
	2023	219	24								243
C8	2021	146	28								174
	2022	132	84								216
	2023	156	12								168
C9	2021	76	8								84
	2022	212	0								212
	2023	156	96								252
C10	2021	60	0								60
C11	2021	188	0								188
	2022	268	60								328
	2023	224	0								224
C12	2021	193	0								193
	2022	204	616								820
	2023	276	584.6								860.6
C13	2021	184	0								184
	2022	184	24								208
	2023	246	0								246
C14	2021	164	12								176
	2022	164	0								164
	2023	149	36								185
C15	2021	348	96								444
	2022	112	260								372
C16	2021	144	0								144
	2022	96	36								132
	2023	204	60								264
C17	2021	238	20								258
	2022	146	0								146
	2023	167	56								223



C18	2021	216	24								240
	2022	156	48								204
	2023	156	0								156
C19	2021	96	0								96
	2022	114	120								234
	2023	392.4	48								440.4
C20	2021	217	0								217
	2022	132	0								132
C21	2021	172	48								220
	2022	152	84								236
	2023	160	24								184
C22	2021	172	52								224
	2022	176	48								224
	2023	136	0								136
C23	2021	176	26								202
	2022	108	84								192
	2023	184	48								232
C24	2021	168	108								276
	2022	130	148								278
	2023	148	72								220
C25	2021	150	158								308
	2022	169	129								298
	2023	167	12								179
C26	2021	132	440								572
	2022	148	532								680
	2023	184	34								218
C27	2021	178.5	10								188.5
	2022	108	360								468
	2023	214	40								254
C28	2021	100	24								124
	2022	144	72								216
	2023	114	72								186
C29	2021	140	42								182
	2022	148	160								308
	2023	216	354								570
C30	2021	96	0								96
	2022	204	0								204
	2023	180	0								180
C31	2021	197	48								245
	2022	216	48								264
	2023	180	24								204
C32	2021	160	0								160
	2022	200	48								248
	2023	184	60								244
C33	2021	101	0								101
	2022	105	0								105
	2023	232	559								791
C34	2021	172.5	0								172.5
	2022	174	40								214
	2023	132.5	27								159.5
C35	2021	125	28								153
	2022	164	12								176



	2023	269	34								303
C57	2021	88	0								88
	2022	116	8								124
	2023	192	0								192
C58	2021	184	0								184
	2022	145	156								301
	2023	248	84								332
C59	2021	144	36								180
	2022	179.5	24								203.5
	2023	269.5	0								269.5
C60	2021	108	0								108
	2022	132	36								168
	2023	276	0								276
C61	2021	108	224								332
	2022	132	356								488
	2023	160	12								172
C62	2021	208	108								316
	2022	120	71								191
	2023	156	88								244
C63	2021	141	124								265
	2022	0	20								20
	2023	60	124								184
C64	2021	168	0								168
	2022	90	146								236
	2023	188	36								224
C65	2021	186	120								306
	2022	54	96								150
	2023	84	61.2								145.2
C66	2021	172	48								220
	2022	156	476								632
C67	2021	133	12								145
C68	2021	202	0								202
C69	2021	100	24								124
	2022	200	100								300
	2023	0	386								386
C70	2021	288	200								488
	2022	72	132								204
	2023	136	18								154
C71	2021	112	24								136
	2022	132	60								192
	2023	144	76								220
C72	2021	122	72								194
	2022	172	52								224
	2023	7	137								144
C73	2021	100	0								100
	2022	120	24								144
	2023	96	48								144
C74	2021	56	6								62
	2022	24	96								120
	2023	172	76								248
C75	2021	134	252								386
C76	2021	162	41.5								203.5



	2023	188	0								188
C96	2021	108	60								168
	2022	108	84								192
	2023	156	48								204
C97	2021	0	72								72
C98	2021	97	12								109
	2022	48	0								48
	2023	157	12								169
C99	2021	136	12								148
	2022	132	60								192
	2023	88	338								426
C100	2021	120	12								132
	2022	156	60								216
	2023	140	12								152
C101	2021	78	68								146
	2022	105	180								285
	2023	160	0								160
C102	2021	108	24								132
	2022	85	48								133
	2023	80	72								152
C103	2021	46	0								46
	2022	132	61								193
	2023	108	12								120
C104	2021	100	138								238
	2022	84	76								160
	2023	158	36								194
C105	2021	61	84								145
	2022	111.5	156.5								268
	2023	106.4	48.6								155
C106	2021	36	106								142
	2022	72	132								204
	2023	129	160								289
C107	2021	124	0								124
	2022	84	26								110
	2023	84	36								120
C108	2021	48	12								60
	2022	128	144								272
	2023	108	24								132
C109	2021	96	0								96
	2022	120	124								244
	2023	152	64								216
C110	2021	124	48								172
	2022	128	48								176
C111	2021	159	137.6								296.6
C112	2021	36	84								120
	2022	174	72								246
	2023	174	72								246
C113	2021	108	84								192
	2022	84	88								172
	2023	84	72								156
C114	2021	72	0								72
C115	2021	74	0								74



	2022	180	28							208
	2023	124	36							160
C116	2021	104	37							141
	2022	96	72							168
	2023	168	80							248
C117	2021	114	112							226
	2022	70	120							190
	2023	128.5	24							152.5
C118	2021	0	24							24
	2022	236	733.9							969.9
	2023	0	0							0
C119	2021	108	24							132
	2022	109	48							157
	2023	132	22							154
C120	2021	172	24							196
	2022	132	88							220
	2023	131	57							188
C121	2021	60	16							76
	2022	177	287							464
	2023	114.6	132.5							247.1
C122	2021	80	114							194
	2022	145	192							337
	2023	84	152							236
C123	2021	48	0							48
	2022	60	114							174
	2023	72	0							72
C124	2021	156	1							157
	2022	96	64							160
	2023	120	132							252
C125	2021	96	97							193
	2022	120	96							216
C126	2021	156	72							228
C127	2021	128	12							140
	2022	162	252							414
	2023	60	0							60
C128	2021	84	36							120
	2022	98	185.5							283.5
	2023	132	72							204
C129	2021	60	0							60
	2022	78	12							90
	2023	158	36							194
C130	2021	120	108							228
	2022	32	0							32
C131	2021	0	12							12
	2022	120	161							281
	2023	144	24							168
C132	2021	156	36							192
	2022	44	108							152
	2023	144	232							376
C133	2021	116	12							128
C134	2021	64	36							100
	2022	180	144							324



	2023	36	64								100
C135	2021	96	160								256
	2022	128	219.2								347.2
	2023	136	28.5								164.5
C136	2021	72	30								102
	2022	108	108								216
	2023	164	96								260
C137	2021	132	12								144
	2022	146	101								247
	2023	132	60								192
C138	2021	96	84								180
	2022	85	36								121
	2023	108	16								124
C139	2021	60	6								66
C140	2021	61	0								61
	2022	69	24								93
C141	2021	96	92								188
	2022	114	60								174
	2023	74	24								98
C142	2021	160	60								220
	2022	84	128								212
	2023	168	84								252
C143	2021	73	0								73
	2022	188	36								224
C144	2021	55	50								105
	2022	224	148								372
	2023	96	144								240
C145	2021	100	2								102
C146	2021	100	0								100
	2022	164	84								248
	2023	84	36								120
C147	2021	181	12								193
	2022	96	96								192
	2023	169	76								245
C148	2021	80	0								80
C149	2021	52	48								100
	2022	72	84								156
	2023	208	7								215
C150	2021	96	70								166
C151	2021	72	0								72
	2022	41	36								77
	2023	200	15								215
C152	2021	100	74								174
	2022	58	36								94
	2023	84	12								96
C153	2021	85	24								109
	2023	89	172								261
C154	2021	92	80								172
	2022	120	72								192
	2023	106	51.5								157.5
C155	2021	25	12								37
C156	2021	84	24								108



	2022	147	92									239
C157	2021	84	41									125
	2022	84	96									180
	2023	64	36									100
C158	2021	24	0									24
	2022	132	184									316
	2023	134	52									186
C159	2021	24	0									24
	2022	72	60									132
	2023	64	0									64
C160	2021	84	12									96
	2022	72	36									108
	2023	72	60									132
C161	2021	59	12									71
	2022	120	72									192
C162	2021	49	0									49
	2022	88	24									112
	2023	84	140									224
C163	2021	72	0									72
	2022	96	24									120
	2023	104	12									116
C164	2021	0	80									80
C165	2021	108	60									168
	2022	96	72									168
	2023	108	12									120
C166	2021	24	0									24
C167	2021	24	0									24
	2022	116	60									176
	2023	108	48									156
C168	2021	68	48									116
C169	2021	72	24									96
	2022	14.4	165.6									180
	2023	82	197.7									279.7
C170	2021	33	0									33
	2022	36	72									108
	2023	120	48									168
C171	2021	60	40									100
	2022	96	60									156
	2023	88	24									112
C172	2021	52.4	49.9									102.3
	2022	0	24									24
	2023	252.3	209.9									462.2
C173	2021	24	0									24
	2022	12	52									64
C174	2021	12	12									24
	2022	128	100									228
C175	2021	24	0									24
	2022	84	4									88
	2023	0	72									72
C176	2021	0	0									0
C177	2022	116	157									273
	2023	118	0									118



C178	2022	36	48								84
C179	2022	76	96								172
	2023	132.5	106								238.5
C180	2022	144	24								168
C181	2022	104	172								276
	2023	108	84								192
C182	2022	84	84								168
	2023	60	24								84
C183	2022	54	88								142
	2023	120	26.77								146.77
C184	2022	0	12								12
	2023	104	12								116
C185	2022	0	0								0
	2023	60	0								60
C186	2022	0	0								0
	2023	72	0								72
C187	2023	152	36								188
C188	2023	85	75								160
C189	2023	104	0								104
C190	2023	88	12								100
C191	2023	0	0								0
C192	2023	84	0								84
C193	2023	12	12								24
C194	2023	60	24								84
C195	2023	0	0								0
C196	2023	0	0								0
C197	2023	0	0								0
C198	2023	0	0								0
C199	2023	0	0								0
C200	2023	0	0								0
Total		61,277.7	33,984.2	7,512	24,455	2,334	468	3,644.6	4,805.6	6,898	145,379.1
Average		125.1	69.4	15.3	49.9	4.8	1	7.4	9.8	14.1	296.8



DATA
ANALYSIS
REPORT





Meliora PSC analyzed computer-aided dispatch (CAD) data for the **San Mateo County Sheriff's Office (SMCSO)** for the period of January 1, 2017, through December 31, 2022. Information was gathered from the **San Mateo County Public Safety Communications**.

Preparing the data for analysis included the following steps.

- The data was reshaped by “flattening” the dataset to one row per record with 694,772 unique records associated with a 1 to 66 unit identifiers. As detailed in the appendix item (Data Reshaping), the maximum number of units to be retained in the analysis is 4, with 97.58% of the records having this number of assigned units. As such, all time measures are associated with the first, second, third, and fourth assigned unit.
- A column was created calculating the number of “units” assigned to a given record, which is appended to the record.
- A variable is created counting the number of persons assigned to a given record. This number is used to calculate the maximum time personnel could have been assigned based on the record. However, as **SMCSO** has detailed records associated with each additional unit assigned to the record, we calculate the duration of time for Travel Time, Total Response Time, and Total Call Time.
- As part of the data cleaning process, **SMCSO** and non-**SMCSO** records were filtered based on identifiers for beat and assigned units. When filtered based on Department personnel and beat, there are 480,324 records within areas identified as a Department area of responsibility.
 - Using the record status stages, Created ----> Dispatched; Dispatched----> En route; En route ----> Arrived; and Arrived ----> Closed, a calculation was performed creating the numerical minutes between each record status. An inevitable challenge when using CAD data is the presence of outliers, which can skew the data. The following steps were taken to prepare more precise estimates for response times and the total service.
 - Created ----> Dispatched: Retained time measures of zero; Dispatched----> Enroute: Retained time measures of zero; Enroute ----> Arrived: Removed records with a negative (-) value; Enroute ----> Arrived: Removed records with a response time of zero; Arrived ----> Closed: Removed records with a response time of zero. While the removal of zero times assists in producing better estimates, there are those on the maximum end that require addressing.
- Addressing these outliers on the higher end requires addressing the presence of severe and mild outliers. An easy way to think about this process is locating records that lie farthest from the average. The severe outliers are those exceptionally different from the CAD record. Mild outliers are those that deviate from the average but to a lesser extent compared to severe outliers. Given the practical reality of police responses, that is there are interactions where the response times exceed the average by considerable margins, we retain the mild outliers in



the data, which admittedly increase the estimates. The mild outliers constitute up to 5.07% of the recorded times. The percentage of severe outliers' range between 2.87% to 9.82%. **Using the upper bounds of the upper fence (the cutoff points for the data) helps produce better estimates for response times, and because the two most important records status stages have minimal severe outliers present, these estimates take into consideration both the optimal statistical approach to managing outliers (removing the severe outliers) and practical considerations (retaining the mild outliers).**

- It is important to note the CAD data is one source of information used to focus on the activities in patrol. By design, CAD captures all activities occurring in the field. The data analysis report will focus on the CAD data from patrol-centric units as it will be used to assess patrol workload, deployment, and response times in the operational assessment.
- Unfortunately, a standard analysis undertaken in the data report and organizational assessment are response rates based on priority. The original case priority and final case priority are missing values prior to 2021, with those records associated with a blank. As such, Meliora PSC is unable to provide a detailed analysis. Results are provided based on available resources.
- It is important to note that the CAD data is one source of information used to focus on patrol activities. By design, CAD captures all activities occurring in the field. The data analysis report will focus on the CAD data from patrol-centric units, which will be used to assess patrol workload, deployment, and response times in the operational assessment. Additionally, Tables 1 represents the distribution of records associated with the unit identifiers, which are applied to filter the report to isolate deputies assigned to patrol.



Workload

Table 1 represents the intersection of the call source and call signs showing 68,416 calls that were received and are not associated with a dispatched unit based on the CAD record. These records provide an entered date. While these are filtered in the analysis that follows, it is important to highlight that these records should be considered when factoring in workload, as they receive a response from the agency, though are not officially associated with a dispatched record.

Table 1: Call Source and Call Sign Records, by Year

	2017	2018	2019	2020	2021	2022	(blank)	Total
Community-Initiated Contact	50,886	47,594	49,435	44,719	40,176	44,584	68,398	345,792
Include	42,284	40,190	40,819	37,642	37,569	41,097		239,601
No Primary Unit Assigned					6	3	68,398	68,407
Transit	133	144	132	125	2,240	3,054		5,828
Field-Initiated Contact	43,344	45,348	44,485	35,609	46,212	38,152	18	253,168
Include	42,507	44,459	43,625	34,797	41,171	34,281		240,840
No Primary Unit Assigned							18	18
Transit	165	266	334	319	4,795	3,457		9,336
Total	94,230	92,942	93,920	80,328	86,388	82,736	68,416	598,960

Table 2: Community-Initiated and Field-Initiated Category Records, by Year

Source of Record	2017	2018	2019	2020	2021	2022	Total
Community-Initiated Contact	42,251	40,157	40,789	37,621	37,569	41,097	239,484
Field-Initiated Contact	42,507	44,459	43,625	34,797	41,171	34,281	240,840
Total	84,758	84,616	84,414	72,418	78,740	75,378	480,324



Table 3: Records by Beat

Beat	Community-Initiated Contact						Field-Initiated Contact					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Burlingame Hills (BRH)	847	902	724	643			653	723	594	475	1	7
Eichler Highlands (EIC)	645	607	591	495	514	532	198	452	272	327	1,205	1,352
Everything South of 92 to County Line and West of 35	1,525	1,399	1,347	1,395	1,415	1,722	1,998	1,777	1,697	1,362	1,646	1,932
Everything South of Pacifica to 92 and West of 280	3,683	3,319	3,479	3,556	2,796	2,716	4,345	5,045	4,736	3,063	3,253	2,349
Half Moon Bay (HMB)	4,675	4,833	4,940	4,514	4,524	5,090	4,482	6,643	5,445	4,772	6,044	4,349
Menlo Oaks (MOK)	621	591	530	478	453	522	379	464	370	205	606	504
Millbrae (MLB)	8,508	8,078	8,399	7,175	7,547	8,647	5,866	5,766	5,943	4,741	8,992	7,262
North Fair Oaks (NFO)	5,066	4,730	4,893	5,165	5,328	5,406	6,425	7,076	7,571	5,622	4,987	4,447
Portola Valley (PVY)	3,437	3,206	3,195	2,586	2,815	2,985	8,848	5,673	5,189	3,822	3,023	2,817
San Carlos (SNC)	9,400	8,843	8,990	8,560	8,419	9,181	6,691	7,318	8,284	6,753	6,833	4,994
Sheriff's Office North (BRH and unincorporated)					666	799					979	1,652
Sheriff's Office South (DVN, LTW, PAL. EML. WSB, WMP)	3,844	3,649	3,701	3,054	3,013	3,384	2,622	3,522	3,524	3,655	2,488	2,017
Transit					71	108					102	103
Woodside (WDS)					8	5					1,011	496
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281



Chart 1: Records by Beat

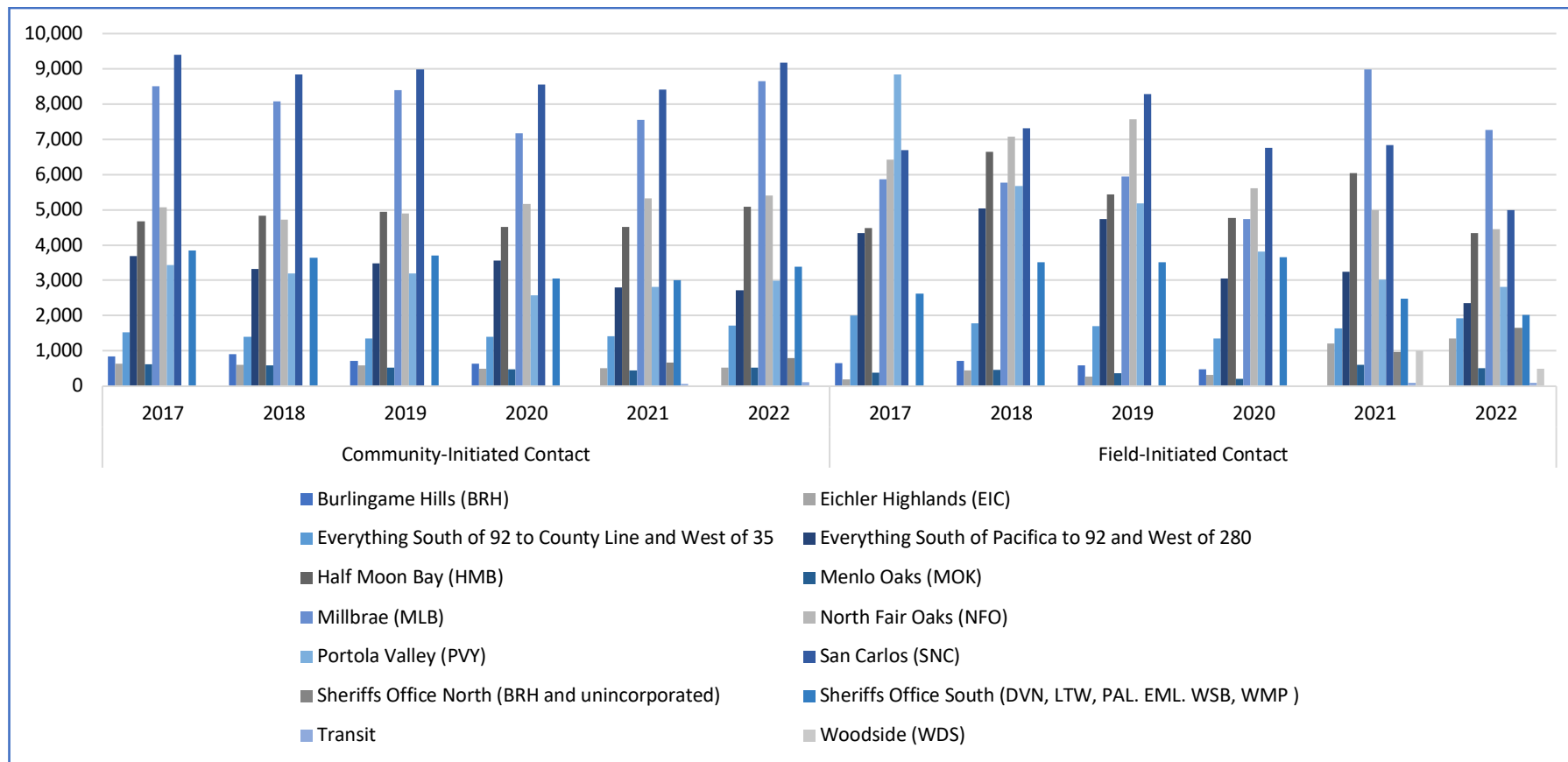




Table 4: Community-Initiated Recorded Events, by Category, by Year with Percentage Change

Record Categories	Community-Initiated Contacts						Percentage Change				
	2017	2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Accident	1,756	1,703	1,919	1,247	1,334	1,620	-3.02	12.68	-35.02	6.98	21.44
Admin	828	889	1,213	703	1,009	669	7.37	36.45	-42.04	43.53	-33.70
Agency Assist	582	568	583	516	721	655	-2.41	2.64	-11.49	39.73	-9.15
Alarm	5,680	5,068	4,878	3,911	3,517	4,330	-10.77	-3.75	-19.82	-10.07	23.12
Check-Area	420	425	466	418	317	334	1.19	9.65	-10.30	-24.16	5.36
Community Policing	810	767	822	1,596	1,799	2,424	-5.31	7.17	94.16	12.72	34.74
Crime-Person	1,294	1,250	1,256	1,195	996	1,241	-3.40	0.48	-4.86	-16.65	24.60
Crime-Property	2,827	2,791	3,093	3,215	3,300	3,398	-1.27	10.82	3.94	2.64	2.97
Crime-Substance	182	150	133	117	82	70	-17.58	-11.33	-12.03	-29.91	-14.63
Disturbance	6,347	5,914	5,724	7,169	5,962	6,129	-6.82	-3.21	25.24	-16.84	2.80
Fire	1,878	1,420	1,659	1,338	1,805	1,915	-24.39	16.83	-19.35	34.90	6.09
Investigation	2,502	2,609	2,626	2,559	2,784	2,917	4.28	0.65	-2.55	8.79	4.78
Medical	4,394	4,545	4,198	3,792	3,892	4,968	3.44	-7.63	-9.67	2.64	27.65
Mental Health	154	150	130	107	122	244	-2.60	-13.33	-17.69	14.02	100.00
Miscellaneous	1,560	1,416	1,443	1,071	1,835	1,559	-9.23	1.91	-25.78	71.34	-15.04
Parking/Traffic Related	3,135	3,259	3,303	2,492	2,345	2,315	3.96	1.35	-24.55	-5.90	-1.28
Pedestrian Contacts	822	757	840	811	716	563	-7.91	10.96	-3.45	-11.71	-21.37
Prisoner/Warrant	19	22	21	24	109	74	15.79	-4.55	14.29	354.17	-32.11
Suspicious Incident	3,434	3,224	3,147	2,978	2,584	2,840	-6.12	-2.39	-5.37	-13.23	9.91
Traffic Enforcement	1,062	964	1,158	798	733	988	-9.23	20.12	-31.09	-8.15	34.79
Unknown Trouble	2,565	2,266	2,177	1,564	1,607	1,844	-11.66	-3.93	-28.16	2.75	14.75
Total	42,251	40,157	40,789	37,621	37,569	41,097	-4.96	1.57	-7.77	-0.14	9.39

The table depicts percentage changes using a color-coding showing decreases in red text and darker shading associated with the significance of the change and increases in orange shading. As an example of interpreting the data, Community Policing shows a significant increase in 2020, which might indicate a change in public safety strategy or an increased focus on community engagement that year. Mental Health incidents have a dramatic 100% increase in 2022, suggesting a rising trend in mental health-



related public safety incidents or changes in reporting/record-keeping practices. Prisoner/Warrant show an extraordinarily high increase in 2021, which might indicate a specific event or change in law enforcement practices.

Table 5: Field-Initiated Recorded Events, by Category, by Year with Percentage Change

Record Categories	Field-Initiated Contact						Percent Change				
	2017	2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Accident	209	193	180	117	119	123	-7.66	-6.74	-35.00	1.71	3.36
Admin	834	903	1,053	581	804	787	8.27	16.61	-44.82	38.38	-2.11
Agency Assist	409	363	331	203	321	358	-11.25	-8.82	-38.67	58.13	11.53
Alarm	46	36	33	20	20	19	-21.74	-8.33	-39.39	0.00	-5.00
Check-Area	15,350	11,907	10,796	17,086	17,696	14,187	-22.43	-9.33	58.26	3.57	-19.83
Community Policing	4,275	4,261	4,095	3,315	3,435	3,547	-0.33	-3.90	-19.05	3.62	3.26
Crime-Person	40	44	28	20	18	15	10.00	-36.36	-28.57	-10.00	-16.67
Crime-Property	146	117	119	111	76	91	-19.86	1.71	-6.72	-31.53	19.74
Crime-Substance	11	6	15	6	17	6	-45.45	150.00	-60.00	183.33	-64.71
Disturbance	147	162	114	98	92	83	10.20	-29.63	-14.04	-6.12	-9.78
Fire	37	27	23	15	9	14	-27.03	-14.81	-34.78	-40.00	55.56
Investigation	204	115	109	87	117	143	-43.63	-5.22	-20.18	34.48	22.22
Medical	16	27	11	8	6	6	68.75	-59.26	-27.27	-25.00	0.00
Mental Health	7	5	2	4			-28.57	-60.00	100.00		
Miscellaneous	239	216	159	90	91	81	-9.62	-26.39	-43.40	1.11	-10.99
Parking/Traffic Related	873	704	721	471	485	470	-19.36	2.41	-34.67	2.97	-3.09
Pedestrian Contacts	2,834	3,436	3,544	1,753	2,144	2,289	21.24	3.14	-50.54	22.30	6.76
Prisoner/Warrant	273	363	240	95	110	159	32.97	-33.88	-60.42	15.79	44.55
Suspicious Incident	2,430	2,721	2,146	999	975	783	11.98	-21.13	-53.45	-2.40	-19.69
Traffic Enforcement	14,120	18,849	19,905	9,718	14,632	11,119	33.49	5.60	-51.18	50.57	-24.01
Unknown Trouble	7	4	1		4	1	-42.86	-75.00	-100.00		-75.00
Total	42,507	44,459	43,625	34,797	41,171	34,281	4.59	-1.88	-20.24	18.32	-16.74



The table depicts percentage changes using a color-coding showing decreases in red text and darker shading associated with the significance of the change and increases in orange shading. As an example of interpreting the data, the figures for community policing show minor fluctuations, indicating a relatively stable engagement level. The slight increase in 2022 suggests a consistent or slightly growing emphasis on proactive community policing efforts. There is a remarkable volatility in crime-substance incidents, with a significant increase in 2021, which sharply declines in 2022. The notable decrease in total field-initiated contacts in 2020 aligns with the anticipated impact of the pandemic, potentially reflecting restrictions on public interaction and a shift in public safety priorities.



Chart 2: Record Category Summary for Community-Initiated (2017-2021)

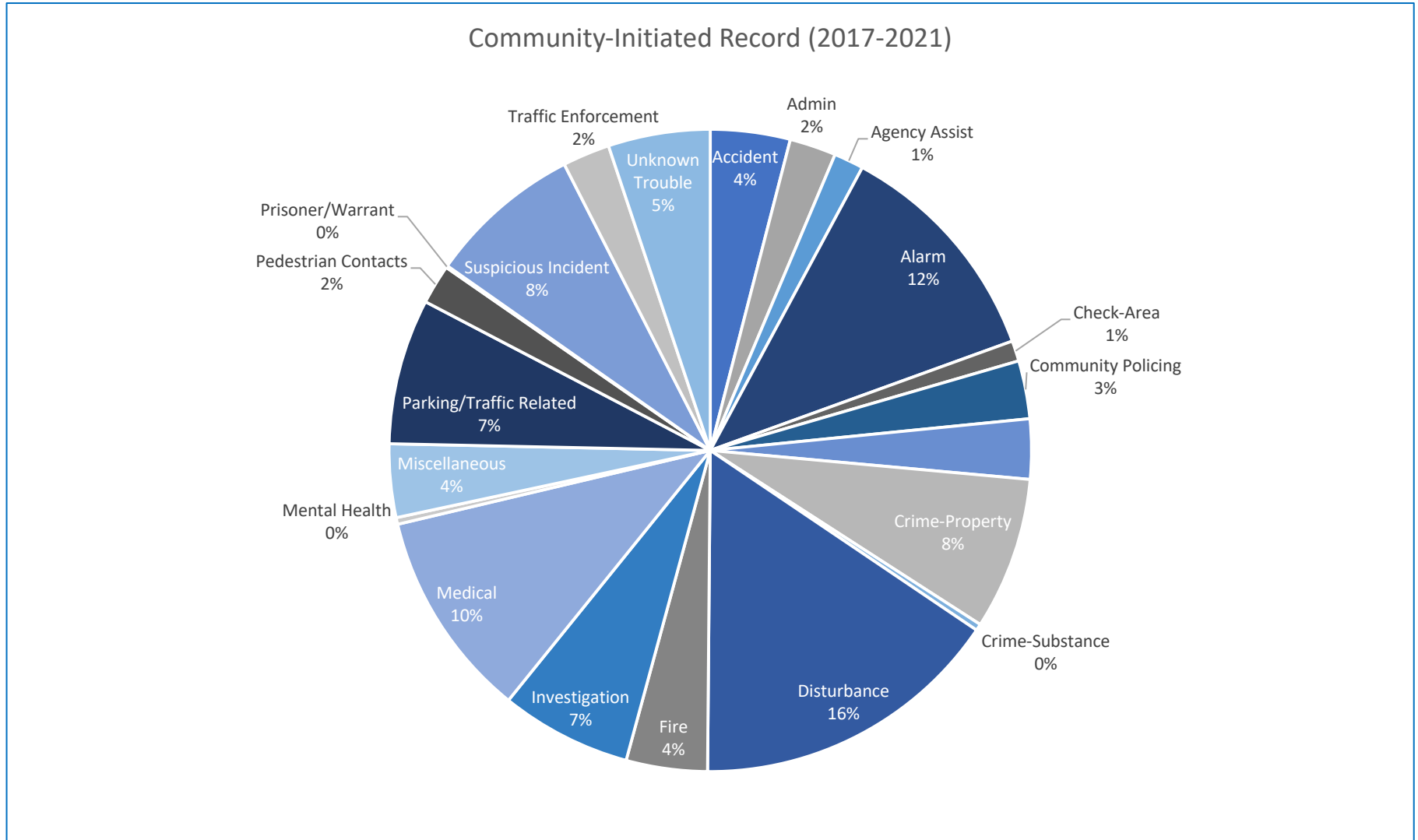




Chart 3: Record Category Summary for Community-Initiated (2022)

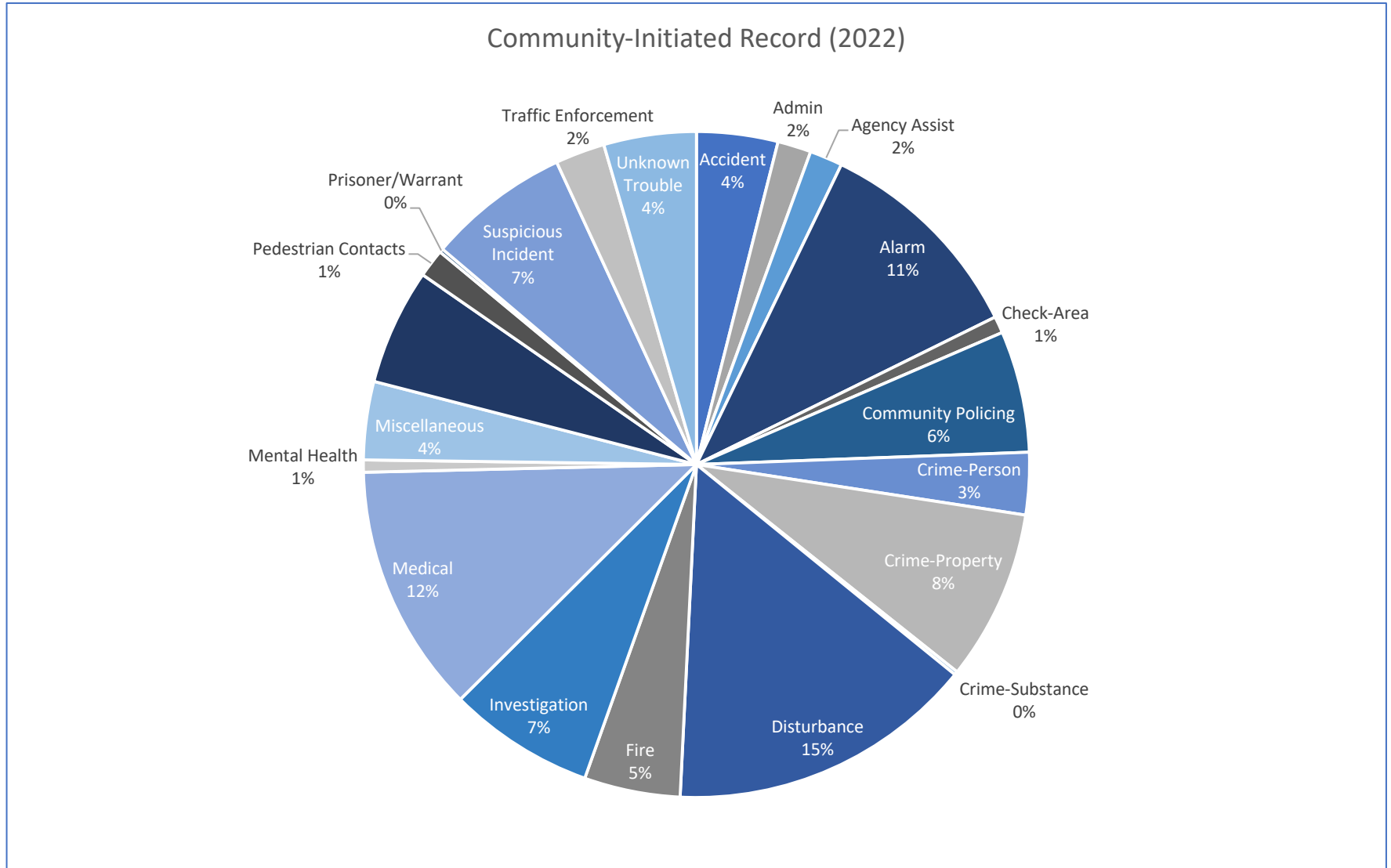
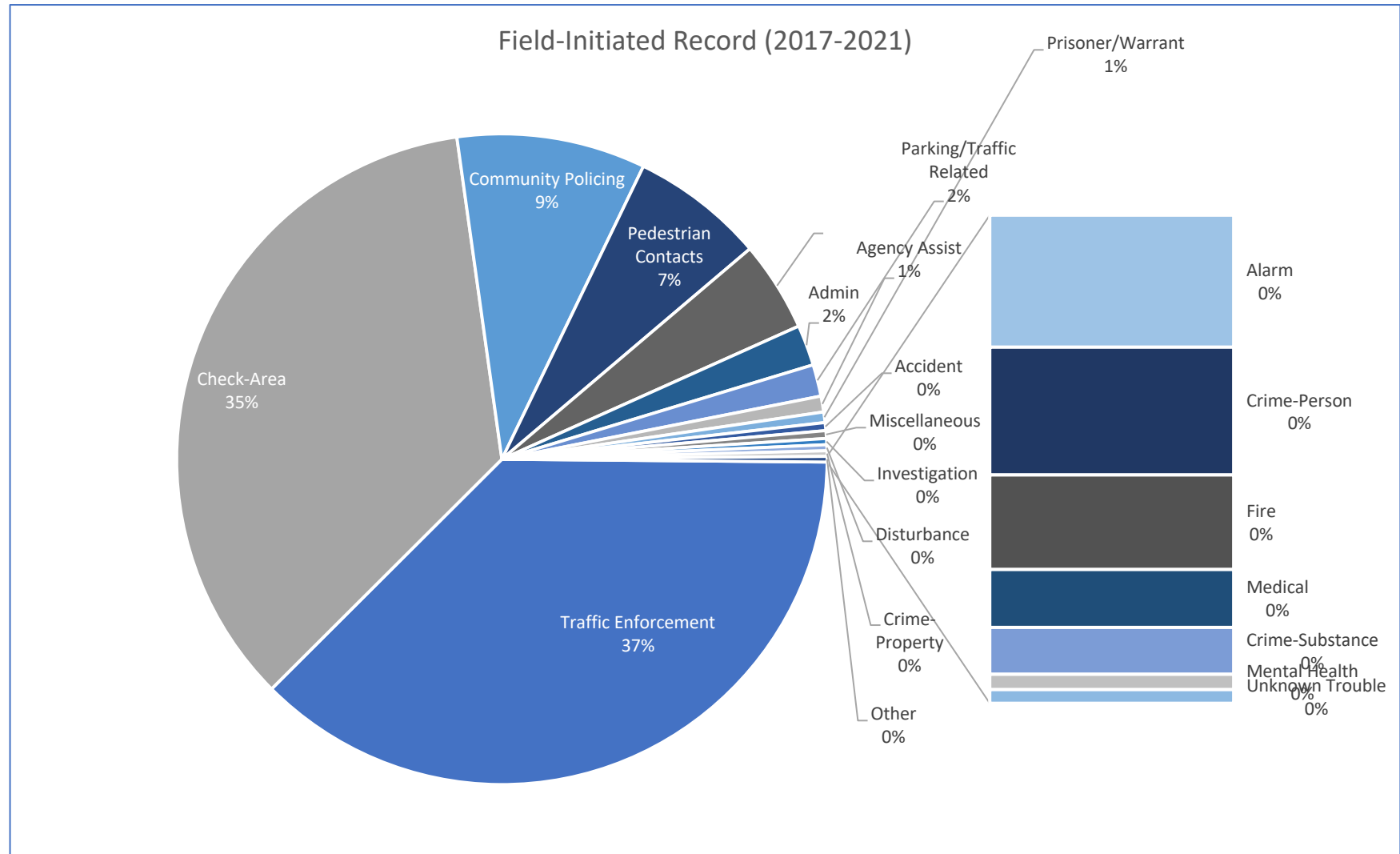




Chart 4: Record Category Summary for Deputy-Initiated (2017-2021)



Note: As there are a large number of record categories with minimal percentages, the breakout chart makes it easier to understand the relative distribution of the records.



Chart 5: Record Category Summary for Deputy-Initiated (2022)

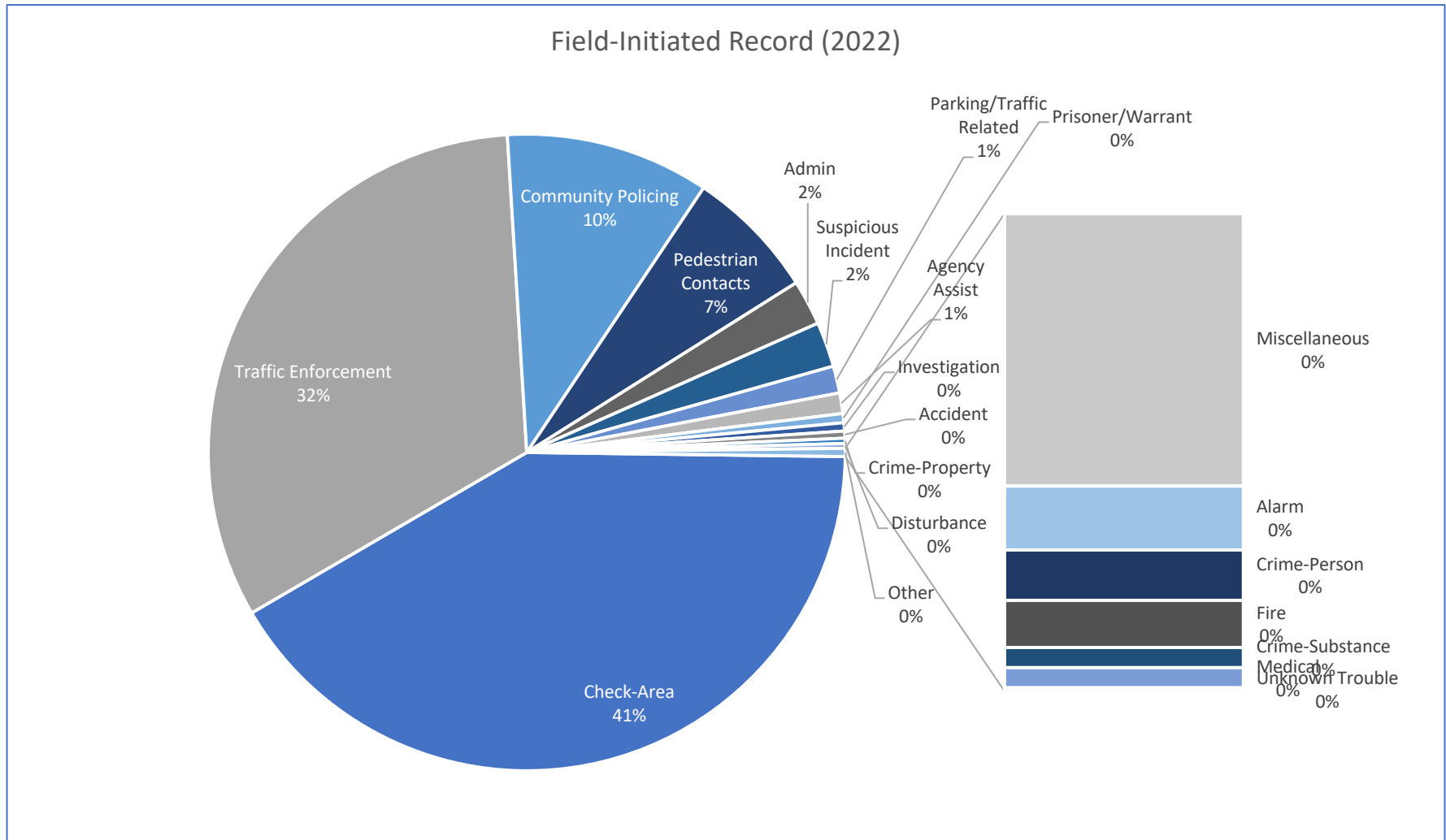
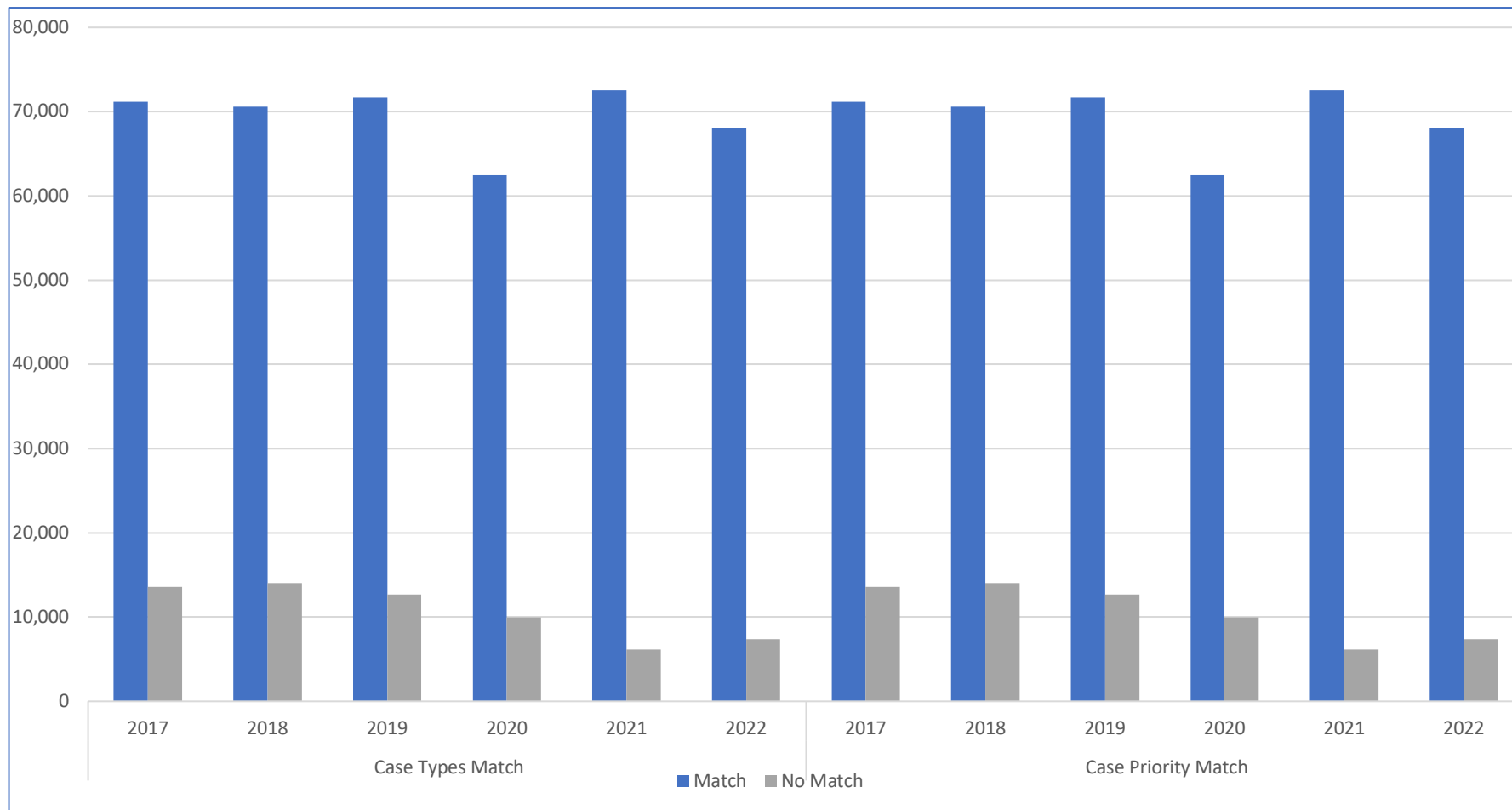




Chart 6: Record Matching for Case Types and Record Priority, Year



Note: This chart depicts the matching between the “initial” and “final” case types and case priority for each record. The purpose of this analysis is to determine if there are any substantial variations that might impact assessment. For example, if there is a large discrepancy between the initial and final case types in a record, it might suggest deviations in policy or practice. There is a visible decline in the number of no matches over the years for both categories indicating improvements in accuracy or alignment in case processing.



Table 6: Recorded Events, by Month and Initiator, by Year

Months	Community-Initiated Contact						Field-Initiated Contact						Agency Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	CI	FI
January	3,584	3,166	3,442	3,014	2	3,219	4,117	3,474	4,238	3,628		3,074	16,427	18,531
February	3,174	3,059	3,035	3,066	2,830	3,073	4,034	3,321	3,558	3,081	4,379	3,465	18,237	21,838
March	3,477	3,292	3,284	2,932	3,200	3,141	4,372	3,410	4,121	2,855	4,052	3,654	19,326	22,464
April	3,314	3,177	3,352	3,066	3,042	3,307	3,783	3,655	3,983	2,437	3,626	3,229	19,258	20,713
May	3,608	3,238	3,509	3,339	3,348	3,631	3,447	3,508	3,881	2,383	4,297	3,402	20,673	20,918
June	3,660	3,417	3,639	3,262	3,490	3,666	2,930	3,146	3,531	2,319	3,784	2,945	21,134	18,655
July	3,920	3,765	3,658	3,378	3,765	3,607	3,141	3,859	3,122	2,605	4,069	2,920	22,093	19,716
August	3,568	3,571	3,606	3,527	3,601	3,652	3,487	4,270	3,689	2,714	3,743	2,751	21,525	20,654
September	3,636	3,471	3,439	3,154	3,725	3,530	3,480	4,063	3,812	3,241	3,572	2,465	20,955	20,633
October	3,644	3,550	3,537	3,238	3,898	3,524	2,918	4,016	3,641	3,411	3,393	2,104	21,391	19,483
November	3,245	3,146	3,084	2,762	3,147	3,224	3,227	3,860	3,221	3,165	3,267	2,068	18,608	18,808
December	3,421	3,305	3,204	2,883	3,521	3,523	3,571	3,877	2,828	2,958	2,989	2,204	19,857	18,427
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840



Table 7: Recorded Events, by Season and Initiator, by Year

Seasons	Community-Initiated Contact						Field-Initiated Contact						Agency Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	CI	FI
Autumn	10,525	10,167	10,060	9,154	10,770	10,278	9,625	11,939	10,674	9,817	10,232	6,637	60,954	58,924
Spring	10,399	9,707	10,145	9,337	9,590	10,079	11,602	10,573	11,985	7,675	11,975	10,285	59,257	64,095
Summer	11,148	10,753	10,903	10,167	10,856	10,925	9,558	11,275	10,342	7,638	11,596	8,616	64,752	59,025
Winter	10,179	9,530	9,681	8,963	6,353	9,815	11,722	10,672	10,624	9,667	7,368	8,743	54,521	58,796
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840

NOTE: Autumn includes August, September, and October; Spring is characterized by February, March, and April; Summer comprises May, June, and July; Winter includes January, November, and December.

Table 8: Recorded Events, by Day of Week and Initiator, by Year

Day of Week	Community-Initiated Contact						Field-Initiated Contact						Agency Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	CI	FI
Sunday	5,828	5,165	5,264	4,943	5,127	5,296	5,258	5,633	5,301	4,650	5,014	3,944	31,623	29,800
Monday	5,972	5,949	5,838	5,595	5,578	5,914	5,733	6,353	6,353	4,919	6,056	4,803	34,846	34,217
Tuesday	5,927	5,605	5,993	5,280	5,362	5,705	6,506	6,488	6,487	4,893	6,195	5,138	33,872	35,707
Wednesday	5,938	5,829	5,961	5,457	5,310	5,986	6,333	6,529	6,510	5,142	6,247	5,524	34,481	36,285
Thursday	5,897	5,786	5,946	5,291	5,209	5,779	6,120	6,299	6,183	4,933	5,616	4,999	33,908	34,150
Friday	6,259	5,975	5,979	5,446	5,631	6,260	6,629	6,666	6,510	5,132	6,184	5,158	35,550	36,279
Saturday	6,430	5,848	5,808	5,609	5,352	6,157	5,928	6,491	6,281	5,128	5,859	4,715	35,204	34,402
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840



Table 9: Recorded Events, by Call Sign Designator and Initiator, by Year – With Agency Total

Call Sign Designator	Community-Initiated						Field-Initiated Contact						Agency Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Community-Initiated	Field-Initiated
CSO	2,069	1,751	1,799	1,613	2,171	2,125	2,547	2,157	2,406	1,602	2,213	2,799	11,528	13,724
Day	22,042	21,872	22,271	20,009	19,142	21,004	16,784	17,806	18,114	14,355	18,165	16,572	126,340	101,796
Night	15,930	14,427	14,233	13,637	12,857	14,393	15,766	18,901	16,592	14,535	15,695	10,043	85,477	91,532
Swing	1,450	1,349	1,615	1,521	2,282	2,558	1,493	1,968	1,431	1,269	2,633	2,753	10,775	11,547
No Designation Provided	760	758	871	841	1,117	1,017	5,917	3,627	5,082	3,036	2,465	2,114	5,364	22,241
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840



Chart 7: Recorded Events, by Call Sign Designator and Initiator, by Year

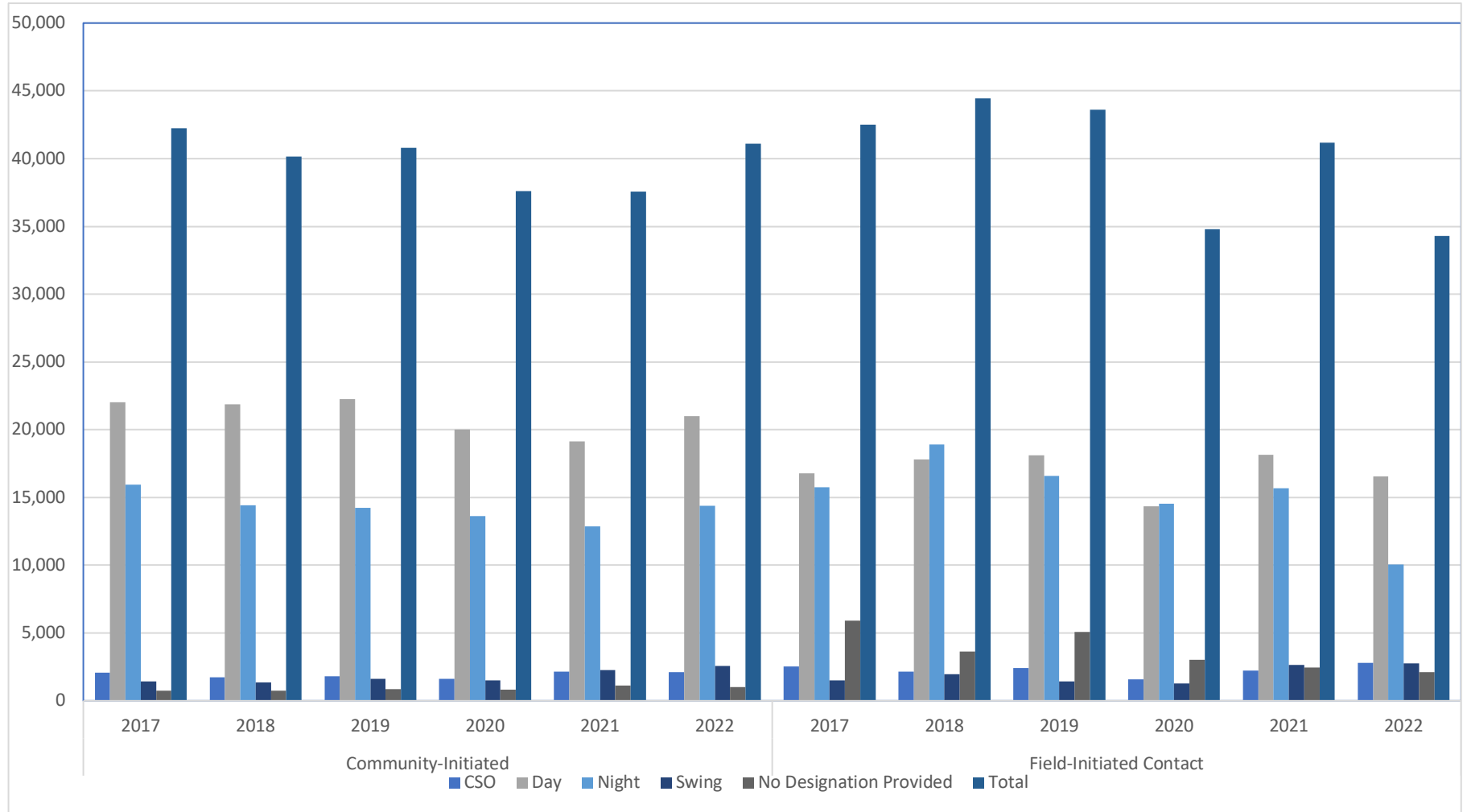




Table 10: Number of Community-Initiated Recorded Events, by Category, by Season, by Year

Community-Initiated Contact Record Category	Autumn						Spring					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	474	442	488	314	422	436	392	450	478	256	317	417
Admin	203	271	288	167	237	138	220	180	327	148	324	190
Agency Assist	166	148	143	140	170	171	139	125	162	117	210	150
Alarm	1,309	1,282	1,256	966	1,053	1,060	1,433	1,253	1,067	853	861	1,127
Check-Area	115	100	119	101	94	83	112	109	108	133	75	75
Community Policing	194	190	179	250	570	641	210	166	216	786	362	588
Crime-Person	334	286	321	278	299	308	364	306	348	289	259	295
Crime-Property	703	718	765	790	925	848	654	655	767	750	865	812
Crime-Substance	40	39	36	29	23	17	47	34	32	33	19	21
Disturbance	1,646	1,422	1,349	1,702	1,564	1,507	1,502	1,374	1,395	1,767	1,595	1,439
Fire	467	404	425	408	631	505	389	318	369	260	379	452
Investigation	643	673	628	633	839	715	597	577	699	618	707	716
Medical	999	1,163	1,044	1,028	1,174	1,261	1,158	1,109	1,070	892	902	1,222
Mental Health	41	34	29	36	37	49	26	39	38	19	30	67
Miscellaneous	373	338	354	248	399	334	367	337	371	242	580	447
Parking/Traffic Related	851	882	819	572	683	602	776	825	834	687	614	547
Pedestrian Contacts	229	198	222	217	166	136	197	178	223	181	235	120
Prisoner/Warrant	5	4	7	3	26	21	1	7	4	6	33	17
Suspicious Incident	871	819	753	690	749	744	830	797	812	749	664	684
Traffic Enforcement	287	252	308	174	223	267	273	236	274	175	180	214
Unknown Trouble	575	502	527	408	486	435	712	632	551	376	379	479
Total	10,525	10,167	10,060	9,154	10,770	10,278	10,399	9,707	10,145	9,337	9,590	10,079



Table 11: Number of Community-Initiated Recorded Events, by Category, by Season, by Year - Continued

Community-Initiated Contact Record Category	Summer						Winter					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	459	434	483	298	334	371	431	377	470	379	261	396
Admin	195	204	279	123	300	157	210	234	319	265	148	184
Agency Assist	137	152	157	129	222	176	140	143	121	130	119	158
Alarm	1,488	1,332	1,320	955	981	1,163	1,450	1,201	1,235	1,137	622	980
Check-Area	105	107	134	88	95	86	88	109	105	96	53	90
Community Policing	265	209	270	389	523	599	141	202	157	171	344	596
Crime-Person	311	340	297	343	267	331	285	318	290	285	171	307
Crime-Property	796	723	793	878	912	894	674	695	768	797	598	844
Crime-Substance	42	43	30	27	20	16	53	34	35	28	20	16
Disturbance	1,950	1,855	1,747	2,292	2,007	1,892	1,249	1,263	1,233	1,408	796	1,291
Fire	403	371	389	367	465	453	619	327	476	303	330	505
Investigation	675	710	670	692	786	829	587	649	629	616	452	657
Medical	1,056	1,133	999	902	1,132	1,207	1,181	1,140	1,085	970	684	1,278
Mental Health	47	50	29	21	30	66	40	27	34	31	25	62
Miscellaneous	407	384	376	335	518	396	413	357	342	246	338	382
Parking/Traffic Related	755	829	921	601	653	652	753	723	729	632	395	514
Pedestrian Contacts	222	208	233	225	203	137	174	173	162	188	112	170
Prisoner/Warrant	8	4	2	9	34	15	5	7	8	6	16	21
Suspicious Incident	914	827	837	851	675	733	819	781	745	688	496	679
Traffic Enforcement	247	244	327	234	221	257	255	232	249	215	109	250
Unknown Trouble	666	594	610	408	478	495	612	538	489	372	264	435
Total	11,148	10,753	10,903	10,167	10,856	10,925	10,179	9,530	9,681	8,963	6,353	9,815



Table 12: Number of Field-Initiated Recorded Events, by Category, by Season, by Year

Field-Initiated Contact	Autumn						Spring					
Record Categories	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	56	58	52	28	31	33	55	41	41	29	34	31
Admin	181	223	226	141	135	209	272	252	323	100	263	245
Agency Assist	85	91	71	70	87	93	98	67	95	41	98	87
Alarm	21	7	6	8	5	7	6	11	4	6	9	6
Check-Area	3,018	3,122	2,901	4,117	4,128	2,460	4,125	2,820	2,944	4,938	4,997	4,379
Community Policing	1,142	1,142	1,026	850	932	826	1,129	1,091	1,095	785	918	927
Crime-Person	10	8	4	5	8	4	13	12	7	6	4	5
Crime-Property	42	32	36	31	21	14	41	23	24	22	13	20
Crime-Substance	1	2	2		4		4	3	1		4	1
Disturbance	34	44	24	17	17	14	42	36	38	25	21	21
Fire	4	10	4	5	4	2	2	4	7	3	1	4
Investigation	26	31	29	21	44	19	103	32	31	27	25	42
Medical	2	5	4	1	2	1	4	5	2	3	2	2
Mental Health	3	1					1	2		1		
Miscellaneous	43	74	38	20	17	19	81	32	28	20	32	26
Parking/Traffic Related	211	148	152	126	119	78	217	158	202	106	152	97
Pedestrian Contacts	674	850	859	511	586	503	776	885	932	301	559	618
Prisoner/Warrant	91	72	47	16	22	38	60	85	80	14	23	38
Suspicious Incident	580	676	478	243	268	202	671	653	641	208	285	215
Traffic Enforcement	3,399	5,343	4,715	3,607	3,802	2,115	3,900	4,360	5,490	1,040	4,534	3,521
Unknown Trouble	2						2	1			1	
Total	9,625	11,939	10,674	9,817	10,232	6,637	11,602	10,573	11,985	7,675	11,975	10,285



Table 13: Number of Field-Initiated Recorded Events, by Category, by Season, by Year - Continued

Field-Initiated Contact	Summer						Winter					
Record Categories	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	54	45	40	31	30	18	44	49	47	29	24	41
Admin	191	223	273	108	253	196	190	205	231	232	153	137
Agency Assist	100	93	93	39	86	97	126	112	72	53	50	81
Alarm	7	7	11	4	3	5	12	11	12	2	3	1
Check-Area	2,867	3,180	2,498	4,207	5,028	3,594	5,340	2,785	2,453	3,824	3,543	3,754
Community Policing	1,134	1,046	1,005	858	1,039	979	870	982	969	822	546	815
Crime-Person	8	10	6	3	1	2	9	14	11	6	5	4
Crime-Property	31	28	31	24	23	24	32	34	28	34	19	33
Crime-Substance	2		12	5	8	3	4	1		1	1	2
Disturbance	48	51	36	39	41	29	23	31	16	17	13	19
Fire	12	8	3	5	1	3	19	5	9	2	3	5
Investigation	32	25	26	13	21	24	43	27	23	26	27	58
Medical	4	10	1	2	1		6	7	4	2	1	3
Mental Health	2	1	1	2			1	1	1	1		
Miscellaneous	55	48	39	19	20	18	60	62	54	31	22	18
Parking/Traffic Related	265	188	201	92	134	153	180	210	166	147	80	142
Pedestrian Contacts	723	958	892	411	633	655	661	743	861	530	366	513
Prisoner/Warrant	64	101	50	27	43	36	58	105	63	38	22	47
Suspicious Incident	616	721	423	183	244	207	563	671	604	365	178	159
Traffic Enforcement	3,342	4,531	4,701	1,566	3,986	2,572	3,479	4,615	4,999	3,505	2,310	2,911
Unknown Trouble	1	1			1	1	2	2	1		2	
Total	9,558	11,275	10,342	7,638	11,596	8,616	11,722	10,672	10,624	9,667	7,368	8,743



Table 14: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year

Community-Initiated Contact Record Category	Sunday						Monday						Tuesday					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	232	233	252	163	180	217	229	246	265	163	180	213	286	243	268	172	168	214
Admin	68	68	78	54	61	43	154	154	234	117	200	147	145	157	218	120	176	93
Agency Assist	83	89	75	77	104	100	85	93	89	60	89	98	84	83	77	72	84	102
Alarm	830	648	642	562	520	613	737	717	626	625	483	552	773	716	785	532	455	607
Check-Area	57	46	53	41	32	41	63	66	55	54	33	45	57	59	61	45	37	48
Community Policing	115	129	100	190	232	249	127	136	140	195	257	375	99	102	130	217	259	365
Crime-Person	167	147	129	103	133	167	197	198	192	214	147	175	194	199	202	199	159	150
Crime-Property	315	313	326	325	323	330	466	481	470	531	539	563	460	395	476	510	574	561
Crime-Substance	20	12	22	12	9	3	37	24	19	20	9	11	31	18	22	21	13	6
Disturbance	1,099	859	898	1,085	996	953	863	807	715	892	765	827	791	747	709	835	715	725
Fire	275	199	268	247	326	277	280	189	206	209	316	292	275	192	241	186	249	288
Investigation	397	370	354	349	387	355	366	409	366	356	423	408	350	347	396	330	395	411
Medical	669	652	620	559	639	745	607	671	653	699	629	706	521	615	613	626	530	646
Mental Health	17	16	13	9	16	35	21	28	26	16	22	38	25	30	16	17	14	46
Miscellaneous	181	164	162	109	201	167	209	203	229	174	301	209	233	211	217	154	312	228
Parking/Traffic Related	403	367	393	300	281	274	403	492	462	367	341	350	438	457	504	315	348	334
Pedestrian Contacts	91	81	85	62	47	46	148	119	143	156	105	81	121	117	146	120	121	71
Prisoner/Warrant	2		1	2	8	6	2	5	2	1	17	12	2	2	5	5	22	6
Suspicious Incident	399	412	368	358	334	368	507	477	468	434	385	410	540	493	474	472	405	384
Traffic Enforcement	159	139	165	132	107	125	129	119	146	96	92	120	135	130	143	94	92	122
Unknown Trouble	249	221	260	204	191	182	342	315	332	216	245	282	367	292	290	238	234	298
Total	5,828	5,165	5,264	4,943	5,127	5,296	5,972	5,949	5,838	5,595	5,578	5,914	5,927	5,605	5,993	5,280	5,362	5,705



Table 15: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year - Continued

Community-Initiated Contact	Wednesday						Thursday						Friday					
Record Category	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	259	208	288	169	187	218	258	233	266	198	188	235	255	283	299	177	221	265
Admin	113	119	202	119	178	121	139	127	192	95	159	82	131	156	185	121	161	119
Agency Assist	83	80	88	88	105	97	86	69	97	77	115	86	81	83	86	69	124	95
Alarm	789	705	700	553	447	616	814	796	717	526	484	598	804	753	693	523	567	652
Check-Area	55	66	78	56	54	50	63	58	82	73	53	47	63	74	76	80	61	52
Community Policing	115	99	106	252	289	409	107	98	111	248	283	391	100	99	126	249	240	362
Crime-Person	191	190	203	171	151	196	189	194	181	179	161	185	179	179	185	180	141	190
Crime-Property	415	437	500	517	483	504	406	388	479	436	517	509	411	407	469	505	488	483
Crime-Substance	16	16	27	18	15	9	23	35	16	10	10	14	36	28	17	18	17	18
Disturbance	754	832	736	967	753	760	767	747	774	888	695	765	900	820	843	1,131	887	899
Fire	258	223	260	193	243	281	244	231	261	155	243	224	270	194	188	167	185	253
Investigation	369	379	390	370	397	413	335	370	346	400	382	366	353	391	410	389	409	506
Medical	656	687	581	511	530	719	611	625	616	481	477	708	664	605	576	420	516	708
Mental Health	31	14	18	17	16	31	25	19	14	14	17	39	22	22	20	21	23	31
Miscellaneous	230	209	214	170	275	249	206	219	223	168	272	262	254	218	192	147	281	252
Parking/Traffic Related	471	488	485	361	333	351	461	482	496	391	362	335	465	486	499	379	355	319
Pedestrian Contacts	103	106	108	140	125	110	97	109	102	140	107	90	146	104	130	127	138	120
Prisoner/Warrant	1	1	3	5	25	9	3	6	3	5	7	12	6	1	4	2	22	19
Suspicious Incident	492	458	454	458	371	424	495	459	487	477	358	400	494	528	460	380	391	450
Traffic Enforcement	133	128	180	86	99	131	141	125	161	117	97	154	177	170	174	136	121	170
Unknown Trouble	404	384	340	236	234	288	427	396	322	213	222	277	448	374	347	225	283	297
Total	5,938	5,829	5,961	5,457	5,310	5,986	5,897	5,786	5,946	5,291	5,209	5,779	6,259	5,975	5,979	5,446	5,631	6,260



Table 16: Number of Community-Initiated Recorded Events, by Category, by Day of Week, by Year - Last

Community-Initiated Contact		Saturday				
Record Category	2017	2018	2019	2020	2021	2022
Accident	237	257	281	205	210	258
Admin	78	108	104	77	74	64
Agency Assist	80	71	71	73	100	77
Alarm	933	733	715	590	561	692
Check-Area	62	56	61	69	47	51
Community Policing	147	104	109	245	239	273
Crime-Person	177	143	164	149	104	178
Crime-Property	354	370	373	391	376	448
Crime-Substance	19	17	10	18	9	9
Disturbance	1,173	1,102	1,049	1,371	1,151	1,200
Fire	276	192	235	181	243	300
Investigation	332	343	364	365	391	458
Medical	666	690	539	496	571	736
Mental Health	13	21	23	13	14	24
Miscellaneous	247	192	206	149	193	192
Parking/Traffic Related	494	487	464	379	325	352
Pedestrian Contacts	116	121	126	66	73	45
Prisoner/Warrant	3	7	3	4	8	10
Suspicious Incident	507	397	436	399	340	404
Traffic Enforcement	188	153	189	137	125	166
Unknown Trouble	328	284	286	232	198	220
Total	6430	5848	5808	5609	5352	6157



Table 17: Number of Field-Initiated Recorded Events, by Category, by Day of Week, by Year

Field-Initiated Contact Record Category	Sunday						Monday						Tuesday					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	31	20	25	18	13	11	32	21	21	21	8	18	25	24	27	18	21	22
Admin	119	96	105	55	47	84	96	148	192	95	121	86	119	100	160	90	128	116
Agency Assist	56	41	43	28	31	34	67	52	37	24	32	40	64	56	55	34	50	53
Alarm	7	6	3	4	1	2	8	6	5	3	5	3	3	2	5	4	1	3
Check-Area	1,954	1,506	1,384	2,342	2,244	1,688	2,121	1,710	1,560	2,523	2,694	2,095	2,445	1,842	1,727	2,436	2,646	2,100
Community Policing	429	466	439	317	399	352	543	550	573	473	499	461	758	689	654	541	501	620
Crime-Person	2	3	1	1	1	1	6	8	3	5	1	2	7	13	4	3	2	3
Crime-Property	12	9	11	10	4	8	29	24	11	25	10	14	24	18	16	18	15	15
Crime-Substance	2											2	4	2		1	6	
Disturbance	24	23	14	15	18	9	11	22	10	11	12	18	19	21	15	13	9	9
Fire	7	4	3	1	2	1	8	3	5	1	2		8	4	4	2		2
Investigation	25	10	9	16	14	10	20	20	5	5	12	41	45	13	19	16	19	24
Medical	2	3	1	2	1	2	1	3	1	1	2	1	5	4	1	1		
Mental Health			1	2			1	1					1	1				
Miscellaneous	36	20	17	11	17	10	24	33	9	10	12	7	32	27	30	13	19	11
Parking/Traffic Related	96	106	87	104	69	50	129	109	75	56	52	48	125	91	119	50	62	82
Pedestrian Contacts	414	445	476	218	245	255	371	527	530	235	332	349	425	478	465	230	336	356
Prisoner/Warrant	20	48	26	7	17	21	36	43	25	17	11	22	36	50	35	15	15	32
Suspicious Incident	320	382	328	158	150	122	340	370	315	116	127	112	337	364	287	115	127	92
Traffic Enforcement	1,702	2,445	2,328	1,341	1,741	1,284	1,890	2,702	2,975	1,298	2,123	1,484	2,023	2,689	2,864	1,293	2,238	1,598
Unknown Trouble								1	1		1		1					
Total	5,258	5,633	5,301	4,650	5,014	3,944	5,733	6,353	6,353	4,919	6,056	4,803	6,506	6,488	6,487	4,893	6,195	5,138



Table 18: Number of Field-Initiated Recorded Events, by Category, by Day of Week, by Year - Continued

Field-Initiated Contact Record Categories	Wednesday						Thursday						Friday					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	30	26	30	16	23	14	30	35	28	12	19	18	29	37	27	13	17	16
Admin	140	134	149	109	198	157	117	140	164	83	155	158	138	152	166	81	96	108
Agency Assist	48	56	44	27	54	63	62	45	62	32	60	65	53	56	47	22	53	50
Alarm	9	3	6		2	4	6	6	2	2	3	2	5	6	5	2	4	1
Check-Area	2,265	1,821	1,556	2,525	2,614	2,245	2,152	1,657	1,506	2,382	2,371	1,932	2,409	1,696	1,580	2,525	2,660	2,193
Community Policing	672	666	660	502	539	600	693	666	608	586	537	572	657	697	595	466	477	490
Crime-Person	3	10	6	4	2	1	7	4	7	5	5		10	3	5		2	5
Crime-Property	23	12	32	25	15	12	22	21	24	15	11	12	17	19	13	11	11	12
Crime-Substance		2	1		1	1	2	2	2		1	2	1		12		5	
Disturbance	27	25	13	12	14	13	17	16	17	12	11	6	22	29	23	15	10	10
Fire	1	3	1	2	1	5	6	2	4	5	2	4	2	6	3	4	1	1
Investigation	35	15	19	13	25	20	33	23	28	14	18	25	22	17	19	15	11	15
Medical	2	4	3	1		1	1	4	1	1	1	1	3	4	1	2		
Mental Health	1		1	1			2	2					1	1				
Miscellaneous	29	25	27	18	15	14	37	42	18	17	10	13	40	41	33	12	9	10
Parking/Traffic Related	163	100	134	79	67	71	141	95	80	59	66	66	113	94	95	50	81	84
Pedestrian Contacts	395	531	505	245	337	364	390	438	488	264	275	322	425	485	495	268	306	348
Prisoner/Warrant	55	51	33	16	19	29	51	58	37	13	16	20	41	59	41	6	17	20
Suspicious Incident	354	389	292	144	153	111	328	399	272	131	109	121	365	381	312	153	150	93
Traffic Enforcement	2,078	2,655	2,998	1,403	2,167	1,799	2,023	2,642	2,835	1,300	1,945	1,660	2,274	2,883	3,038	1,487	2,273	1,701
Unknown Trouble	3	1			1			2			1		2				1	1
Total	6,333	6,529	6,510	5,142	6,247	5,524	6,120	6,299	6,183	4,933	5,616	4,999	6,629	6,666	6,510	5,132	6,184	5,158



Table 19: Number of Field-Initiated Recorded Events, by Category, by Day of Week, by Year - Final

Field-Initiated Contact	Saturday					
Record Categories	2017	2018	2019	2020	2021	2022
Accident	32	30	22	19	18	24
Admin	105	133	117	68	59	78
Agency Assist	59	57	43	36	41	53
Alarm	8	7	7	5	4	4
Check-Area	2,004	1,675	1,483	2,353	2,467	1,934
Community Policing	523	527	566	430	483	452
Crime-Person	5	3	2	2	5	3
Crime-Property	19	14	12	7	10	18
Crime-Substance	2			5	4	1
Disturbance	27	26	22	20	18	18
Fire	5	5	3		1	1
Investigation	24	17	10	8	18	8
Medical	2	5	3		2	1
Mental Health	1			1		
Miscellaneous	41	28	25	9	9	16
Parking/Traffic Related	106	109	131	73	88	69
Pedestrian Contacts	414	532	585	293	313	295
Prisoner/Warrant	34	54	43	21	15	15
Suspicious Incident	386	436	340	182	159	132
Traffic Enforcement	2,130	2,833	2,867	1,596	2,145	1,593
Unknown Trouble	1					
Total	5,928	6,491	6,281	5,128	5,859	4,715



DEPLOYMENT

Total Deployments. There were 480,324 events recorded associated with community-initiated and field-initiated records. The below tables describe the distribution of those records with the average number of units assigned to the record.

Table 20: Deployments by Number of Units, by Year

Assigned Units	Community-Initiated						Field-Initiated						Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Community-Initiated	Field-Initiated
One Unit	18,516	16,995	17,882	16,277	17,237	18,831	32,768	33,405	33,637	28,984	33,445	27,386	105,738	189,625
Two Units	14,189	13,406	13,472	12,739	11,351	12,272	7,288	8,440	7,514	4,296	5,688	4,803	77,429	38,029
Three Units	5,635	5,682	5,487	5,208	5,316	5,586	1,619	1,721	1,598	949	1,345	1,328	32,914	8,560
Four or More Units	3,911	4,074	3,948	3,397	3,665	4,408	832	893	876	568	693	764	23,403	4,626
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840



Table 21: Number of Responding Units up to Four or More Deputies, by Category, by Year

Record Status	One Unit						Two Units					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	477	446	535	321	394	497	578	528	631	407	410	463
Admin	1,383	1,483	1,865	1,022	1,533	1,260	220	241	338	212	236	155
Agency Assist	405	372	415	290	484	457	350	322	291	267	337	318
Alarm	1,864	1,510	1,459	1,199	583	1,070	2,745	2,494	2,424	1,961	1,912	2,091
Check-Area	15,201	11,719	10,656	16,905	17,469	13,904	440	477	463	467	440	470
Community Policing	3,870	3,662	3,521	3,523	4,154	4,770	885	966	964	978	784	876
Crime-Person	367	355	377	333	284	289	376	346	301	331	216	310
Crime-Property	1,192	1,087	1,230	1,134	1,221	1,247	998	989	1,118	1,281	1,232	1,233
Crime-Substance	62	54	50	49	50	34	79	51	65	51	33	31
Disturbance	2,283	1,950	1,917	2,677	2,099	1,978	2,462	2,356	2,267	2,795	2,209	2,388
Fire	1,213	913	1,111	882	1,335	1,380	417	304	337	264	257	277
Investigation	752	627	601	442	531	595	1,048	1,099	1,090	1,153	1,183	1,221
Medical	3,170	3,225	3,030	2,777	2,719	3,602	718	725	600	498	531	616
Mental Health	8	10	5	2	4	16	45	37	31	38	37	66
Miscellaneous	1,048	941	952	656	1,510	1,239	468	444	402	296	265	249
Parking/Traffic Related	2,650	2,458	2,530	1,939	1,886	1,819	975	1,093	1,122	758	694	734
Pedestrian Contacts	1,971	2,275	2,389	1,472	1,466	1,270	1,200	1,425	1,472	801	934	1,011
Prisoner/Warrant	55	70	62	18	75	43	144	193	123	41	66	67
Suspicious Incident	1,959	2,134	1,823	1,166	977	1,008	2,541	2,424	2,193	1,723	1,398	1,423
Traffic Enforcement	10,069	14,040	15,874	7,651	10,979	8,583	3,972	4,568	4,088	2,227	3,442	2,663
Unknown Trouble	1,285	1,069	1,117	803	929	1,156	816	764	666	486	423	413
Total	51,284	50,400	51,519	45,261	50,682	46,217	21,477	21,846	20,986	17,035	17,039	17,075



Table 22: Number of Responding Units up to Four or More Deputies, by Category, by Year - Continued

Record Status	Three Units						Four or More Units					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	380	365	428	273	239	291	530	557	505	363	410	492
Admin	46	51	52	35	30	28	13	17	11	15	14	13
Agency Assist	131	118	124	100	134	124	105	119	84	62	87	114
Alarm	821	790	720	572	773	836	296	310	308	199	269	352
Check-Area	89	91	103	82	71	93	40	45	40	50	33	54
Community Policing	191	224	238	266	188	208	139	176	194	144	108	117
Crime-Person	252	215	223	213	203	238	339	378	383	338	311	419
Crime-Property	443	469	522	578	538	596	340	363	342	333	385	413
Crime-Substance	38	35	22	16	10	8	14	16	11	7	6	3
Disturbance	1,125	1,116	999	1,190	1,134	1,107	624	654	655	605	612	739
Fire	139	124	129	102	115	135	146	106	105	105	107	137
Investigation	528	587	585	623	705	697	378	411	459	428	482	547
Medical	265	320	300	275	319	375	257	302	279	250	329	381
Mental Health	36	39	32	27	34	73	72	69	64	44	47	89
Miscellaneous	152	153	138	108	97	77	131	94	110	101	54	75
Parking/Traffic Related	273	320	261	186	184	159	110	92	111	80	66	73
Pedestrian Contacts	361	332	386	208	329	399	124	161	137	83	131	172
Prisoner/Warrant	47	72	39	28	35	49	46	50	37	32	43	74
Suspicious Incident	871	866	802	683	699	700	493	521	475	405	485	492
Traffic Enforcement	786	842	748	411	654	582	355	363	353	227	290	279
Unknown Trouble	280	274	234	181	170	139	191	163	161	94	89	137
Total	7,254	7,403	7,085	6,157	6,661	6,914	4,743	4,967	4,824	3,965	4,358	5,172



Table 23: Average Staffing by Area, by Year

Beats	2017	2018	2019	2020	2021	2022	Average
Burlingame Hills (BRH)	1.45	1.46	1.50	1.44	2.00	1.00	1.46
Eichler Highlands (EIC)	1.47	1.35	1.47	1.30	1.24	1.20	1.30
Everything South of 92 to County Line and West of 35	1.63	1.71	1.65	1.64	1.59	1.60	1.64
Everything South of Pacifica to 92 and West of 280	1.75	1.67	1.62	1.62	1.62	1.69	1.66
Half Moon Bay (HMB)	1.71	1.64	1.62	1.56	1.60	1.76	1.65
Menlo Oaks (MOK)	1.85	1.80	1.79	1.91	1.55	1.67	1.75
Millbrae (MLB)	1.62	1.66	1.61	1.62	1.55	1.64	1.62
North Fair Oaks (NFO)	1.78	1.82	1.78	1.75	1.86	1.96	1.82
Portola Valley (PVY)	1.34	1.45	1.47	1.48	1.54	1.59	1.46
San Carlos (SNC)	1.63	1.61	1.56	1.58	1.64	1.72	1.62
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	1.54	1.55	1.61	1.46	1.58	1.68	1.57
Sheriff's Office North (BRH and unincorporated)					1.41	1.28	1.33
Transit					1.93	2.03	1.99
Woodside (WDS)					1.08	1.05	1.07
Average	1.62	1.63	1.61	1.59	1.61	1.69	1.63

Note: Average staffing uses the number of deputies allocated to calls for each area. Importantly, this calculation does not differentiate between the agency identifier in the calculation. When interpreting the above table, the data represents a measure based on assignment to records and should not be viewed as available resources. For example, you could have two deputies assigned to two different calls, and the average would be one (Traffic Stop - One Deputy Assigned & Nuisance Call - One Deputy Assigned). As such, this data measures how often multiple units are allocated to a call. The higher the average, the more that area assigns other units to calls.



Table 24: Community-Initiated Records and Average Number of Deployed Units, by Year

Community-Initiated		Records					Average Deployed Units						
Shift Designation		2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
CSO		2,069	1,751	1,799	1,613	2,171	2,125	1.38	1.34	1.33	1.30	1.30	1.38
Day		22,042	21,872	22,271	20,009	19,142	21,004	1.93	1.96	1.94	1.91	1.92	1.95
Night		15,930	14,427	14,233	13,637	12,857	14,393	1.98	2.06	1.99	2.01	2.18	2.18
Swing		1,450	1,349	1,615	1,521	2,282	2,558	1.88	1.88	2.00	1.90	2.01	2.05
No Designation Provided		760	758	871	841	1,117	1,017	2.09	2.10	2.00	2.09	1.89	1.97
Total	Average	42,251	40,157	40,789	37,621	37,569	41,097	1.92	1.97	1.93	1.93	1.98	2.01



Chart 8: Community-Initiated Average Number of Deployed Units, by Year

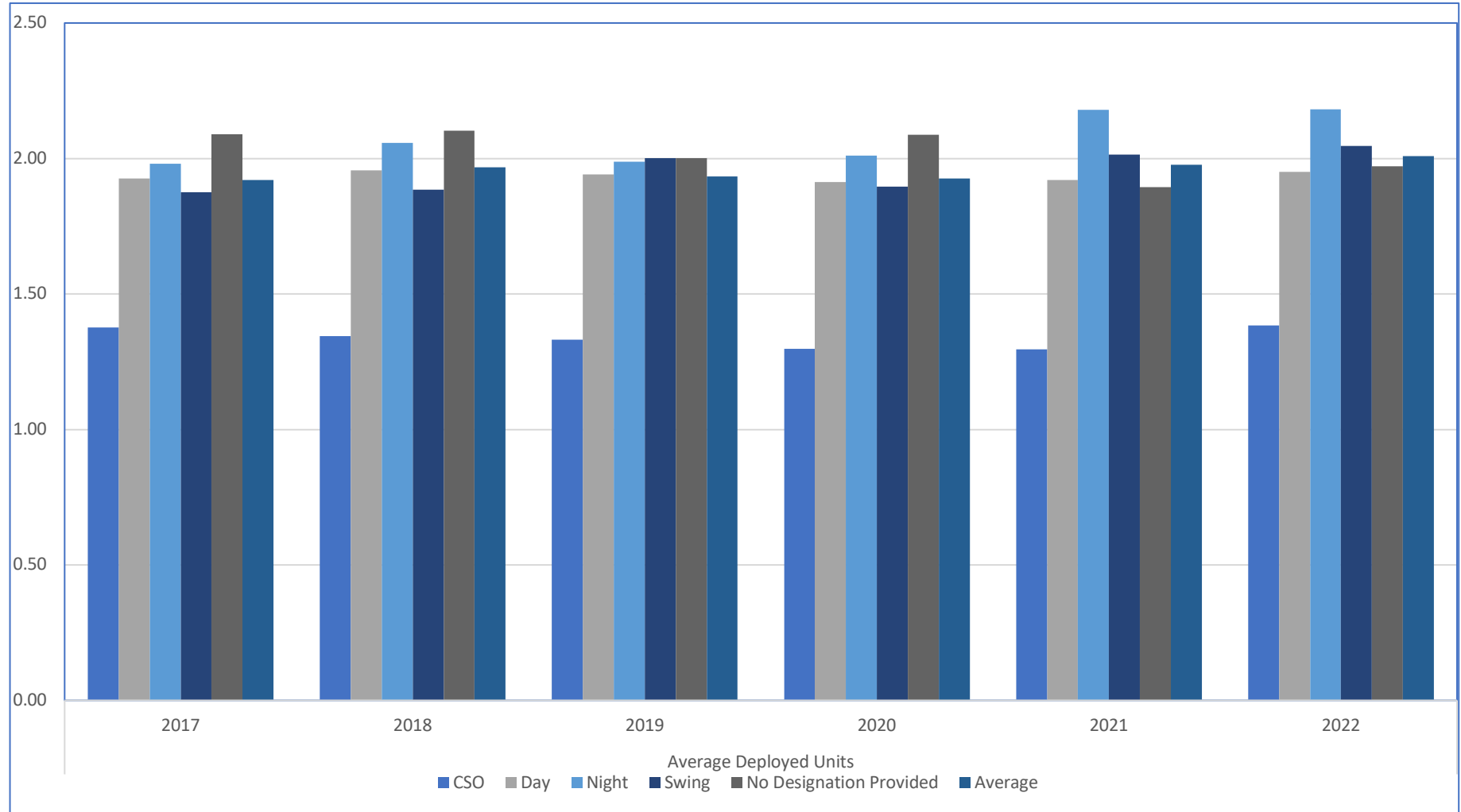




Table 25: Field-Initiated Records and Average Number of Deployed Units, by Year

Field-Initiated		Records					Average Deployed Units						
Shift Designation		2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
CSO		2,547	2,157	2,406	1,602	2,213	2,799	1.45	1.56	1.56	1.40	1.29	1.27
Day		16,784	17,806	18,114	14,355	18,165	16,572	1.29	1.33	1.29	1.21	1.23	1.25
Night		15,766	18,901	16,592	14,535	15,695	10,043	1.35	1.33	1.30	1.21	1.30	1.43
Swing		1,493	1,968	1,431	1,269	2,633	2,753	1.40	1.28	1.38	1.27	1.27	1.17
No Designation Provided		5,917	3,627	5,082	3,036	2,465	2,114	1.19	1.30	1.29	1.32	1.42	1.42
Total	Average	42,507	44,459	43,625	34,797	41,171	34,281	1.31	1.34	1.31	1.23	1.27	1.31



Chart 9: Field-Initiated Average Number of Deployed Units, by Year

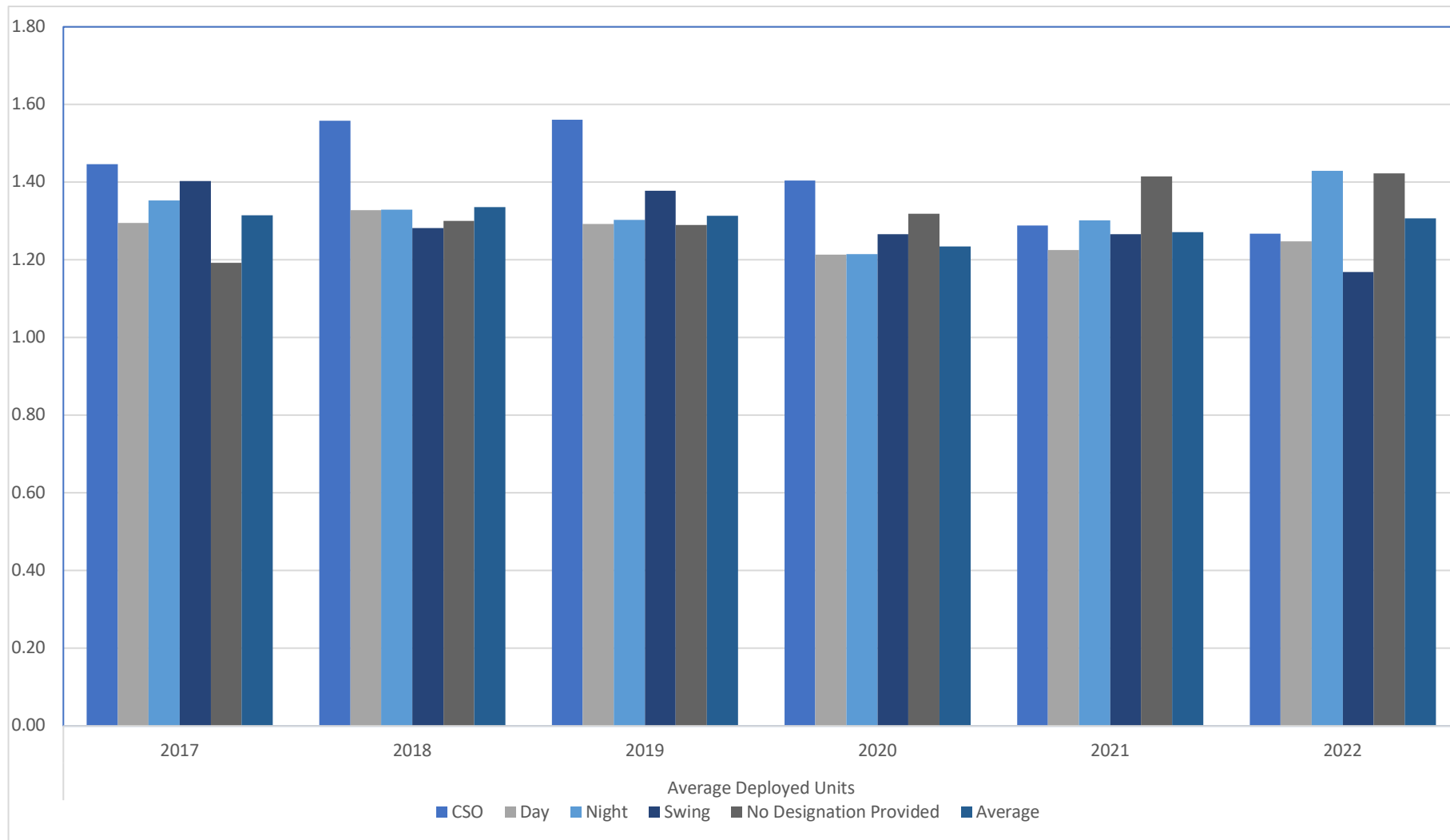




Table 26: Average Deployed Units, by Call Source, and Year - With Averages

Record Categories	Community-Initiated Contact							Field-Initiated Contact							Agency
	2017	2018	2019	2020	2021	2022	Average	2017	2018	2019	2020	2021	2022	Average	Average
Accident	2.68	2.75	2.58	2.69	2.87	2.87	2.73	2.26	2.18	2.34	2.27	2.56	2.36	2.31	2.70
Admin	1.39	1.40	1.36	1.42	1.32	1.34	1.37	1.03	1.05	1.04	1.06	1.04	1.04	1.04	1.21
Agency Assist	2.13	2.20	2.04	2.04	2.04	2.14	2.10	1.80	1.80	1.69	1.68	1.73	1.77	1.75	1.98
Alarm	1.94	2.00	2.00	1.96	2.26	2.16	2.04	1.65	1.67	1.55	1.55	1.95	1.84	1.68	2.04
Check-Area	1.80	1.72	1.64	1.72	1.61	1.82	1.72	1.03	1.04	1.05	1.03	1.03	1.04	1.03	1.05
Community Policing	1.42	1.50	1.42	1.47	1.30	1.29	1.37	1.33	1.38	1.43	1.38	1.32	1.31	1.36	1.36
Crime-Person	2.58	2.68	2.68	2.63	3.11	3.22	2.81	1.78	1.75	1.68	1.80	1.89	2.13	1.80	2.78
Crime-Property	2.06	2.11	2.06	2.09	2.15	2.19	2.11	1.49	1.79	1.64	1.56	1.54	1.48	1.58	2.09
Crime-Substance	2.11	2.15	2.02	1.85	1.91	1.80	2.01	1.00	1.33	1.53	1.67	1.00	1.00	1.23	1.95
Disturbance	2.06	2.12	2.11	2.00	2.12	2.18	2.09	1.88	2.02	1.84	1.69	1.89	1.99	1.90	2.09
Fire	1.63	1.65	1.58	1.63	1.53	1.64	1.61	1.51	1.37	1.61	1.20	2.89	1.57	1.57	1.61
Investigation	2.31	2.38	2.42	2.48	2.56	2.64	2.47	1.57	1.78	2.05	1.78	2.20	1.63	1.80	2.44
Medical	1.49	1.53	1.52	1.50	1.63	1.60	1.55	1.44	1.78	2.00	1.88	1.33	2.50	1.77	1.55
Mental Health	3.43	3.35	3.48	3.35	3.47	3.48	3.43	1.86	2.20	2.50	2.00			2.06	3.40
Miscellaneous	1.69	1.66	1.65	1.75	1.37	1.43	1.57	1.61	1.63	1.73	1.66	2.26	2.10	1.75	1.59
Parking/Traffic Related	1.52	1.55	1.52	1.48	1.47	1.48	1.51	1.29	1.35	1.39	1.39	1.44	1.44	1.37	1.48
Pedestrian Contacts	1.44	1.43	1.45	1.35	1.33	1.39	1.40	1.70	1.67	1.65	1.69	1.85	1.97	1.74	1.67
Prisoner/Warrant	3.21	2.82	2.62	2.83	2.13	3.24	2.67	2.33	2.30	2.25	2.76	2.83	3.32	2.51	2.54
Suspicious Incident	2.22	2.28	2.24	2.21	2.41	2.35	2.28	1.73	1.66	1.70	1.85	2.07	2.13	1.78	2.10
Traffic Enforcement	1.69	1.69	1.64	1.58	1.59	1.56	1.63	1.43	1.36	1.30	1.35	1.37	1.39	1.36	1.38
Unknown Trouble	1.79	1.82	1.78	1.75	1.68	1.66	1.75	1.57	2.00	2.00		1.25	1.00	1.59	1.75
Average	1.92	1.97	1.93	1.93	1.98	2.01	1.96	1.31	1.34	1.31	1.23	1.27	1.31	1.30	1.63



Chart 10: Community-Initiated Average Deployed Units, by Call Category, and Year - With Averages

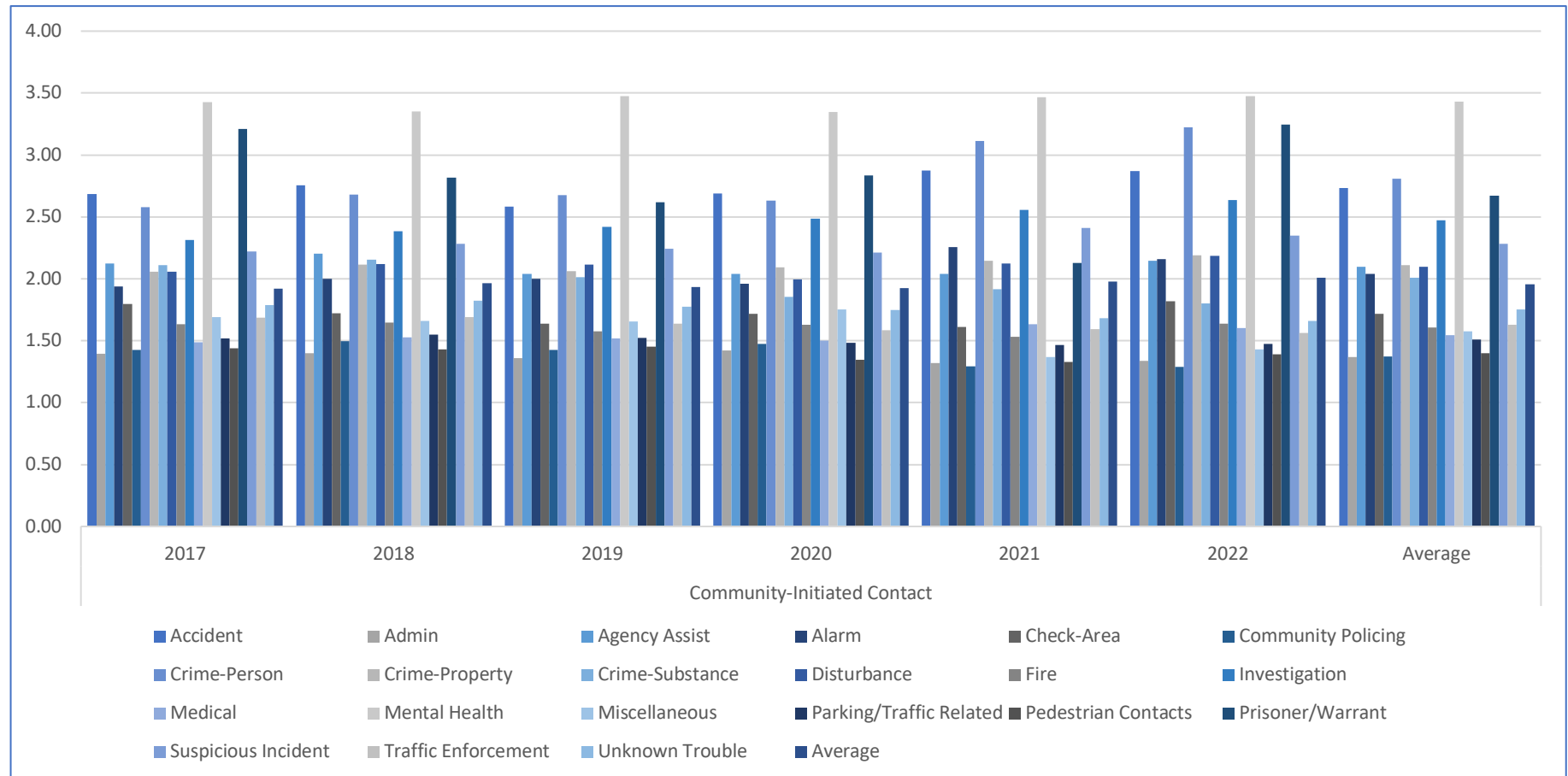




Chart 11: Field-Initiated Average Deployed Units, by Call Category, and Year - With Averages

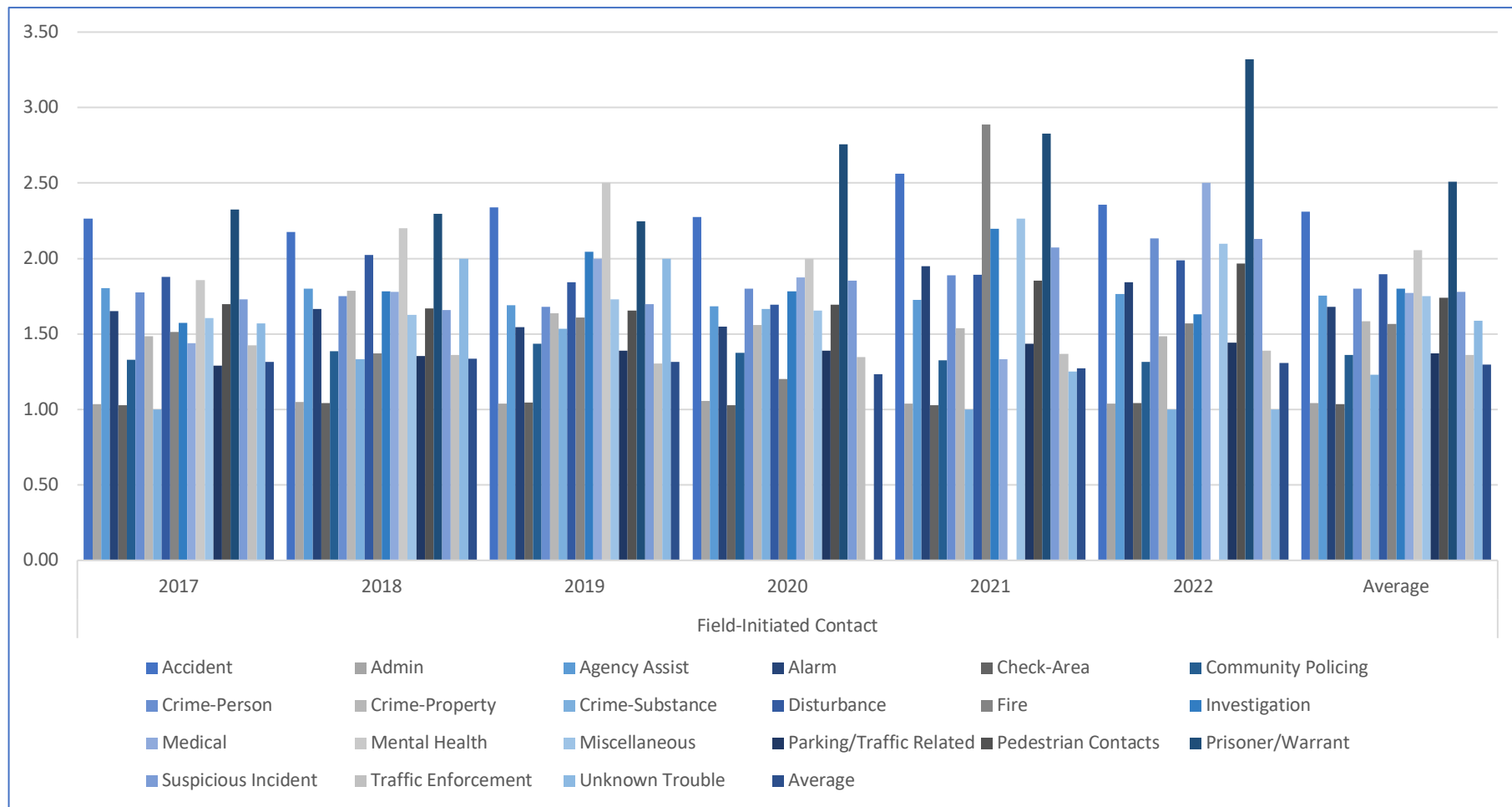




Table 27: Community and Field-Initiated Records, by Beat, and Year

Record Status	Community-Initiated						Field-Initiated						Total	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Community-Initiated	Field-Initiated
Burlingame Hills (BRH)	847	902	724	643			653	723	594	475	1	7	3,116	2,453
Eichler Highlands (EIC)	645	607	591	495	514	532	198	452	272	327	1,205	1,352	3,384	3,806
Everything South of 92 to County Line and West of 35	1,525	1,399	1,347	1,395	1,415	1,722	1,998	1,777	1,697	1,362	1,646	1,932	8,803	10,412
Everything South of Pacifica to 92 and West of 280	3,683	3,319	3,479	3,556	2,796	2,716	4,345	5,045	4,736	3,063	3,253	2,349	19,549	22,791
Half Moon Bay (HMB)	4,675	4,833	4,940	4,514	4,524	5,090	4,482	6,643	5,445	4,772	6,044	4,349	28,576	31,735
Menlo Oaks (MOK)	621	591	530	478	453	522	379	464	370	205	606	504	3,195	2,528
Millbrae (MLB)	8,508	8,078	8,399	7,175	7,547	8,647	5,866	5,766	5,943	4,741	8,992	7,262	48,354	38,570
North Fair Oaks (NFO)	5,066	4,730	4,893	5,165	5,328	5,406	6,425	7,076	7,571	5,622	4,987	4,447	30,588	36,128
Portola Valley (PVY)	3,437	3,206	3,195	2,586	2,815	2,985	8,848	5,673	5,189	3,822	3,023	2,817	18,224	29,372
San Carlos (SNC)	9,400	8,843	8,990	8,560	8,419	9,181	6,691	7,318	8,284	6,753	6,833	4,994	53,393	40,873
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	3,844	3,649	3,701	3,054	3,013	3,384	2,622	3,522	3,524	3,655	2,489	2,017	20,645	17,829
Sheriff's Office North (BRH and unincorporated)					666	799					979	1,652	1,465	2,631
Transit					71	108					102	103	179	205
Woodside (WDS)					8	5					1,011	496	13	1,507
Total	42,251	40,157	40,789	37,621	37,569	41,097	42,507	44,459	43,625	34,797	41,171	34,281	239,484	240,840



Chart 12: Community and Field-Initiated Records, by Beat, and Year

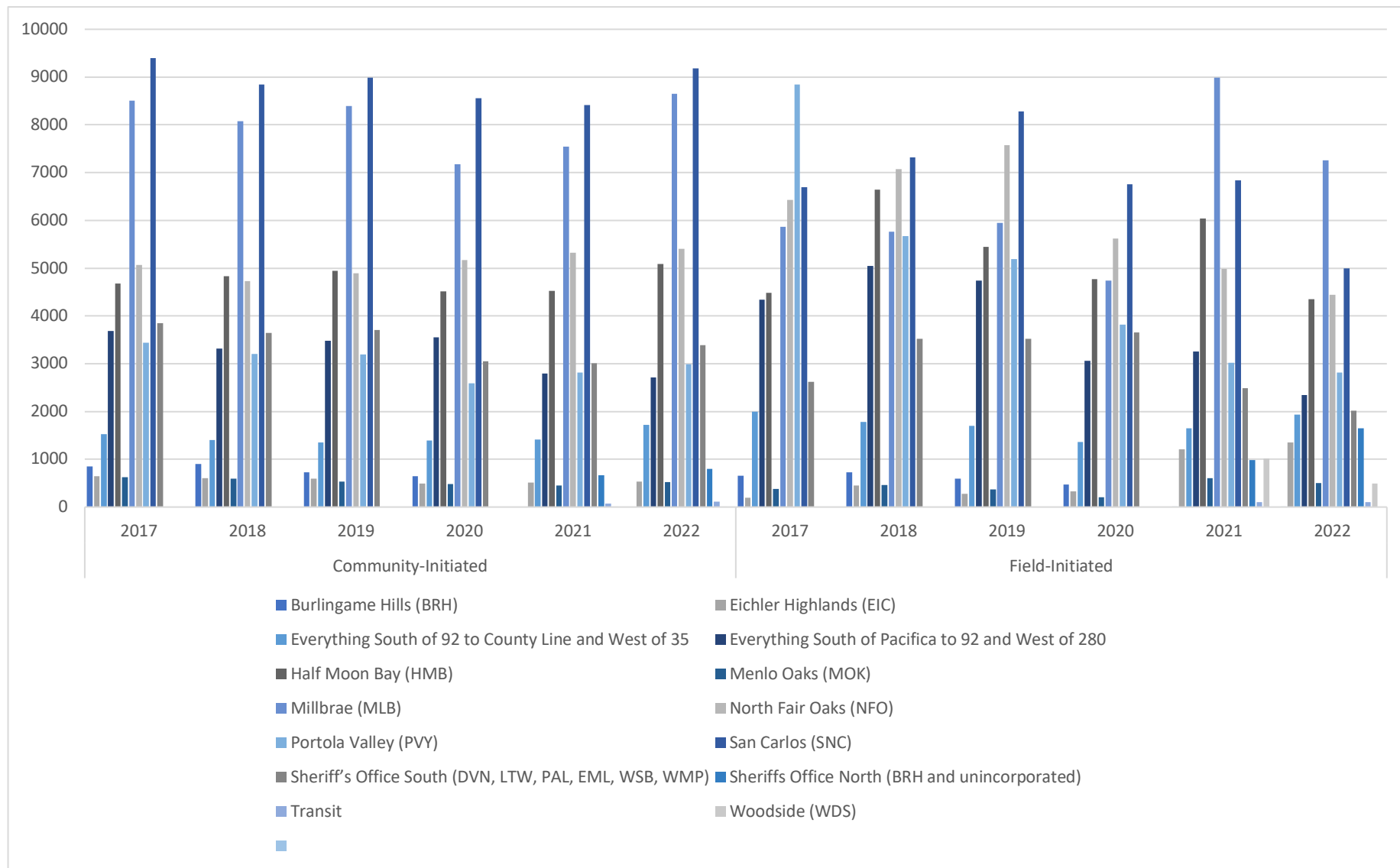




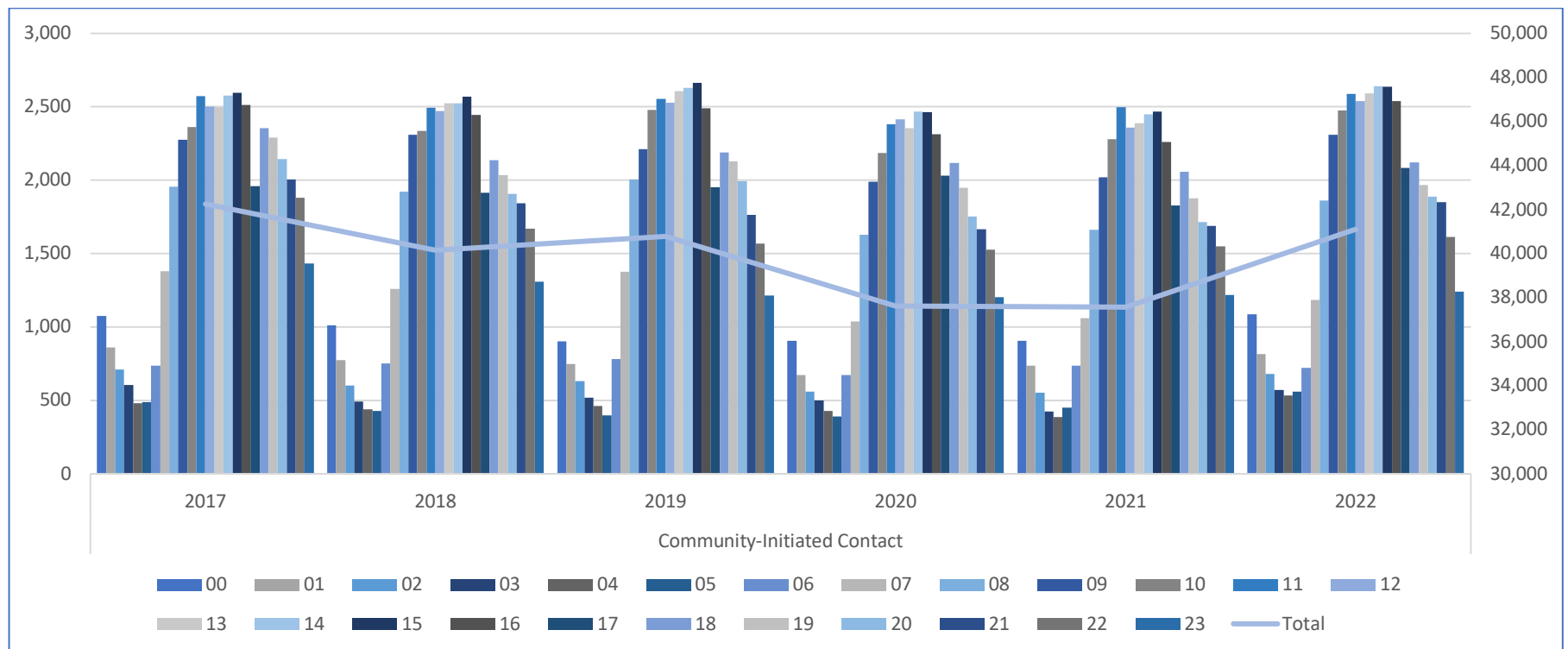
Table 28: Total Records by Hour for Call Sources, by Year

Total Calls Hour	Community-Initiated Contact							Field-Initiated Contact							Agency
	2017	2018	2019	2020	2021	2022	Total	2017	2018	2019	2020	2021	2022	Total	Total
00	1,077	1,011	902	905	906	1,085	5,886	1,898	2,120	1,612	1,360	1,675	1,041	9,706	15,592
01	860	773	747	674	737	816	4,607	1,401	1,594	1,278	1,118	1,288	847	7,526	12,133
02	709	600	631	560	551	681	3,732	1,024	1,095	828	791	851	524	5,113	8,845
03	606	491	518	499	425	572	3,111	502	463	283	428	585	305	2,566	5,677
04	482	440	463	430	388	534	2,737	248	156	115	174	250	116	1,059	3,796
05	489	429	397	392	451	559	2,717	233	172	185	209	285	154	1,238	3,955
06	737	751	782	673	737	722	4,402	246	258	306	239	258	204	1,511	5,913
07	1,381	1,261	1,377	1,039	1,059	1,186	7,303	1,303	1,286	1,610	1,141	1,420	1,280	8,040	15,343
08	1,954	1,921	2,003	1,629	1,661	1,863	11,031	2,431	2,597	2,679	2,011	2,799	2,615	15,132	26,163
09	2,274	2,308	2,212	1,991	2,018	2,308	13,111	2,687	2,807	2,937	2,219	3,015	2,692	16,357	29,468
10	2,362	2,335	2,477	2,187	2,279	2,475	14,115	3,066	2,896	3,101	2,406	2,967	2,804	17,240	31,355
11	2,571	2,492	2,553	2,381	2,497	2,586	15,080	2,314	2,266	2,545	1,930	2,317	2,224	13,596	28,676
12	2,500	2,472	2,529	2,415	2,358	2,537	14,811	1,750	1,788	2,160	1,569	2,013	2,023	11,303	26,114
13	2,497	2,523	2,606	2,356	2,389	2,591	14,962	2,285	2,121	2,447	1,828	2,386	2,548	13,615	28,577
14	2,576	2,523	2,629	2,469	2,450	2,642	15,289	2,654	2,399	2,791	1,983	2,555	2,656	15,038	30,327
15	2,595	2,570	2,662	2,462	2,469	2,637	15,395	2,356	2,529	2,599	1,753	2,106	2,007	13,350	28,745
16	2,513	2,444	2,491	2,313	2,262	2,540	14,563	1,759	1,773	1,746	988	1,216	1,101	8,583	23,146
17	1,961	1,915	1,953	2,032	1,827	2,083	11,771	1,197	1,329	1,257	1,051	1,089	843	6,766	18,537
18	2,355	2,137	2,188	2,119	2,056	2,122	12,977	1,593	1,597	2,285	1,856	1,716	1,067	10,114	23,091
19	2,292	2,036	2,129	1,948	1,877	1,966	12,248	2,094	2,286	2,316	1,910	2,544	1,588	12,738	24,986
20	2,142	1,906	1,992	1,754	1,715	1,888	11,397	2,354	2,684	2,139	1,909	2,068	1,520	12,674	24,071
21	2,006	1,844	1,764	1,665	1,689	1,849	10,817	2,637	2,971	2,145	2,027	1,812	1,309	12,901	23,718



22	1,881	1,668	1,570	1,526	1,551	1,613	9,809	2,357	2,665	2,264	2,100	1,996	1,467	12,849	22,658
23	1,431	1,307	1,214	1,202	1,217	1,242	7,613	2,118	2,607	1,997	1,797	1,960	1,346	11,825	19,438
Total	42,251	40,157	40,789	37,621	37,569	41,097	239,484	42,507	44,459	43,625	34,797	41,171	34,281	240,840	480,324

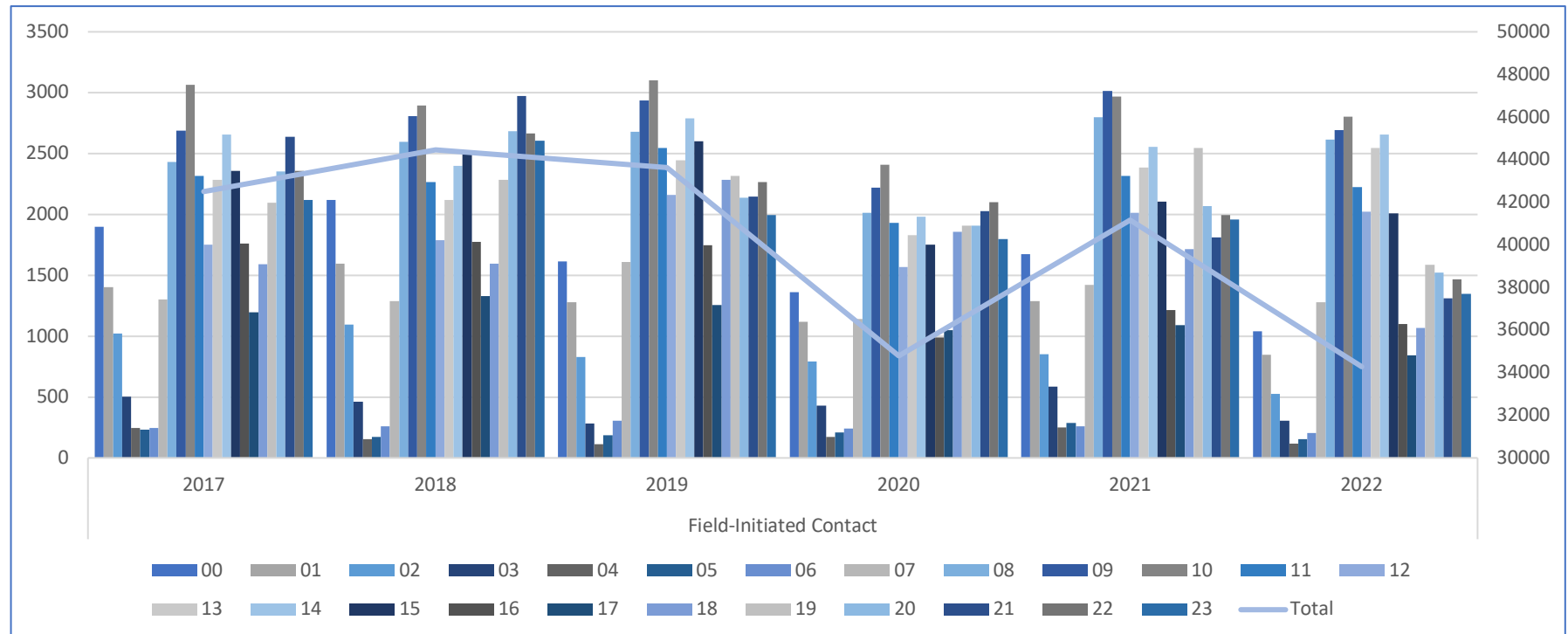
Chart 13: Community-Initiated Records by Hour, by Year



Note: The trend line represents the total calls over the period and uses the right axis using a range of 30,000 to 50,000.



Chart 14: Field-Initiated Records by Hour, by Year - with Averages



Note: The trend line represents the total calls over the period and uses the right axis using a range of 30,000 to 50,000.



Table 29: Average Deployed Units, by Hour, by Year - with Averages

Average Deployed Hour	Community-Initiated Contact							Field-Initiated Contact							Agency
	2017	2018	2019	2020	2021	2022	Average	2017	2018	2019	2020	2021	2022	Average	Average
00	2.06	2.17	2.13	2.11	2.31	2.32	2.18	1.44	1.41	1.44	1.30	1.46	1.59	1.43	1.72
01	2.29	2.29	2.16	2.14	2.32	2.54	2.30	1.49	1.45	1.48	1.30	1.42	1.60	1.45	1.77
02	2.17	2.31	2.21	2.20	2.54	2.43	2.31	1.51	1.46	1.48	1.24	1.31	1.69	1.44	1.80
03	2.10	2.30	2.11	2.14	2.41	2.49	2.25	1.40	1.40	1.43	1.23	1.28	1.55	1.36	1.85
04	2.06	2.23	2.13	2.24	2.27	2.46	2.23	1.21	1.34	1.43	1.24	1.29	1.49	1.31	1.97
05	2.06	2.14	2.25	2.26	2.55	2.16	2.23	1.54	1.53	1.60	1.26	1.33	1.49	1.45	1.98
06	1.93	1.99	2.02	1.95	2.06	2.01	2.00	1.56	1.48	1.50	1.29	1.43	1.52	1.46	1.86
07	1.90	1.89	1.88	1.94	1.94	1.94	1.91	1.29	1.38	1.38	1.22	1.24	1.30	1.30	1.59
08	1.86	1.87	1.88	1.88	1.82	1.89	1.87	1.26	1.33	1.30	1.23	1.26	1.24	1.27	1.52
09	1.81	1.86	1.85	1.81	1.79	1.79	1.82	1.30	1.35	1.32	1.23	1.22	1.23	1.28	1.52
10	1.82	1.88	1.81	1.80	1.77	1.84	1.82	1.29	1.34	1.32	1.25	1.23	1.24	1.28	1.52
11	1.85	1.90	1.86	1.85	1.81	1.84	1.85	1.29	1.34	1.31	1.23	1.21	1.24	1.27	1.58
12	1.86	1.87	1.91	1.83	1.81	1.90	1.86	1.28	1.35	1.27	1.24	1.21	1.22	1.26	1.60
13	1.89	1.92	1.88	1.87	1.88	1.88	1.89	1.29	1.35	1.28	1.27	1.25	1.24	1.28	1.60
14	1.90	1.89	1.90	1.89	1.89	1.93	1.90	1.28	1.33	1.30	1.23	1.22	1.22	1.27	1.59
15	1.91	1.95	1.91	1.86	1.86	1.94	1.90	1.30	1.34	1.32	1.27	1.26	1.28	1.30	1.62
16	1.90	1.95	1.88	1.91	1.89	1.98	1.92	1.28	1.28	1.27	1.27	1.26	1.27	1.27	1.68
17	1.96	2.00	1.97	1.87	2.03	1.96	1.97	1.26	1.26	1.26	1.23	1.27	1.37	1.27	1.71
18	1.82	1.88	1.88	1.87	1.99	1.90	1.89	1.20	1.22	1.21	1.17	1.28	1.28	1.22	1.60
19	1.91	1.93	1.91	1.95	2.01	2.05	1.96	1.20	1.26	1.21	1.16	1.21	1.27	1.22	1.58
20	1.95	2.02	1.96	2.02	2.13	2.13	2.03	1.29	1.24	1.24	1.17	1.23	1.28	1.24	1.61
21	2.01	2.01	1.99	2.02	2.14	2.22	2.06	1.32	1.28	1.27	1.21	1.28	1.35	1.28	1.64
22	1.95	2.09	2.05	2.05	2.17	2.23	2.08	1.35	1.37	1.35	1.25	1.36	1.42	1.35	1.67
23	2.05	2.19	2.13	2.08	2.34	2.31	2.18	1.43	1.39	1.41	1.27	1.43	1.55	1.41	1.71
Average	1.92	1.97	1.93	1.93	1.98	2.01	1.96	1.31	1.34	1.31	1.23	1.27	1.31	1.30	1.63



Note: When interpreting the above table, the data represents a measure based on assignment to records and should not be viewed as available resources. For example, you could have two deputies assigned to two different calls, and the average would be one (Traffic Stop - One Deputy Assigned & Nuisance Call - One Deputy Assigned). As such, this data measures how often multiple units are allocated to a call. The higher the average, the more that area assigns other units to calls.

Chart 15: Community-Initiated Average Deployed Units, by Hour, by Year - with Averages

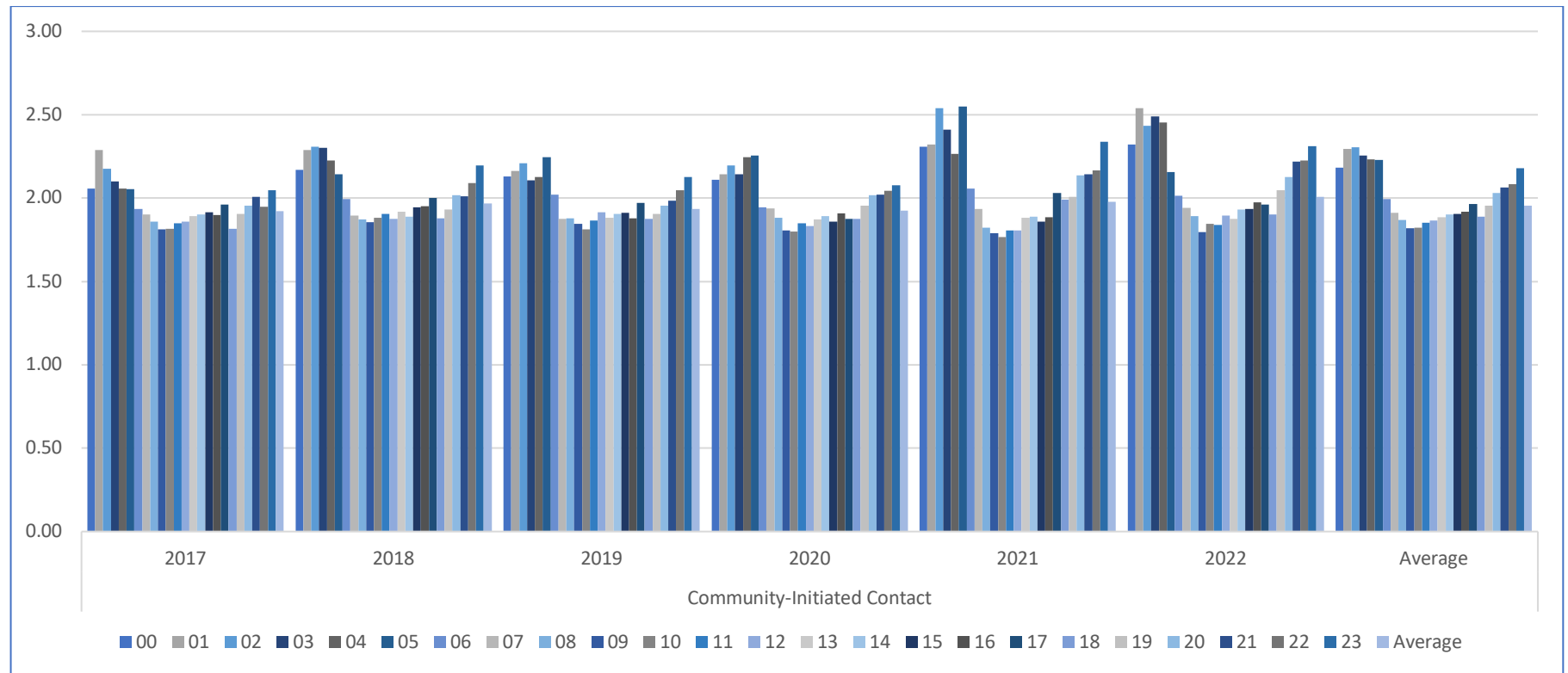




Chart 16: Field-Initiated Average Deployed Units, by Hour, by Year - with Averages

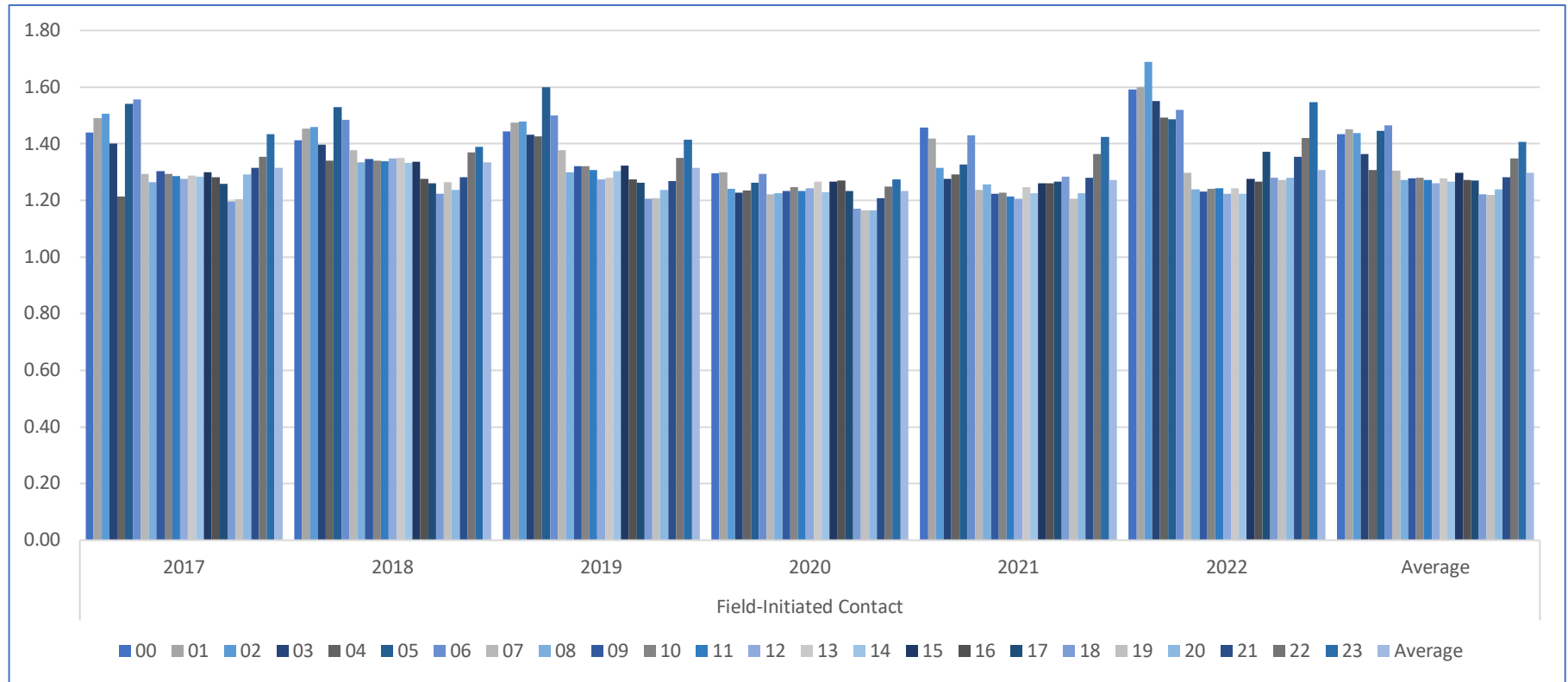




Table 30: Community-Initiated Hourly Average Deployed Units, for Autumn and Spring, by Year - with Averages

Hour	Autumn							Spring						
	2017	2018	2019	2020	2021	2022	Average	2017	2018	2019	2020	2021	2022	Average
00	2.11	2.17	2.18	2.09	2.42	2.37	2.23	2.08	1.98	2.11	2.15	2.23	2.28	2.14
01	2.29	2.24	2.18	2.06	2.26	2.60	2.28	2.23	2.34	2.23	2.16	2.45	2.48	2.31
02	2.28	2.44	2.26	2.25	2.56	2.54	2.39	2.10	2.33	2.10	2.13	2.45	2.35	2.24
03	2.30	2.28	2.05	2.11	2.54	2.71	2.33	1.97	2.27	2.21	2.15	2.32	2.35	2.20
04	2.17	2.41	2.13	2.24	2.11	2.44	2.25	2.08	2.27	2.27	2.13	2.51	2.70	2.33
05	2.18	2.02	2.13	2.34	2.43	2.18	2.22	1.97	2.30	2.41	2.27	2.61	1.99	2.23
06	1.94	2.01	2.03	1.78	1.99	2.13	1.98	1.90	1.93	2.09	2.16	2.12	1.78	2.00
07	1.95	1.83	1.77	1.75	1.93	1.97	1.87	1.85	1.95	1.90	2.11	1.85	1.84	1.91
08	1.78	1.81	1.86	1.85	1.84	1.92	1.84	1.96	1.91	1.85	1.84	1.82	1.86	1.88
09	1.82	1.75	1.80	1.80	1.78	1.75	1.78	1.75	1.97	1.85	1.77	1.71	1.81	1.81
10	1.82	1.86	1.83	1.83	1.85	1.85	1.84	1.85	1.90	1.81	1.75	1.73	1.82	1.81
11	1.84	1.88	1.79	1.83	1.79	1.89	1.84	1.90	1.92	1.90	1.89	1.83	1.82	1.87
12	1.79	1.83	1.87	1.84	1.77	1.93	1.84	1.94	1.90	1.91	1.83	1.75	1.88	1.87
13	1.83	1.86	1.83	1.87	1.88	1.87	1.86	1.92	1.99	1.91	1.88	1.94	1.86	1.92
14	1.88	1.90	1.85	1.88	1.88	1.88	1.88	1.93	1.85	1.91	1.88	1.86	1.91	1.89
15	1.92	1.95	1.93	1.89	1.81	1.93	1.90	1.90	2.00	1.93	1.81	1.93	1.95	1.92
16	1.88	1.92	1.84	1.88	1.85	1.92	1.88	1.92	2.00	1.90	1.86	1.85	2.00	1.92
17	2.01	1.98	1.95	1.92	2.00	1.90	1.96	1.87	1.96	1.95	1.85	2.02	1.99	1.94
18	1.82	1.88	1.82	1.92	1.97	1.96	1.89	1.77	1.91	1.87	1.86	1.96	1.86	1.87
19	1.98	1.90	1.91	1.96	2.05	2.05	1.98	1.86	1.92	1.90	1.91	2.05	1.99	1.93
20	1.98	2.08	2.02	2.15	2.02	2.16	2.06	2.00	2.10	1.98	1.99	2.29	2.08	2.07
21	2.04	1.99	2.00	2.19	2.13	2.27	2.10	2.00	2.02	2.05	2.03	2.28	2.22	2.10
22	2.03	2.04	1.96	2.04	2.25	2.33	2.11	1.97	2.17	2.09	2.07	2.25	2.09	2.10
23	2.11	2.08	2.14	2.05	2.23	2.41	2.17	2.01	2.30	2.09	2.12	2.67	2.42	2.25
Average	1.93	1.94	1.91	1.93	1.96	2.02	1.95	1.92	2.00	1.94	1.91	1.99	1.98	1.96

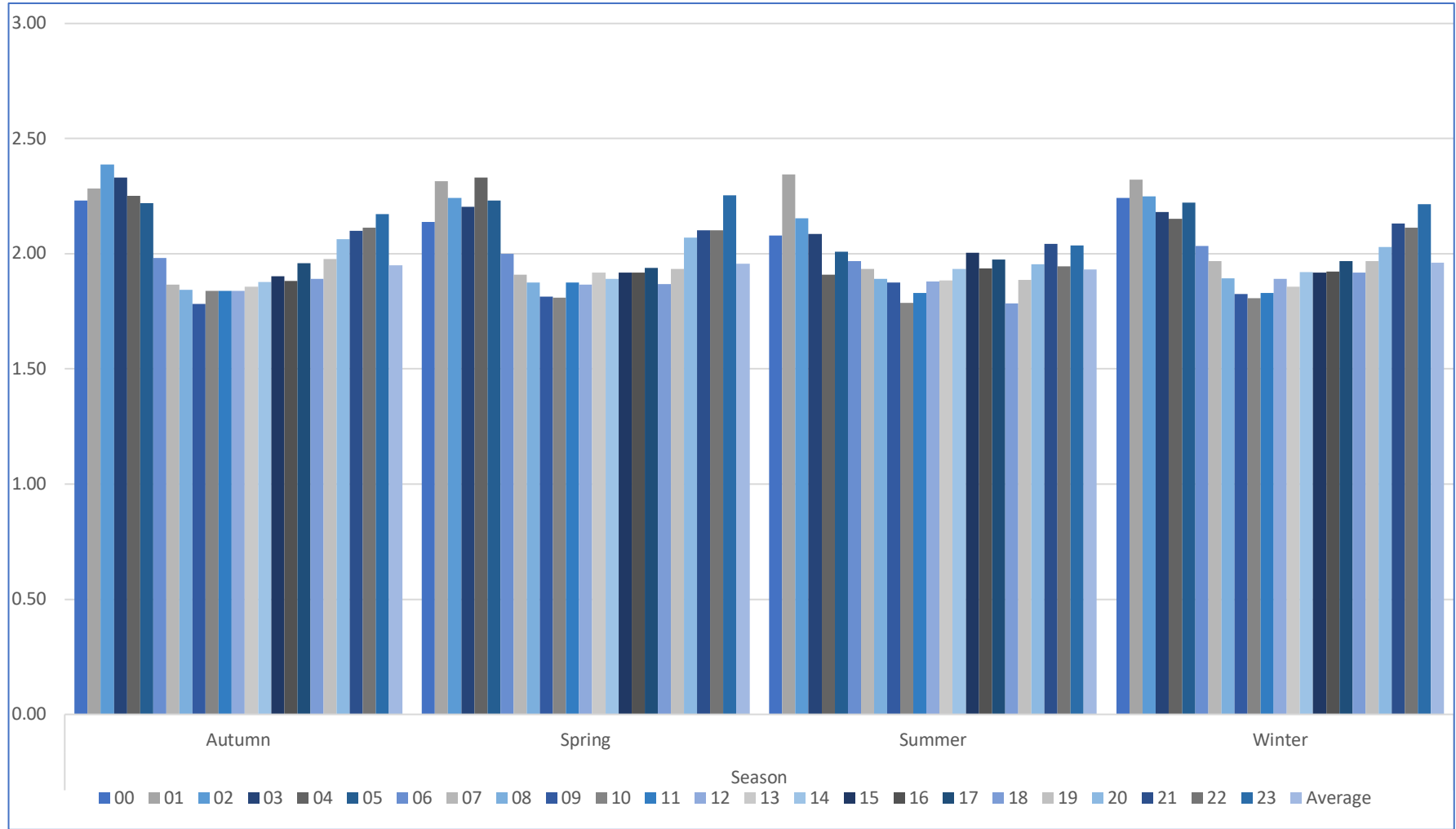


Table 31: Community-Initiated Hourly Average Deployed Units, for Summer and Winter, by Year - with Averages

Hour	Summer							Winter						
	2017	2018	2019	2020	2021	2022	Average	2017	2018	2019	2020	2021	2022	Average
00	1.98	2.13	2.02	2.08	2.31	2.27	2.13	2.08	2.40	2.24	2.13	2.23	2.38	2.24
01	2.28	2.26	2.11	2.10	2.34	2.51	2.27	2.35	2.31	2.16	2.26	2.23	2.56	2.32
02	2.16	2.22	2.19	2.26	2.66	2.54	2.33	2.15	2.27	2.26	2.14	2.41	2.31	2.25
03	2.03	2.36	2.08	2.26	2.37	2.61	2.29	2.09	2.29	2.08	2.04	2.40	2.25	2.18
04	2.05	2.14	2.13	2.32	2.25	2.32	2.21	1.91	2.06	2.01	2.26	2.29	2.38	2.15
05	2.07	2.15	2.30	2.16	2.59	2.15	2.24	2.01	2.11	2.13	2.23	2.63	2.32	2.22
06	1.92	1.99	1.96	1.92	2.02	1.98	1.97	1.97	2.04	2.01	1.94	2.13	2.13	2.03
07	1.88	1.87	1.85	1.92	2.01	1.96	1.91	1.93	1.93	2.02	1.99	1.95	1.98	1.97
08	1.82	1.86	1.95	1.89	1.80	1.88	1.87	1.89	1.91	1.87	1.94	1.82	1.90	1.89
09	1.80	1.90	1.82	1.85	1.90	1.83	1.85	1.87	1.80	1.91	1.80	1.74	1.79	1.83
10	1.81	1.94	1.84	1.85	1.68	1.86	1.83	1.79	1.84	1.77	1.77	1.82	1.85	1.81
11	1.82	1.93	1.86	1.86	1.84	1.88	1.86	1.83	1.88	1.91	1.81	1.75	1.77	1.83
12	1.83	1.86	1.95	1.80	1.83	1.91	1.86	1.88	1.91	1.92	1.86	1.92	1.86	1.89
13	1.94	1.96	1.91	1.85	1.89	1.91	1.91	1.89	1.85	1.86	1.88	1.78	1.86	1.86
14	1.87	1.92	1.92	1.88	1.93	1.99	1.92	1.94	1.88	1.94	1.93	1.87	1.95	1.92
15	1.84	1.96	1.79	1.89	1.83	2.00	1.88	2.00	1.88	2.01	1.85	1.89	1.87	1.92
16	1.86	1.99	1.86	1.96	2.00	2.00	1.94	1.94	1.89	1.92	1.95	1.83	2.00	1.92
17	2.00	2.10	1.95	1.87	2.05	2.04	2.00	1.97	1.97	2.04	1.87	2.06	1.92	1.97
18	1.89	1.84	1.83	1.81	2.00	1.87	1.88	1.78	1.90	1.99	1.91	2.07	1.92	1.92
19	1.90	1.94	1.86	1.98	1.95	2.07	1.95	1.89	1.98	1.96	1.96	1.97	2.08	1.97
20	1.89	1.94	1.88	1.94	2.14	2.06	1.97	1.96	1.97	1.95	2.03	2.07	2.24	2.03
21	1.96	1.95	1.87	1.90	2.01	2.13	1.97	2.04	2.13	2.05	2.05	2.27	2.29	2.13
22	1.88	2.01	2.05	1.98	2.02	2.28	2.03	1.95	2.18	2.08	2.14	2.25	2.18	2.11
23	2.03	2.17	2.11	2.04	2.16	2.16	2.11	2.04	2.24	2.18	2.13	2.46	2.33	2.21
Average	1.90	1.97	1.92	1.92	1.98	2.03	1.95	1.93	1.96	1.97	1.94	1.97	2.00	1.96



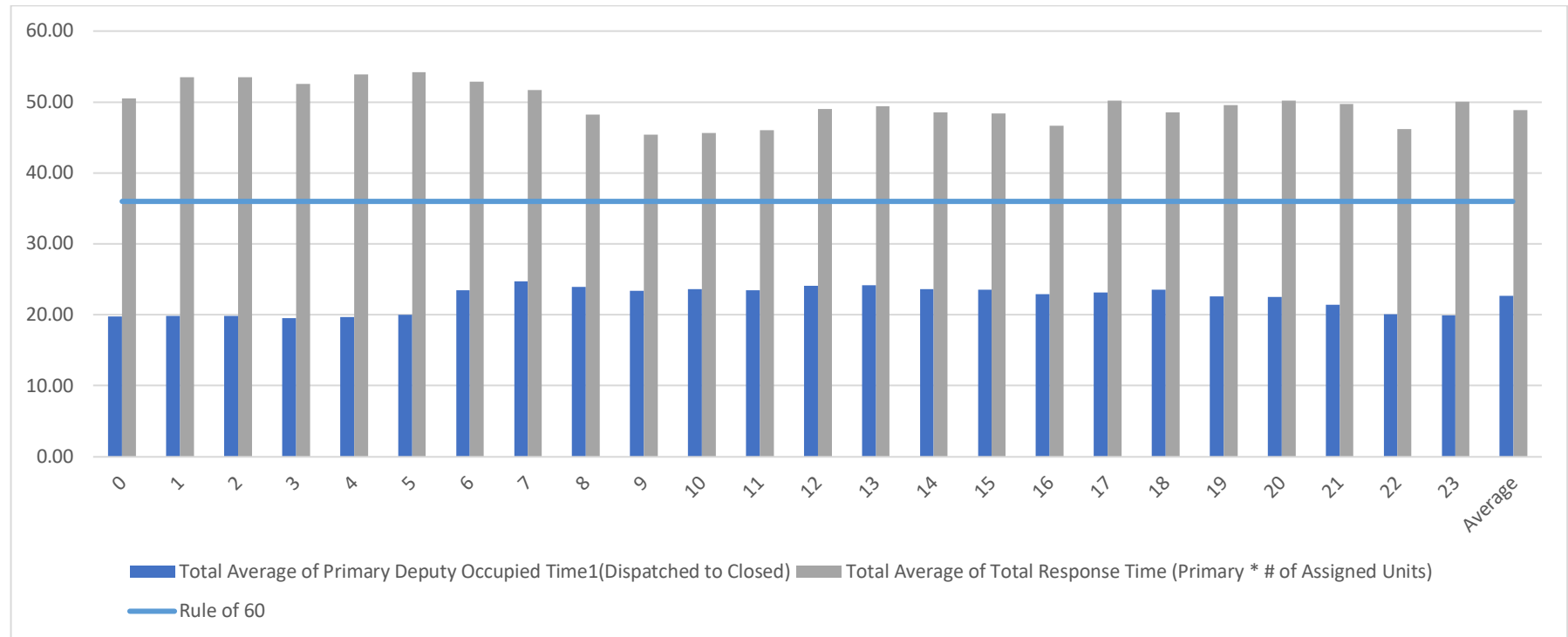
Chart 17: Community-Initiated Hourly Average Deployed Units, by Season, by Year - with Averages





Workload by Hour. When interpreting the workload by hour, the Total Service time should not exceed 60 minutes per hour. Such a result would indicate the event would spill into the next hour, potentially compounding resource issues. In calculating workload, we build the estimates based on the most complete records. As such, workload represents all records with each of the four record status elements (Created ----> Dispatched, Dispatched----> En route, En route ----> Arrived, Arrived ----> Closed).

Chart 18: Average Occupied Time for Community-Initiated and Field-Initiated Records, 2017-2022



Note: Recall the Total Response Time represents the Primary Deputy Occupied Time, which is then multiplied by the number of units assigned to the record.



Table 32: Average Occupied Time and Total Response Time, by Beat, by Year

Beat	CAD Occupied Time						Total Service Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	CAD Occupied Time	Total Response Time
Burlingame Hills (BRH)	31	32	32	32			49	54	50	56	104		32	52
Eichler Highlands (EIC)	24	25	27	30	24	28	37	37	45	44	39	41	26	40
Everything South of 92 to County Line and West of 35	43	42	42	44	43	41	91	89	94	95	82	90	43	91
Everything South of Pacifica to 92 and West of 280	28	27	28	27	25	27	58	54	56	54	55	58	27	56
Half Moon Bay (HMB)	25	23	23	21	22	21	52	46	48	41	47	52	23	48
Menlo Oaks (MOK)	25	26	26	25	25	24	58	66	55	61	57	58	25	59
Millbrae (MLB)	21	21	21	21	20	21	39	41	41	42	45	47	21	42
North Fair Oaks (NFO)	21	22	22	21	20	21	46	51	51	49	49	55	21	50
Portola Valley (PVY)	27	27	27	27	26	27	58	58	58	58	56	59	27	58
San Carlos (SNC)	22	22	22	22	22	21	40	41	41	43	46	45	22	42
Sheriff's Office North (BRH and unincorporated)					33	29					58	58	31	58
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	30	30	31	30	29	27	50	59	61	58	60	60	30	58
Transit					29	23					87	43	26	63
Woodside (WDS)					27	49					32	72	34	47
Average	24	24	24	24	23	23	47	48	49	48	50	52	24	49

Note: The data provided by SMSO contains records associated with the CAD record and each unit assigned to the record. There are inconsistencies in the data, which we manage by providing the records associated with the most consistent information. As such, CAD Occupied Time is associated with the CAD record, which contains consistent information, and Total Response Time is a measure of the Primary Unit's Dispatched to Closed Time, which is then multiplied by the number of units assigned to the record.



Chart 19: Average Occupied Time and Total Response Time, by Year - Burlingame Hills (BRH)

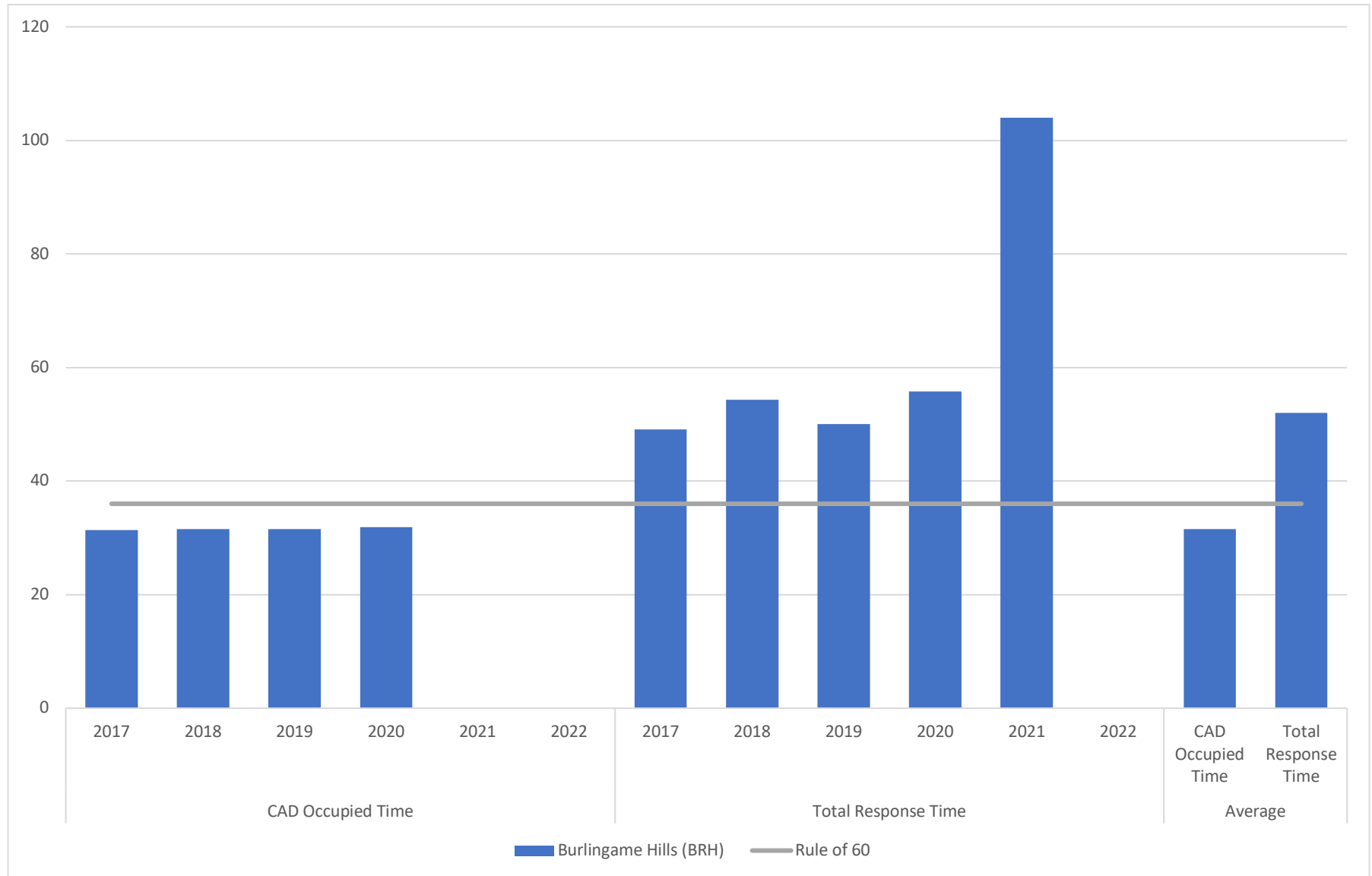




Chart 20: Average Occupied Time and Total Response Time, by Year -Eichler Highlands (EIC)

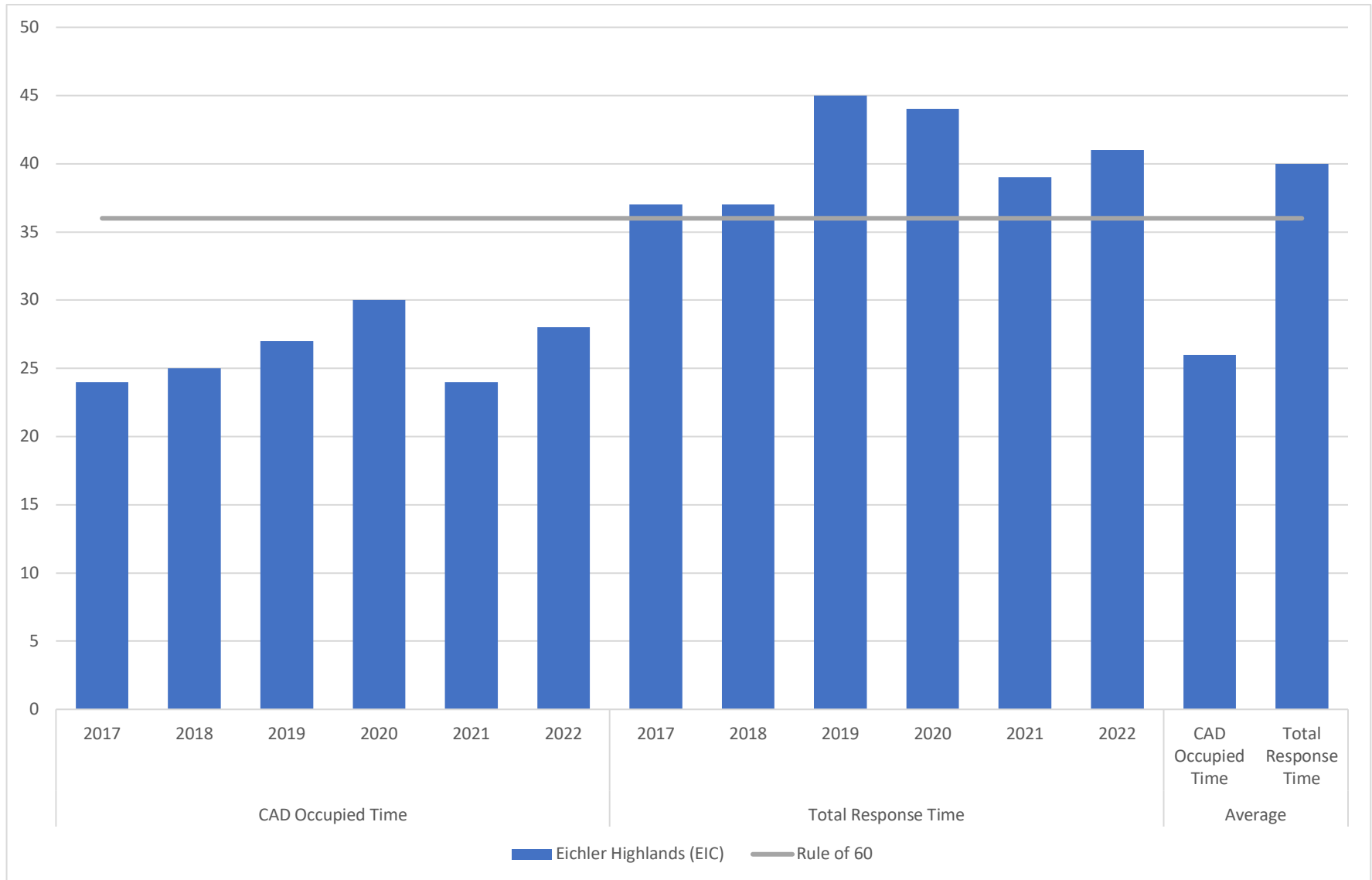




Chart 21: Average Occupied Time and Total Response Time, by Year -Everything South of 92 to County Line and West of 35

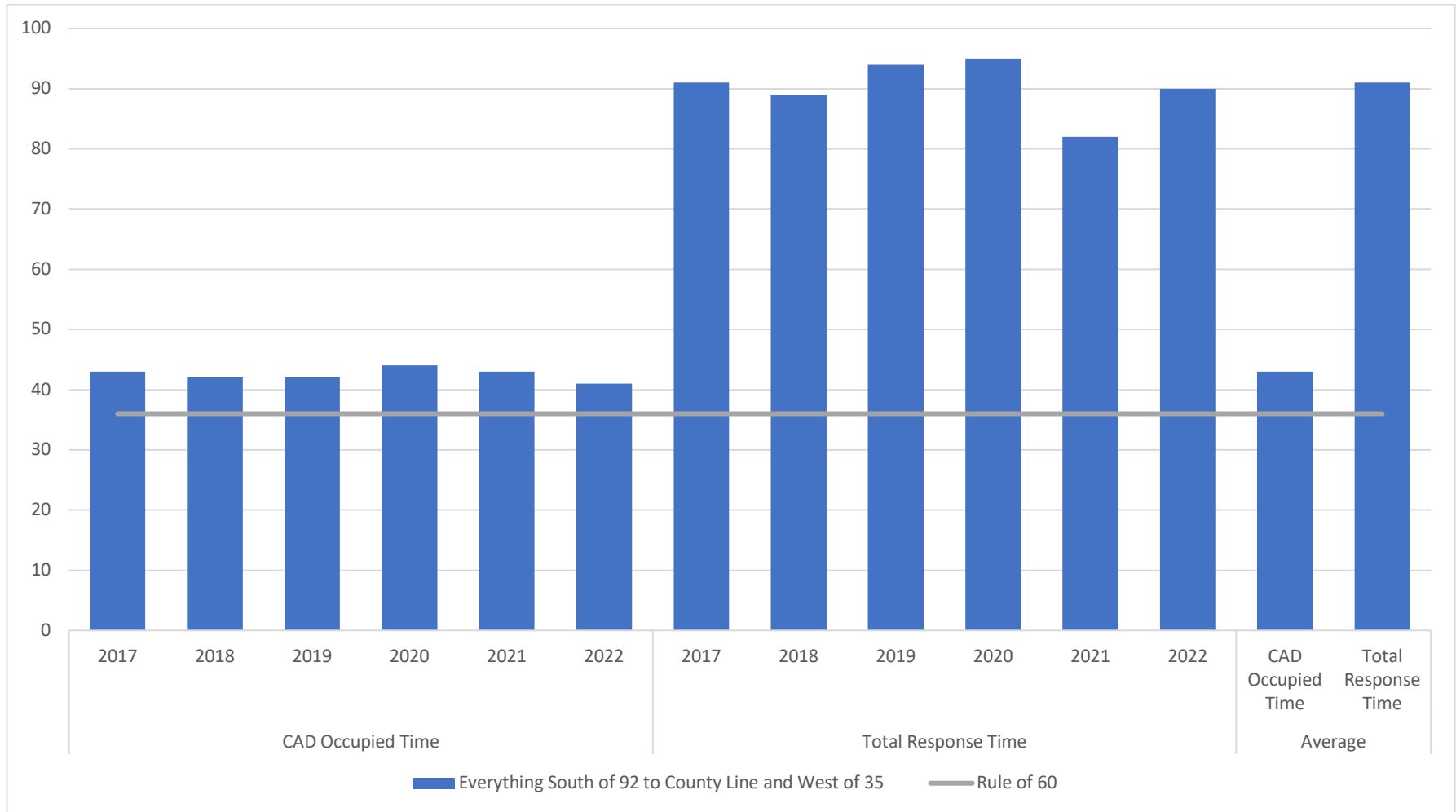




Chart 22: Average Occupied Time and Total Response Time, by Year -Everything South of Pacifica to 92 and West of 280

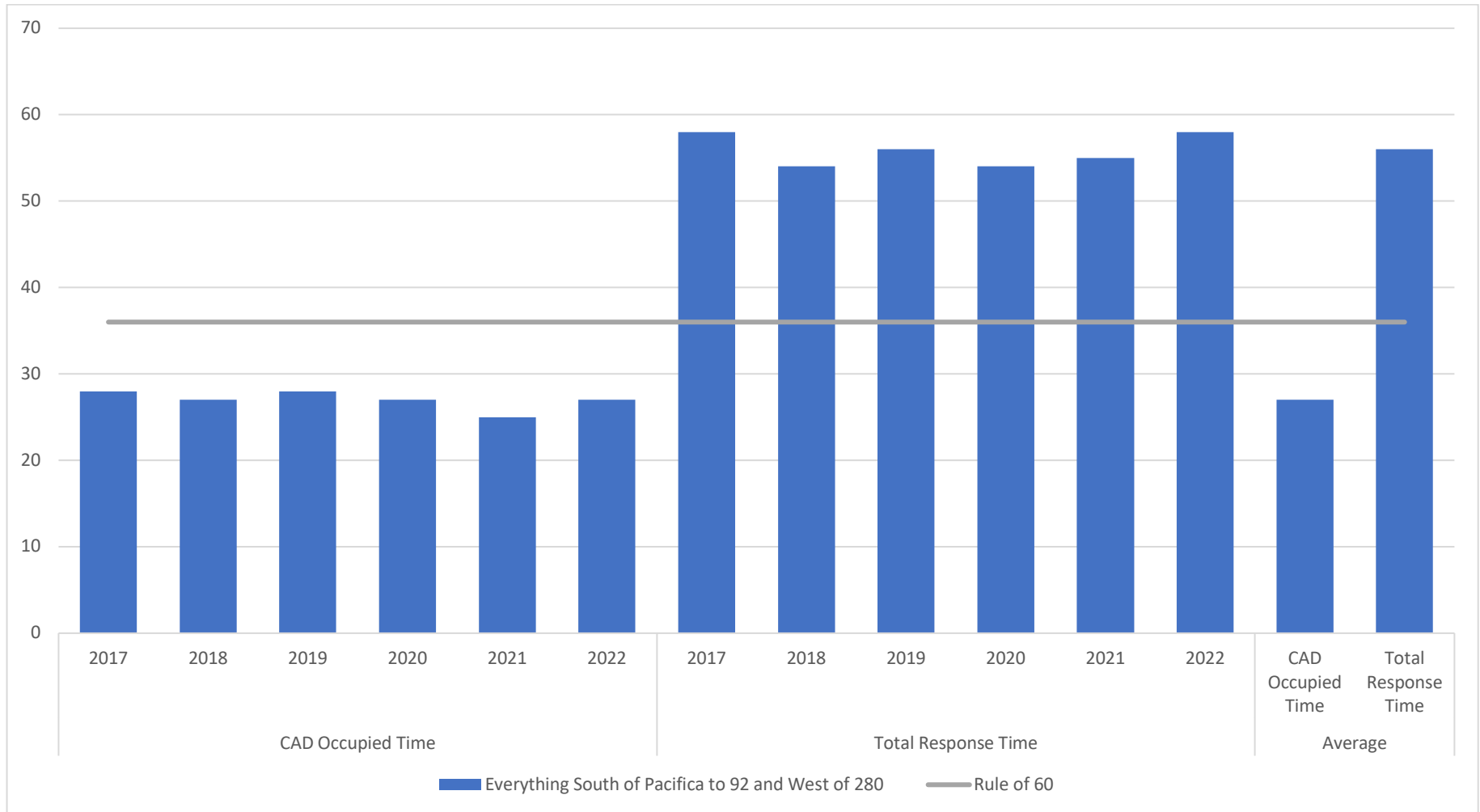




Chart 23: Average Occupied Time and Total Response Time, by Year -Half Moon Bay (HMB)

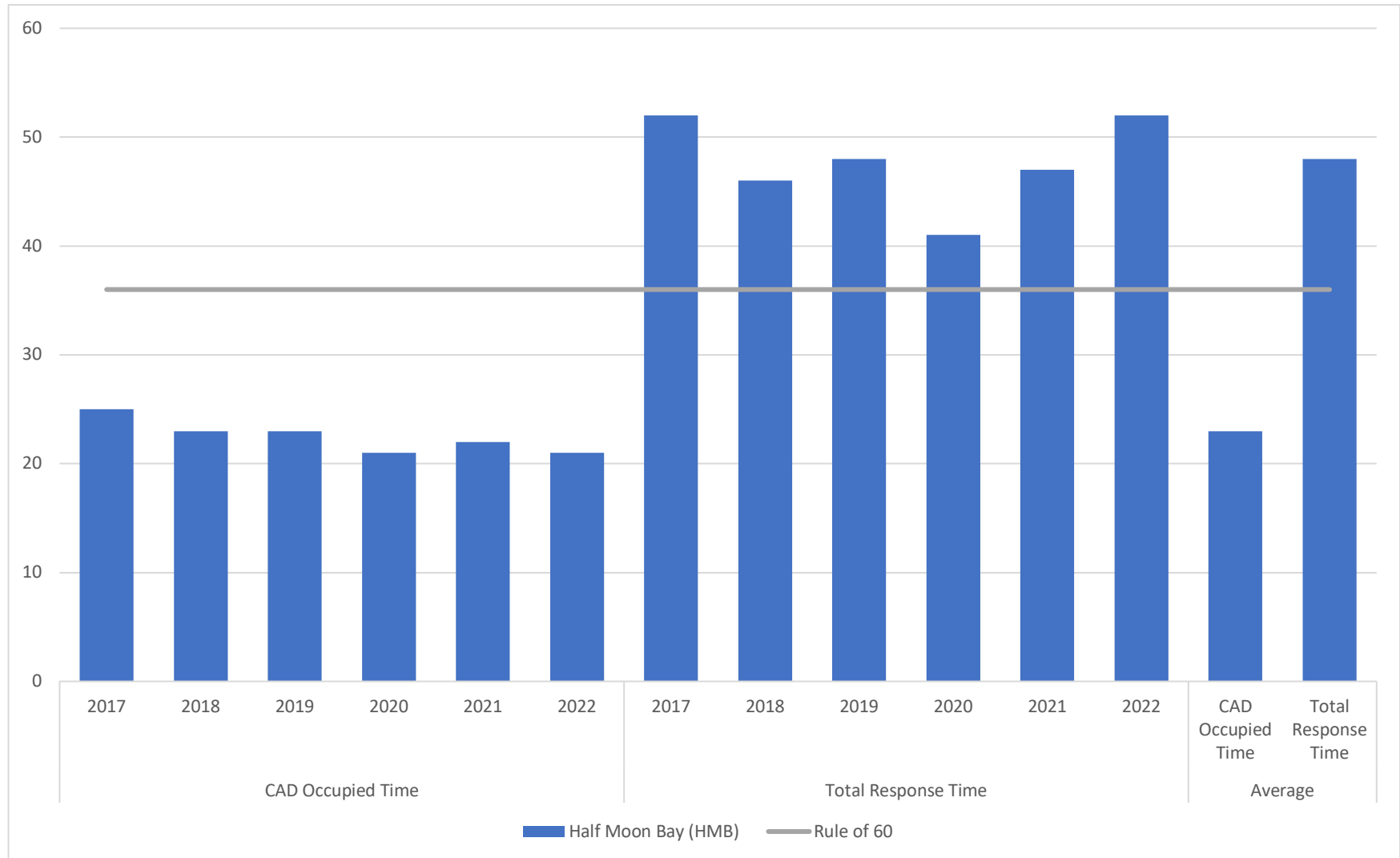




Chart 24: Average Occupied Time and Total Response Time, by Year - Menlo Oaks (MOK)

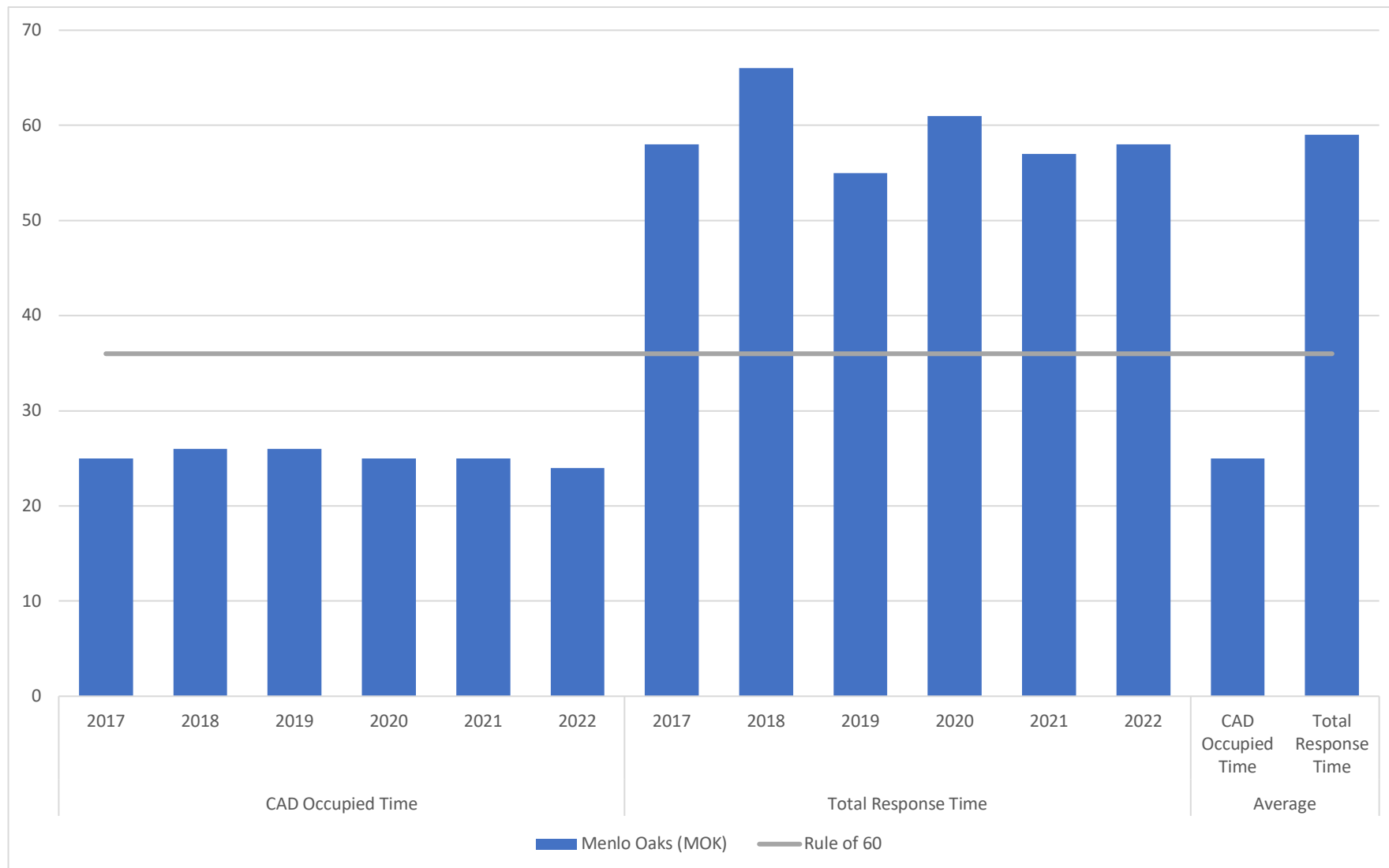




Chart 25: Average Occupied Time and Total Response Time, by Year - Millbrae (MLB)

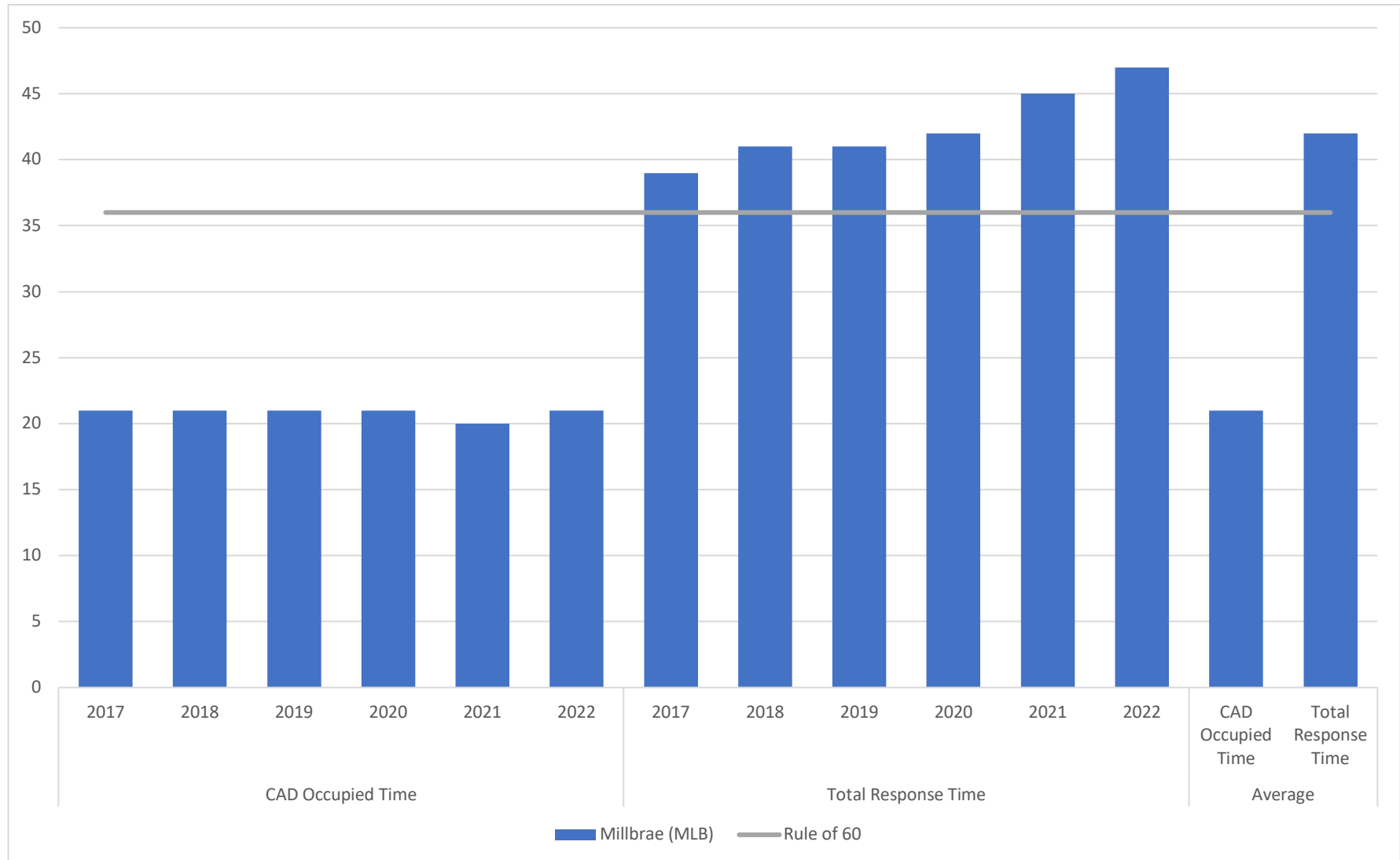




Chart 26: Average Occupied Time and Total Response Time, by Year -North Fair Oaks (NFO)

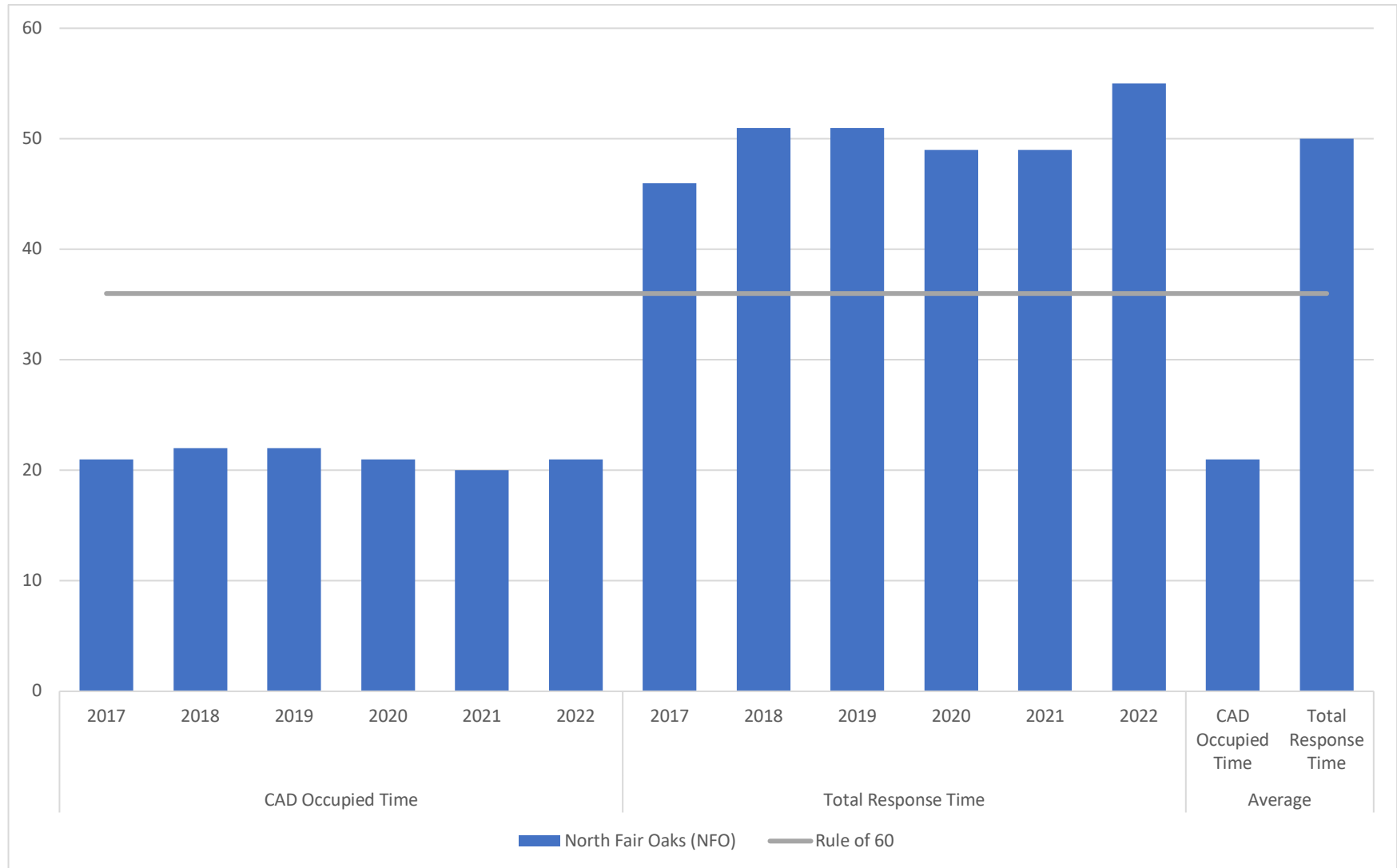




Chart 27: Average Occupied Time and Total Response Time, by Year - Portola Valley (PVY)

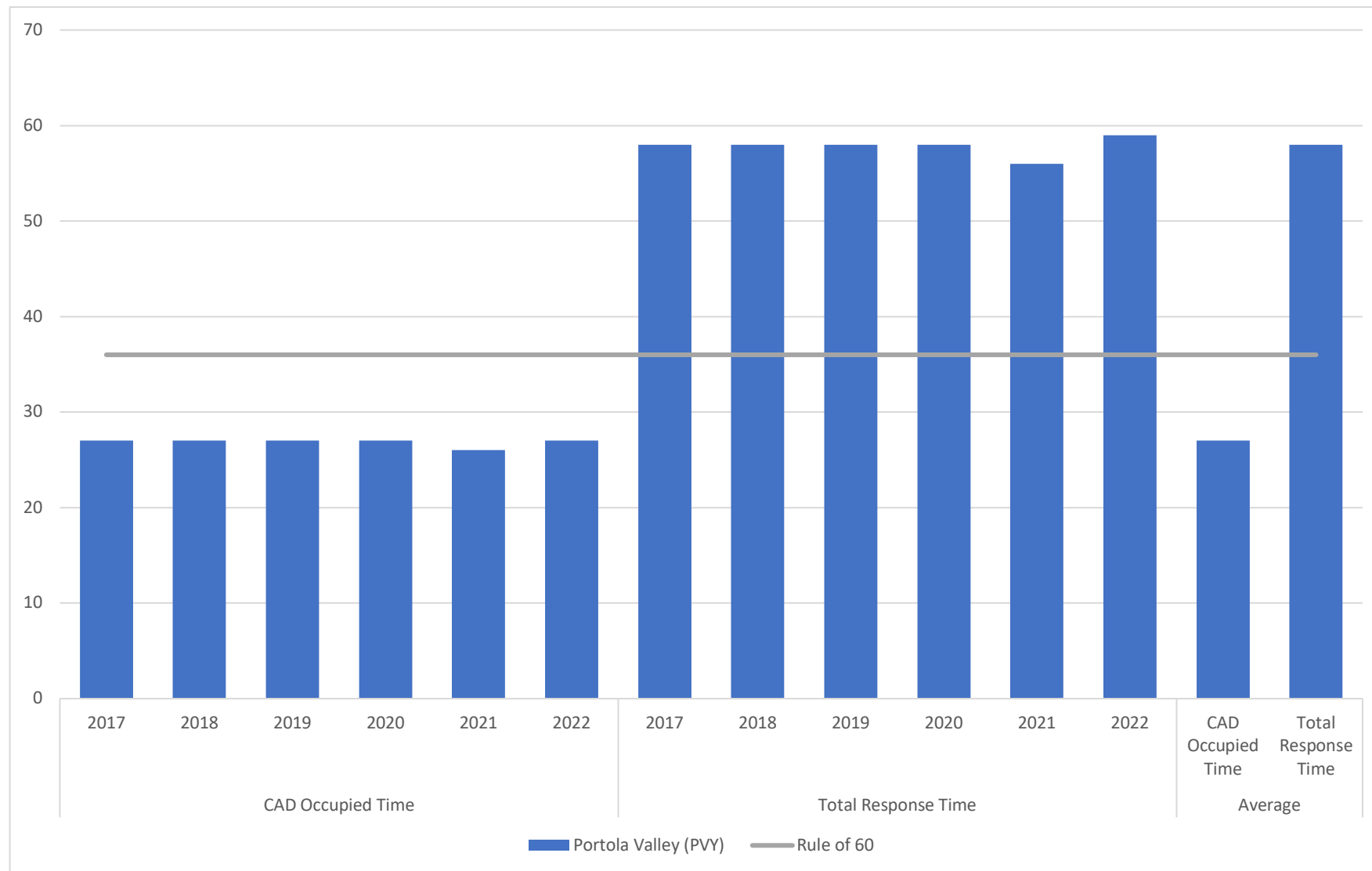




Chart 28: Average Occupied Time and Total Response Time, by Year - San Carlos (SNC)

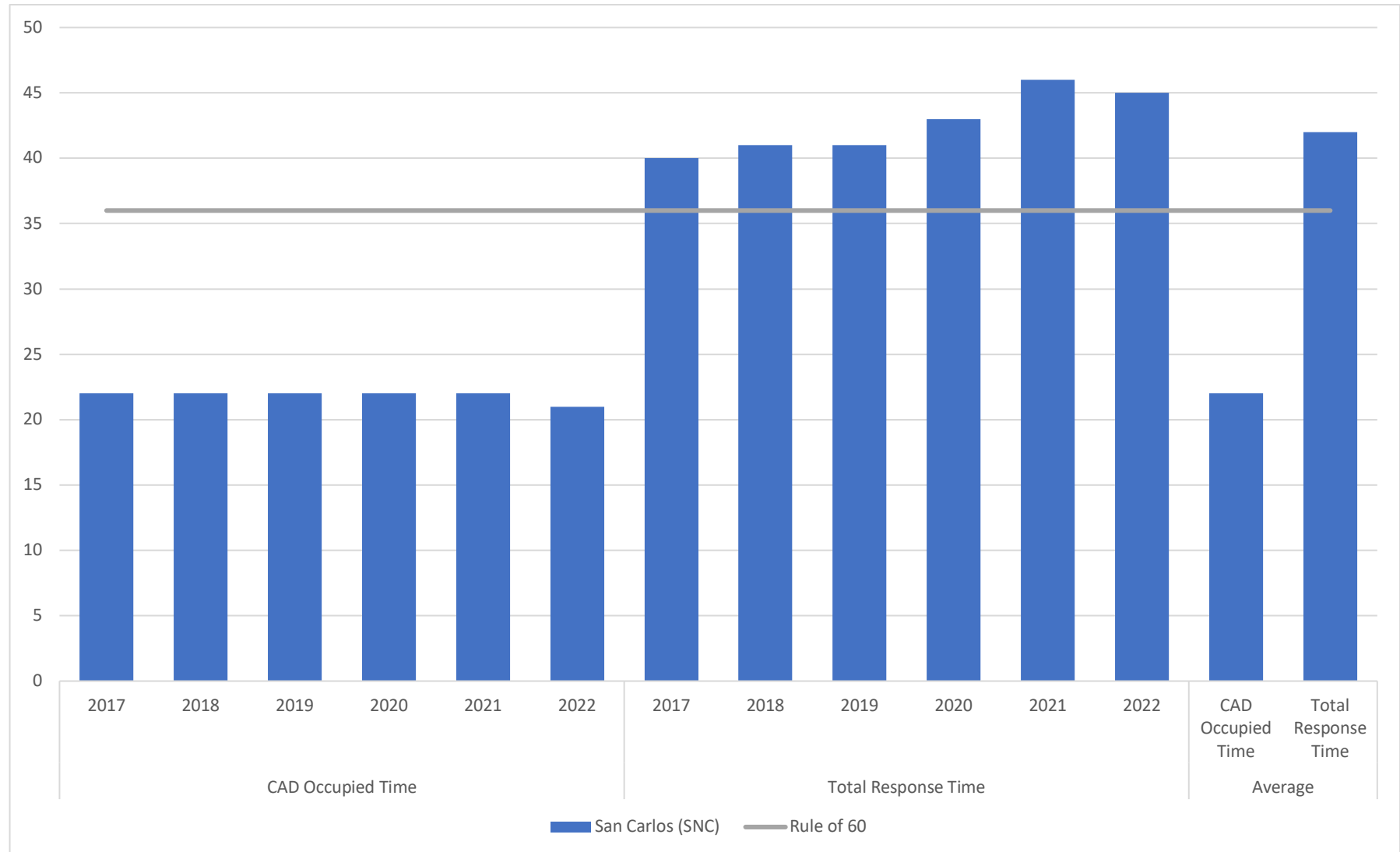




Chart 29: Average Occupied Time and Total Response Time, by Year - Sheriff's Office North (BRH and unincorporated)

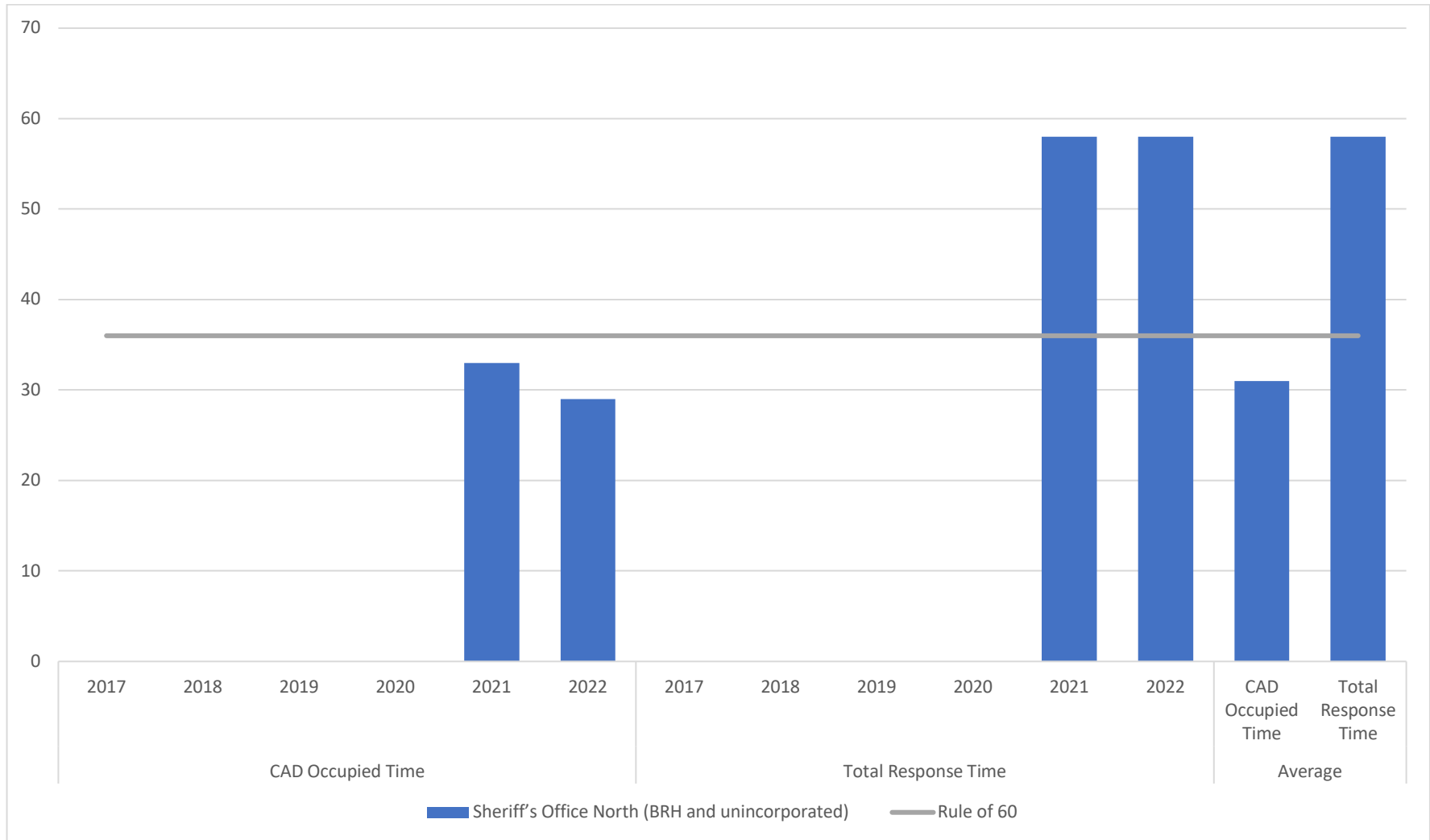




Chart 30: Average Occupied Time and Total Response Time, by Year -Sheriff's Office South (DVN, LTW, PAL. EML. WSB, WMP)

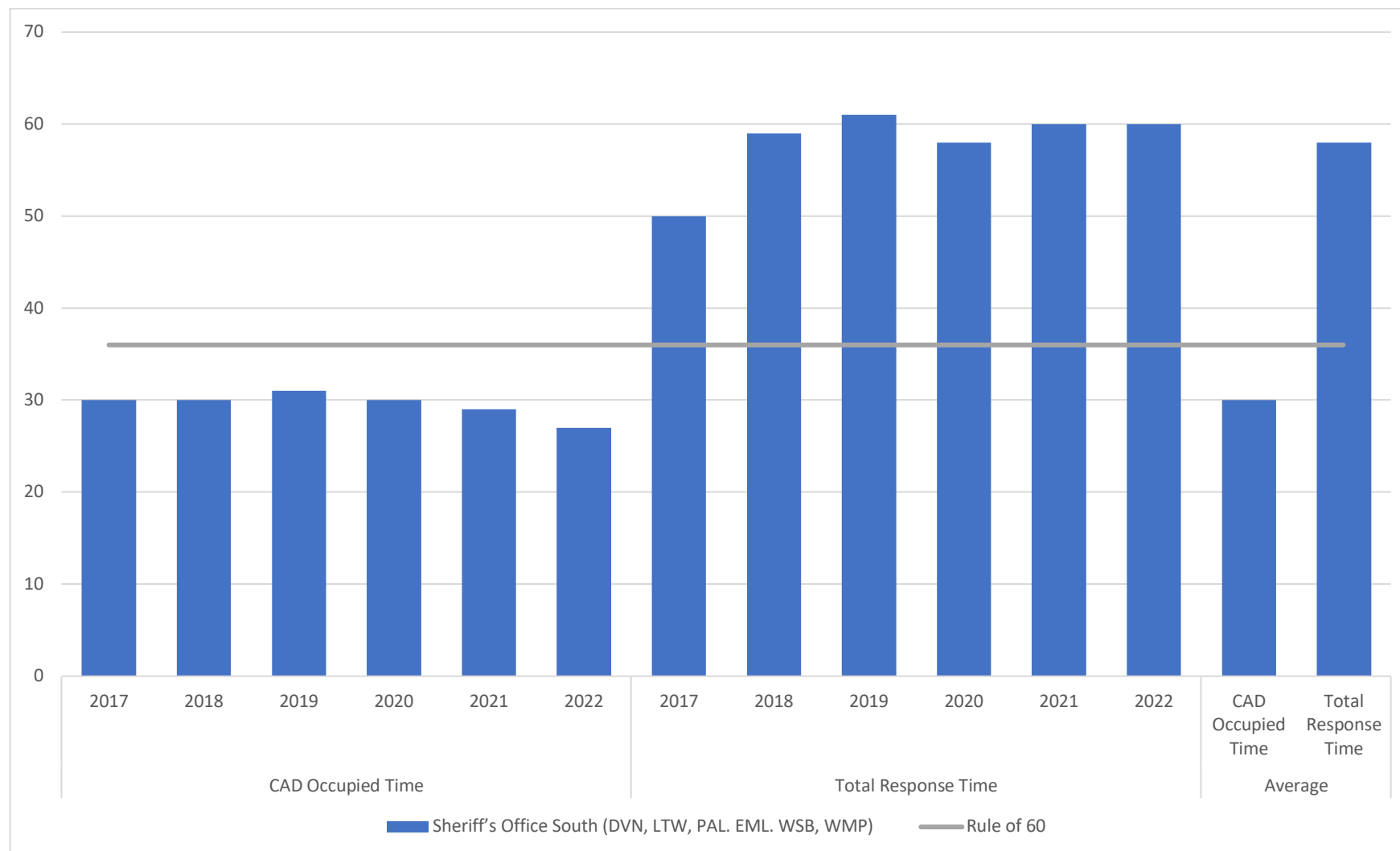




Chart 31: Average Occupied Time and Total Response Time, by Year - Woodside (WDS)

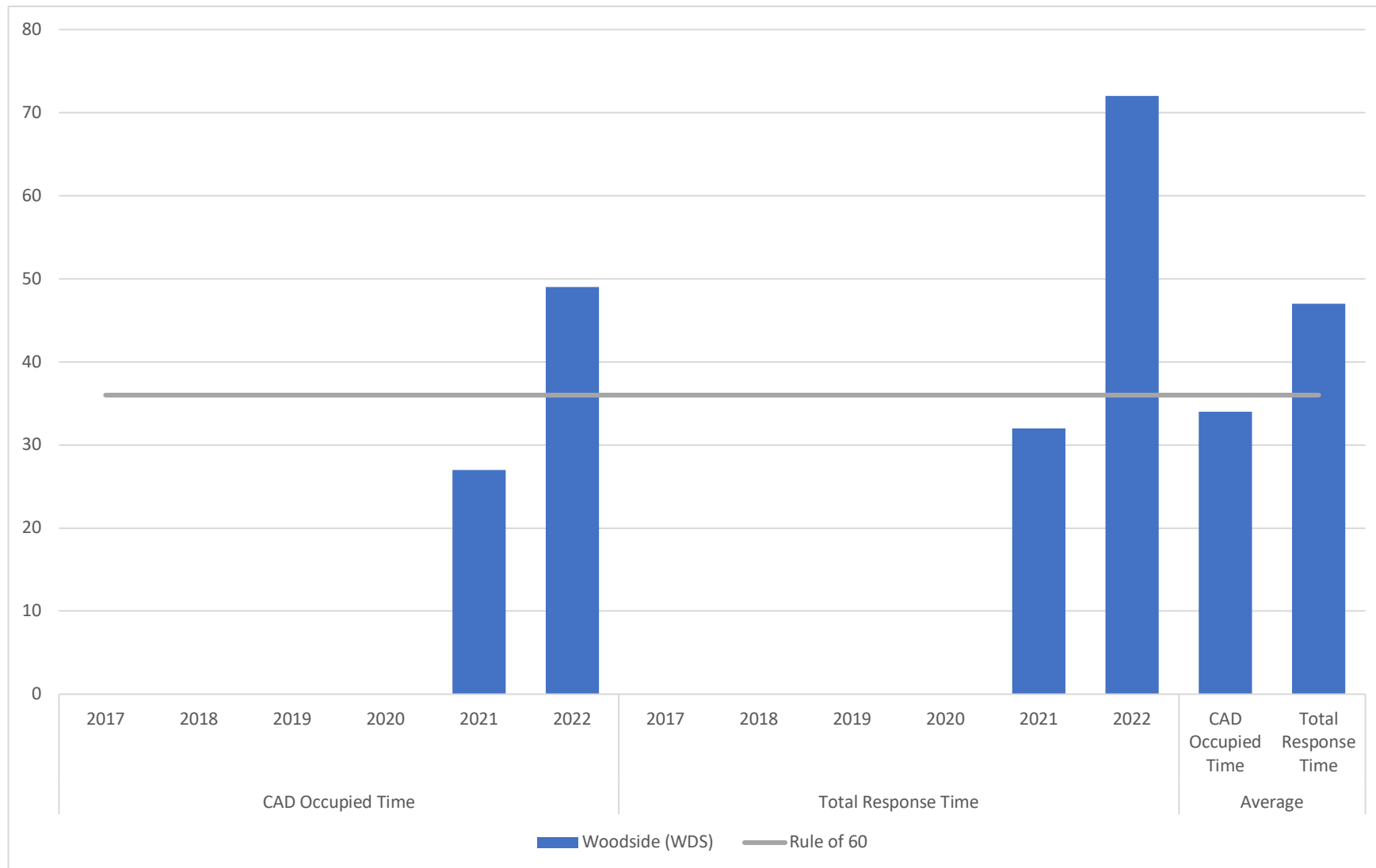




Chart 32: Average Occupied Time and Total Response Time, by Year - Agency

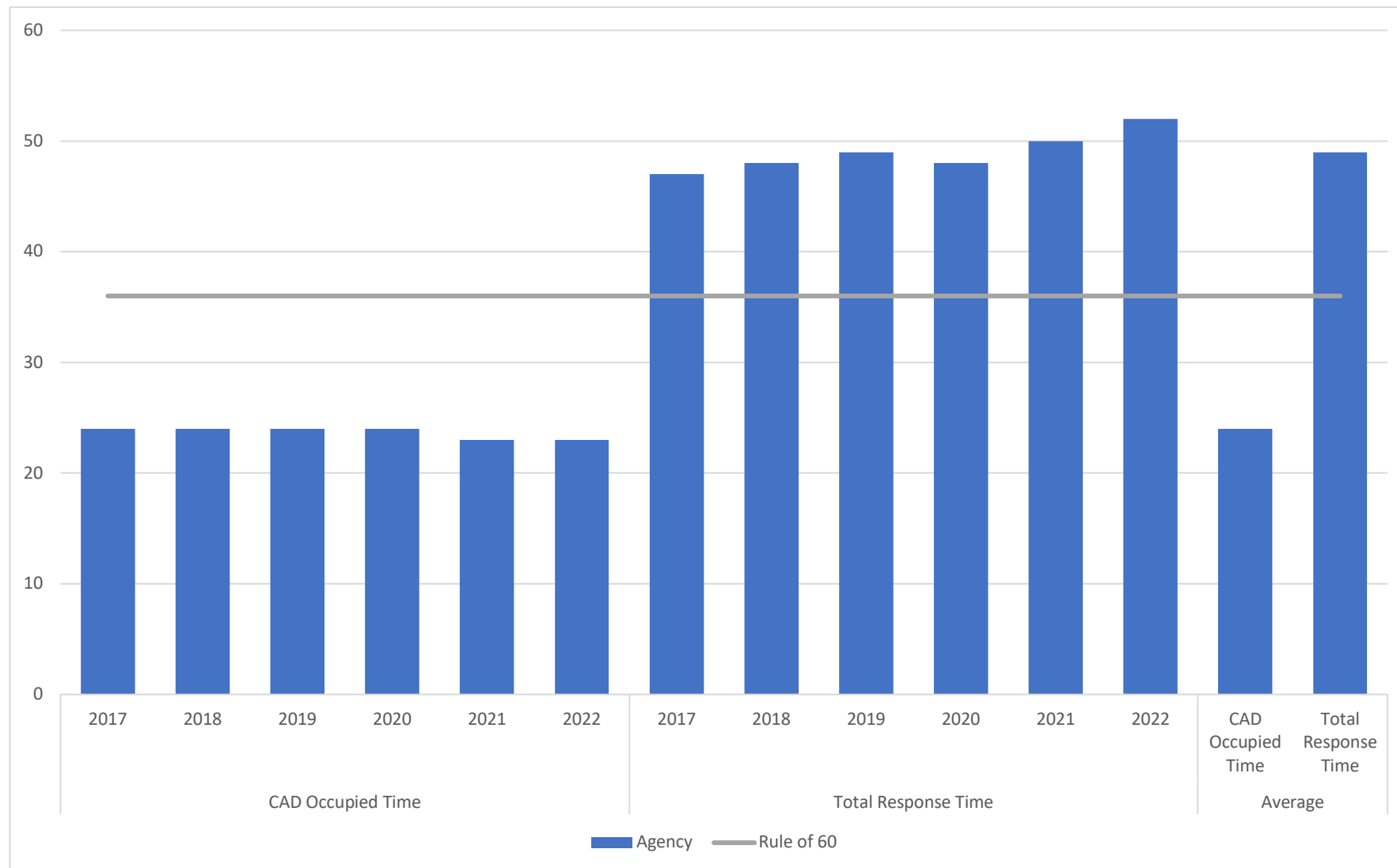




Table 33: Community-Initiated CAD Unit Occupied Time and Total Service Time, by Hour, by Year

Community-Initiated Contact Hour	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
00	19.72	20.55	20.21	19.75	17.06	19.43	47.40	50.50	51.09	47.16	47.28	58.30	19.61	50.01
01	21.40	20.41	19.58	18.45	19.75	18.28	57.20	54.71	47.80	45.73	59.91	57.65	19.75	53.24
02	19.02	19.86	19.98	18.64	21.71	20.80	50.25	51.94	54.10	46.72	61.98	63.64	19.78	53.58
03	19.84	22.19	17.60	19.46	18.24	18.07	52.19	61.45	46.46	50.99	51.92	53.64	19.36	52.76
04	20.04	20.33	17.72	19.50	19.65	18.70	52.34	52.43	44.07	56.23	56.74	65.55	19.34	53.89
05	20.87	18.11	19.43	21.28	20.89	17.87	53.31	47.34	51.69	61.83	67.59	47.01	19.80	54.76
06	22.62	23.35	24.39	23.77	22.39	22.82	49.14	53.61	53.54	54.53	52.88	52.14	23.32	52.65
07	24.93	23.91	24.45	24.12	22.66	23.17	51.21	53.03	51.35	52.14	47.27	53.63	24.04	51.55
08	22.96	22.68	24.97	24.22	23.60	22.58	44.51	45.93	53.76	49.70	47.14	48.24	23.56	48.31
09	23.10	22.17	23.82	23.98	23.40	21.67	44.02	43.86	47.91	47.48	47.96	43.41	23.06	45.69
10	21.96	22.61	23.70	24.51	21.70	23.60	42.34	44.26	45.02	48.04	43.96	50.62	23.03	45.41
11	22.75	23.50	23.44	23.92	22.70	22.44	42.86	49.08	47.93	47.98	44.94	45.73	23.20	46.58
12	24.13	23.31	23.56	23.47	24.26	24.86	48.97	46.82	47.70	48.96	49.69	59.15	23.83	49.53
13	24.13	23.08	24.71	23.28	24.56	23.84	48.91	47.61	51.14	46.87	56.05	52.05	23.89	49.88
14	23.80	22.78	23.28	23.41	22.88	24.20	47.78	47.21	47.38	48.86	49.45	56.42	23.38	48.99
15	23.57	23.66	23.79	23.07	22.79	22.91	47.68	48.23	50.21	46.00	50.64	52.59	23.38	48.85
16	23.05	23.61	23.07	22.15	21.73	22.07	44.54	49.71	44.10	47.24	47.04	50.27	22.76	46.86
17	23.44	22.34	26.09	22.14	21.88	23.08	49.31	47.65	58.21	46.30	51.01	53.57	23.28	50.91
18	24.07	23.64	23.48	22.74	24.01	24.42	47.37	47.87	47.98	47.05	54.95	54.73	23.66	49.24
19	22.42	23.33	23.02	22.19	21.68	23.07	46.84	51.74	47.85	50.24	51.64	55.97	22.68	50.17
20	22.21	23.10	21.78	22.19	23.69	23.11	45.44	51.44	45.76	51.16	61.77	60.96	22.52	50.87
21	21.61	21.91	22.09	20.99	20.02	21.42	48.32	49.40	50.72	47.93	48.93	56.62	21.47	50.06
22	20.56	20.55	20.90	19.32	19.32	18.63	44.15	47.15	46.15	43.76	49.31	50.35	20.04	46.29
23	19.43	20.57	21.77	18.73	17.93	20.03	43.81	52.63	52.24	46.63	45.84	58.97	19.87	49.66
Average	22.53	22.55	22.99	22.34	22.02	22.25	46.90	48.80	49.02	48.26	50.56	53.56	22.50	49.12



Chart 33: Community-Initiated Primary Unit Occupied Time, by Hour, by Year

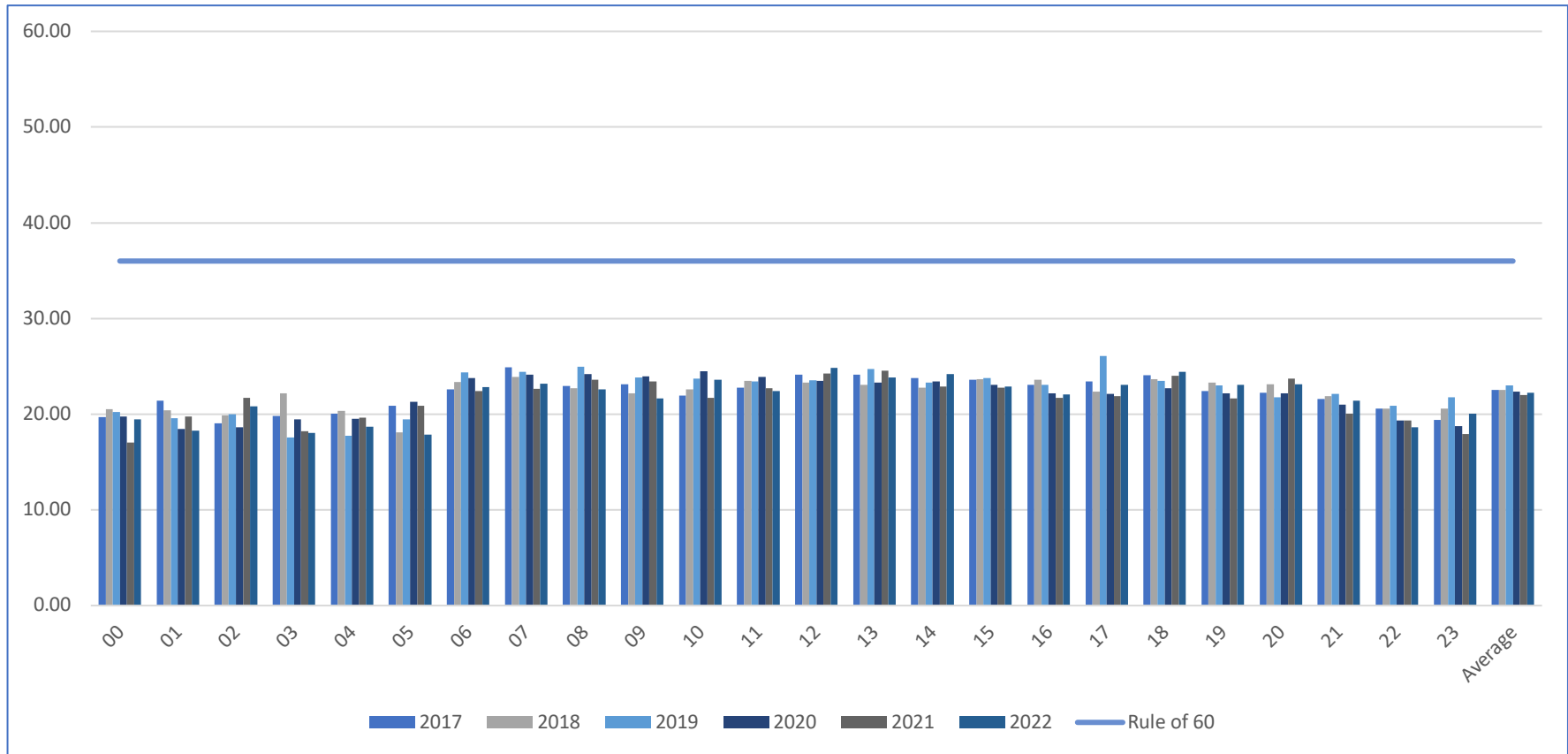




Chart 34: Community-Initiated Total Service Time, by Hour, by Year

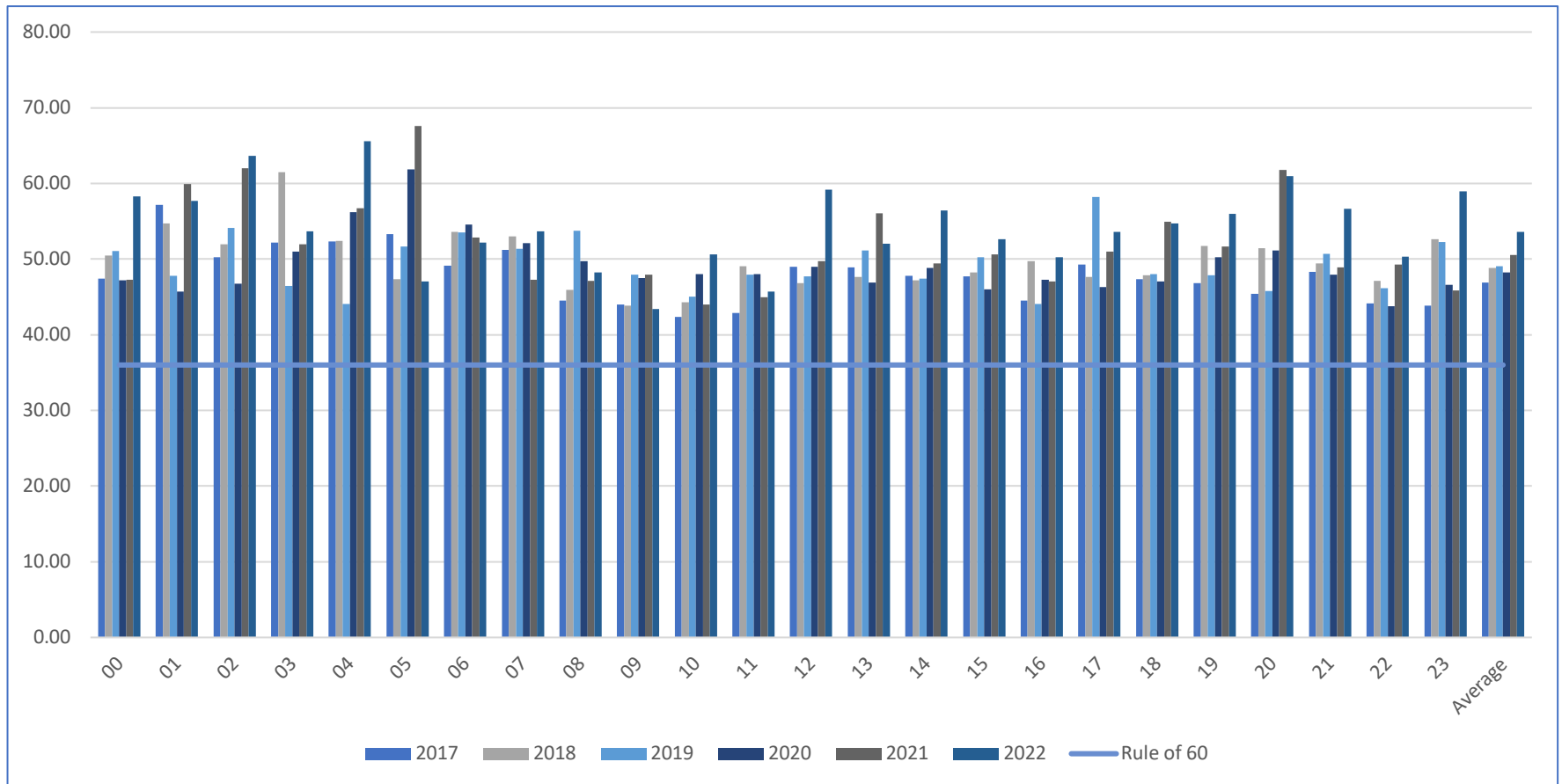




Table 34: Field-Initiated CAD Unit Occupied Time and Total Service Time, by Hour, by Year

Field-Initiated Contact Hour	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
00	52.00	27.00	33.20	27.67	27.15	37.50	146.50	38.33	81.60	56.00	85.77	103.00	31.97	85.97
01	22.00	27.50	24.50	28.00	31.60	24.71	44.00	36.00	24.50	100.33	77.20	79.71	27.96	71.84
02	21.00	10.00	49.00	15.00	24.20	20.50	35.75	20.00	61.33	32.00	51.40	76.75	23.85	49.38
03	20.00	37.67	18.00		39.71	16.00	40.00	76.67	26.75		51.14	21.75	29.90	42.90
04	49.00	30.00	25.71	11.00	36.06	21.75	205.00	60.00	33.86	22.00	52.71	23.25	31.84	53.69
05	39.00	17.00	29.00	30.00	35.50	25.08	40.67	19.67	49.20	30.00	35.50	29.08	28.14	33.72
06	51.00	30.00	28.90	15.18	33.40	33.00	143.00	30.00	35.80	16.64	103.00	73.40	29.59	60.03
07	29.48	21.88	37.87	30.80	34.92	40.63	50.28	48.60	64.47	44.07	51.58	57.34	33.71	53.71
08	29.44	26.05	28.65	30.15	27.57	31.84	57.26	44.30	52.78	63.96	33.38	46.67	29.07	47.45
09	24.95	31.43	31.22	25.32	28.39	26.16	38.82	54.50	52.27	42.81	38.03	30.11	28.06	41.57
10	27.32	31.09	32.65	35.91	27.35	32.30	53.02	54.63	49.93	54.33	31.10	49.41	31.19	48.59
11	28.49	27.63	27.31	28.89	25.31	28.79	44.40	41.15	37.30	45.69	33.41	30.75	27.68	37.21
12	25.79	33.12	27.54	25.88	30.30	28.48	37.36	64.24	37.88	37.28	39.94	35.82	28.51	40.48
13	31.30	27.48	28.23	32.73	28.38	27.77	45.87	45.17	42.17	53.30	42.64	32.62	29.01	42.28
14	25.16	25.19	31.35	24.53	27.91	28.14	35.70	38.14	53.94	38.16	46.84	37.33	27.30	41.77
15	29.95	23.13	25.12	25.90	25.31	28.57	40.50	33.85	37.21	47.28	51.22	35.20	26.36	40.56
16	26.97	30.29	28.97	27.81	21.68	25.20	43.17	47.87	38.14	51.57	48.44	27.77	27.14	42.30
17	26.21	23.35	25.84	21.73	17.16	19.61	46.16	34.62	30.36	34.31	29.91	40.84	21.62	36.08
18	21.94	23.87	21.78	19.59	18.94	23.32	36.56	39.00	31.61	27.11	43.25	38.68	21.51	36.14
19	25.61	26.80	21.88	19.57	21.71	18.47	52.61	51.54	34.52	31.29	35.08	41.72	22.15	40.80
20	21.00	23.56	26.27	24.00	22.10	22.02	45.77	38.25	37.46	41.07	39.79	32.83	23.21	38.51
21	19.86	19.48	21.57	14.82	21.67	23.00	35.61	34.15	44.10	27.29	77.80	34.37	20.01	39.81
22	25.71	16.79	21.77	16.75	26.53	21.25	45.36	29.79	32.38	29.42	53.76	58.56	21.74	42.76
23	31.38	18.08	28.57	28.17	30.47	22.31	87.25	36.00	90.29	78.67	82.80	60.92	25.97	69.97
Average	27.16	26.30	27.84	25.64	26.72	27.21	46.88	44.50	43.20	42.50	43.89	39.72	26.89	43.09



Chart 35: Field-Initiated CAD Unit Occupied Time, by Hour, by Year

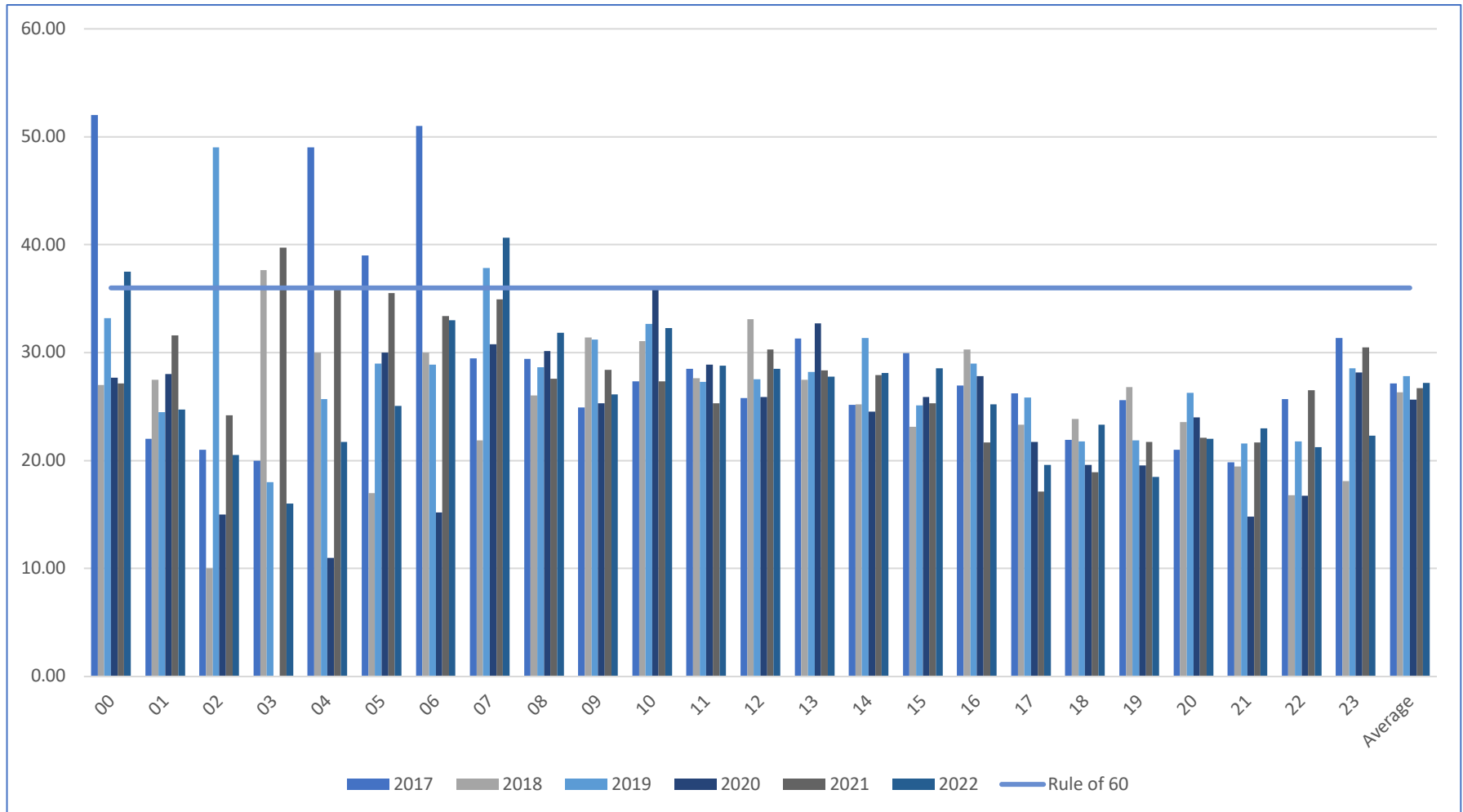
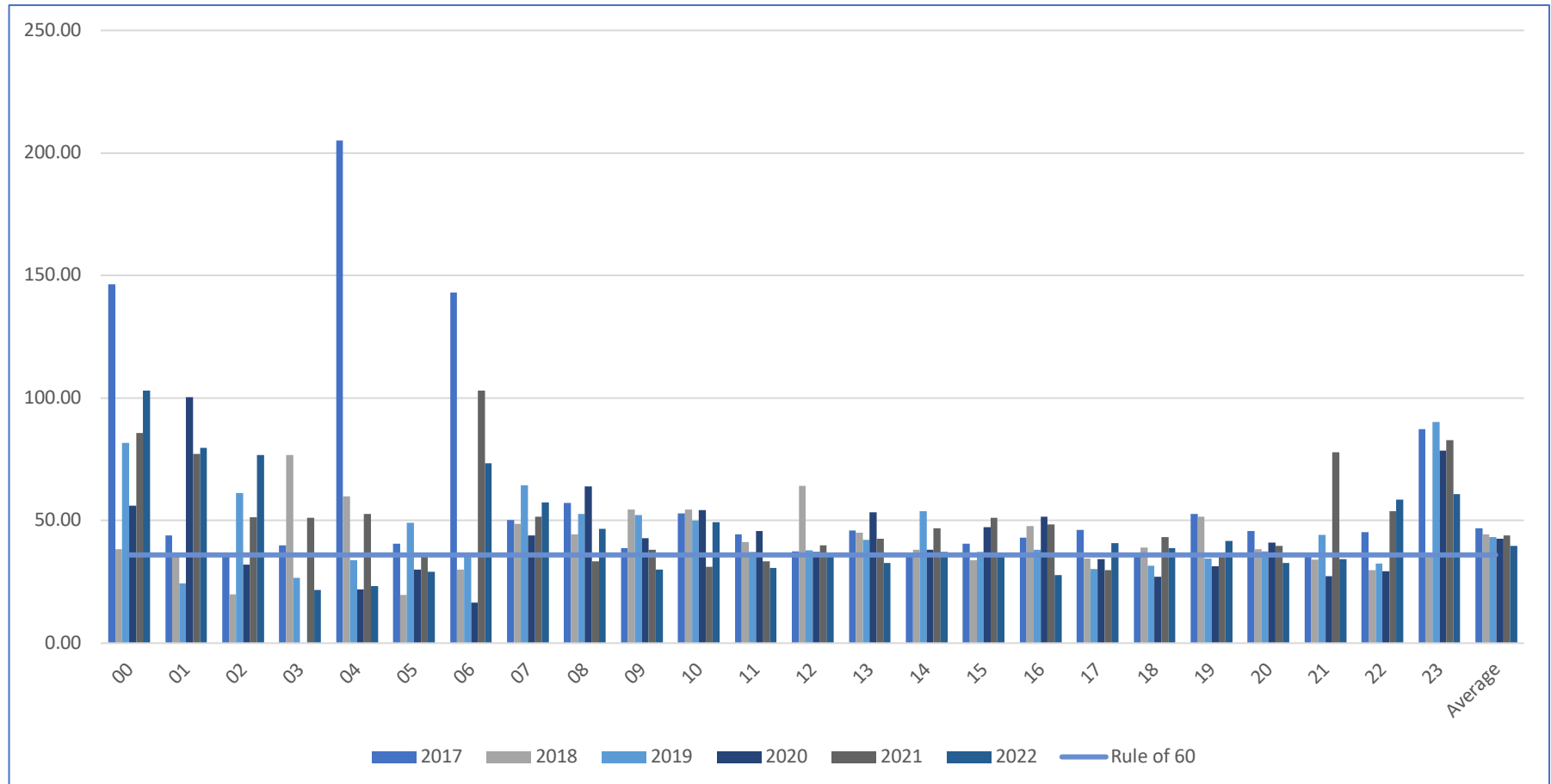




Chart 36: Field-Initiated Total Service Time, by Hour, by Year



Note: Notice the outliers on several of the hour periods. The following chart suppresses those to supply a better understanding of the distribution of patterns.



Chart 37: Field-Initiated Total Service Time, by Hour, by Year - Data Suppression

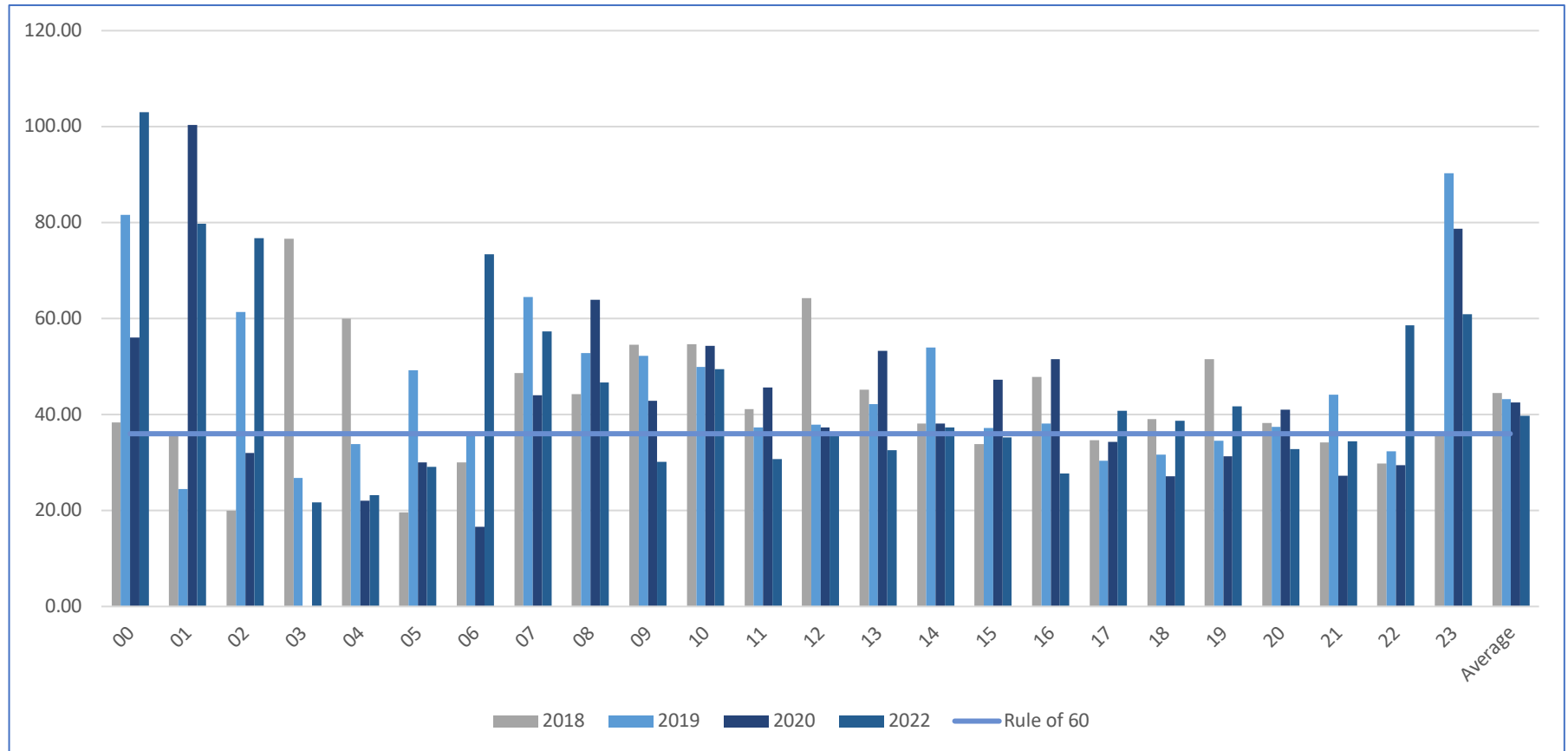




Table 35: Community-Initiated Primary Unit Occupied Time and Total Service Time, by Day of Week, by Year

Community-Initiated Day of Week	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
Sunday	22.14	22.29	21.88	22.12	22.17	23.12	47.97	50.76	48.77	50.89	53.56	59.42	22.23	51.23
Monday	23.67	22.39	23.32	22.97	22.47	23.00	48.13	46.69	48.86	48.37	48.55	53.23	23.00	48.69
Tuesday	22.75	23.53	23.80	23.21	22.65	21.56	46.32	49.72	50.12	49.97	52.28	48.38	23.05	49.31
Wednesday	23.23	22.61	23.32	21.70	21.88	22.17	48.30	47.72	48.78	45.89	48.58	54.12	22.58	48.58
Thursday	22.40	22.64	23.40	22.62	22.10	22.21	46.86	49.17	49.33	47.52	52.25	52.36	22.65	49.09
Friday	22.59	22.30	23.23	22.18	21.23	22.59	46.17	48.23	48.10	47.60	49.28	55.46	22.45	48.74
Saturday	21.06	22.11	21.92	21.68	21.52	21.06	44.79	49.66	49.14	48.05	49.37	51.46	21.59	48.44
Average	22.53	22.55	22.99	22.34	22.02	22.25	46.90	48.80	49.02	48.26	50.56	53.56	22.50	49.12



Chart 38: Community-Initiated Primary Unit Occupied Time and Total Service Time, by Day of Week, by Year

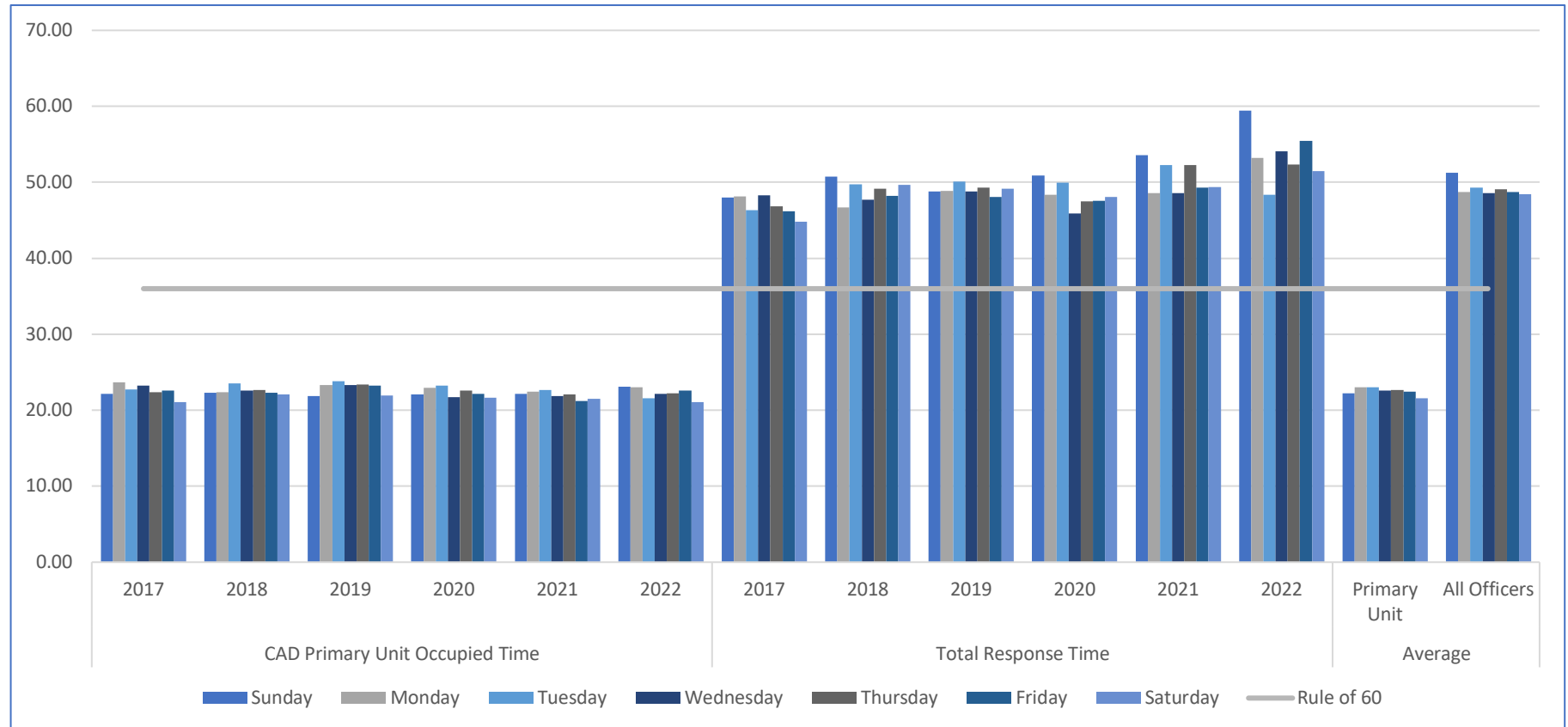




Table 36: Field-Initiated Primary Unit Occupied Time and Total Service Time, by Day of Week, by Year

Field-Initiated Contact Day of Week	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
Sunday	27.96	26.22	31.22	22.99	24.91	24.10	55.30	42.22	47.97	42.86	46.06	45.29	26.16	46.19
Monday	25.65	24.36	24.96	25.53	28.06	25.19	39.35	40.62	34.53	38.14	39.55	32.36	25.71	36.77
Tuesday	27.29	30.78	29.63	27.08	29.68	28.87	41.73	49.76	46.85	44.23	46.36	38.55	29.03	44.06
Wednesday	28.52	24.82	29.81	27.41	25.48	30.46	53.46	40.58	45.65	47.30	41.94	45.46	27.83	44.97
Thursday	24.44	29.73	27.17	24.86	27.06	26.64	42.43	48.53	46.17	41.60	42.62	35.29	26.79	42.11
Friday	29.29	23.09	24.58	27.49	25.38	26.48	51.52	42.95	38.71	46.49	43.22	45.89	25.98	44.57
Saturday	27.05	24.12	28.03	23.55	24.62	26.58	47.72	45.59	42.21	34.89	50.72	41.54	25.63	44.07
Average	27.16	26.30	27.84	25.64	26.72	27.21	46.88	44.50	43.20	42.50	43.89	39.72	26.89	43.09



Chart 39: Field-Initiated Primary Unit Occupied Time and Total Service Time, by Day of Week, by Year

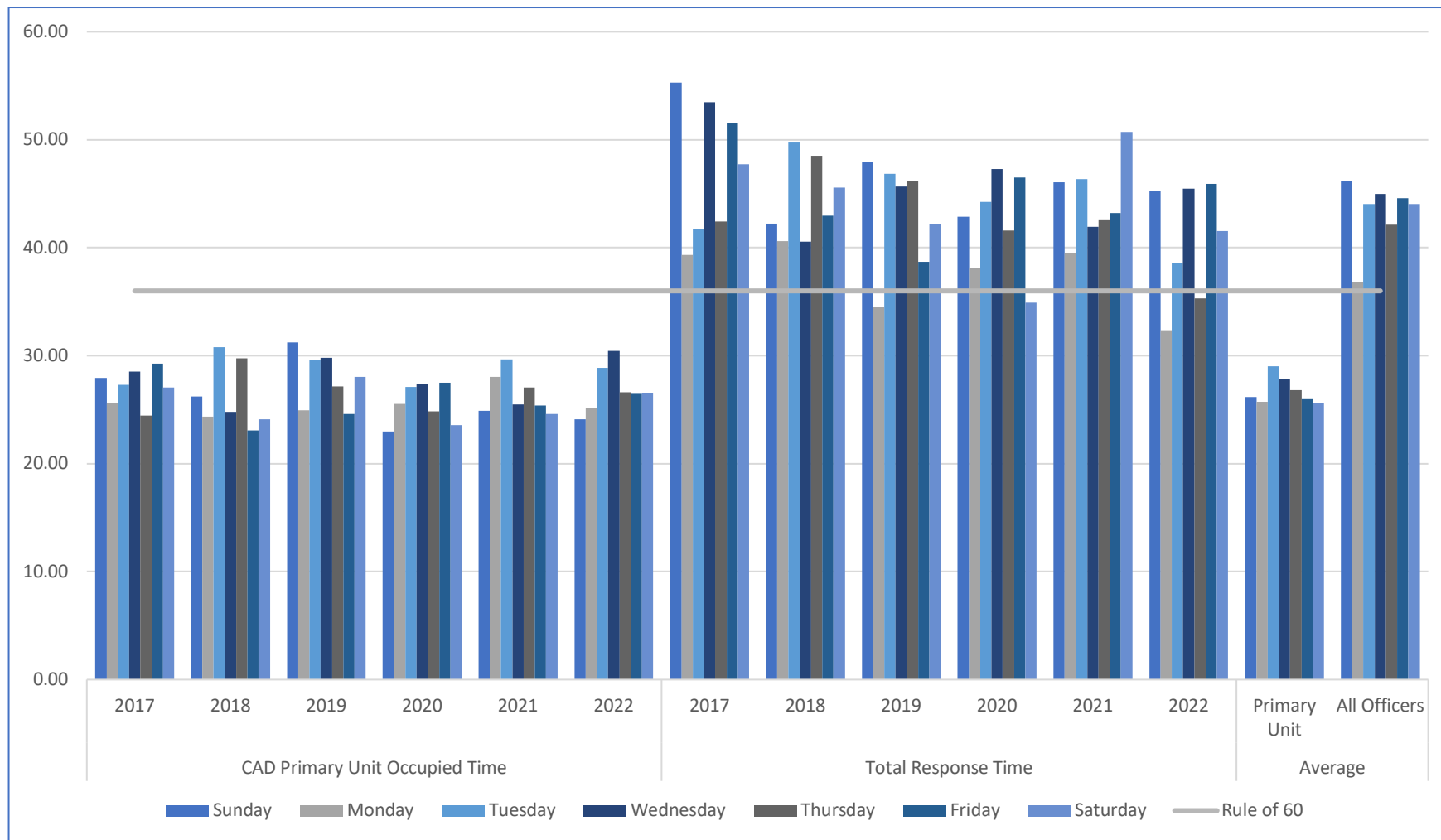




Table 37: Community-Initiated Primary Unit Occupied Time and Total Service Time, by Season, by Year – with Averages

Community-Initiated Contact	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
Autumn	22.40	22.99	23.01	22.72	22.17	22.92	47.51	49.52	48.74	50.07	50.18	56.41	22.71	49.93
Spring	22.49	22.57	23.44	21.79	21.92	22.48	46.92	49.67	49.89	46.82	50.65	54.05	22.50	49.23
Summer	22.52	22.74	22.79	21.87	21.64	21.58	45.34	48.84	48.16	46.99	50.07	51.25	22.28	48.15
Winter	22.76	21.85	22.71	23.05	22.63	22.12	47.99	47.10	49.42	49.31	52.02	52.86	22.53	49.29
Average	22.53	22.55	22.99	22.34	22.02	22.25	46.90	48.80	49.02	48.26	50.56	53.56	22.50	49.12



Chart 40: Community-Initiated Primary Unit Occupied Time and Total Service Time, by Season, by Year – with Averages

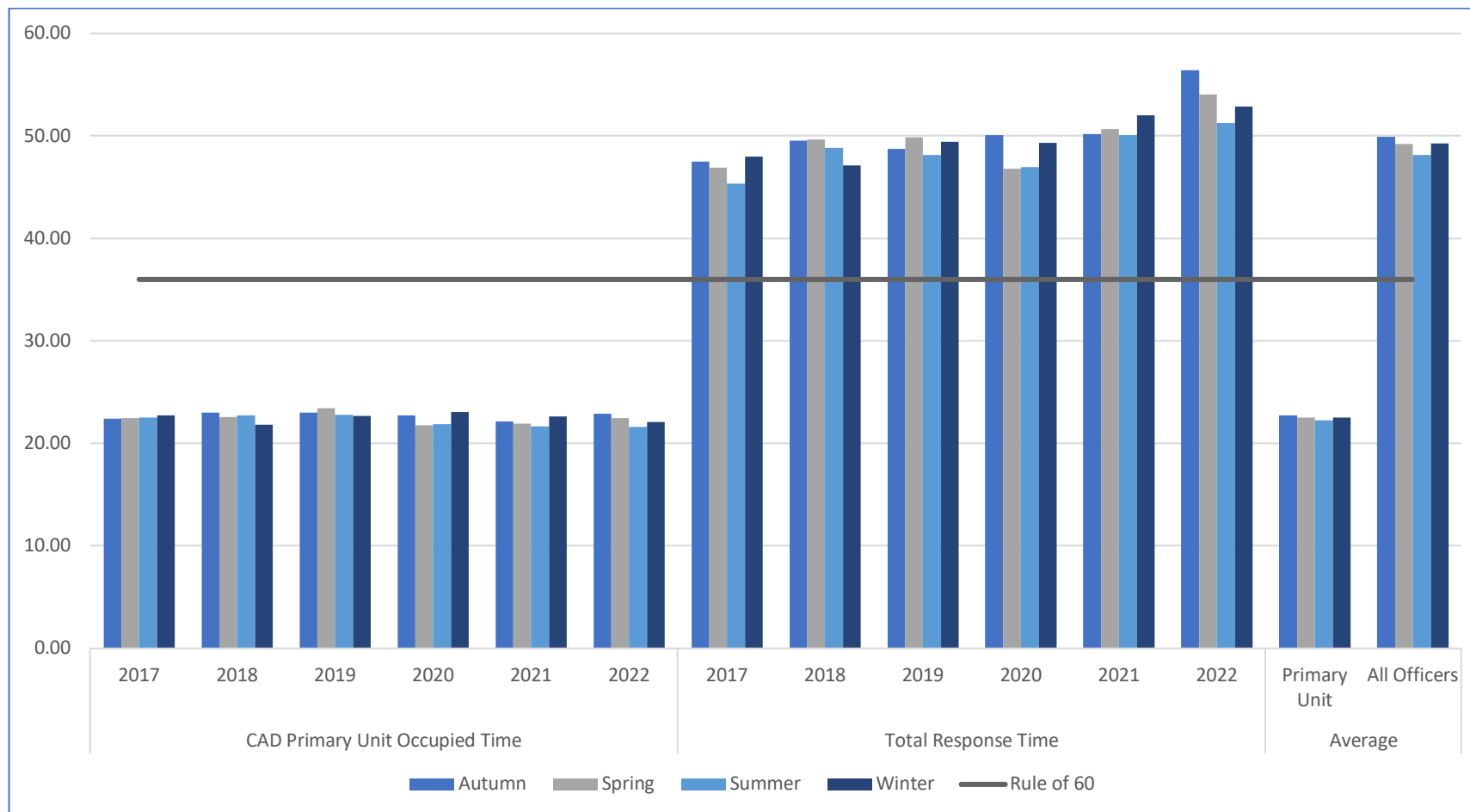




Table 38: Field-Initiated Primary Unit Occupied Time and Total Service Time, by Season, by Year – with Averages

Field-Initiated Contact	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
Autumn	29.23	26.00	29.29	25.96	28.81	28.41	51.14	44.21	44.31	46.01	40.81	40.58	28.00	43.72
Spring	28.56	26.10	27.78	25.86	27.11	24.04	54.21	42.17	42.17	40.50	46.70	34.12	26.41	42.40
Summer	24.75	26.73	29.62	29.99	25.86	27.59	40.49	47.39	47.21	53.44	46.77	39.48	27.29	44.96
Winter	25.93	26.41	24.41	22.63	23.99	29.01	41.06	43.82	38.87	34.32	40.40	45.69	25.59	40.94
Average	27.16	26.30	27.84	25.64	26.72	27.21	46.88	44.50	43.20	42.50	43.89	39.72	26.89	43.09



Chart 41: Field-Initiated Primary Unit Occupied Time and Total Service Time, by Season, by Year – with Averages

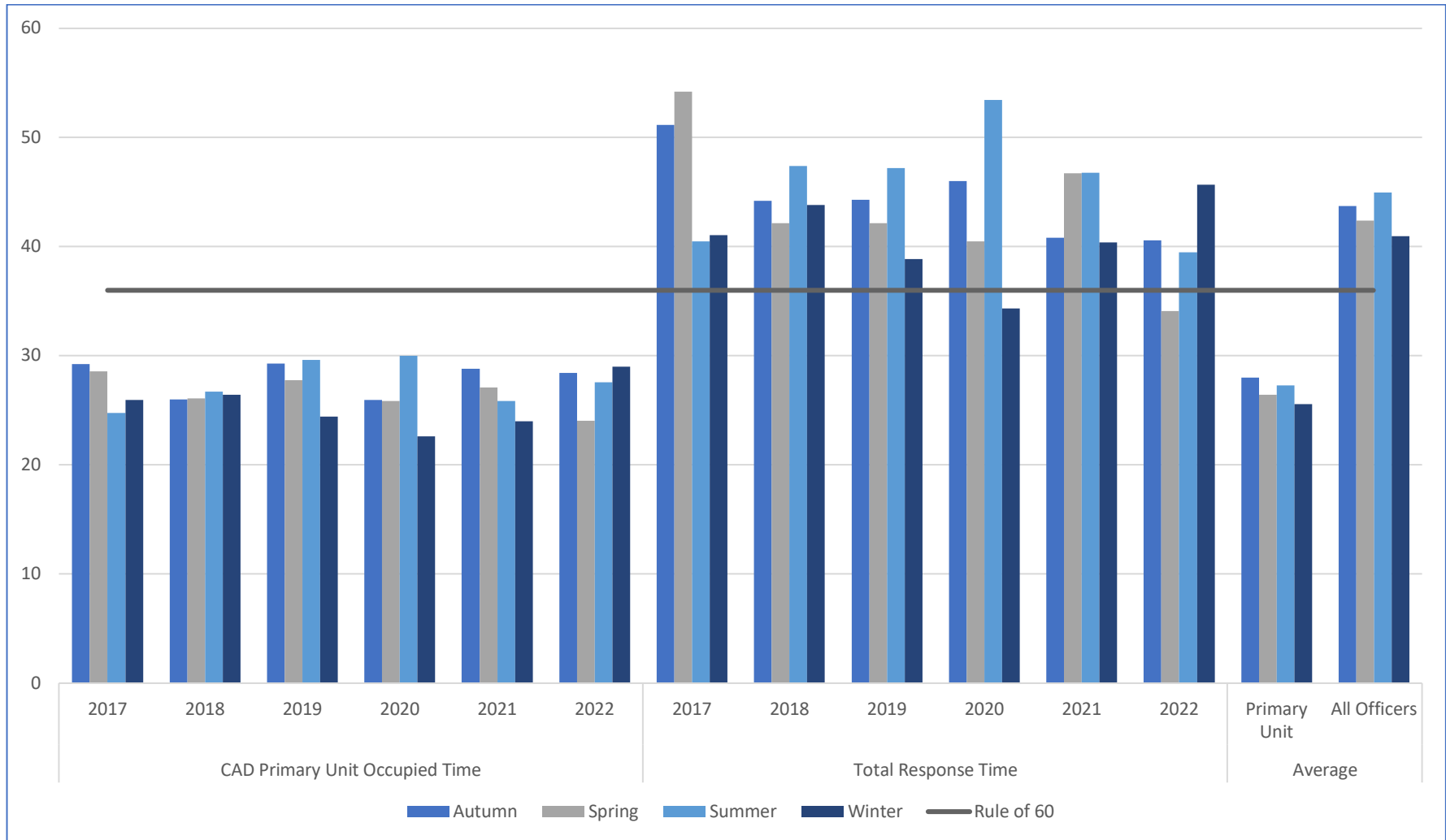


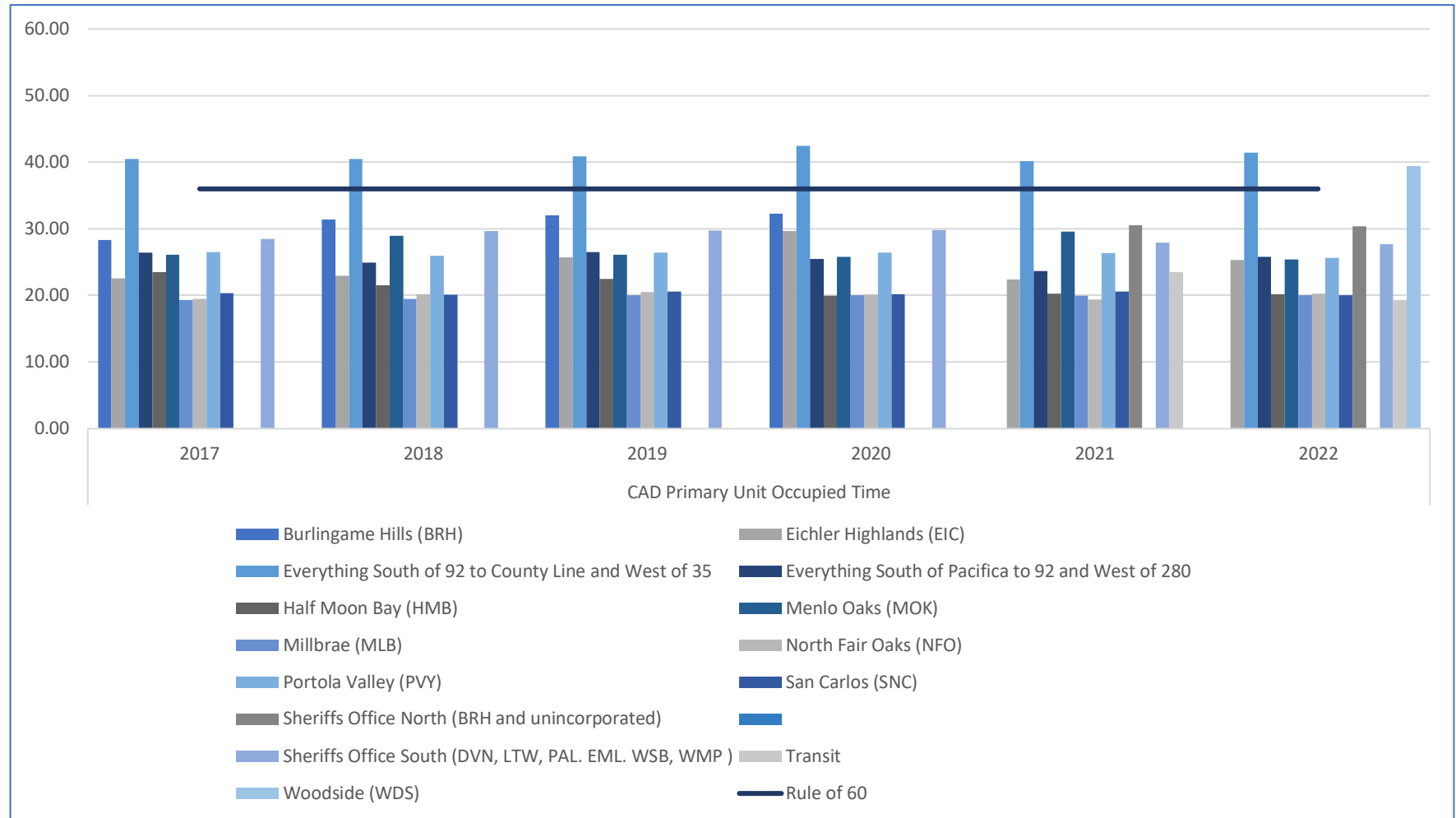


Table 39: Community-Initiated Primary Unit Occupied Time and Total Service Time, by Beat, by Year – with Averages

Community-Initiated Contact Beat	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
Burlingame Hills (BRH)	28.35	31.41	32.04	32.26			48.82	55.14	53.26	57.02			30.85	53.20
Eichler Highlands (EIC)	22.59	22.97	25.76	29.65	22.37	25.34	36.71	36.51	44.82	44.62	39.47	43.17	24.50	40.37
Everything South of 92 to County Line and West of 35	40.53	40.52	40.87	42.50	40.16	41.41	92.26	90.88	96.75	94.20	92.33	96.41	41.00	93.69
Everything South of Pacifica to 92 and West of 280	26.41	24.97	26.54	25.51	23.63	25.81	58.82	55.02	57.14	53.73	56.29	62.54	25.62	56.80
Half Moon Bay (HMB)	23.52	21.52	22.45	19.91	20.25	20.16	51.72	46.64	48.55	41.76	47.03	51.15	21.52	47.77
Menlo Oaks (MOK)	26.13	28.96	26.13	25.78	29.58	25.44	58.93	68.80	56.67	61.53	64.97	63.97	26.88	62.04
Millbrae (MLB)	19.28	19.50	19.99	20.02	19.93	20.03	38.83	41.52	41.02	42.53	44.88	47.02	19.76	42.12
North Fair Oaks (NFO)	19.46	20.17	20.49	20.10	19.42	20.30	45.42	50.72	51.26	49.79	49.05	55.28	20.01	50.00
Portola Valley (PVY)	26.54	25.94	26.42	26.40	26.34	25.67	58.24	59.17	59.30	58.29	57.98	61.86	26.25	59.05
San Carlos (SNC)	20.37	20.10	20.59	20.19	20.57	20.03	40.33	41.66	40.79	42.89	46.83	46.44	20.31	42.55
Sheriff's Office North (BRH and unincorporated)					30.55	30.40					56.16	61.69	30.46	59.33
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	28.49	29.67	29.77	29.84	27.90	27.69	50.50	59.75	62.05	60.24	62.48	64.80	29.08	59.27
Transit					23.52	19.35					77.71	44.71	21.04	58.04
Woodside (WDS)						39.50						154.50	39.50	154.50
Average	22.53	22.55	22.99	22.34	22.02	22.25	46.90	48.80	49.02	48.26	50.56	53.56	22.50	49.12



Chart 42: Community-Initiated Primary Unit Occupied Time, by Beat, by Year – with Averages



Note: For ease of presentation, we focus on the primary unit assigned to the call.



Table 40: Field-Initiated Primary Unit Occupied Time and Total Service Time, by Beat, by Year – with Averages

Field-Initiated Contact Beat	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
Burlingame Hills (BRH)	44.19	47.75	26.88	27.60	52.00		57.56	55.81	31.38	29.40	104.00		35.76	43.50
Eichler Highlands (EIC)	20.00	45.50	34.25	46.00	35.05	25.52	20.00	45.50	97.00	46.00	35.05	26.43	31.47	36.98
Everything South of 92 to County Line and West of 35	37.19	39.15	34.91	48.78	35.91	32.35	69.10	69.36	57.57	105.00	50.21	51.58	36.79	61.11
Everything South of Pacifica to 92 and West of 280	22.94	23.73	23.15	25.45	23.58	20.18	46.68	42.38	42.64	51.99	47.44	33.18	23.07	43.46
Half Moon Bay (HMB)	25.60	21.88	25.37	18.89	20.94	29.46	46.74	40.69	43.86	35.60	51.06	56.85	23.87	46.56
Menlo Oaks (MOK)	37.30	31.15	31.59	29.33	30.74	33.26	49.05	42.05	46.47	49.33	36.36	41.76	32.53	42.20
Millbrae (MLB)	22.66	20.22	24.04	25.27	27.11	27.09	36.48	35.30	33.53	34.13	38.36	39.92	24.85	36.83
North Fair Oaks (NFO)	26.04	25.68	29.59	23.26	23.90	28.45	51.32	49.42	48.85	41.02	51.67	52.67	26.30	49.32
Portola Valley (PVY)	33.14	29.68	31.84	38.68	27.39	27.95	49.64	49.34	45.01	59.68	35.39	36.14	30.67	43.84
San Carlos (SNC)	23.61	23.14	28.56	23.08	25.91	24.23	42.28	35.11	39.57	35.88	35.31	30.97	24.86	35.21
Sheriff's Office North (BRH and unincorporated)					37.13	31.05					78.94	40.41	32.75	51.23
Sheriff's Office South (DVN, LTW, PAL. EML. WSB, WMP)	31.87	32.21	31.61	26.48	26.70	29.98	42.54	48.54	48.18	34.68	35.05	33.26	29.98	40.45
Transit					41.50	15.00					113.00	20.67	34.27	87.82
Woodside (WDS)					31.08	39.00					32.33	39.00	33.41	34.29
Average	27.16	26.30	27.84	25.64	26.72	27.21	46.88	44.50	43.20	42.50	43.89	39.72	26.89	43.09



Chart 43: Field-Initiated Primary Unit Occupied Time, by Beat, by Year – with Averages

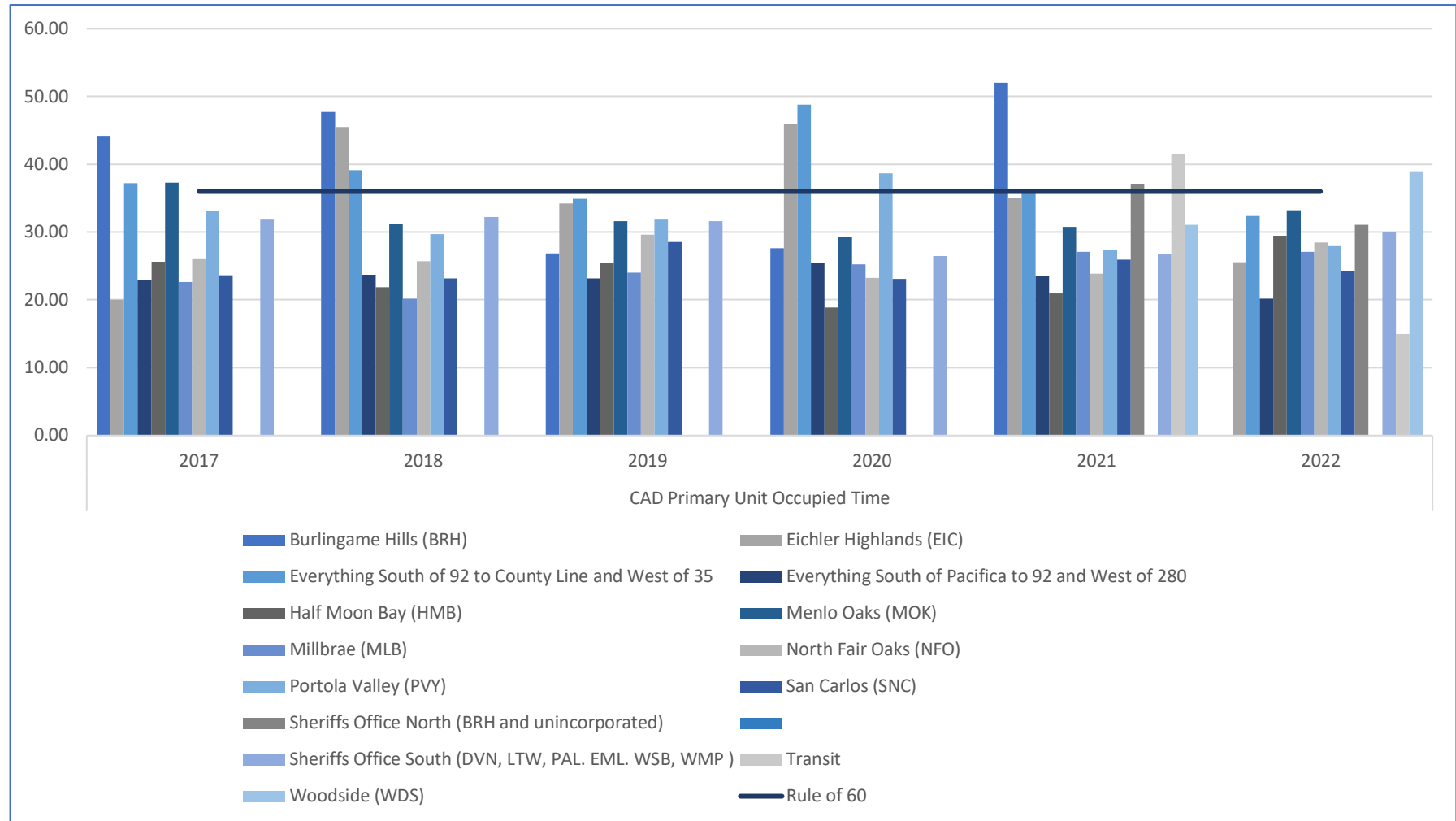




Table 41: Community-Initiated Primary Unit Occupied Time and Total Service Time, by Hour, by Year, by Priority

Community-Initiated Contact Priority	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
1					28.99	32.52					125.73	135.10	30.92	130.86
2					23.62	24.03					69.37	72.24	23.83	70.87
3					19.46	19.58					45.77	48.01	19.52	46.95
4					27.01	25.88					44.67	45.61	26.41	45.16
5					16.62	17.53					22.94	24.49	17.05	23.66
6					20.92	21.27					36.75	27.32	21.10	31.97
9					26.66	23.49					33.74	29.13	25.16	31.55
(blank)	22.53	22.55	22.99	22.34	3.00	30.00	46.90	48.80	49.02	48.26	6.00	30.00	22.61	48.23
Average	22.53	22.55	22.99	22.34	22.02	22.25	46.90	48.80	49.02	48.26	50.56	53.56	22.50	49.12

Note: Unfortunately, the original case priority and final case priority are missing values prior to 2021. The table provides the average for ease of comparison, and should be indicated as the average for the period specific to contacts with no priority provided.



Chart 44: Community-Initiated Primary Unit Occupied Time and Total Service Time, by Hour, by Year, by Priority

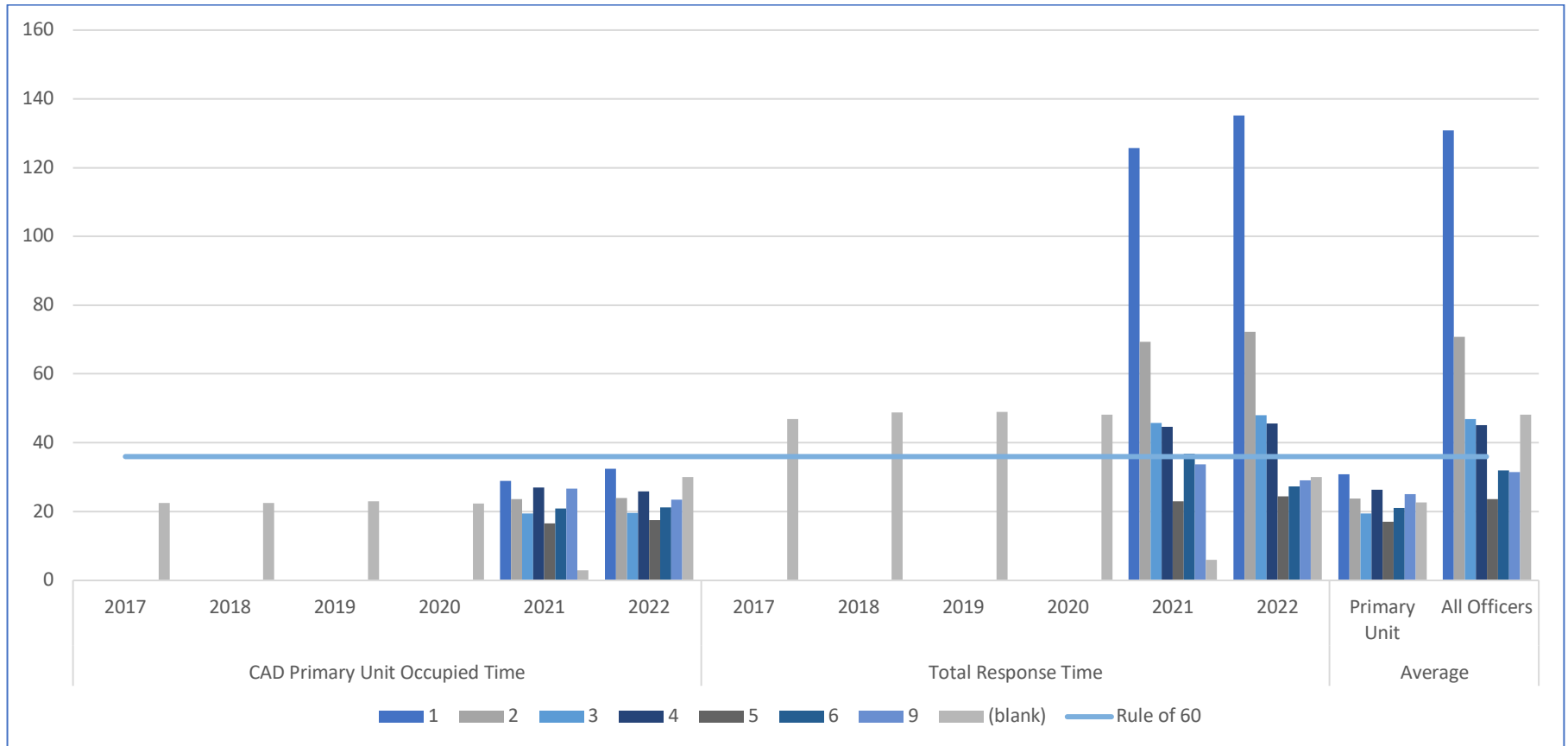




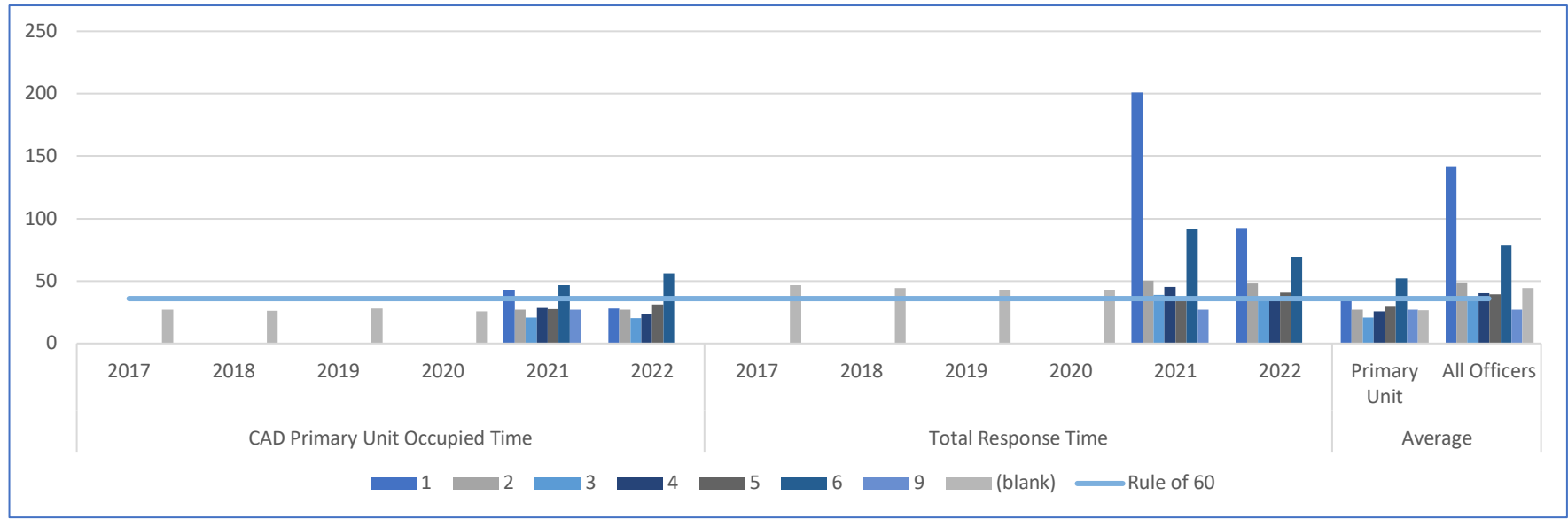
Table 42: Field-Initiated Primary Unit Occupied Time and Total Service Time, by Hour, by Year, by Priority

Field-Initiated Contact Priority	CAD Primary Unit Occupied Time						Total Response Time						Average	
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Primary Unit	All Officers
1					42.80	28.00					200.80	92.67	34.73	141.82
2					27.30	27.33					50.25	47.84	27.32	48.99
3					21.00	20.19					39.05	34.42	20.60	36.77
4					28.57	23.60					45.46	35.89	25.87	40.26
5					27.40	31.02					37.05	40.66	29.60	39.24
6					46.46	56.17					92.07	69.29	52.29	78.40
9					27.00						27.00		27.00	27.00
(blank)	27.16	26.30	27.84	25.64			46.88	44.50	43.20	42.50			26.81	44.21
Average	27.16	26.30	27.84	25.64	26.72	27.21	46.88	44.50	43.20	42.50	43.89	39.72	26.89	43.09

Note: Unfortunately, the original case priority and final case priority are missing values prior to 2021. The table provides the average for ease of comparison, and should be indicated as the average for the period specific to contacts with no priority provided.



Chart 45: Field-Initiated Primary Unit Occupied Time and Total Service Time, by Hour, by Year, by Priority



Note: Extreme value detected for total response for Priority 1.



Table 43: Unit Occupied Time, by Order on Scene, by Year – with Averages

On Scene Order	Community-Initiated Contact							Field-Initiated Contact							Agency
	2017	2018	2019	2020	2021	2022	Average	2017	2018	2019	2020	2021	2022	Average	Average
Primary Deputy	22.53	22.55	22.99	22.34	22.02	22.25	22.50	27.16	26.30	27.84	25.64	26.72	27.21	26.89	22.72
Secondary Deputy	22.66	23.15	23.23	22.53	22.57	22.81	22.84	23.37	23.24	24.78	24.02	19.22	19.88	22.80	22.84
Third Deputy	25.47	26.07	26.74	25.03	24.53	24.86	25.49	30.42	29.85	30.09	30.33	28.92	31.46	30.19	26.03
Fourth Deputy	24.72	25.51	25.69	24.53	24.26	26.35	25.23	32.91	32.42	35.61	34.77	32.74	30.62	33.10	26.61
Total Response Time (Primary * # of Assigned Units)	46.90	48.80	49.02	48.26	50.56	53.56	49.12	46.88	44.50	43.20	42.50	43.89	39.72	43.09	48.82

Note: The calculation for Total Service Time should be viewed with caution, as the average duration for each unit is similar to the primary unit.



Chart 46: Unit Occupied Time, by Order on Scene, by Year – with Averages

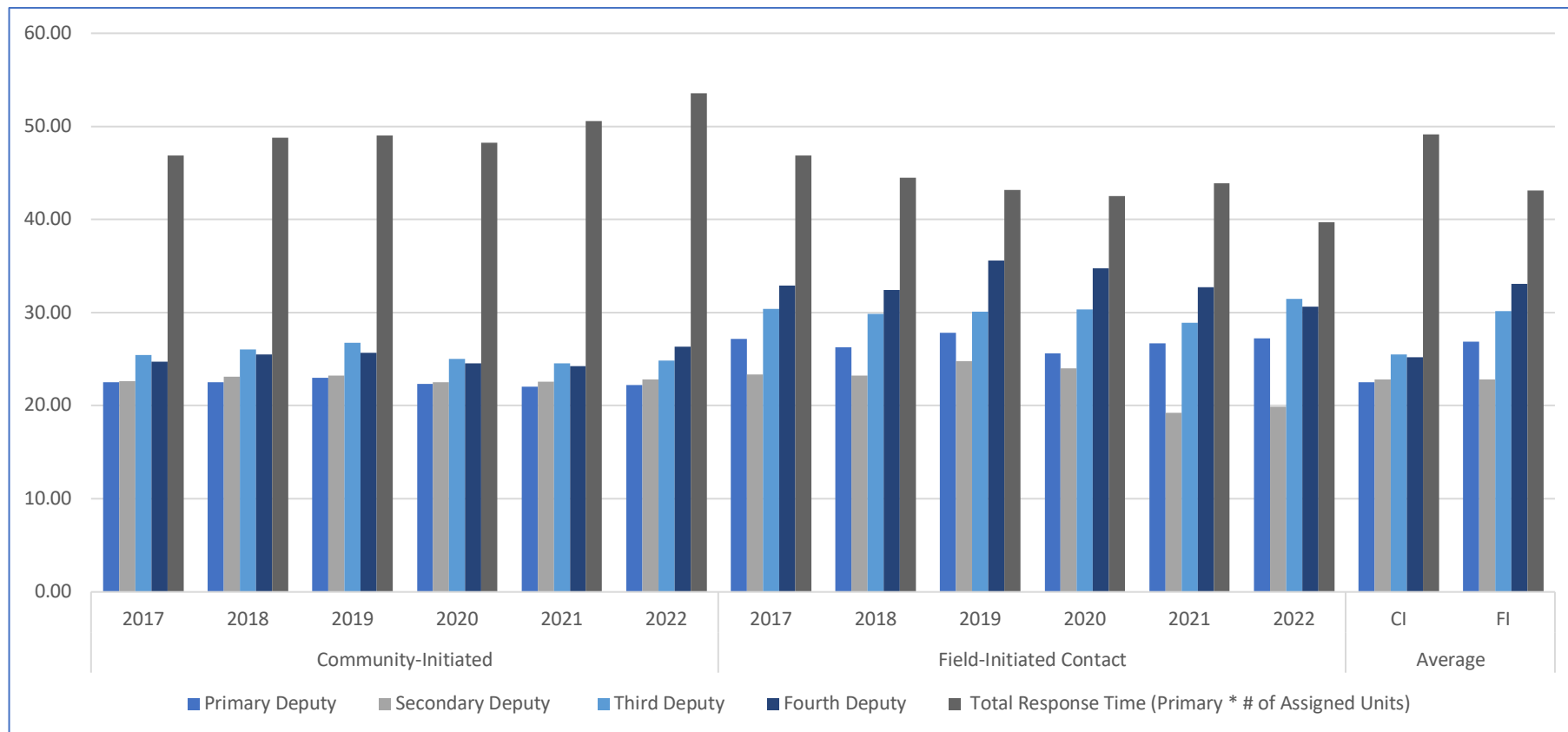




Table 44: Unit Occupied Time, by Record Source, by Category, by Year – with Averages

Record Categories	Community-Initiated						Field-Initiated Contact						Average		
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Community-Initiated	Field-Initiated	Avg
Accident	32.01	30.57	30.60	31.66	31.56	32.32	24.00	26.57	38.36	35.00	37.00	35.00	31.35	31.72	31.54
Admin	20.86	18.59	16.73	18.68	16.35	16.52	18.14	13.49	12.21	13.13	10.43	9.93	18.02	11.59	14.81
Agency Assist	25.54	23.47	26.68	27.19	23.58	25.25	23.95	25.90	28.68	29.19	26.79	26.64	25.33	26.66	26.00
Alarm	14.33	14.49	14.77	14.38	15.34	14.98		26.00				4.00	14.65	15.00	14.83
Check-Area	17.99	18.70	17.95	20.03	14.50	21.30	20.43	19.58	26.37	20.31	29.01	20.11	18.55	23.20	20.88
Community Policing	22.95	22.57	23.44	20.19	22.27	21.28	30.69	31.22	31.75	27.98	28.72	32.89	21.91	30.81	26.36
Crime-Person	32.38	34.30	35.20	33.36	35.58	34.20	30.29	18.00	28.00		6.00	17.00	34.02	24.83	29.43
Crime-Property	31.74	31.25	31.19	30.10	30.18	29.10	27.67	32.30	40.67	29.50	39.00	44.88	30.69	34.39	32.54
Crime-Substance	21.27	21.20	23.09	19.60	15.76	24.23	46.00			21.00			21.07	33.50	27.29
Disturbance	21.22	21.64	21.93	19.99	18.87	20.07	24.73	23.59	23.20	24.67	18.75	22.78	20.76	22.95	21.86
Fire	24.60	23.87	23.78	24.41	23.35	24.94	48.50	11.00				12.00	24.16	26.20	25.18
Investigation	25.52	24.90	25.23	25.17	25.01	23.67	21.39	24.50	26.00	22.60	35.29	30.97	24.97	27.75	26.36
Medical	24.61	23.42	23.88	25.34	23.85	25.62	22.00	75.00	6.00				24.37	34.33	29.35
Mental Health	39.19	38.39	42.05	39.07	36.20	36.45	53.00			30.00			38.64	41.50	40.07
Miscellaneous	24.60	23.79	24.51	23.75	22.76	24.26	25.14	28.52	34.21	29.50	44.77	28.91	24.10	31.03	27.57
Parking/Traffic Related	19.57	20.49	21.42	21.23	20.77	20.31	26.77	27.67	27.98	35.61	26.95	30.93	20.61	28.86	24.74
Pedestrian Contacts	24.70	21.93	24.33	20.15	19.50	21.13	34.59	25.88	23.70	20.33	33.86	38.71	22.45	31.82	27.14
Prisoner/Warrant	44.00	33.20	37.00	32.22	29.16	29.84	20.44	17.73	18.78	17.10	20.20	22.15	32.64	19.00	25.82
Suspicious Incident	18.81	18.94	19.69	19.19	19.06	18.97	16.80	15.75	17.24	26.33	29.38	30.14	19.12	22.30	20.71
Traffic Enforcement	17.26	15.24	16.12	16.55	15.73	16.40	36.23	28.86	34.43	30.25	27.15	28.95	16.25	29.24	22.75
Unknown Trouble	20.82	19.53	20.18	18.62	19.24	19.24	33.50	16.67			32.00		19.83	24.83	22.33
Average	22.53	22.55	22.99	22.34	22.02	22.25	27.16	26.30	27.84	25.64	26.72	27.21	22.50	26.89	24.70



Chart 47: Community-Initiated Unit Occupied Time, by Year – with Averages

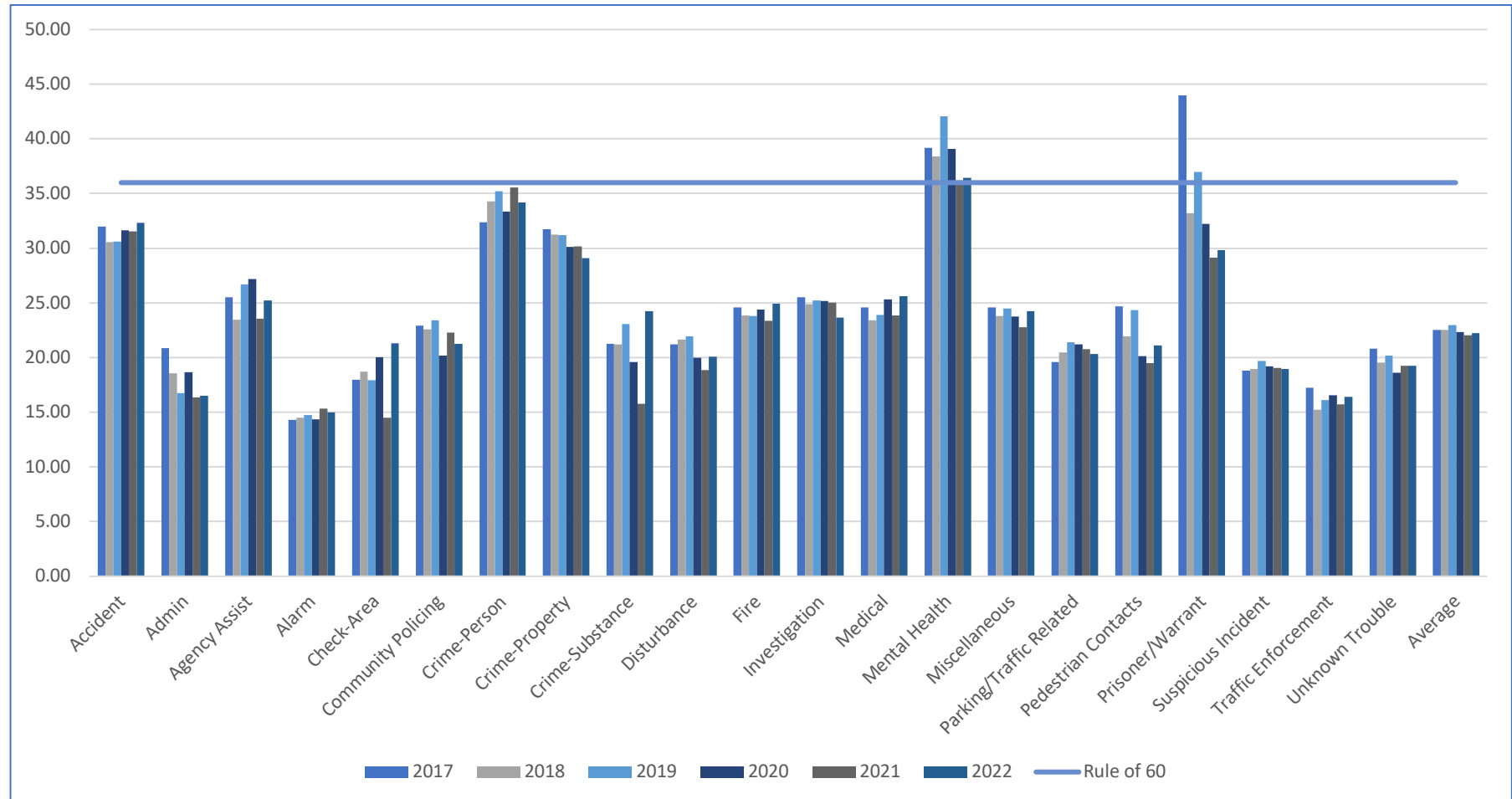




Chart 48: Field-Initiated Unit Occupied Time, by Year – with Averages

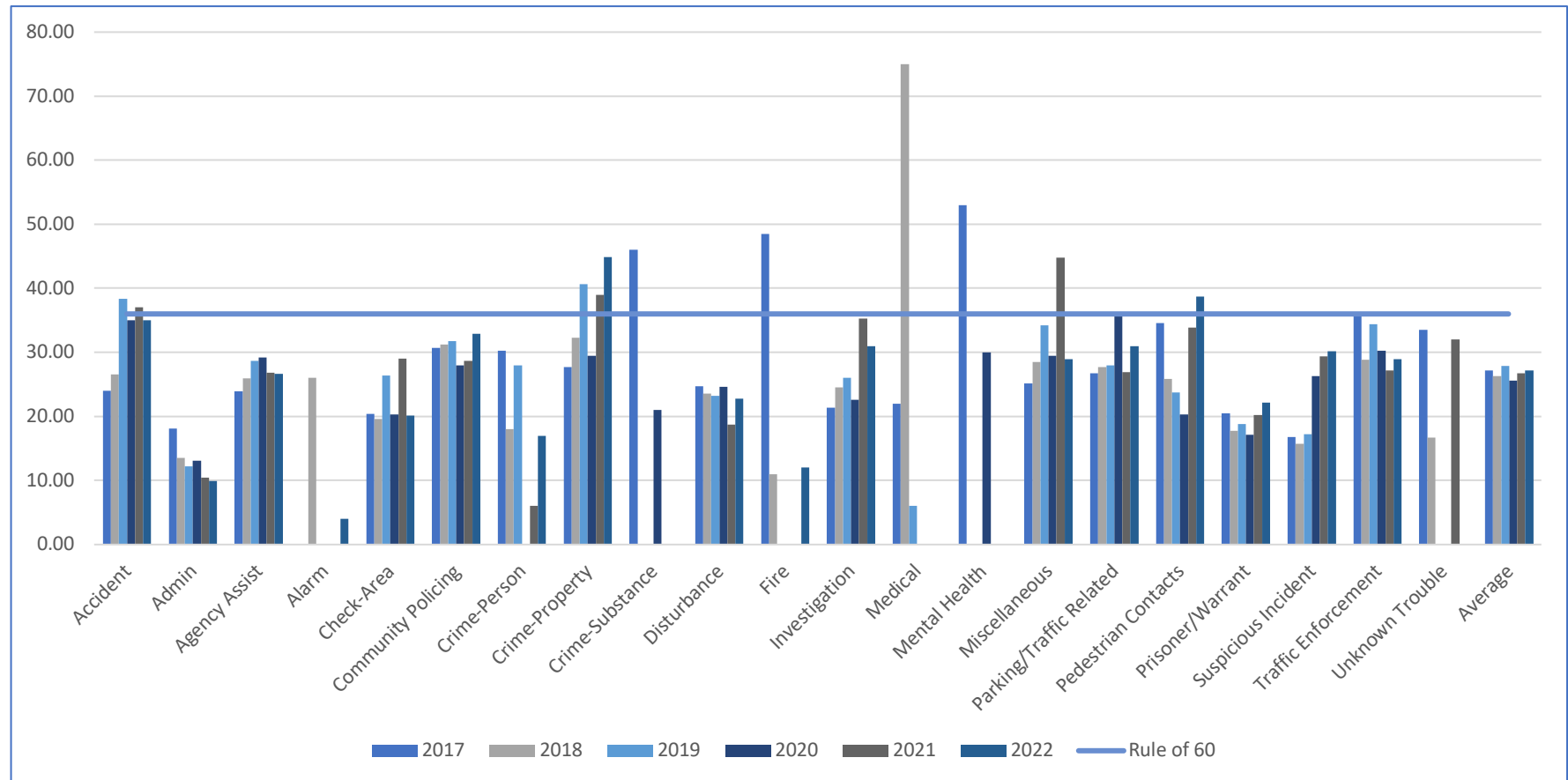


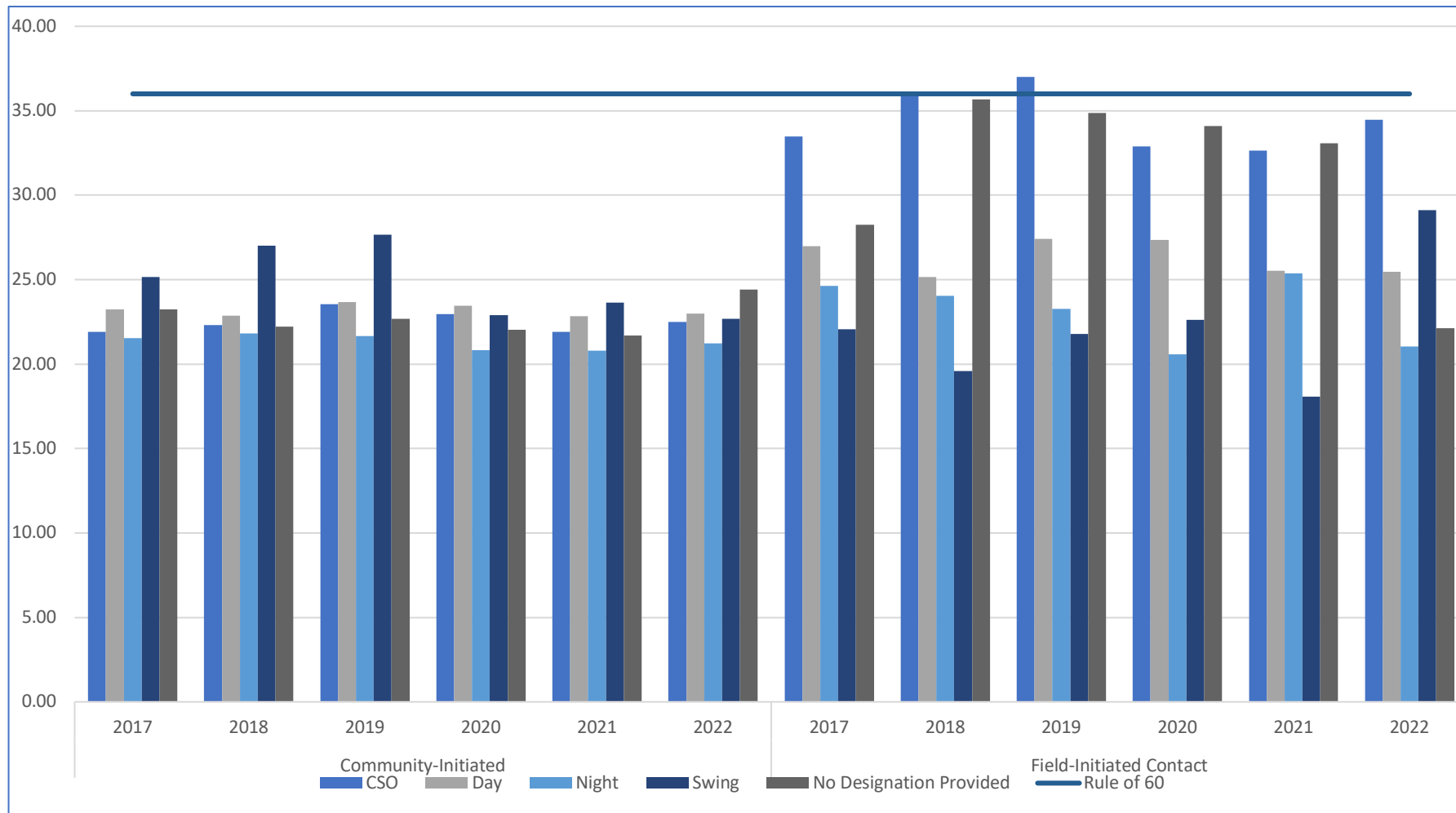


Table 45: Unit Occupied Time, by Shift Designator, by Year – with Averages

Shift Designator	Community-Initiated						Field-Initiated Contact						Average		
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	Community-Initiated	Field-Initiated	Agency Avg
CSO	21.89	22.32	23.53	22.97	21.89	22.50	33.47	36.05	37.00	32.88	32.63	34.47	22.49	34.45	28.47
Day	23.25	22.87	23.66	23.44	22.83	22.98	26.97	25.15	27.42	27.35	25.51	25.47	23.22	26.26	24.74
Night	21.53	21.80	21.65	20.84	20.78	21.24	24.64	24.05	23.28	20.58	25.38	21.03	21.36	23.10	22.23
Swing	25.16	27.00	27.65	22.91	23.63	22.69	22.05	19.57	21.77	22.62	18.06	29.12	24.80	22.17	23.485
No Designation Provided	23.24	22.21	22.68	22.04	21.69	24.43	28.26	35.67	34.87	34.09	33.08	22.11	22.72	31.30	27.01
Average	22.53	22.55	22.99	22.34	22.02	22.25	27.16	26.30	27.84	25.64	26.72	27.21	22.50	26.89	24.695



Chart 49: Unit Occupied Time, by Shift Designator, by Year





RESPONSE TIMES

Response Times reflect the agency's time (from receipt of a call for service to arrival) to respond to the community's request for assistance, as such, we focus the Response Time portion of the data analysis on community-initiated calls for service. These segments reflect the time between a call being created and dispatched, dispatched to an Deputy and the Deputy indicated en route status, the duration of travel time between the Deputy indicating en route status and a record of arrived status, and lastly the duration of time between arrived and the closure of the record. Response time were calculated for each of the four stages of a call for service, which are then converted into three data items (Dispatch Time, Travel Time, Total Response Time, and Total Call Time).

- Dispatch Time = Created ----> Dispatched + Dispatched----> Enroute
- Travel Time = Enroute ----> Arrived (Primary Unit)
- Total Response Time = Dispatched----> Enroute + Enroute ----> Arrived (Primary Unit)
- Total Call Time = Dispatched----> Enroute + Enroute ----> Arrived + Arrived ----> Closed Arrived (Primary Unit)

Each of these states remove times more than the upper bounds, as discussed earlier in the report. It is important to note the time from when a call is received to the point the dispatcher creates the call was not included as those data sets were not available. As prior discussed, there are data inconsistencies associated with the technology transition in 2021. As such, Dispatch time reflects the CAD record, and the remaining record statuses reflect the primary unit assigned to the record. The response time portion of the data report is displayed in minutes and seconds, whereas time was shown in numerical values in prior sections of the report.



Table 46: Response Time Record Status and Average Minute, by Day of Week, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time						Total Call Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Sunday	0:31	0:30	0:28	0:36	1:52	1:51	8:22	8:11	7:50	8:15	7:34	7:49	8:54	8:41	8:19	8:50	9:26	9:40	22:08	22:17	21:52	22:07	22:10	23:07
Monday	0:33	0:31	0:32	0:40	1:53	1:55	8:48	8:13	8:31	8:16	7:58	8:09	9:21	8:45	9:04	8:56	9:52	10:04	23:40	22:23	23:19	22:58	22:28	23:00
Tuesday	0:34	0:31	0:30	0:39	2:01	1:55	8:18	8:22	8:51	8:32	7:45	7:53	8:52	8:54	9:22	9:11	9:46	9:48	22:45	23:31	23:48	23:12	22:38	21:33
Wednesday	0:34	0:34	0:35	0:40	1:56	1:53	8:42	8:28	8:38	8:01	7:29	7:56	9:16	9:02	9:13	8:41	9:25	9:49	23:13	22:36	23:19	21:41	21:52	22:10
Thursday	0:34	0:36	0:33	0:40	1:57	1:55	8:25	8:24	8:30	8:10	7:39	8:06	9:00	9:00	9:03	8:50	9:36	10:01	22:23	22:38	23:23	22:37	22:06	22:12
Friday	0:34	0:34	0:34	0:39	1:58	1:57	8:31	8:22	8:38	8:01	7:38	7:54	9:05	8:58	9:12	8:40	9:37	9:51	22:35	22:18	23:13	22:10	21:13	22:35
Saturday	0:34	0:31	0:30	0:38	1:57	1:53	8:01	8:04	8:13	8:03	7:45	7:28	8:35	8:35	8:43	8:41	9:41	9:21	21:03	22:06	21:55	21:40	21:31	21:03
Average	0:33	0:32	0:32	0:39	1:57	1:54	8:26	8:18	8:28	8:11	7:42	7:53	9:00	8:50	9:00	8:50	9:39	9:48	22:31	22:33	22:59	22:20	22:01	22:15



Chart 50: Response Time Record Status and Average Minute, by Day of Week, by Year

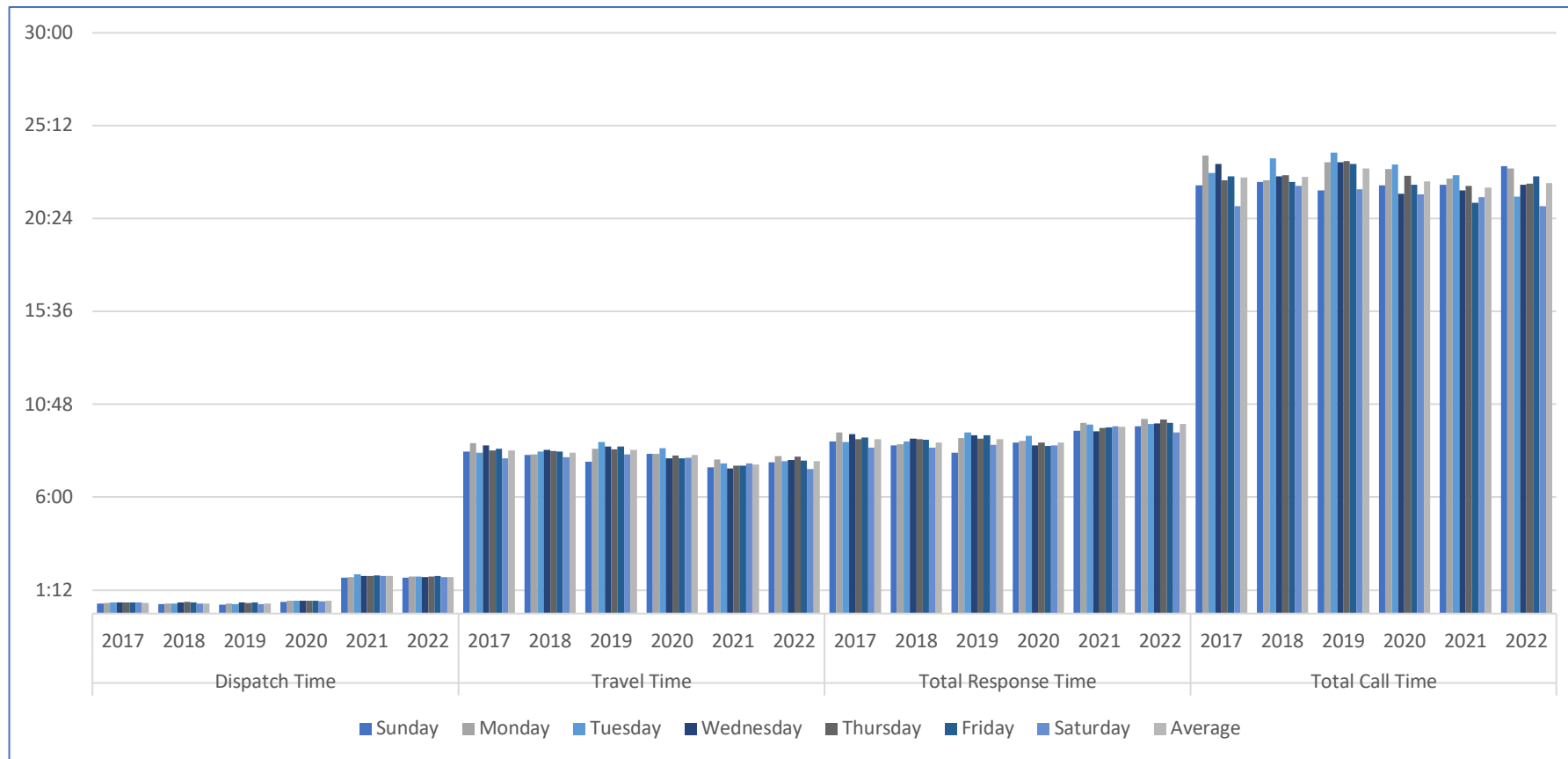




Table 47: Response Time Record Status and Average Minute, by Month, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time						Total Call Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
January	0:32	0:31	0:29	0:34	2:30	1:54	8:30	8:19	8:05	8:33	2:00	7:27	9:03	8:51	8:35	9:07	4:30	9:21	22:22	22:23	22:22	23:38	3:00	20:47
February	0:33	0:34	0:27	0:33	2:02	2:01	8:22	7:48	8:22	8:19	7:16	7:58	8:55	8:23	8:50	8:53	9:18	10:00	23:16	20:59	22:39	23:23	22:08	22:38
March	0:36	0:32	0:28	0:35	2:00	2:00	8:25	7:58	8:15	8:13	7:24	8:30	9:01	8:31	8:44	8:49	9:24	10:30	22:52	22:26	23:55	22:17	21:34	23:05
April	0:34	0:32	0:32	0:39	2:02	1:57	8:44	8:00	8:17	8:15	7:32	8:12	9:18	8:32	8:50	8:54	9:34	10:09	22:22	22:16	22:56	21:26	22:33	22:33
May	0:33	0:33	0:31	0:37	1:57	1:54	8:26	8:01	8:52	8:01	7:33	7:44	8:59	8:34	9:24	8:39	9:30	9:39	22:11	22:59	23:28	21:43	21:46	21:52
June	0:33	0:33	0:34	0:40	1:53	1:58	8:41	8:11	8:41	7:50	7:31	7:30	9:15	8:45	9:15	8:31	9:25	9:28	22:00	22:26	22:21	21:22	21:38	22:23
July	0:38	0:34	0:34	0:40	1:57	1:52	8:30	8:33	8:16	7:52	7:26	7:32	9:08	9:07	8:51	8:33	9:24	9:25	22:44	22:55	22:38	21:22	20:58	20:36
August	0:35	0:35	0:36	0:39	1:53	1:49	8:25	8:17	8:35	8:16	7:50	7:42	9:00	8:52	9:12	8:56	9:45	9:31	22:46	22:49	23:25	22:50	22:20	21:52
September	0:32	0:31	0:31	0:44	1:55	1:53	8:33	8:42	8:28	8:17	8:06	8:12	9:05	9:13	8:59	9:01	10:01	10:05	22:10	22:53	23:02	22:35	22:43	23:08
October	0:31	0:31	0:34	0:42	1:52	1:52	8:16	8:30	8:41	8:22	7:53	8:09	8:48	9:00	9:17	9:05	9:45	10:02	22:24	23:18	23:11	23:02	22:19	23:00
November	0:30	0:31	0:31	0:42	2:00	1:52	8:29	8:33	8:26	8:04	7:42	7:49	9:00	9:04	8:58	8:46	9:41	9:41	22:37	22:43	22:46	22:28	21:19	22:33
December	0:33	0:30	0:31	0:39	1:54	1:50	7:56	8:35	8:32	8:05	8:14	8:01	8:30	9:05	9:04	8:45	10:09	9:50	22:38	22:07	23:06	21:59	23:00	22:53
Average	0:33	0:32	0:32	0:39	1:57	1:54	8:26	8:18	8:28	8:11	7:42	7:53	9:00	8:50	9:00	8:50	9:39	9:48	22:31	22:33	22:59	22:20	22:01	22:15



Chart 51: Response Time Record Status and Average Minute, by Month, by Year

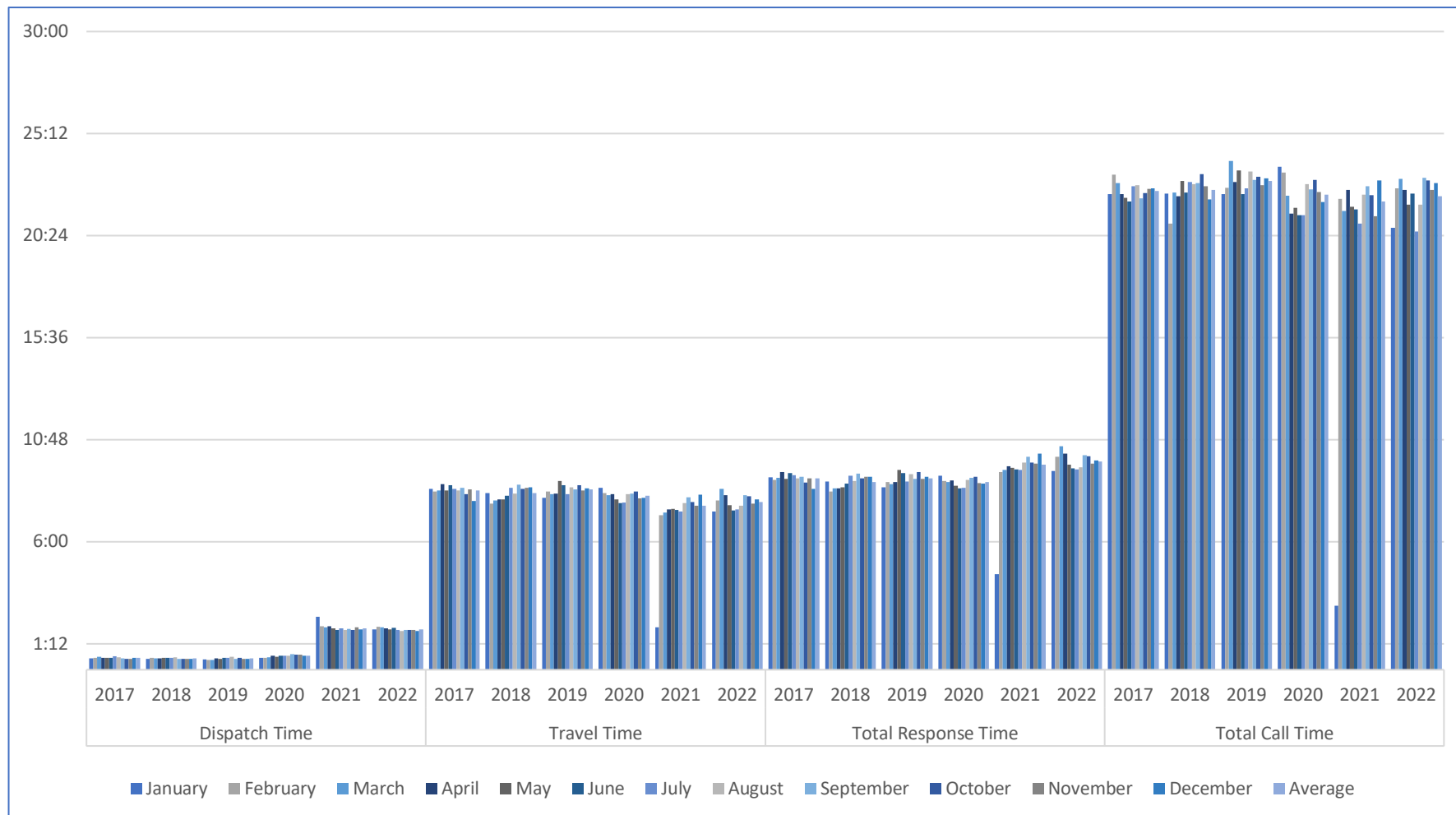




Table 48: Response Time Record Status and Average Minute, by Season, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time						Total Call Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Autumn	0:31	0:31	0:32	0:43	1:55	1:52	8:26	8:35	8:32	8:15	7:54	8:04	8:57	9:06	9:05	8:58	9:50	9:57	22:23	22:59	23:00	22:42	22:09	22:55
Spring	0:34	0:32	0:30	0:37	1:59	1:57	8:31	7:59	8:28	8:09	7:30	8:08	9:06	8:32	8:59	8:47	9:29	10:05	22:29	22:34	23:26	21:47	21:55	22:28
Summer	0:35	0:34	0:35	0:40	1:55	1:53	8:32	8:21	8:31	8:00	7:36	7:35	9:07	8:55	9:06	8:40	9:31	9:28	22:30	22:44	22:47	21:52	21:38	21:35
Winter	0:33	0:32	0:29	0:35	1:57	1:55	8:16	8:14	8:19	8:20	7:47	7:49	8:49	8:47	8:49	8:56	9:45	9:44	22:45	21:50	22:42	23:03	22:37	22:07
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48	22:32	22:33	22:59	22:20	22:01	22:15



Chart 52: Response Time Record Status and Average Minute, by Season, by Year

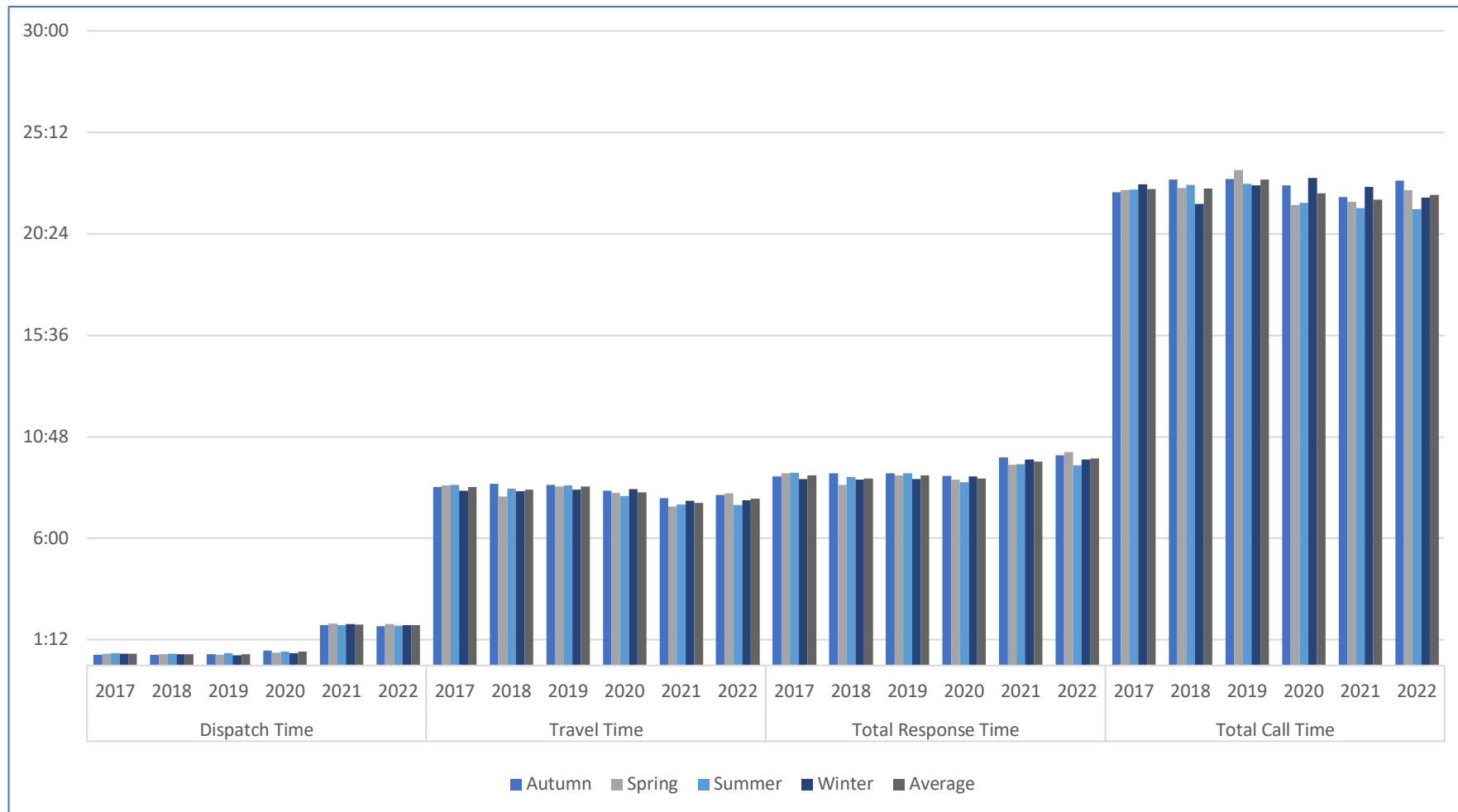




Table 49: Response Time Record Status and Average Minute, by Deployed Hour, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time						Total Call Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
00	0:31	0:35	0:25	0:35	1:50	1:52	7:01	6:49	6:11	6:47	5:26	6:04	7:33	7:24	6:37	7:23	7:17	7:56	19:43	20:32	20:12	19:45	17:03	19:25
01	0:25	0:26	0:22	0:32	1:52	1:44	6:23	6:06	6:22	6:08	5:06	6:04	6:48	6:32	6:44	6:40	6:58	7:48	21:24	20:24	19:34	18:27	19:44	18:16
02	0:25	0:19	0:21	0:31	1:36	1:37	6:39	6:11	5:47	6:04	6:09	5:50	7:05	6:30	6:08	6:36	7:45	7:27	19:01	19:51	19:58	18:38	21:42	20:47
03	0:25	0:16	0:18	0:24	1:35	1:34	6:41	6:31	5:25	6:11	5:24	6:16	7:06	6:48	5:43	6:35	7:00	7:50	19:50	22:11	17:35	19:27	18:14	18:03
04	0:21	0:18	0:18	0:28	1:33	1:42	6:12	6:47	6:02	6:16	5:45	6:42	6:34	7:05	6:20	6:44	7:18	8:25	20:02	20:19	17:43	19:30	19:39	18:41
05	0:23	0:23	0:15	0:32	1:35	1:40	7:18	7:10	6:52	6:44	6:32	6:58	7:42	7:33	7:08	7:16	8:07	8:38	20:52	18:06	19:25	21:16	20:53	17:51
06	0:19	0:19	0:21	0:28	1:39	1:30	9:06	9:58	10:39	9:46	9:01	9:36	9:26	10:18	11:01	10:14	10:41	11:07	22:36	23:20	24:23	23:46	22:23	22:49
07	0:22	0:24	0:25	0:32	1:34	1:37	9:54	9:48	10:01	9:26	8:25	8:47	10:17	10:12	10:27	9:59	9:59	10:24	24:55	23:54	24:26	24:06	22:39	23:10
08	0:27	0:30	0:30	0:35	1:49	1:44	9:42	9:15	8:51	8:42	8:39	8:17	10:10	9:45	9:21	9:17	10:28	10:01	22:57	22:40	24:57	24:13	23:36	22:34
09	0:32	0:30	0:32	0:38	1:55	1:48	9:06	8:13	8:42	8:39	8:00	7:54	9:39	8:44	9:14	9:18	9:56	9:42	23:05	22:10	23:48	23:58	23:24	21:40
10	0:33	0:33	0:35	0:40	1:53	1:55	8:05	8:10	8:43	8:51	7:49	8:07	8:38	8:44	9:19	9:31	9:43	10:03	21:57	22:36	23:41	24:30	21:42	23:36
11	0:31	0:31	0:34	0:41	1:56	1:55	8:25	8:29	9:01	8:38	8:27	8:24	8:56	9:01	9:36	9:19	10:23	10:20	22:45	23:29	23:26	23:55	22:42	22:26
12	0:30	0:30	0:34	0:39	1:55	1:57	9:22	9:06	8:49	9:22	9:17	8:48	9:52	9:36	9:24	10:02	11:13	10:45	24:07	23:18	23:33	23:28	24:15	24:51
13	0:33	0:30	0:32	0:38	1:55	1:56	8:56	8:38	9:12	8:44	8:18	8:44	9:29	9:08	9:45	9:22	10:13	10:41	24:07	23:04	24:42	23:16	24:33	23:50
14	0:36	0:35	0:34	0:43	1:59	1:59	8:56	8:37	8:41	8:28	8:32	8:30	9:33	9:12	9:15	9:11	10:31	10:29	23:47	22:47	23:16	23:24	22:53	24:11
15	0:32	0:34	0:35	0:37	2:00	1:58	8:45	8:55	9:04	8:30	8:15	8:04	9:17	9:30	9:39	9:07	10:16	10:02	23:34	23:39	23:47	23:04	22:47	22:54
16	0:37	0:35	0:36	0:40	2:06	2:04	8:32	8:24	8:41	7:58	7:54	7:53	9:10	8:59	9:17	8:38	10:01	9:57	23:03	23:36	23:04	22:09	21:43	22:04
17	0:37	0:35	0:35	0:45	2:07	2:01	8:51	8:49	10:07	8:44	8:02	8:18	9:28	9:25	10:42	9:29	10:10	10:20	23:26	22:20	26:05	22:08	21:52	23:04
18	0:42	0:40	0:39	0:43	2:08	2:00	9:53	9:59	9:08	9:31	8:34	8:40	10:35	10:39	9:48	10:15	10:43	10:40	24:04	23:38	23:28	22:44	24:00	24:25
19	0:39	0:36	0:32	0:44	2:09	2:04	8:45	8:16	8:30	7:48	7:14	8:22	9:24	8:53	9:03	8:33	9:23	10:26	22:25	23:19	23:01	22:11	21:40	23:04
20	0:37	0:36	0:33	0:39	2:04	2:02	8:15	7:51	7:58	7:30	7:15	7:39	8:52	8:27	8:32	8:09	9:20	9:42	22:12	23:05	21:46	22:11	23:41	23:06
21	0:40	0:39	0:33	0:42	2:04	2:02	7:34	7:14	7:46	7:10	6:46	7:25	8:14	7:53	8:19	7:53	8:50	9:28	21:36	21:54	22:05	20:59	20:01	21:25
22	0:40	0:35	0:33	0:36	2:04	2:00	7:30	7:15	7:16	7:05	6:17	6:43	8:10	7:51	7:49	7:41	8:22	8:43	20:33	20:33	20:53	19:19	19:19	18:37



23	0:38	0:33	0:27	0:39	2:00	2:00	6:33	7:08	7:05	6:31	5:43	6:12	7:12	7:41	7:32	7:11	7:44	8:13	19:25	20:34	21:46	18:43	17:55	20:01
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48	22:32	22:33	22:59	22:20	22:01	22:15

Chart 53: Response Time Record Status and Average Minute, by Deployed Hour, by Year

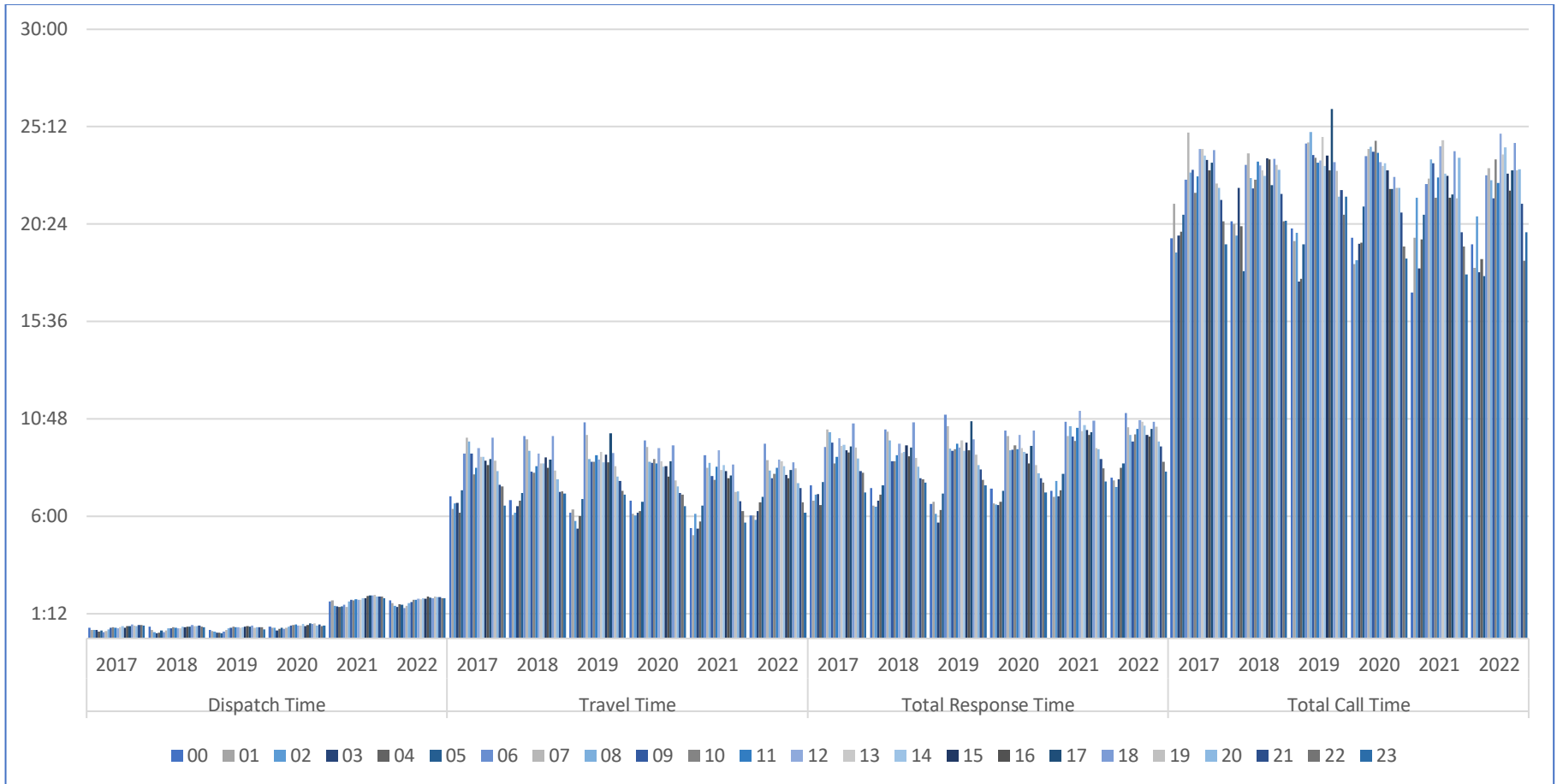




Table 50: Response Time Record Status and Average Minute, by Beat, by Year

Record Status	Dispatch Time						Travel Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Burlingame Hills (BRH)	0:36	0:34	0:35	0:40	0:00	0:00	13:29	15:19	15:28	16:29	0:00	0:00
Eichler Highlands* (EIC)	0:29	0:23	0:26	0:44	1:43	1:52	10:02	9:40	11:22	14:01	10:07	10:41
Everything South of 92 to County Line and West of 35	0:36	0:33	0:32	0:41	1:49	1:52	19:04	19:29	19:56	19:03	17:17	17:34
Everything South of Pacifica to 92 and West of 280	0:33	0:34	0:35	0:41	1:56	1:53	9:45	8:57	8:57	9:36	7:45	9:07
Half Moon Bay (HMB)	0:33	0:34	0:31	0:40	2:01	1:53	7:40	6:42	7:16	6:42	6:00	6:25
Menlo Oaks (MOK)	0:26	0:31	0:32	0:33	2:03	1:59	12:41	11:27	12:03	10:59	11:27	11:07
Millbrae** (MLB)	0:33	0:31	0:30	0:35	1:59	1:58	6:05	6:15	6:36	6:26	5:42	5:47
North Fair Oaks (NFO)	0:33	0:31	0:31	0:38	1:57	1:58	6:22	6:26	6:26	6:10	6:06	6:12
Portola Valley (PVY)	0:31	0:29	0:29	0:40	1:46	1:48	11:05	10:36	11:03	10:49	10:36	10:36
San Carlos (SNC)	0:34	0:33	0:32	0:38	2:00	1:55	7:37	7:26	7:33	7:19	7:12	7:10
Sheriff's Office North (BRH and unincorporated)	0:00	0:00	0:00	0:00	1:53	1:45	0:00	0:00	0:00	0:00	12:34	12:51
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	0:36	0:34	0:34	0:42	1:52	1:50	13:54	13:31	13:32	13:29	13:13	12:22
Transit	0:00	0:00	0:00	0:00	0:11	0:20	0:00	0:00	0:00	0:00	6:30	4:10
Woodside (WDS)	0:00	0:00	0:00	0:00	1:00	2:30	0:00	0:00	0:00	0:00	4:00	12:00
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53



Table 50: Response Time Record Status and Average Minute, by Beat, by Year - Continued

Record Status	Total Response Time						Total Call Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Burlingame Hills (BRH)	14:05	15:53	16:03	17:09	0:00	0:00	28:21	31:24	32:02	32:15	0:00	0:00
Eichler Highlands* (EIC)	10:32	10:04	11:49	14:46	11:50	12:34	22:35	22:58	25:45	29:39	22:22	25:20
Everything South of 92 to County Line and West of 35	19:40	20:02	20:29	19:45	19:07	19:26	40:31	40:31	40:51	42:30	40:09	41:24
Everything South of Pacifica to 92 and West of 280	10:19	9:31	9:32	10:17	9:41	11:00	26:24	24:58	26:32	25:30	23:37	25:48
Half Moon Bay (HMB)	8:14	7:17	7:48	7:23	8:01	8:18	23:30	21:31	22:27	19:54	20:15	20:09
Menlo Oaks (MOK)	13:08	11:58	12:35	11:33	13:31	13:07	26:07	28:57	26:07	25:46	29:34	25:26
Millbrae** (MLB)	6:38	6:46	7:07	7:01	7:41	7:46	19:16	19:30	19:59	20:01	19:55	20:01
North Fair Oaks (NFO)	6:56	6:57	6:57	6:49	8:03	8:10	19:27	20:10	20:29	20:06	19:25	20:17
Portola Valley (PVY)	11:36	11:05	11:32	11:29	12:23	12:25	26:32	25:56	26:25	26:24	26:20	25:40
San Carlos (SNC)	8:11	8:00	8:06	7:57	9:13	9:06	20:22	20:06	20:35	20:11	20:34	20:01
Sheriff's Office North (BRH and unincorporated)	0:00	0:00	0:00	0:00	14:28	14:37	0:00	0:00	0:00	0:00	30:32	30:24
Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)	14:31	14:05	14:07	14:11	15:05	14:13	28:29	29:40	29:46	29:50	27:54	27:41
Transit	0:00	0:00	0:00	0:00	6:41	4:30	0:00	0:00	0:00	0:00	23:31	19:21
Woodside (WDS)	0:00	0:00	0:00	0:00	5:00	14:30	0:00	0:00	0:00	0:00	0:00	39:30
Average	9:00	8:50	9:00	8:50	9:38	9:48	22:32	22:33	22:59	22:20	22:01	22:15



Chart 54: Response Time Record Status and Average Minute, by Beat, by Year

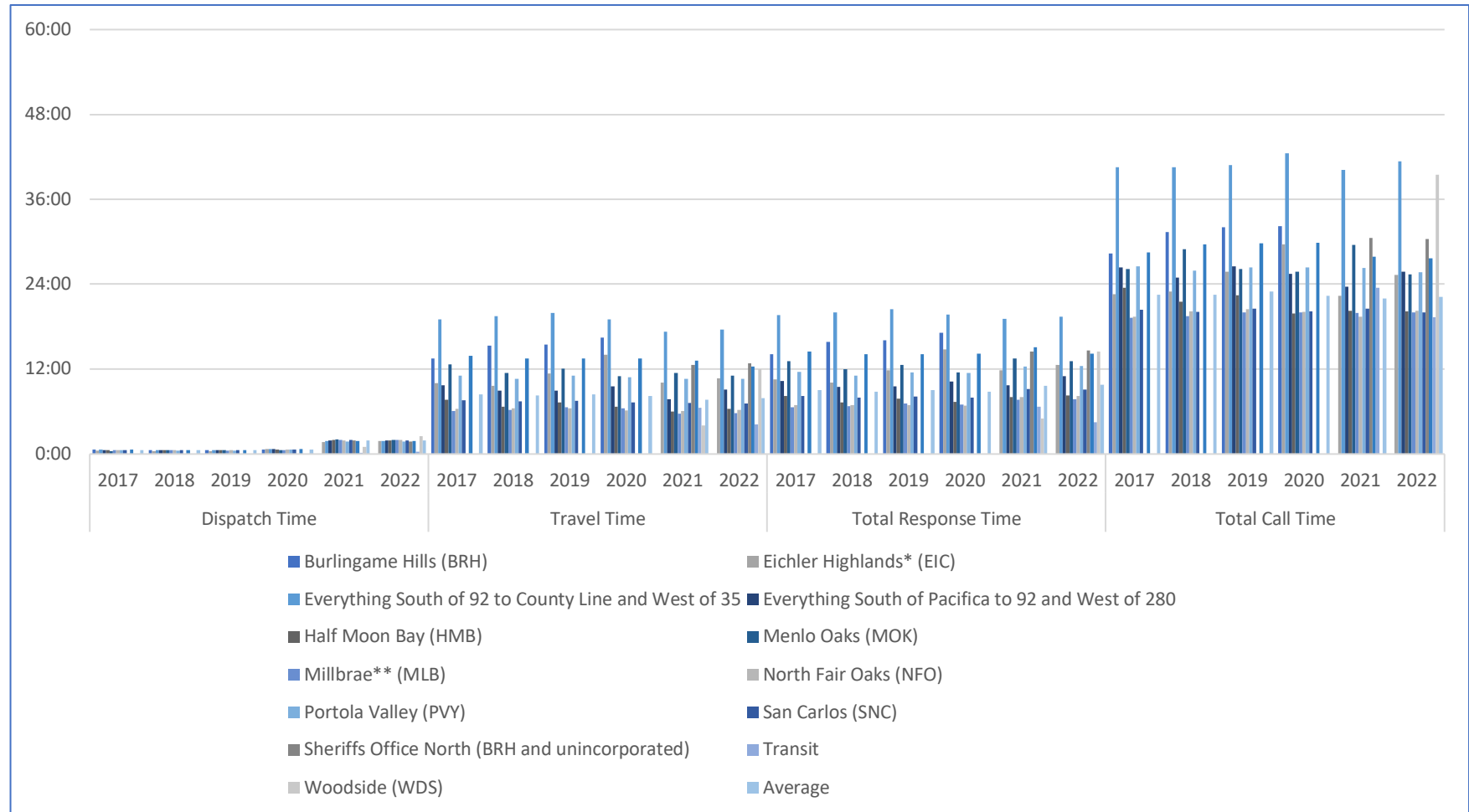




Table 51: Response Time Record Status and Average Minute, by Record Category, by Year

Record Status	Dispatch Time						Travel Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	0:25	0:25	0:26	0:29	1:32	1:28	7:52	7:39	8:05	8:04	8:05	7:29
Admin	0:31	0:35	0:31	0:33	1:45	1:58	9:22	7:36	7:48	7:54	7:26	7:33
Agency Assist	0:48	0:48	0:48	0:50	2:06	2:10	10:30	9:40	10:32	10:32	9:26	9:40
Alarm	0:18	0:16	0:16	0:17	1:50	1:45	7:49	7:35	8:01	7:44	7:18	7:37
Check-Area	0:33	0:37	0:37	0:42	2:40	2:32	8:28	8:48	8:00	8:49	7:47	8:55
Community Policing	0:45	0:46	0:52	0:49	2:13	2:12	11:11	9:39	10:53	10:37	9:32	8:34
Crime-Person	0:35	0:32	0:34	0:37	2:12	2:10	8:22	8:50	8:38	8:04	8:25	8:00
Crime-Property	0:37	0:36	0:35	0:35	2:23	2:29	9:17	8:54	9:06	8:47	8:13	9:00
Crime-Substance	0:54	0:44	0:38	0:49	2:38	2:43	7:54	9:04	8:42	10:11	8:15	8:17
Disturbance	0:34	0:33	0:30	0:36	2:14	2:14	7:52	7:51	7:42	7:15	6:35	7:02
Fire	0:26	0:23	0:23	0:30	0:53	0:48	8:24	7:56	8:40	7:43	7:45	7:50
Investigation	0:37	0:38	0:38	0:38	2:33	2:30	8:35	8:18	8:11	8:29	7:47	7:39
Medical	0:38	0:34	0:36	1:07	1:19	1:16	7:24	7:35	7:54	7:23	6:39	6:59
Mental Health	0:27	0:24	0:26	0:37	2:29	2:41	8:16	8:03	7:44	8:22	7:43	9:51
Miscellaneous	0:44	0:41	0:34	0:46	2:01	2:03	10:46	9:59	10:50	10:43	9:20	9:36
Parking/Traffic Related	0:42	0:42	0:42	0:44	2:21	2:15	9:48	10:28	10:41	10:43	10:12	10:35
Pedestrian Contacts	0:46	0:43	0:36	0:42	1:59	2:06	8:56	8:50	9:01	7:18	6:32	6:33
Prisoner/Warrant	0:23	0:54	0:28	0:18	2:49	1:58	11:40	8:54	9:54	8:41	8:09	7:39
Suspicious Incident	0:33	0:33	0:32	0:37	2:31	2:32	7:21	7:25	7:28	7:07	6:36	6:52
Traffic Enforcement	0:32	0:33	0:33	0:33	2:23	2:20	8:48	6:45	7:30	7:34	8:14	7:46
Unknown Trouble	0:41	0:36	0:37	0:42	1:38	1:39	8:51	8:21	8:30	8:05	7:54	7:46
Total	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53



Record Status	Total Response Time						Total Call Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Accident	8:18	8:04	8:32	8:34	9:38	8:57	32:00	30:34	30:35	31:39	31:33	32:19
Admin	9:53	8:12	8:20	8:27	9:11	9:31	20:51	18:35	16:43	18:40	16:20	16:31
Agency Assist	11:18	10:28	11:20	11:22	11:32	11:50	25:32	23:28	26:40	27:11	23:34	25:14
Alarm	8:08	7:52	8:18	8:01	9:08	9:22	14:19	14:29	14:45	14:22	15:20	14:58
Check-Area	9:01	9:26	8:37	9:32	10:27	11:28	17:59	18:41	17:56	20:01	14:30	21:17
Community Policing	11:57	10:25	11:45	11:27	11:46	10:47	22:56	22:34	23:26	20:11	22:16	21:16
Crime-Person	8:58	9:22	9:12	8:42	10:37	10:10	32:23	34:17	35:11	33:21	35:34	34:12
Crime-Property	9:54	9:31	9:42	9:22	10:37	11:29	31:44	31:14	31:11	30:06	30:10	29:06
Crime-Substance	8:48	9:49	9:21	11:00	10:54	11:00	21:16	21:11	23:05	19:35	15:45	24:13
Disturbance	8:26	8:24	8:13	7:52	8:50	9:16	21:13	21:38	21:55	19:59	18:52	20:04
Fire	8:50	8:20	9:04	8:14	8:38	8:38	24:36	23:52	23:46	24:24	23:20	24:56
Investigation	9:13	8:56	8:49	9:07	10:20	10:10	25:31	24:53	25:13	25:10	25:00	23:40
Medical	8:02	8:10	8:30	8:31	7:58	8:16	24:36	23:25	23:52	25:20	23:51	25:37
Mental Health	8:44	8:28	8:10	8:59	10:12	12:32	39:11	38:23	42:02	39:04	36:12	36:27
Miscellaneous	11:30	10:40	11:24	11:29	11:21	11:39	24:35	23:47	24:30	23:44	22:45	24:15
Parking/Traffic Related	10:30	11:10	11:24	11:27	12:33	12:50	19:34	20:29	21:25	21:13	20:46	20:18
Pedestrian Contacts	9:42	9:34	9:37	8:00	8:32	8:40	24:42	21:55	24:19	20:08	19:29	21:08
Prisoner/Warrant	12:03	9:48	10:23	9:00	10:59	9:37	44:00	33:12	37:00	32:13	29:09	29:50
Suspicious Incident	7:55	7:58	8:01	7:44	9:07	9:24	18:48	18:56	19:41	19:11	19:03	18:57
Traffic Enforcement	9:20	7:18	8:04	8:07	10:38	10:06	17:15	15:14	16:07	16:32	15:43	16:23
Unknown Trouble	9:33	8:57	9:07	8:47	9:32	9:25	20:49	19:31	20:10	18:36	19:14	19:14
Total	9:00	8:50	9:00	8:50	9:38	9:48	22:32	22:33	22:59	22:20	22:01	22:15



Chart 55: Response Time Record Status and Average Minute, by Record Category, by Year

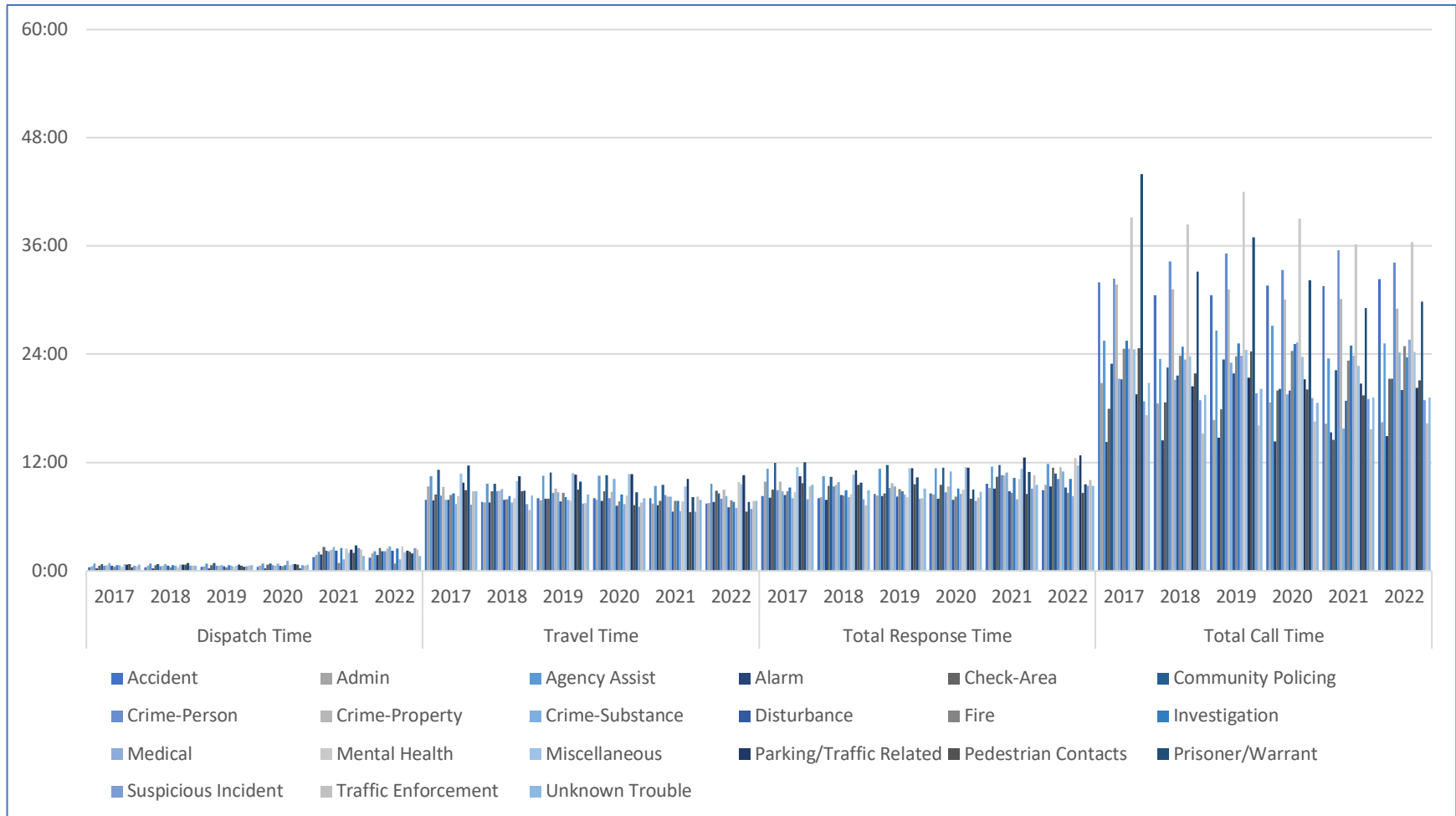




Table 52: Response Time Record Status and Average Minute, by Record Priority, by Year

Record Status	Dispatch Time					Travel Time					Total Response Time					Total Call Time								
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
1					1:15	1:02					6:21	7:33					7:36	8:36					28:59	32:31
2					1:43	1:39					7:06	7:16					8:50	8:56					23:37	24:01
3					1:55	1:52					7:10	7:21					9:05	9:14					19:27	19:34
4					2:38	2:37					9:16	9:10					11:54	11:48					27:00	25:52
5					2:05	2:08					7:58	8:46					10:04	10:54					16:37	17:32
6					2:05	2:13					8:26	10:14					10:32	12:27					20:55	21:16
9					2:05	2:03					10:51	9:52					12:56	11:56					26:39	23:29
(blank)	0:33	0:32	0:32	0:39	2:40	3:00	8:26	8:18	8:28	8:11	1:30	29:00	9:00	8:50	9:00	8:50	4:10	32:00	22:32	22:33	22:59	22:20	3:00	30:00
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48	22:32	22:33	22:59	22:20	22:01	22:15

Note: A change in technology or practice occurred in 2021. The change is captured in the priority for each record. The average row for the periods of 2017 to 2020 should be interpreted as identical to the (blank) or the average of all records over that period. We do not delete the average as it allows for a consistent review to compare between the 2017 – 2020 period and 2021, and 2022.



Chart 56: Response Time Record Status and Average Minute, by Record Priority, by Year

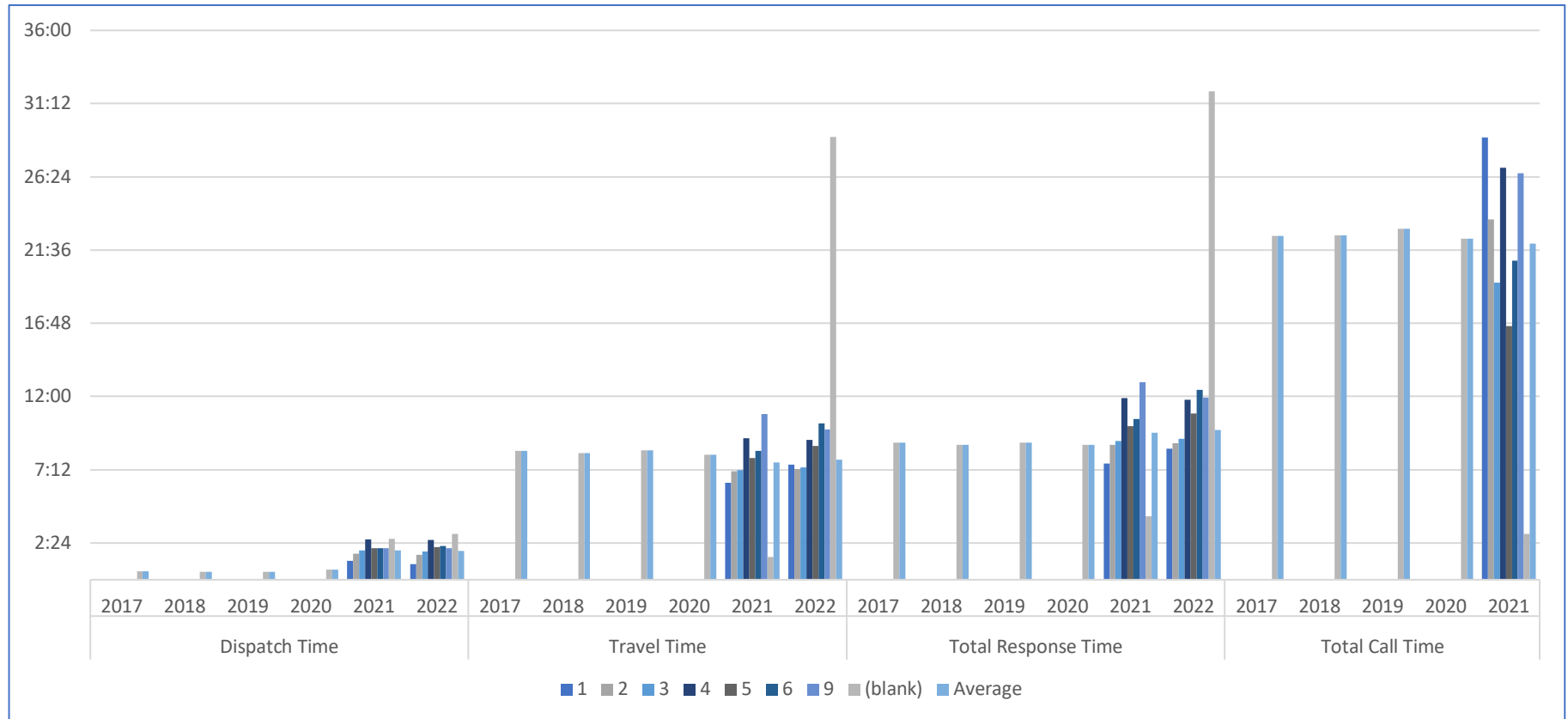


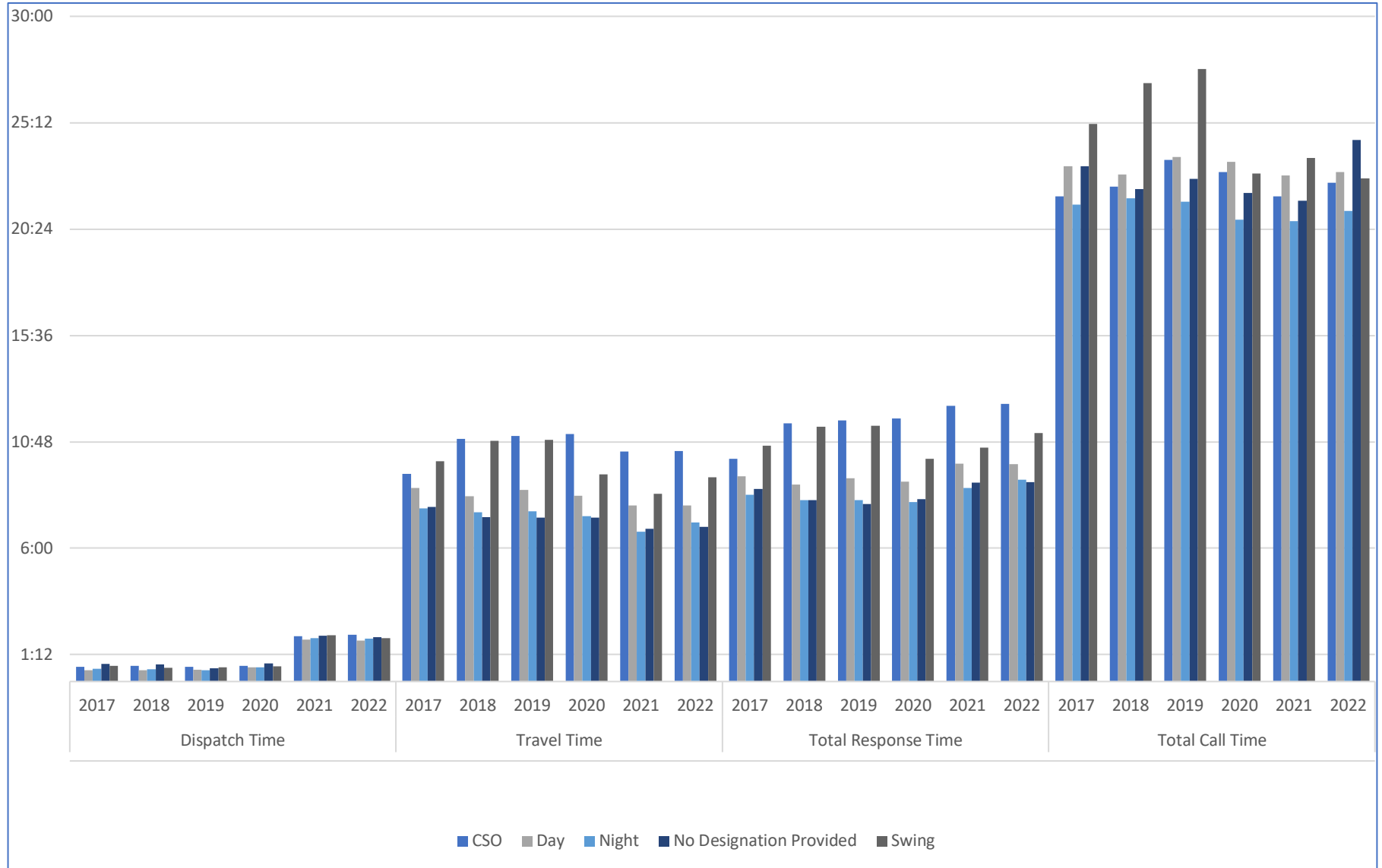


Table 53: Response Time Record Status and Average Minute, by Unit Designation, by Year

Record Status	Dispatch Time						Travel Time						Total Response Time						Total Call Time					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
CSO	0:40	0:42	0:40	0:42	2:03	2:07	9:22	10:56	11:05	11:10	10:23	10:24	10:03	11:39	11:46	11:52	12:26	12:31	21:53	22:19	23:31	22:58	21:53	22:29
Day	0:30	0:30	0:32	0:38	1:53	1:51	8:44	8:22	8:38	8:23	7:56	7:57	9:15	8:53	9:10	9:01	9:50	9:48	23:14	22:52	23:39	23:26	22:49	22:58
Night	0:35	0:33	0:30	0:38	1:58	1:56	7:49	7:38	7:41	7:27	6:45	7:10	8:25	8:11	8:11	8:06	8:44	9:06	21:31	21:48	21:38	20:50	20:46	21:14
No Designation	0:47	0:46	0:36	0:49	2:04	2:00	7:53	7:25	7:23	7:24	6:53	6:59	8:41	8:11	8:00	8:13	8:58	8:59	23:14	22:12	22:40	22:02	21:41	24:25
Swing	0:42	0:37	0:38	0:41	2:05	1:58	9:56	10:51	10:54	9:21	8:28	9:13	10:38	11:29	11:32	10:02	10:33	11:12	25:09	26:59	27:38	22:54	23:37	22:41
Average	0:33	0:32	0:32	0:39	1:56	1:54	8:26	8:18	8:28	8:11	7:41	7:53	9:00	8:50	9:00	8:50	9:38	9:48	22:32	22:33	22:59	22:20	22:01	22:15



Chart 57: Response Time Record Status and Average Minute, by Unit Designation, by Year





TRAFFIC ACCIDENTS

Chart 58: Community-Initiated and Field-Initiated Traffic Records, by Year

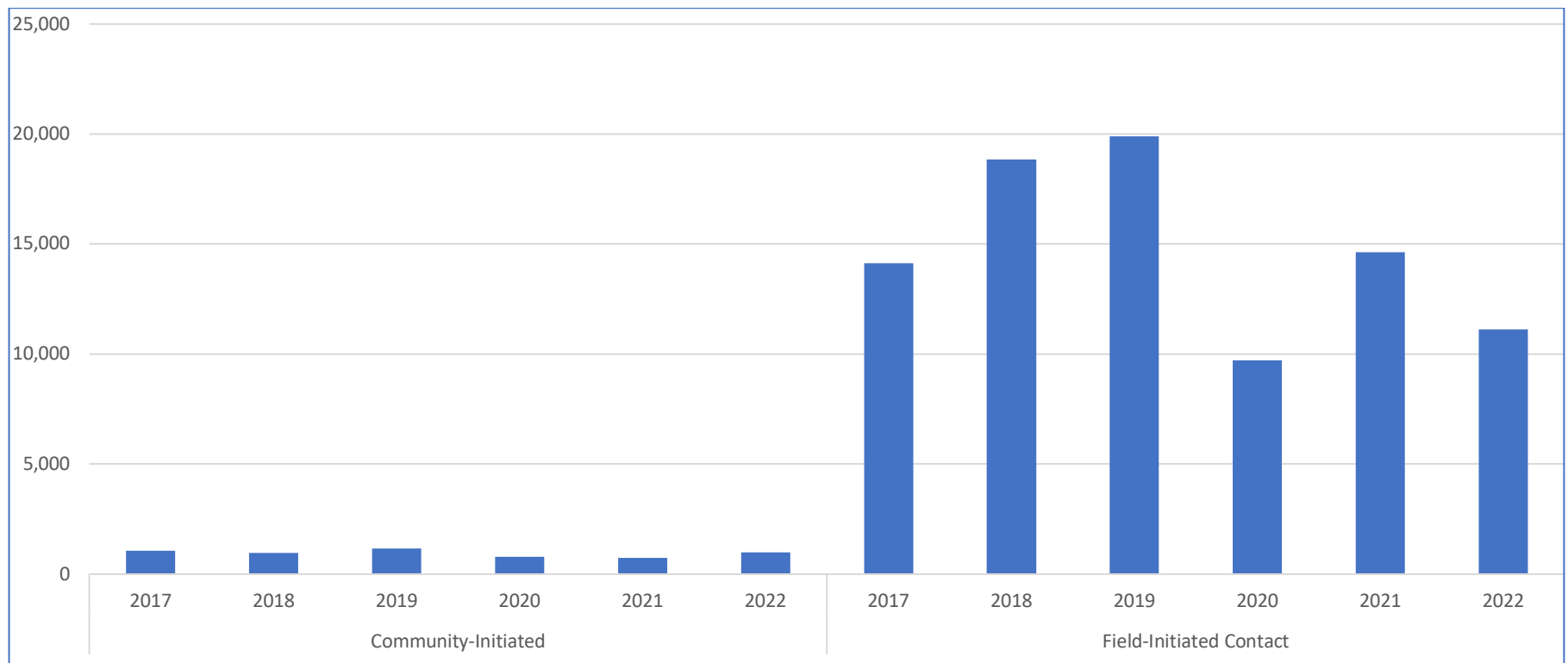




Chart 59: Field-Initiated Traffic Records, by Hour, by Year

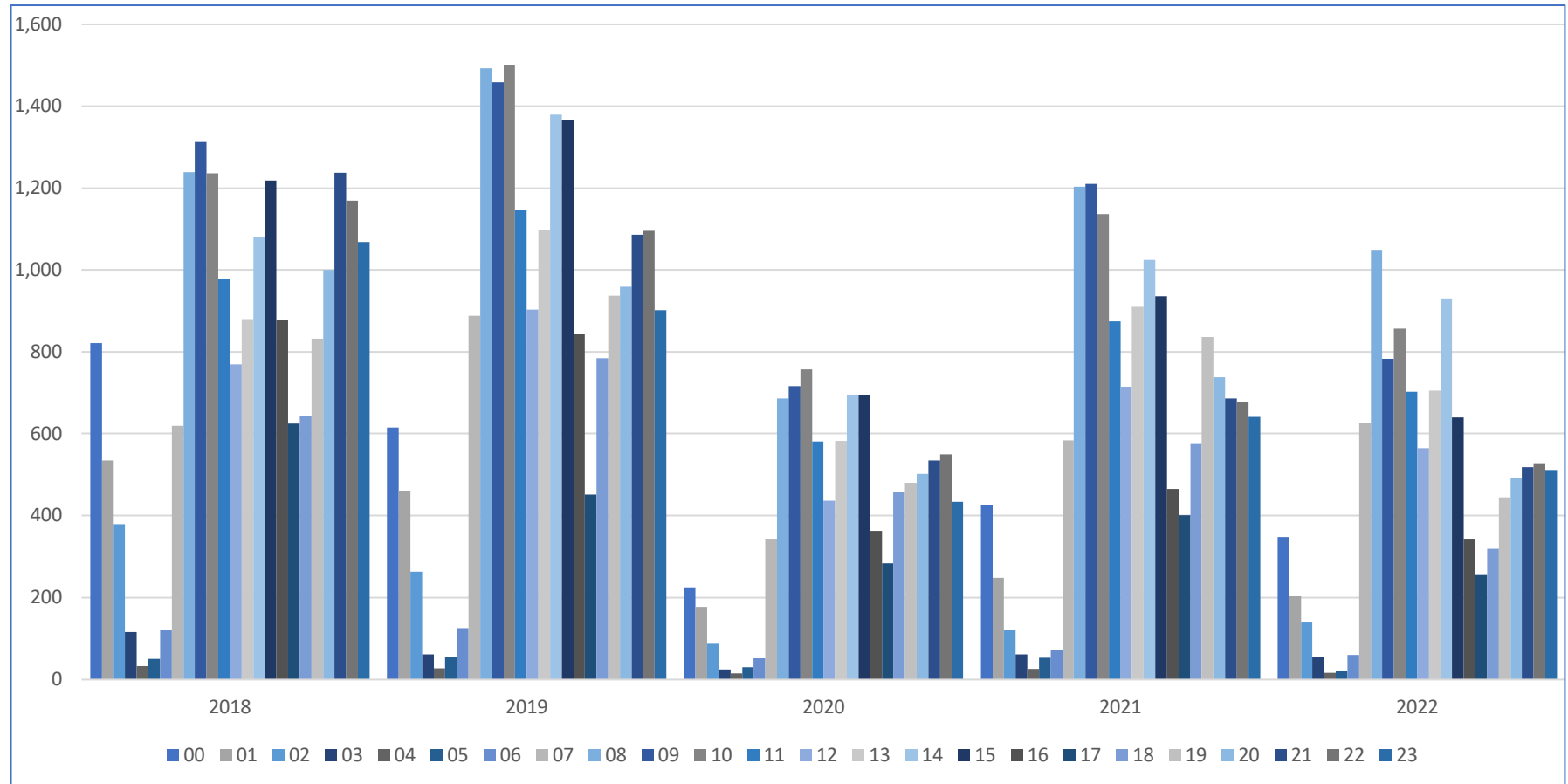




Table 54: Community-Initiated and Field-Initiated Accident Records, by Day of Week, by Hour

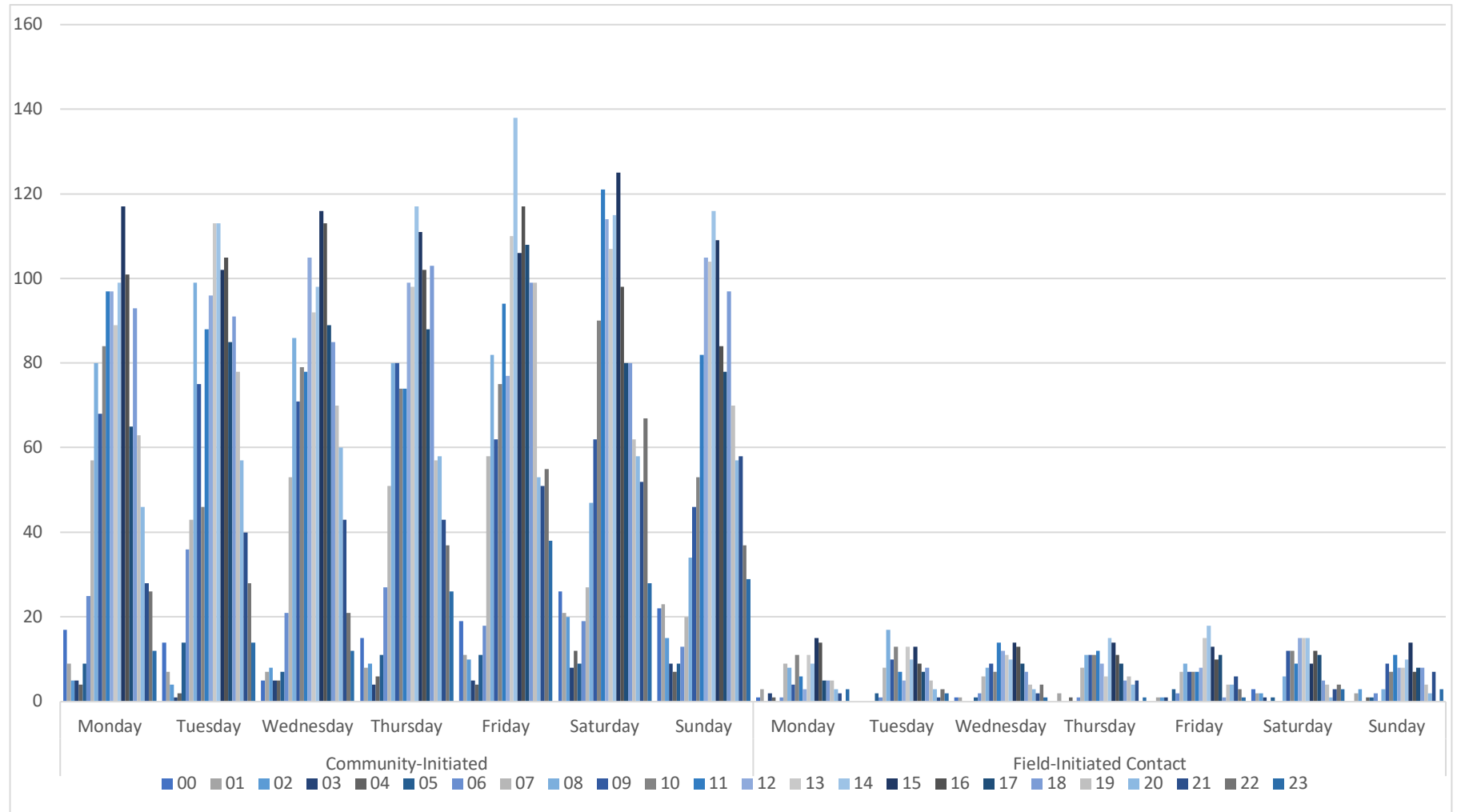
Hour	Community-Initiated							Field-Initiated Contact							Agency		
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	CI	FI	Total
00	17	14	5	15	19	26	22	1		1			3	118	5	123	
01	9	7	7	8	11	21	23	3		1	2	1	2	86	11	97	
02	5	4	8	9	10	20	15					1	2	71	6	77	
03	5	1	5	4	5	8	9	2				1	1	37	4	41	
04	4	2	5	6	4	12	7	1		1			1	40	3	43	
05	9	14	7	11	11	9	9		2	1		3	1	70	8	78	
06	25	36	21	27	18	19	13	1	1	2	1	2	2	159	9	168	
07	57	43	53	51	58	27	20	9	8	6	8	7		309	38	347	
08	80	99	86	80	82	47	34	8	17	8	11	9	6	508	62	570	
09	68	75	71	80	62	62	46	4	10	9	11	7	12	464	62	526	
10	84	46	79	74	75	90	53	11	13	7	11	7	12	501	68	569	
11	97	88	78	74	94	121	82	6	7	14	12	7	9	634	66	700	
12	97	96	105	99	77	114	105	3	5	12	9	8	15	693	60	753	
13	89	113	92	98	110	107	104	11	13	11	6	15	15	713	79	792	
14	99	113	98	117	138	115	116	9	10	10	15	18	15	796	87	883	
15	117	102	116	111	106	125	109	15	13	14	14	13	9	786	92	878	
16	101	105	113	102	117	98	84	14	9	13	11	10	12	720	76	796	
17	65	85	89	88	108	80	78	5	7	9	9	11	11	593	60	653	
18	93	91	85	103	99	80	97	5	8	7	5	1	5	648	39	687	
19	63	78	70	57	99	62	70	5	5	4	6	4	4	499	32	531	
20	46	57	60	58	53	58	57	3	3	3	4	4	1	389	20	409	
21	28	40	43	43	51	52	58	2	1	2	5	6	3	315	26	341	



22	26	28	21	37	55	67	37		3	4		3	4		271	14	285
23	12	14	12	26	38	28	29	3	2	1	1	1	3	3	159	14	173
Total	1,296	1,351	1,329	1,378	1,500	1,448	1,277	121	137	139	142	139	145	118	9,579	941	10,520



Chart 60: Community-Initiated and Field-Initiated Accident Records, by Day of Week, by Hour





Appendix 1: Designation Codes

Designation Code	Designation
B	Day
C	Night
D	Swing
G	CSO
P	CSO
K	K9
L	LT
M	Motor Unit
S	SGT

Appendix 2: Call Type and Call Category

Call Type	Call Category
1180	Accident
1181	Accident
1181P	Accident
1181R	Accident
1182	Accident
1182B	Accident
1182P	Accident
1182R	Accident
1183	Accident
20001	Accident
20001J	Accident
20001P	Accident
20001R	Accident
20002	Accident
20002J	Accident
20002P	Accident
20002R	Accident
TA	Accident
TA2	Accident
TA3	Accident

CITE	Admin
CLAB	Admin
CLETS	Admin
CWRNT	Admin
DEA	Admin
DEAD	Admin
EPO	Admin
ERPT	Admin
FOUND	Admin
KEEP	Admin
LOCATE	Admin
OESLE	Admin
ONCALL	Admin
PPTOW	Admin
PRESSP	Admin
RELNOT	Admin
REPO	Admin
SILVER	Admin
SUBP	Admin
TACAL1	Admin
TACAL4	Admin
VEHREL	Admin
VINVFY	Admin
ANIMAL	Agency Assist
AOA	Agency Assist
APS	Agency Assist
ATC	Agency Assist
ATL	Agency Assist
BOL	Agency Assist
C2	Agency Assist
C3	Agency Assist
CPS	Agency Assist
1033	Alarm
1033A	Alarm
1033B	Alarm
1033C	Alarm
1033CA	Alarm
1033CM	Alarm



1033CS	Alarm
1033DV	Alarm
1033F	Alarm
1033H	Alarm
1033P	Alarm
1033R	Alarm
1033RA	Alarm
1033RS	Alarm
1033TM	Alarm
1033V	Alarm
3SI	Alarm
ALMTST	Alarm
ETS	Alarm
1034	Check-Area
1035	Check-Area
C500	Check-Area
HSECHK	Check-Area
PASS	Check-Area
CO	Community Policing
DETAIL	Community Policing
FLAG	Community Policing
FOOT	Community Policing
FU	Community Policing
HOUSE	Community Policing
148	Crime-Person
1664	Crime-Person
1664J	Crime-Person
1664P	Crime-Person
1664R	Crime-Person
207J	Crime-Person
207P	Crime-Person
207R	Crime-Person
211	Crime-Person
211A	Crime-Person
211AJ	Crime-Person
211AP	Crime-Person
211AR	Crime-Person
211BJ	Crime-Person

211J	Crime-Person
211P	Crime-Person
211R	Crime-Person
211SA	Crime-Person
211SAR	Crime-Person
211SJ	Crime-Person
211SP	Crime-Person
215J	Crime-Person
215P	Crime-Person
215R	Crime-Person
240J	Crime-Person
240P	Crime-Person
242	Crime-Person
242J	Crime-Person
242P	Crime-Person
242R	Crime-Person
243E	Crime-Person
245	Crime-Person
245J	Crime-Person
245P	Crime-Person
245R	Crime-Person
246	Crime-Person
246J	Crime-Person
246P	Crime-Person
246R	Crime-Person
261	Crime-Person
261J	Crime-Person
261P	Crime-Person
261R	Crime-Person
2735	Crime-Person
2735J	Crime-Person
2735P	Crime-Person
2735R	Crime-Person
273A	Crime-Person
273AJ	Crime-Person
273AP	Crime-Person
288	Crime-Person
288J	Crime-Person



288P	Crime-Person
288R	Crime-Person
314	Crime-Person
314J	Crime-Person
314P	Crime-Person
368	Crime-Person
368P	Crime-Person
368R	Crime-Person
417	Crime-Person
417J	Crime-Person
417P	Crime-Person
417R	Crime-Person
422	Crime-Person
422J	Crime-Person
422P	Crime-Person
422R	Crime-Person
530	Crime-Person
530J	Crime-Person
530P	Crime-Person
530R	Crime-Person
646	Crime-Person
646P	Crime-Person
6476	Crime-Person
6476P	Crime-Person
647B	Crime-Person
647BP	Crime-Person
ABUSE	Crime-Person
ABUSEJ	Crime-Person
ABUSER	Crime-Person
ACTIVE	Crime-Person
DV	Crime-Person
DVC	Crime-Person
DVJ	Crime-Person
DVR	Crime-Person
FIGHT	Crime-Person
FIGHTJ	Crime-Person
FIGHTR	Crime-Person
MWG	Crime-Person

MWGJ	Crime-Person
MWGP	Crime-Person
MWGR	Crime-Person
MWK	Crime-Person
MWKJ	Crime-Person
MWKR	Crime-Person
SEXCRI	Crime-Person
SEXCRJ	Crime-Person
SEXCRR	Crime-Person
STALKJ	Crime-Person
STALKR	Crime-Person
10851	Crime-Property
10851C	Crime-Property
10851J	Crime-Property
10851P	Crime-Property
10851R	Crime-Property
10852	Crime-Property
10852J	Crime-Property
10852P	Crime-Property
10852R	Crime-Property
247P	Crime-Property
247R	Crime-Property
300J	Crime-Property
300P	Crime-Property
451	Crime-Property
451J	Crime-Property
451P	Crime-Property
451R	Crime-Property
459	Crime-Property
459A	Crime-Property
459AJ	Crime-Property
459AP	Crime-Property
459AR	Crime-Property
459C	Crime-Property
459CJ	Crime-Property
459CP	Crime-Property
459CR	Crime-Property
459J	Crime-Property



459P	Crime-Property
459R	Crime-Property
459RJ	Crime-Property
459RP	Crime-Property
459RR	Crime-Property
470	Crime-Property
470J	Crime-Property
470P	Crime-Property
484	Crime-Property
484J	Crime-Property
484P	Crime-Property
484R	Crime-Property
487	Crime-Property
487J	Crime-Property
487P	Crime-Property
487R	Crime-Property
488	Crime-Property
488J	Crime-Property
488P	Crime-Property
488R	Crime-Property
496	Crime-Property
503P	Crime-Property
537	Crime-Property
537J	Crime-Property
537P	Crime-Property
594	Crime-Property
594J	Crime-Property
594P	Crime-Property
594R	Crime-Property
597	Crime-Property
597J	Crime-Property
597P	Crime-Property
597R	Crime-Property
602	Crime-Property
602J	Crime-Property
602P	Crime-Property
602R	Crime-Property
91	Crime-Property

DTAIN	Crime-Property
DUMP	Crime-Property
DUMPJ	Crime-Property
DUMPR	Crime-Property
FARE	Crime-Property
FORGER	Crime-Property
FRAUD	Crime-Property
FRAUDJ	Crime-Property
FRAUDR	Crime-Property
POACH	Crime-Property
SHPLFT	Crime-Property
THEFT	Crime-Property
THEFTJ	Crime-Property
THEFTR	Crime-Property
11350	Crime-Substance
11357	Crime-Substance
11359	Crime-Substance
11364	Crime-Substance
11377	Crime-Substance
BP	Crime-Substance
BUST	Crime-Substance
BUY	Crime-Substance
DUI	Crime-Substance
HS	Crime-Substance
HSFND	Crime-Substance
HSP	Crime-Substance
NTF	Crime-Substance
1091B	Disturbance
12700	Disturbance
370	Disturbance
370P	Disturbance
415	Disturbance
415C	Disturbance
415CJ	Disturbance
415CP	Disturbance
415CR	Disturbance
415F	Disturbance
415FJ	Disturbance



415FP	Disturbance
415FR	Disturbance
415J	Disturbance
415JJ	Disturbance
415JP	Disturbance
415MC	Disturbance
415N	Disturbance
415NJ	Disturbance
415NP	Disturbance
415NR	Disturbance
415P	Disturbance
415R	Disturbance
415V	Disturbance
415W	Disturbance
647F	Disturbance
647FP	Disturbance
653M	Disturbance
653MJ	Disturbance
653MP	Disturbance
BARK	Disturbance
CIVIL	Disturbance
CIVILP	Disturbance
DISP	Disturbance
DRUNK	Disturbance
FW	Disturbance
HAR	Disturbance
HARJ	Disturbance
HARP	Disturbance
HARR	Disturbance
NOISE	Disturbance
NOISER	Disturbance
RAGE	Disturbance
RAGEJ	Disturbance
RAGEP	Disturbance
RAGER	Disturbance
BF	Fire
BOAT	Fire
CR	Fire

ELEVR	Fire
FA	Fire
FACM	Fire
FAM	Fire
FAS	Fire
FAT	Fire
FAW	Fire
FIRE	Fire
FIREPD	Fire
FULL	Fire
GAS	Fire
GF	Fire
HMC	Fire
HMI	Fire
HMR	Fire
LF	Fire
LO	Fire
LOC	Fire
LOR	Fire
LOV	Fire
MF	Fire
ODOR	Fire
PA	Fire
PAL	Fire
PAW	Fire
PF	Fire
SF	Fire
SI	Fire
SWDOWN	Fire
TDOWN	Fire
TF	Fire
VF	Fire
WATER	Fire
WDOWN	Fire
WRI	Fire
WRR	Fire
1051	Investigation
1053	Investigation



1054	Investigation
1055	Investigation
1057	Investigation
1057J	Investigation
1057P	Investigation
1057R	Investigation
1065	Investigation
1065C	Investigation
1065E	Investigation
476A	Investigation
476AJ	Investigation
476AP	Investigation
476AR	Investigation
AC1	Investigation
C10	Investigation
C5	Investigation
C9	Investigation
EXP	Investigation
KNOCK	Investigation
MP	Investigation
MPC	Investigation
MPE	Investigation
OPEN	Investigation
WEL	Investigation
WPNS	Investigation
1042	Medical
10C3	Medical
10D2	Medical
10D4	Medical
12A5E	Medical
12D2E	Medical
17A2G	Medical
17A4G	Medical
17B0G	Medical
17B1	Medical
17B1G	Medical
17B3G	Medical
17D3P	Medical

17D4G	Medical
187	Medical
18C3	Medical
21B2M	Medical
21D4M	Medical
21D5M	Medical
23C2I	Medical
24C1	Medical
26A1	Medical
26A8	Medical
26C2	Medical
26D1	Medical
28C2U	Medical
30A2	Medical
30B1	Medical
31D2	Medical
31D3	Medical
32B1	Medical
32B3	Medical
32D1	Medical
33A1T	Medical
33C7	Medical
6C1	Medical
6D1	Medical
6D2	Medical
6D2E	Medical
6D3	Medical
6D4	Medical
EMD10	Medical
EMD12	Medical
EMD17	Medical
EMD21	Medical
EMD23	Medical
EMD25	Medical
EMD26	Medical
EMD28	Medical
EMD30	Medical
EMD31	Medical



EMD32	Medical
EMD33	Medical
EMD6	Medical
EMD9	Medical
EMDFIR	Medical
EMDSOL	Medical
EMDTRA	Medical
EMDX	Medical
EMS	Medical
MED	Medical
MEDPD	Medical
MEDS	Medical
MEDTOA	Medical
MEDURG	Medical
1056	Mental Health
1056A	Mental Health
1056AJ	Mental Health
1056AP	Mental Health
1056AR	Mental Health
1056J	Mental Health
1056P	Mental Health
1056T	Mental Health
1056TJ	Mental Health
1056TP	Mental Health
1056TR	Mental Health
5150	Mental Health
5150V	Mental Health
5150W	Mental Health
PERT	Mental Health
WELMH	Mental Health
1016	Miscellaneous
1021	Miscellaneous
1058	Miscellaneous
1058J	Miscellaneous
1058P	Miscellaneous
1091	Miscellaneous
1091A	Miscellaneous
1091AJ	Miscellaneous

1091AP	Miscellaneous
1091AR	Miscellaneous
1091C	Miscellaneous
1091D	Miscellaneous
1091E	Miscellaneous
1091EJ	Miscellaneous
1091EP	Miscellaneous
1091ER	Miscellaneous
1091G	Miscellaneous
1091W	Miscellaneous
91A	Miscellaneous
91C	Miscellaneous
91D	Miscellaneous
91E	Miscellaneous
91F	Miscellaneous
AWOL	Miscellaneous
BAR	Miscellaneous
BLUE	Miscellaneous
BOMB	Miscellaneous
C666	Miscellaneous
HIKER	Miscellaneous
INFO	Miscellaneous
JCR	Miscellaneous
LOST	Miscellaneous
PINFO	Miscellaneous
PROB	Miscellaneous
PS	Miscellaneous
PV	Miscellaneous
SHOT	Miscellaneous
SOL	Miscellaneous
SOLJ	Miscellaneous
SOLP	Miscellaneous
SOLR	Miscellaneous
SPCA	Miscellaneous
SPURS	Miscellaneous
SWAT	Miscellaneous
SWRNT	Miscellaneous
TEST	Miscellaneous



TPURS	Miscellaneous
1123	Parking/Traffic Related
1124	Parking/Traffic Related
1124ND	Parking/Traffic Related
PARK	Parking/Traffic Related
PARKP	Parking/Traffic Related
STRAND	Parking/Traffic Related
TRAF	Parking/Traffic Related
1062	Pedestrian Contacts
1087	Pedestrian Contacts
SS	Pedestrian Contacts
SSTOP	Pedestrian Contacts
1030	Prisoner/Warrant
1030F	Prisoner/Warrant
1030M	Prisoner/Warrant
1030V	Prisoner/Warrant
290	Prisoner/Warrant
3056	Prisoner/Warrant
ESCAPE	Prisoner/Warrant
ORDER	Prisoner/Warrant
ORDERJ	Prisoner/Warrant
ORDERR	Prisoner/Warrant
PAROLE	Prisoner/Warrant
TPORT	Prisoner/Warrant
WRNT	Prisoner/Warrant
1066	Suspicious Incident
1066J	Suspicious Incident
1066P	Suspicious Incident
1066R	Suspicious Incident
1067	Suspicious Incident
1067J	Suspicious Incident
1067P	Suspicious Incident
1070	Suspicious Incident
1070J	Suspicious Incident
1070P	Suspicious Incident
1070R	Suspicious Incident

1080	Suspicious Incident
1154	Suspicious Incident
1154O	Suspicious Incident
1154P	Suspicious Incident
1154R	Suspicious Incident
1154U	Suspicious Incident
SC	Suspicious Incident
SCP	Suspicious Incident
SCR	Suspicious Incident
1166	Traffic Enforcement
1184	Traffic Enforcement
1185	Traffic Enforcement
1186	Traffic Enforcement
12500	Traffic Enforcement
14601	Traffic Enforcement
22350	Traffic Enforcement
22350J	Traffic Enforcement
22350P	Traffic Enforcement
22450	Traffic Enforcement
23103	Traffic Enforcement
23103J	Traffic Enforcement
23103P	Traffic Enforcement
23103R	Traffic Enforcement
23109	Traffic Enforcement
23109J	Traffic Enforcement
23109P	Traffic Enforcement
23110	Traffic Enforcement
23110J	Traffic Enforcement
23110P	Traffic Enforcement
23152	Traffic Enforcement
23152J	Traffic Enforcement
23152P	Traffic Enforcement
23152R	Traffic Enforcement
25662	Traffic Enforcement
TSTOP	Traffic Enforcement
CHANGED	unknown call type
SWP	unknown call type
90	unknown call types



900	unknown call types
911	Unknown Trouble
911T	Unknown Trouble
911TXT	Unknown Trouble
911W	Unknown Trouble
HAZARD	Unknown Trouble
POL	Unknown Trouble
POLTXT	Unknown Trouble



Appendix 3: Codes and Beats

Code	Beats
CO	Coroners
2C40	Eichler Highlands* (EIC)
B40	Eichler Highlands* (EIC)
C40	Eichler Highlands* (EIC)
S40	Eichler Highlands* (EIC)
SH40	Eichler Highlands* (EIC)
85B	Everything South of 92 to County Line and West of 35
85D	Everything South of 92 to County Line and West of 35
85G	Everything South of 92 to County Line and West of 35
85N	Everything South of 92 to County Line and West of 35
85S	Everything South of 92 to County Line and West of 35
S80	Everything South of 92 to County Line and West of 35
S81	Everything South of 92 to County Line and West of 35
SH80	Everything South of 92 to County Line and West of 35
SH85	Everything South of 92 to County Line and West of 35
C72	Everything South of Pacifica to 92 and West of 280
S70	Everything South of Pacifica to 92 and West of 280
S71	Everything South of Pacifica to 92 and West of 280
S72	Everything South of Pacifica to 92 and West of 280
SH70	Everything South of Pacifica to 92 and West of 280
GTF	Gang Task Force (GTF)
HMB	Half Moon Bay (HMB)
S75	Half Moon Bay (HMB)
S76	Half Moon Bay (HMB)
SH75	Half Moon Bay (HMB)
X75	Half Moon Bay (HMB)
33F	Los Trancos Woods (LTW)
SH33	Los Trancos Woods (LTW)
S10	Menlo Oaks (MOK)
SH10	Menlo Oaks (MOK)
2C61	Millbrae** (MLB)

B62	Millbrae** (MLB)
C61	Millbrae** (MLB)
M65	Millbrae** (MLB)
MLB	Millbrae** (MLB)
S61	Millbrae** (MLB)
S62	Millbrae** (MLB)
S621	Millbrae** (MLB)
S63	Millbrae** (MLB)
S64	Millbrae** (MLB)
S65	Millbrae** (MLB)
SH61	Millbrae** (MLB)
SH62	Millbrae** (MLB)
SH65	Millbrae** (MLB)
X64	Millbrae** (MLB)
NTF	Narcotics Task Force (NTF)
2B11	North Fair Oaks (NFO)
S11	North Fair Oaks (NFO)
S12	North Fair Oaks (NFO)
SH11	North Fair Oaks (NFO)
SH12	North Fair Oaks (NFO)
1	Outside Jurisdiction
101	Outside Jurisdiction
101A	Outside Jurisdiction
102	Outside Jurisdiction
1A	Outside Jurisdiction
1B	Outside Jurisdiction
1C	Outside Jurisdiction
1D	Outside Jurisdiction
1E	Outside Jurisdiction
1F	Outside Jurisdiction
1G	Outside Jurisdiction
2	Outside Jurisdiction



203	Outside Jurisdiction
206	Outside Jurisdiction
207	Outside Jurisdiction
240	Outside Jurisdiction
2A	Outside Jurisdiction
2B	Outside Jurisdiction
2C	Outside Jurisdiction
2E	Outside Jurisdiction
2G	Outside Jurisdiction
304	Outside Jurisdiction
305	Outside Jurisdiction
3A	Outside Jurisdiction
3B	Outside Jurisdiction
3C	Outside Jurisdiction
3D	Outside Jurisdiction
3E	Outside Jurisdiction
3F	Outside Jurisdiction
4	Outside Jurisdiction
40	Outside Jurisdiction
408	Outside Jurisdiction
408A	Outside Jurisdiction
409	Outside Jurisdiction
409A	Outside Jurisdiction
410	Outside Jurisdiction
4A	Outside Jurisdiction
4B	Outside Jurisdiction
4C	Outside Jurisdiction
4D	Outside Jurisdiction
613	Outside Jurisdiction
613A	Outside Jurisdiction
614	Outside Jurisdiction
6D	Outside Jurisdiction
AOA	Outside Jurisdiction
BP	Outside Jurisdiction
BRD	Outside Jurisdiction
CHP	Outside Jurisdiction
D	Outside Jurisdiction
DCY	Outside Jurisdiction

DP	Outside Jurisdiction
DP1	Outside Jurisdiction
DP2	Outside Jurisdiction
DP3	Outside Jurisdiction
DP4	Outside Jurisdiction
DP5	Outside Jurisdiction
DP6	Outside Jurisdiction
EP	Outside Jurisdiction
EP1	Outside Jurisdiction
EP2	Outside Jurisdiction
EP3	Outside Jurisdiction
EP4	Outside Jurisdiction
LM	Outside Jurisdiction
LMA	Outside Jurisdiction
OE	Outside Jurisdiction
OJ	Outside Jurisdiction
OJ	Outside Jurisdiction
OJ90	Outside Jurisdiction
OJSFO	Outside Jurisdiction
OTH	Outside Jurisdiction
32	Portola Valley (PVY)
32A	Portola Valley (PVY)
32B	Portola Valley (PVY)
32C	Portola Valley (PVY)
32D	Portola Valley (PVY)
32E	Portola Valley (PVY)
32F	Portola Valley (PVY)
32G	Portola Valley (PVY)
32K	Portola Valley (PVY)
32L	Portola Valley (PVY)
32M	Portola Valley (PVY)
S31	Portola Valley (PVY)
SH31	Portola Valley (PVY)
SH32	Portola Valley (PVY)
2C51	San Carlos (SNC)
511	San Carlos (SNC)
512	San Carlos (SNC)
513	San Carlos (SNC)



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514	San Carlos (SNC)
515	San Carlos (SNC)
516	San Carlos (SNC)
517	San Carlos (SNC)
518	San Carlos (SNC)
519	San Carlos (SNC)
521	San Carlos (SNC)
522	San Carlos (SNC)
523	San Carlos (SNC)
524	San Carlos (SNC)
525	San Carlos (SNC)
526	San Carlos (SNC)
527	San Carlos (SNC)
532	San Carlos (SNC)
533	San Carlos (SNC)
534	San Carlos (SNC)
535	San Carlos (SNC)
536	San Carlos (SNC)
537	San Carlos (SNC)
538	San Carlos (SNC)
539	San Carlos (SNC)
S50	San Carlos (SNC)
S51	San Carlos (SNC)
S52	San Carlos (SNC)
S53	San Carlos (SNC)
S54	San Carlos (SNC)
SH50	San Carlos (SNC)
SH51	San Carlos (SNC)
SH53	San Carlos (SNC)
SS2	San Carlos (SNC)
COFSFO	SFO Airport
2B60	Sheriff's Office North (BRH and unincorporated)
2C60	Sheriff's Office North (BRH and unincorporated)
B60	Sheriff's Office North (BRH and unincorporated)
S60	Sheriff's Office North (BRH and unincorporated)
SH60	Sheriff's Office North (BRH and unincorporated)
SON	Sheriff's Office North (BRH and unincorporated)
2S60	Sheriff's Office North (MLB and unincorporated)

B20	Sheriffs Office South (DVN, LTW, PAL. EML. WSB, WMP)
B21	Sheriffs Office South (DVN, LTW, PAL. EML. WSB, WMP)
S20	Sheriffs Office South (DVN, LTW, PAL. EML. WSB, WMP)
S21	Sheriffs Office South (DVN, LTW, PAL. EML. WSB, WMP)
S22	Sheriffs Office South (DVN, LTW, PAL. EML. WSB, WMP)
SH20	Sheriffs Office South (DVN, LTW, PAL. EML. WSB, WMP)
SH21	Sheriffs Office South (DVN, LTW, PAL. EML. WSB, WMP)
900	Transit
920	Transit
OJSC	Transit
OJSF	Transit
S900	Transit
TP	Transit
TPSC	Transit
TPSF	Transit
TPSM	Transit
TR	Transit
TRA	Transit
TRAN	Transit
TRANS	Transit
TRANSI	Transit
TRFA	Transit
1080	Unknown
ALLSH	Unknown
INV	Unknown
N	Unknown
N	Unknown
NONE	Unknown
S	Unknown
S1	Unknown
SH	Unknown
SH1	Unknown
SH2	Unknown
SP	Unknown
SPL	Unknown
SS1040	Unknown
2B30	Woodside (WDS)
2S30	Woodside (WDS)



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B30	Woodside (WDS)
S30	Woodside (WDS)
S302	Woodside (WDS)
SH30	Woodside (WDS)
20	Sheriff's Office South (DVN, LTW, PAL, EML, WSB, WMP)
60	Burlingame Hills (BRH)
60B	Burlingame Hills (BRH)
60C	Burlingame Hills (BRH)
60D	Burlingame Hills (BRH)
60E	Burlingame Hills (BRH)
60F	Burlingame Hills (BRH)
60G	Burlingame Hills (BRH)
60H	Burlingame Hills (BRH)
60I	Burlingame Hills (BRH)
60J	Burlingame Hills (BRH)
60K	Burlingame Hills (BRH)
60L	Burlingame Hills (BRH)
60M	Burlingame Hills (BRH)
60N	Burlingame Hills (BRH)
60Q	Burlingame Hills (BRH)
60R	Burlingame Hills (BRH)
60S	Burlingame Hills (BRH)
20A	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20B	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20C	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20D	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20F	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20H	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20I	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20J	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20L	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20M	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20N	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20P	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20Q	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20R	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
20S	Sheriffs Office South (DVN, LTW, PAL, EML, WSB, WMP)
40A	Eichler Highlands* (EIC)

40B	Eichler Highlands* (EIC)
40C	Eichler Highlands* (EIC)
40D	Eichler Highlands* (EIC)
80	Everything South of 92 to County Line and West of 35
80A	Everything South of 92 to County Line and West of 35
80I	Everything South of 92 to County Line and West of 35
80K	Everything South of 92 to County Line and West of 35
80L	Everything South of 92 to County Line and West of 35
80M	Everything South of 92 to County Line and West of 35
80N	Everything South of 92 to County Line and West of 35
80P	Everything South of 92 to County Line and West of 35
80Q	Everything South of 92 to County Line and West of 35
80R	Everything South of 92 to County Line and West of 35
80T	Everything South of 92 to County Line and West of 35
80W	Everything South of 92 to County Line and West of 35
80Z	Everything South of 92 to County Line and West of 35
70A	Everything South of Pacifica to 92 and West of 280
70C	Everything South of Pacifica to 92 and West of 280
70D	Everything South of Pacifica to 92 and West of 280
70E	Everything South of Pacifica to 92 and West of 280
70H	Everything South of Pacifica to 92 and West of 280
70I	Everything South of Pacifica to 92 and West of 280
70J	Everything South of Pacifica to 92 and West of 280
70K	Everything South of Pacifica to 92 and West of 280
70L	Everything South of Pacifica to 92 and West of 280
70M	Everything South of Pacifica to 92 and West of 280
70N	Everything South of Pacifica to 92 and West of 280
75A	Half Moon Bay (HMB)
75A	Half Moon Bay (HMB)
75B	Half Moon Bay (HMB)
75C	Half Moon Bay (HMB)
75D	Half Moon Bay (HMB)
10A	Menlo Oaks (MOK)
10D	Menlo Oaks (MOK)
10E	Menlo Oaks (MOK)
65A	Millbrae** (MLB)
65B	Millbrae** (MLB)
65C	Millbrae** (MLB)



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65D	Millbrae** (MLB)
65E	Millbrae** (MLB)
65F	Millbrae** (MLB)
65G	Millbrae** (MLB)
65H	Millbrae** (MLB)
65I	Millbrae** (MLB)
65J	Millbrae** (MLB)
65J	Millbrae** (MLB)
65M	Millbrae** (MLB)
65M	Millbrae** (MLB)
65N	Millbrae** (MLB)
65O	Millbrae** (MLB)
65P	Millbrae** (MLB)
65Q	Millbrae** (MLB)
65R	Millbrae** (MLB)
65S	Millbrae** (MLB)
65T	Millbrae** (MLB)
65U	Millbrae** (MLB)
65V	Millbrae** (MLB)
11	North Fair Oaks (NFO)
11B	North Fair Oaks (NFO)
11D	North Fair Oaks (NFO)
11E	North Fair Oaks (NFO)
11F	North Fair Oaks (NFO)
11G	North Fair Oaks (NFO)
31A	Portola Valley (PVY)
31B	Portola Valley (PVY)
31C	Portola Valley (PVY)
31D	Portola Valley (PVY)
31F	Portola Valley (PVY)
31G	Portola Valley (PVY)
31H	Portola Valley (PVY)
31I	Portola Valley (PVY)
31J	Portola Valley (PVY)
31K	Portola Valley (PVY)
31L	Portola Valley (PVY)
31M	Portola Valley (PVY)
31P	Portola Valley (PVY)

31Q	Portola Valley (PVY)
30	Woodside (WDS)

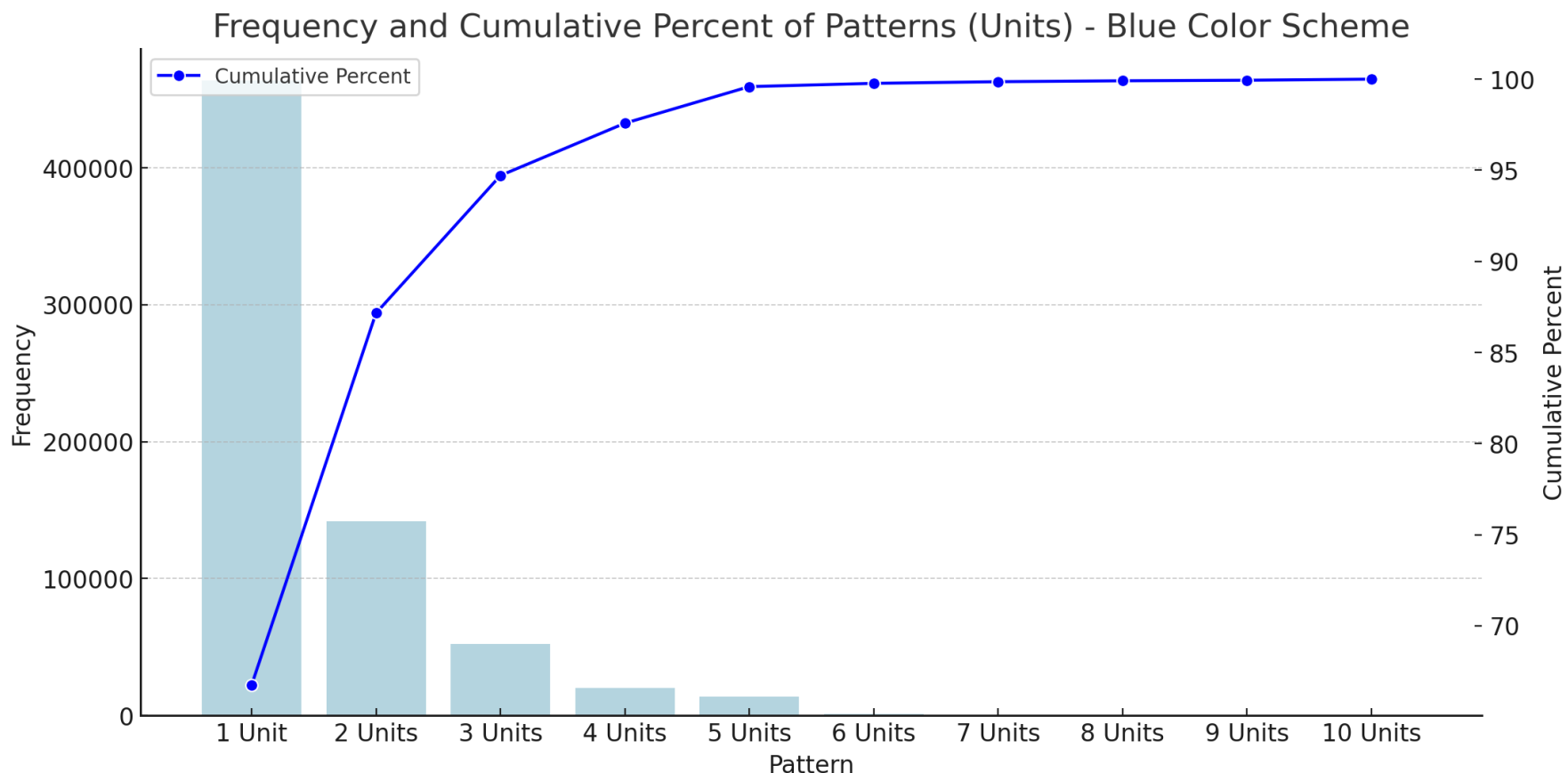


Appendix 4: Distribution of Records and Number of Assigned Units

Rank	Frequency	Percent	Cumulative
1 Unit	463670	66.74	66.74
2 Units	141916	20.43	87.16
3 Units	52399	7.54	94.71
4 Units	19996	2.88	97.58
5 Units	13965	2.01	99.59
6 Units	1232	0.18	99.77
7 Units	654	0.09	99.86
8 Units	333	0.05	99.91
9 Units	220	0.03	99.94
10+ Units	387	0.06	100



Appendix 5: Distribution of Records and Units



Note: The dual-axis graph shows recorded frequency and cumulative percentage patterns. On the primary vertical axis (left), the frequency of each pattern is displayed with bars. The secondary vertical axis (right) shows the cumulative percentage, represented by a blue line with markers at each unit level, showing the running total percentage of patterns observed up to that point.

- The frequency of single-unit patterns is the highest, with over 400,000 occurrences.
- There is a sharp decrease in frequency as the number of units in a pattern increases, with two-unit patterns being less than half as frequent as single-unit patterns.