



DO IT BETTER

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SAN DIEGO COUNTY SHERIFF'S DEPARTMENT



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to our Communities, our Hometown Heroes, our Essential Workers

to our Communities, our Hometown Heroes, our Essential Workers



SAN DIEGO COUNTY SHERIFF'S DEPARTMENT

OUR MISSION

We provide the highest quality public safety service to make San Diego the safest urban county in the nation.

ORGANIZATIONAL VISION

We earn the respect and confidence of the public as a professional public safety organization. We are innovative and responsive to those we serve and work in partnership with our communities. We attract and retain highly competent and diverse employees.

CORE VALUES



A MESSAGE FROM YOUR SHERIFF



We will remember 2020 as one of the most challenging years law enforcement has seen in decades. We experienced a worldwide pandemic, two statewide shutdowns, and countless demonstrations. The emotional and financial impacts of the on going pandemic continue to follow us into 2021. Although many of the protests and civil unrest have subsided, police reform remains a top political agenda with numerous state and federal legislative bills expected in the coming year.

Looking back on this year, one thing is certain; we are a department overflowing with women and men committed to providing the highest quality public safety service to our communities even in the most uncertain of times. Our employees embody our mission statement with their courage and professionalism.

This year many of them lost precious time with their families while navigating health concerns, childcare, kids who were not in traditional classrooms, financial hardships, and a myriad of other obstacles. I am grateful for their sacrifices and very proud of how they represented law enforcement during one of its most trying moments.

Many aspects of life have changed in less than a year and not just in our home and work life, but around the world. This pandemic sparked fear, frustration, and anxiety. The added layers of criticism and anti-police rhetoric amid tragic events created challenges for morale and management.

Although we were faced with many challenges, our department was ready for the unique trials of 2020, because of the foresight in previous years. We adapted quickly in the short term to better position our department to respond and continue operations. The incorporation of technology by our Management Services Bureau enhanced our ability to stay connected throughout the pandemic and our on going cultural outreach enabled us to connect with community leaders and make hard decisions during difficult times.

As we have always done in the past, we continue to listen to the citizens we serve and adapt our procedures to best meet the dynamic needs of the community. We as a department are constantly evaluating our public safety practices and finding areas for improvement and growth. Like most law enforcement agencies across the country, we work hard to provide services that are fair, unbiased, and respectful to everyone. We hold ourselves and each other accountable to the highest standards of those we serve, and we will continue to advance as a department. Looking forward, continued community engagement and crime reduction strategies will be at the forefront of our efforts.

Our department epitomizes the highest quality of public safety service. I am constantly humbled by the brave and steadfast attitudes of our department members as they serve the citizens of San Diego County. In a year that brought so much disappointment, I could not be more proud of this department and its members' response to a truly unprecedented year. I look forward to 2021 and I am confident that whatever lies ahead, the men and women of the San Diego Sheriff's Department will rise to the occasion.

William H. Gore

WILLIAM D. GORE
SHERIFF



SHERIFF'S MESSAGE

2020 SNAPSHOT:

A TIMELINE OF SIGNIFICANT EVENTS



- March 4, 2020: State of Emergency declared resulting from the COVID-19 pandemic.
- Court operations reduced and deputy deployments were adjusted to coincide with court closures and trial suspensions.
- San Diego Inmate Transfer Tunnel began (expected completion March-April 2022) The tunnel will allow for more efficient and timely movement of inmates between the two facilities and eliminate the need to transport inmates via vehicles a short two blocks away.

MAR



- The Notice to Proceed for Emergency Vehicle Operations Course (EVOC) was issued (expected completion late 2021).
 - This 40-acre site will provide a one-of-a-kind training venue in the Southern California region and allow for high and low speed driving, lane change and collision avoidance training, off road driving training as well as the accomplishment of many other California Peace Officer Standards Training (POST) requirements. Done in partnership with the City of San Diego and the San Diego Community College District, up to 90 other local, state, and federal agencies are expected to utilize the venue for similar training.

MAY



- Mutual aid response to civil unrest in La Mesa.
 - Several hundred protesters gathered at the La Mesa Police Department (LMPD) Headquarters. The protesters walked on the roadway and blocked several intersections within the city and neighboring highways. As the evening progressed, the crowd became more agitated and violent. They began vandalizing buildings and vehicles. They also assaulted law enforcement by throwing various projectiles at them (i.e. rocks, bottles, etc.). Several deputies were struck by the projectiles and injured. The rioters also vandalized and burned several businesses and looted stores in the area. At about 12:15am on May 30, 2020, La Mesa Police Chief asked the Sheriff's Department to assume operational control over the incident.

MAY



- Department responded to the Valley Fire in Alpine.
 - The Valley Fire started at approximately 2:16pm on September 5, 2020, in unincorporated San Diego County near Alpine. The fire spread over 17,565 acres and destroyed 24 residence as well as scores of other outbuildings and structures. Evacuation orders were issued for 1,512 people and warnings were issued for 11,419 people. Over the course of the week, ASTREA made over 300 water drops and shuttled fire crews in and out of the area to aid in the fire fighting.

SEP



- Sheriff's RESPECT Project Facility was completed.
 - The program, which started in 2014, now has a dedicated facility and may serve as a pilot for similar facilities throughout the County. RESPECT stands for Responsibility, Empathy, Service, Perseverance, Education, Courage and Trustworthiness, and is an after-school program that inspires change and makes connections in the community. It will now be able to be open every day of the week. The RESPECT Project and the facility offer at-risk children a one stop shop of options including nutrition, sports and fitness, tutoring, counseling, and other activities.

DEC

FEB

- San Diego Central Jail Elevator Modernization Project started (expected completion February 2022).



APR

- Zero Bail Mandate issued by the Judicial Council of California.
- Department provided training bulletins to regional law enforcement partners and agencies regarding the emergency bail schedule and the updated booking acceptance criteria.
- Sheriff's Department holds first Community Connection town hall event with the community.
- Temperature checks instituted at all Sheriff's facilities.



APR

- Video Conferencing set-up by department to facilitate criminal justice proceedings involving inmates in custody.
 - This was primarily video arraignment in the initial implementation, but expanded to additional criminal justice proceedings.
- Sheriff's Bomb Arson Range acquired.
 - This acquisition assures the future of a regional asset utilized by the department, the Federal Bureau of Investigation, and San Diego Fire Authority/Fire Protection District.



JUN

- Sheriff hosts first town hall in a virtual event.
- Sheriff convenes African American Clergy Advisory Council/Pastors on Point.



NOV

- Sheriff's Technology and Information Center (STIC) was completed.
 - This \$49 million project started in 2018 and houses the Sheriff's Technology Division which provides data services and wireless services. The project includes a new tower and shelter to support the \$70 million replacement "Next Generation" Regional Communication System (RCS) network that entered service in 2019.



2020: A YEAR IN REVIEW

PROFESSIONALISM

- Our intentional focus on professionalism encompasses our entire operations.

ADAPTATION

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

INNOVATION

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

PARTNERSHIP

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

2020 YEAR IN REVIEW

The department's long-term strategy is anchored in consummate professionalism, adapting to change, building partnerships, innovating solutions, and providing the highest level of professionalism in our public safety services. As one of the largest law enforcement agencies in the state, we believe that professionalism reduces risk, adaptation breeds effectiveness, innovation provides efficiencies, and partnerships add depth and breadth of impact.

PROFESSIONALISM

"ON PROFESSIONALISM" - MICHAEL BARNETT, UNDERSHERIFF



In our shared profession of law enforcement and public safety we are held to a standard that few other professions are.

First, we are to be forthright bearers of the truth regardless of the consequences. Peace officers do not get to choose facts and theories to apply to a decision that must be made. We are required to interact with people and events objectively, gather facts impartially, and apply the law fairly.

We are called to enter into the lives of the people we serve and take, on behalf of the Constitution: their property, their liberty, and occasionally their lives. As part of this imposing responsibility-which is given to no other authority in government or industry-we carry an immense obligation to make sure our duties are carried out professionally.

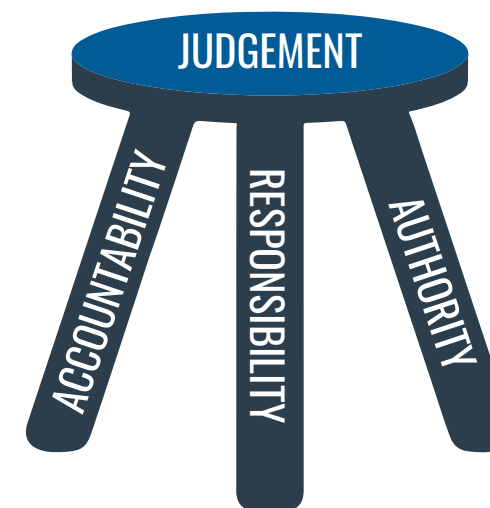
The question often arises, "What does 'professional' mean?" The grade school definition of a professional is merely someone who gets paid for doing something. That simple and straightforward definition, however, is inadequate to describe the concept of a professional law enforcement officer or public safety professional. Yes, we do get paid for what we do, but that does not mean we always do it professionally.

A useful framework for distinguishing a professional from someone who merely gets compensated for a task is the degree to which the person can exercise **judgement**. A professional is expected to use his or her education, training, values, life experience, and intelligence to make a decision about what action to take given a set of circumstances. If we pull up at a traffic collision we have to gather the facts, summon needed resources, give direction to involved parties, take direct action as needed, and prepare appropriate reports. If an inmate is not compliant with security regulations we must discern the appropriate response balancing the needs of security with the safety of all involved and the impact of the various options available to us. The ways in which we, as deputies and professional staff employees, must exercise judgement are too numerous to list here, but the fact is that all of us must exercise judgement in our daily responsibilities.

But, the exercise of judgement alone does not make a professional. A professional must have the **responsibility** to perform a certain job. If it is your job to process applications in the Licensing Division, you are responsible for making sure the applications are completed and the needed analysis is applied to each one. If your job is to keep

a community safe, such as is the case for a deputy sheriff working at a station, you are responsible for identifying who is causing harm to the community and marshalling the resources to remedy the situation.

A professional is not able to exercise such responsibility unless he or she has the **authority** to do so. The licensing specialist has to have the authority to demand the applicant provide the needed information. The deputy has to have the authority to detain and arrest people under the law. The nurse has to have the authority to make decisions about inmate health and safety. Without this authority, at whatever level or scope, a professional is not able to carry out the responsibilities of the job.



The final leg of this three-legged stool supporting the exercise of professional judgement is **accountability**. A professional is accountable for decisions made and actions taken. Without accountability an employee could simply do whatever is desired without regard to organizational priorities, supervisor direction, or public expectations. If one has the responsibility and authority to carry out a responsibility, one must be held accountable. Righteous decisions should be recognized and rewarded. Flawed decisions should be corrected and critiqued. I expect leaders at every level of this organization to hold their peers, their staff, and their superiors accountable for the way in which they exercise professional judgement. Such accountability should be proportional to the responsibility held by the employee and the authority he or she carries in carrying out that responsibility.

As public safety professionals, we owe it to the communities we serve to hold ourselves and our staff accountable for the manner in which we keep San Diego the safest urban county in the nation.

EMPLOYEE ENGAGEMENT SURVEY HIGHLIGHTS

We are an organization filled with many talented employees who exceed performance expectations. We recognize and value our people and are committed to a culture of engagement. This culture incorporates an understanding of simple engagement principles, to include: purpose, transparency, action, and commitment.

It is truly important for all employees to know that they matter. It is our goal to infuse purpose in the work done on our department. The department benefits from having a talented and engaged workforce, and we can always do better.

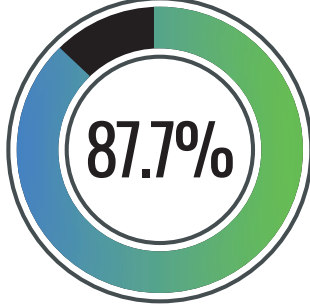
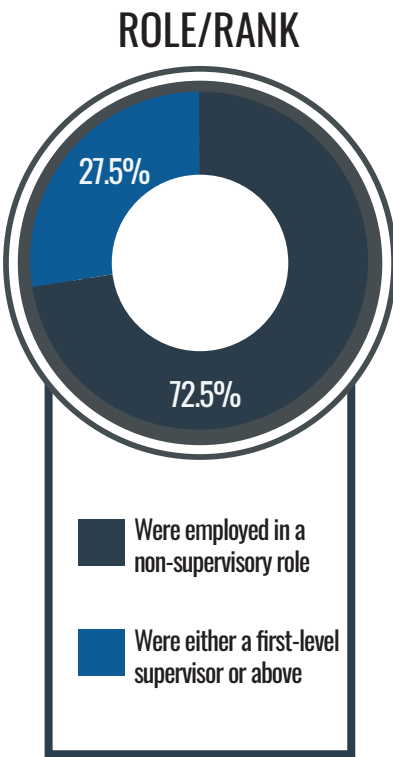
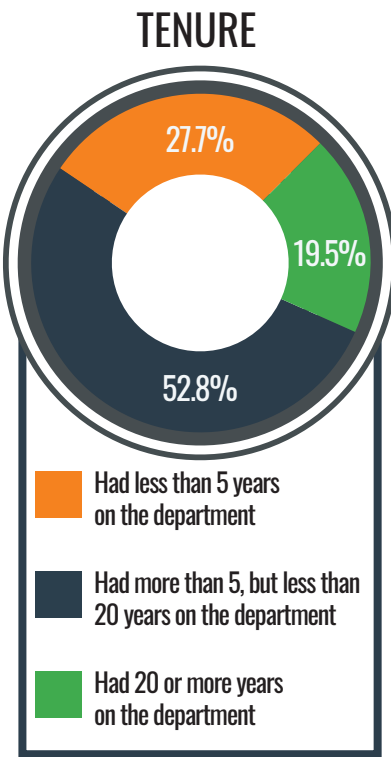
Our engaged purpose in 2020 was “To Do Better” and we launched an Employee Engagement Survey to ascertain how our department was doing. This is the first of what will be an annual process. The ability to measure engagement levels over time is what the survey provides for us. The survey gives us metrics and gives us an opportunity for transparency and subsequent action. As Karl Pearson stated, “That which is measured improves. That which is measured and reported improves exponentially.”

Among the questions asked was a rating regarding how proud the employee was to work for the department. To see that we had about an 87.7% favorability rating in being proud to work for the department is encouraging. In evaluating the survey results, it was important to keep in mind that favorability, the combination of responses that are either “Strongly Agree” or “Agree,” gives us a high-level view into our organization’s engagement. Just for context, a healthy organization will have a favorability level of 70% or higher.

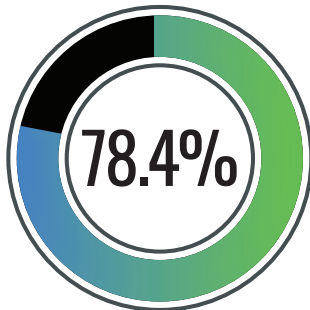
We provided the results to our managers with the understanding that they are our organization’s biggest asset when it comes to employee engagement. Their insights were invaluable to developing the next steps. Among the next steps was the development of a more granular survey at the facility and unit level. The thought was to allow for more opportunity to act on the feedback. This separate Division/Facility Survey was delivered the end of 2020.

26% OF ALL EMPLOYEES PARTICIPATED

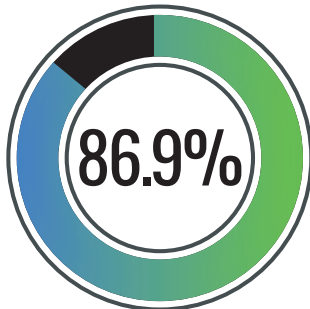
(1,122 RESPONDENTS)



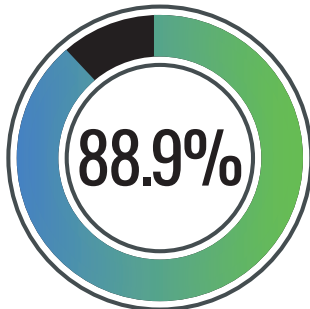
Are proud to work for the department



Would recommend working for the department



Believe that employees of different backgrounds interact well in the department



Believe that the department's policies and procedures discourage discrimination

DIVERSITY & INCLUSION PROGRAM EXPANSION

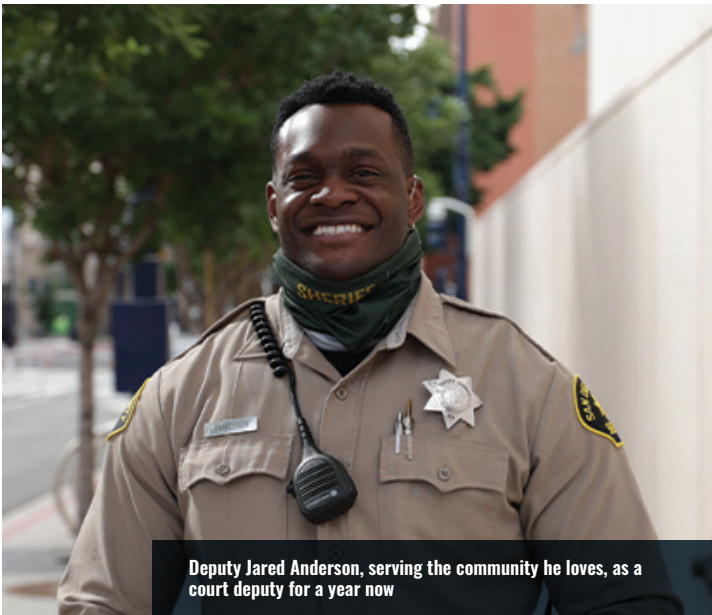


Deputy Reyes singing the national anthem at the San Diego Padres Game

Diversity has been a core value for the department for over a decade. In 2015, the County of San Diego set forth a Diversity and Inclusion Strategic Plan. In 2020, the Sheriff’s Department further expanded its participation in the County’s Diversity & Inclusion (D & I) program by developing a formal structure to sustain the objectives of the D & I program. This structure included the creation of the department’s Customer Service/ Diversity and Inclusion Committee. This committee was chaired by the department’s Diversity and Inclusion Champion and consisted of six additional staff dedicated to the principles of respect and inclusion. In addition, the department created an internal website as a one-stop page for tools, materials, and resources related to promoting D & I efforts. The department’s D & I goals include:

- ✓ Creating a more inclusive and accessible climate where employees can be proud of their identity and use it as a source to channel their ideas and skills for the benefit of the department,
- ✓ and providing exceptional and inclusive service to our diverse customers.

Additionally, the department committed to providing training to best inform department employees on concepts and practices that are inclusive and demonstrate a respect for diversity. A training specifically developed by the department towards this end was “Understanding Bias and Cultural Awareness Training.” This was a mandatory training for all employees, and it focused on identifying and understanding bias as well as practices that breed cultural awareness. Over 4, 300 employees completed this training via the Learning Management System (LMS).



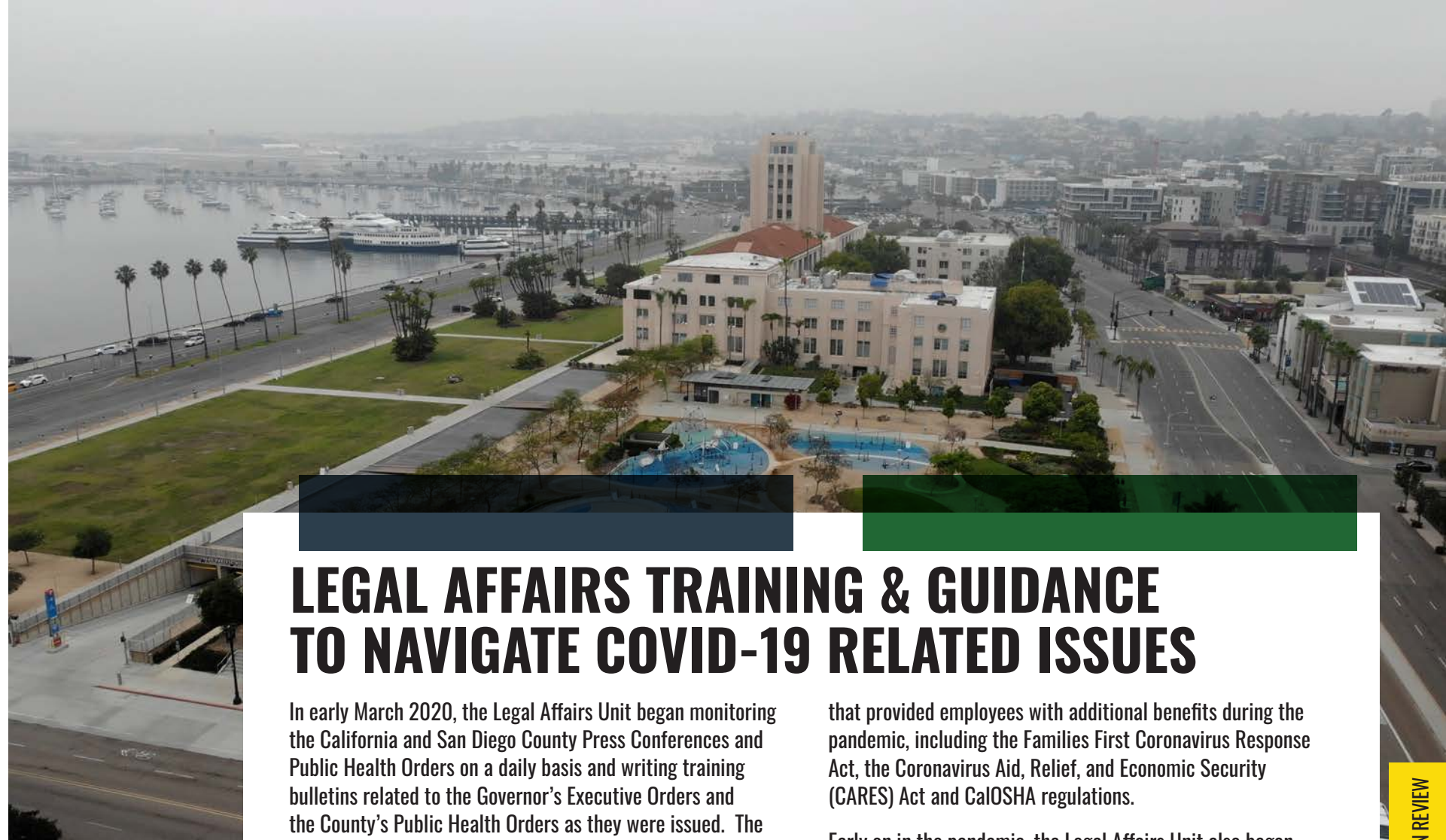
Deputy Jared Anderson, serving the community he loves, as a court deputy for a year now



Sheriff Deputy recruits receiving in class training



Sheriff Deputy recruits during a physical training session



LEGAL AFFAIRS TRAINING & GUIDANCE TO NAVIGATE COVID-19 RELATED ISSUES

In early March 2020, the Legal Affairs Unit began monitoring the California and San Diego County Press Conferences and Public Health Orders on a daily basis and writing training bulletins related to the Governor's Executive Orders and the County's Public Health Orders as they were issued. The training bulletins focused on state and county rules that deputies were expected to enforce and included guidelines on best practices for enforcement. During the pandemic, the Legal Affairs Unit responded to numerous questions regarding the County's Public Health Order from deputies in the field.

During the initial days of the shutdown there were many unexpected legal questions. The Legal Affairs Unit created an internal website containing law related to COVID-19 questions and topics. For example, Legal Affairs worked with the Licensing Division to ensure that they could continue to register Penal Code section 290 registrants who were legally required to come into the Department on a regular basis.

The Legal Affairs Unit also worked with the Sheriff's Medical Liaison Unit (MLU) to develop, implement and continually adjust the department's response to the pandemic in an effort to minimize the risk to all of the Department's employees while maintaining sufficient staffing levels. The Legal Affairs Unit assisted by researching and analyzing the Public Health Orders, the Governor's Executive Orders and guidance from the CDC and the California Department of Public Health and helped develop the department's quarantine, isolation and return to work protocols for employees who found themselves exposed to the virus. The Legal Affairs Unit also assisted the MLU with implementation of legislation and regulations

that provided employees with additional benefits during the pandemic, including the Families First Coronavirus Response Act, the Coronavirus Aid, Relief, and Economic Security (CARES) Act and CalOSHA regulations.

Early on in the pandemic, the Legal Affairs Unit also began working closely with the Superior Court, the District Attorney, the City Attorney, and the Public Defender to find ways to reduce the jail population (in order to reduce and prevent the spread of the virus in the jails) while maintaining public safety in the county. With the help of the court and these agencies, the overall jail population was significantly reduced, making it easier to contain the virus. The Legal Affairs Unit also assisted the Detention Services Bureau in interpreting and helping implement orders issued by the Superior Court, and the state Judicial Counsel that amended the County's bail schedule and required changes to inmate processing and scheduling procedures.

As a result of federal, state and local "eviction moratorium" orders, the Legal Affairs Unit worked with the Court Services Bureau to review and interpret revisions to state law and provide advice on the legality of enforcing court-ordered Writs of Possession.

The Legal Affairs Unit is just one example of the many units within the Sheriff's Department working together to meet the needs of the department and the community in responding to the COVID-19 pandemic.

DE-ESCALATION EXPANSION & ENHANCEMENTS

De-escalation is a combination of tactical communication with a balanced use of force response to critical situations in order to achieve positive outcomes. This thought process has been taught for years to our sworn personnel, but never completely formalized in naming, policy, or training until 2019. San Diego County Sheriff's Department was the first law enforcement agency in San Diego County to provide formal de-escalation training. The approved De-escalation Training Program is provided deputies through both the Continued Professional Training (CPT) and Standards and Training for Corrections (STC) training cycles. De-escalation Training was also incorporated into the academy's curriculum. Through 2020, this training was provided to over 2,000 deputies.

The De-escalation Training Program incorporates intervention scenarios to reinforce department expectations of conduct and standards. De-escalation is woven into each of our training components in our Continuing Professional Training Program. This program consists of defensive tactics, communications, firearms, driving, and mobile field force. In each of our venues, de-escalation techniques and strategies are taught and

refreshed for our staff. In addition, the department developed both a four-hour and an eight-hour stand-alone de-escalation class and submitted both for POST approval. The department also is in development of a video training outlining the department's efforts to ensure de-escalation continues to be a building block of our culture.

We are dedicated to building a culture of trust with our communities. We do not condone nor accept any racial profiling or acts of brutality. We take immediate action on any such complaint and conduct a comprehensive investigation. Not only are there readily accessible means for individuals to make complaints or notify the department about any possible mistreatment, but the Sheriff's leadership team reviews all critical incidents to ensure proper and just responses were administered. We are also proactive in the identification of possible opportunities for change in our policies, procedure, and training to affect consistent positive outcomes. We are committed to impartial and compassionate enforcement of the law.

ADAPTATION

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



Sheriff Bill Gore getting ready for a video conference

TRANSITION TO TELEWORKING

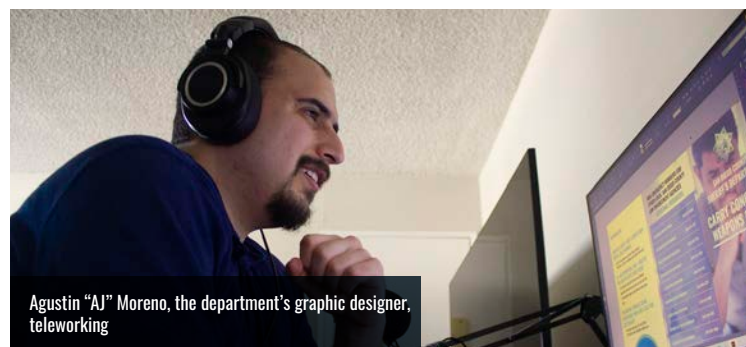
As a law enforcement agency, we are a key resource for the communities we serve. During the COVID-19 pandemic, the San Diego Sheriff's Department (SDSD) instituted a continuity of operations plan (COOP). This transition to the COOP at the onset of the pandemic allowed for the provision of public safety services while limiting risk to employees. This COOP ensured that critical functions continued, which include the following:

- ✓ Patrol services for the communities served
- ✓ Jail services, to include security and medical for inmates in our custody
- ✓ Court services, unless restricted or suspended by the Chief Justice
- ✓ Communication Center dispatch services

The department ensured that personnel and resources were available to maintain those critical functions throughout the more restrictive periods of the pandemic. Like many agencies, the department adopted and transitioned to teleworking, where possible, as a critical component of the COOP.

The department is fortunate to have a forward-thinking Data Services Division (DSD). DSD worked diligently to transition our employees from in-office work to teleworking. They deployed over 500 devices to support the remote work of employees as well as stood up a dedicated COVID-19 Technology HelpDesk to provide support and ensure continued connectivity to our network and applications. All of this was accomplished amidst DSD employees moving both their workstations, equipment, and related infrastructure to the new Sheriff's Technology and Information Center (STIC), which was completed in November 2020.

At the peak of the restrictions in the beginning of April, we had over 550 employees teleworking. These daily numbers changed per alternating shifts and in-office scheduling that was instituted by divisions. In addition, the monthly average number of employees changed as restrictions were lifted or instituted throughout 2020.



Agustin "AJ" Moreno, the department's graphic designer, teleworking



Sheriff Bill Gore, Undersheriff Mike Barnett, and Assistance Sheriff Frank Clamser presenting awards online to department employees



Court proceedings conducted via virtual hearings

VIDEO CONFERENCING DEPLOYMENT

The deployment and use of video conferencing in our jail facilities has been a goal of the department for several years. Prior to the COVID-19 pandemic, video hearings were used for misdemeanor arraignments of criminal defendants housed at the San Diego Central Jail (SDCJ). As a result of the pandemic, momentum picked up in this effort and was embraced by the court system. To support the critical function of court services, the department deployed over 50 hearing rooms with video conferencing equipment and capability to transition court proceedings into virtual hearings. This was an effort that necessitated collaboration amongst not only the department's internal bureaus, but coordination with our criminal justice partners. In cooperation with prosecutors, defense attorneys and Superior Court staff, Sheriff's staff was able to expand video court usage for both misdemeanor and felony arraignments, hearings, and sentencings to seven (7) detention facilities and four (4) courthouses. This expansion required having cameras, microphones, and video screens in court rooms, in dedicated cells within the jail facilities, and at the District Attorney's offices and Public Defenders' offices.

In addition, video conferencing capability was expanded to deploy TelePsync and TeleMed solutions for ongoing care to those in our custody. This mirrored efforts in the community by health care providers. It allowed the department to maintain the level of service delivery required for ever increasing number of inmates booked into custody with either mental health or medical conditions, and in some cases both.

In total, the department procured and deployed over 100 devices to support the enterprise-wide video conferencing solution.

ENHANCED USAGE AND DEVELOPMENT OF ONLINE TRAINING

Prior to the pandemic, the department had developed online training specifically for deployment in the Learning Management System (LMS). Due to the need to continue professional training for staff, during the pandemic we transitioned our most popular classes to an online format delivered through Microsoft Teams. These classes included: New Employee Orientation, Department Supervisor Training, and Management Update. The courses were reengineered and classroom content was converted for online delivery. In some instances, this required adjusting the timelines and the course schedule to best deliver the material. This transition also necessitated separate training on the virtual platform itself; and Microsoft Teams training was added to the catalog of training courses. Professional staff training in 2020 totaled 122 online training hours to 186 employees.







FOR MORE INFORMATION
PLEASE VISIT:


sdsheriff.net/crimelab.html

FOLLOW US: @SDSheriff







The Crime Lab utilizing digital tools to better train our forensic employees on the day to day challenges.





SUGGESTED TRAINING

 <p>TOPIC Learning While Teleworking 61 Activities</p>	 <p>TOPIC Computer Skills 98 Activities</p>	 <p>TOPIC Customer Service 14 Activities</p>	 <p>TOPIC Diversity & Inclusion 27 Activities</p>
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TIMELINE

ALL TASKS LEARN

Refresh

Training programs like LMS keep our employees' knowledge up to date on required trainings.



THE MEDIA TEAM (from left to right) Sammy Castanon, Gabriella Ibarra, Lt. Ricardo Lopez, Sheriff Bill Gore, Melissa Aquino, Jeremy Fabunan

ENHANCED MULTI-MEDIA ENGAGEMENT

2020 will go down as one of the most challenging and unprecedented years in history. With the COVID-19 pandemic changing every facet of people's lives and civil unrest across the nation, the Sheriff's Media Relations Office turned to social media to quickly inform the citizens of San Diego County how our deputies work around the clock to keep them safe.

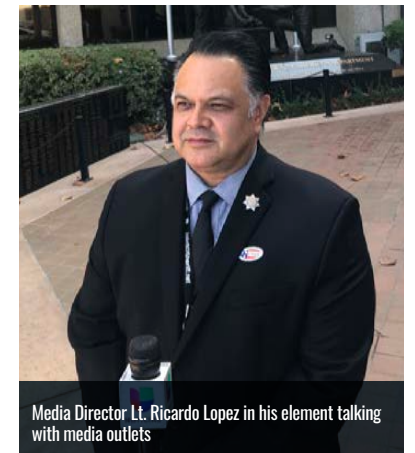
It is no secret that social media has become the source of information for most people in this "24-hour news cycle" age. Despite the challenges of 2020, the Sheriff's Department saw a significant increase in its social media presence and engagement. As of this writing, we have over 70,000 followers on our Twitter and Instagram social media platforms @SDSheriff. Media Relations strives for the department's social media posts to be a mixture of news, community events and how we engage with the community. More importantly, we want to highlight the dangerous and hard work our deputies do every day and share this with our followers. In addition to managing our social media accounts, Media Relations also pushes out timely and accurate information to news organizations in San Diego County and across the globe. This is done in a variety of ways such as through news releases, interviews, regular segments on local TV news stations, news conferences and videos created by the Sheriff's Video Production Unit.

Since March 2020, Sheriff's Media Relations has released important information about our response to the COVID-19 pandemic on our social media channels, as well as on our public website: www.sdsheriff.net. A special COVID-19 section was created and updated regularly with information on how deputies are enforcing public health orders, what measures are being taken in our jails to prevent the spread of COVID-19 and much more. Media Relations also began work on a new,

state-of-the-art public website that will be easier to navigate, have a more modern feel and offer better compatibility on smart phones and other mobile devices. The new website will be rolled out in January 2021. The Watch Commanders at the Sheriff's Communications

Center have also helped increase the department's social media presence by posting timely and updated breaking news notifications on Twitter. Our data services division helped with a common complaint from citizens across the county. Citizens not being able to understand the announcements being made by our helicopter. They created a feature which provides text notifications whenever a Sheriff's Department helicopter is making announcements over their neighborhood. These text messages are posted simultaneously on our Twitter account. Going forward, you will be seeing more contributions from our deputies on social media. You will hear stories ranging from how they saved a man from a fast-moving brush fire to mentoring at-risk teenagers to keep them from living a life of crime. Our deputies are on the frontlines every single day and are the eyes and ears of our department.

Now more than ever, it is important to tell their stories, especially to those who are unfamiliar with law enforcement, and show them all the positive things going on within our agency. This is how we continue to humanize the badge.



Media Director Lt. Ricardo Lopez in his element talking with media outlets



Christopher Luther and Carlos Vasquez taking photographs at the County Administration Building

The Media Team Sammy Castanon, Lt. Ricardo Lopez, Melissa Aquino, Gabriella Ibarra, Jeremy Fabunan

Jeremy Fabunan and Mark Garrett, on site for events unfolding on the streets of San Diego

INNOVATION

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



Awarded by the American Jail Association



The department received the 2020 Innovation Award from the American Jail Association (AJA) for its counter drug smuggling approach. The American Jail Association is a national, nonprofit organization that supports the professionals who operate our nation's jails. It is the only national association that focuses exclusively on issues specific to the operations of local correctional facilities.

In recognition of the stellar leadership in correctional industry, and in keeping with the commitment of providing leadership to the local correction profession through education, research, and best practices, the AJA Awards Committee identifies and presents annual awards to exceptional practitioners so they can be publicly acknowledged at AJA's Annual Conference & Jail Expo.

The AJA awards the Innovation Award to a correctional agency that has developed an innovative and progressive approach to help the whole industry. The department's counter drug smuggling efforts by the Detentions Investigations Unit (DIU) and the Mail Processing Center (MPC) program were recognized



as solutions that would benefit other agencies and hold a reasonable prospect of implementation by other organizations.

In January 2019, the San Diego Sheriff's Detention Investigations Unit (DIU) undertook an intensive and expansive approach to stop drug smuggling into the jail system. This new multi-faceted drug interdiction approach sparked a successful anti-narcotics campaign throughout the San Diego Jail system.

As a result of these new procedures, DIU narcotics seizures in 2019 increased 488% from 2018 and 427% from 2017. The department also has a successful Mail Processing Center (MPC) program. The MPC is progressive by utilizing new technologies to accomplish a safer method of processing inmate mail. Since its inception, MPC Deputies were responsible for intercepting more than 160 items of incoming inmate mail that contained narcotics. These interceptions led to more than 50 arrests both in the jails and in the community. These numbers resulted in a 45% drop in narcotics being mailed into the detention facilities.

SAFE LEMON GROVE

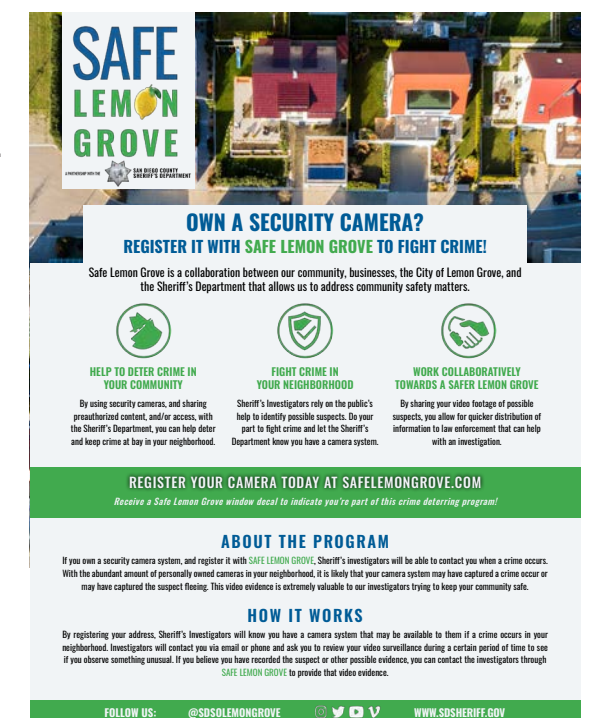
Safe Lemon Grove is a collaboration between our community, businesses, the City of Lemon Grove, and the Sheriff's Department to address community safety matters. It was implemented in September 2020 in the City of Lemon Grove, making it the first city in San Diego County to utilize the new technology. Built on a foundation of technology that reinforces community policing, the department's approach to this video management system is about crime fighting not surveillance. The partnership between the community members, the city, and the department is about using video streams or captures to enhance overall public safety. The program has three main purposes:

- ✓ Help to deter crime in the community
- ✓ Assist with solving crime in the neighborhood
- ✓ Work collaboratively with residents for the safety of the city

As part of Safe Lemon Grove, the department worked with the city to identify six locations for real-time coverage and these included: Promenade Park, Berry Street Park, Lemon Grove Park, Firefighters Skate Park, and at the intersection of Massachusetts Avenue and Broadway. A total of nine cameras were installed on highly visible poles at these designated locations. The goal is to be visible and public in the camera's placement with the intended effect of being a crime deterrent. These deployed cameras are for live feeds and do not record. The department is committed to upholding the constitutional and privacy rights of individuals and the cameras will be used at the time of a call for service.

The program also partners the city and the department directly with individual community members. The community members who choose to participate provide access to or preauthorize the sharing of their business or privately owned security cameras with the Sheriff's Department. This collaboration helps deputies respond more efficiently to calls for service and plan the most appropriate response to a crime in progress. In addition, Sheriff's investigators utilize the shared content and information to identify possible suspects in reported crimes. This allows for increased chances of arresting the perpetrators of the crime and holding them accountable.

The video sharing platform allows members of the community to work towards enhancing their community's quality of life, which is at the core of every city's mission. The department plans to partner with other cities to implement this approach in their communities.





AERIAL SUPPORT TO REGIONAL ENFORCEMENT AGENCIES (ASTREA)

Sheriff's ASTREA is a regional asset that has been providing support to the department and partner agencies since 1971. It currently has ten helicopters and averages 2,000 missions a year responding to patrol, fire, as well as search and rescue calls around the clock.

Over the past two years the ASTREA Unit has been replacing an aging fleet of patrol helicopters with new state-of-the-art Bell 407GX platform. The helicopters were outfitted with the latest generation of engines, cameras, and safety equipment allowing crews to fly longer and see further. The Bell 407GX can fly at night with improved heat detecting/infrared camera. Better GPS also allows the helicopter to fly higher and reduce noise over a search area. This helicopter can carry a total of seven people and hover on its skids for search and rescue calls. It can also be equipped with a bucket to help with water drops during a fire.

In July of 2020, ASTREA took delivery of the second of three 407GX helicopters. Traditionally, helicopters are given the initials of a person who left a positive mark on the Emergency Services Division. Keeping with that custom, the unit deemed it appropriate to honor long time Search and Rescue Sergeant Don Parker. The helicopter was given the tail number N313DP signifying his retirement date of March 2013 and his initials. Don Parker died in February 2018. The second helicopter bears a tail number honoring Sheriff Bill Gore who has built a remarkable legacy with the Sheriff's Department and the aerial support unit.

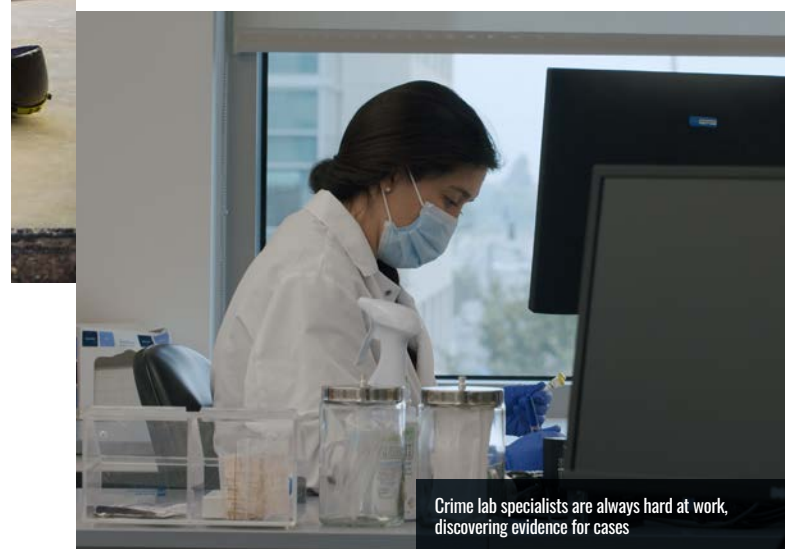
During 2020, the department also completed the refurbishment of two of the three Bell 205 firefighting helicopters. The much-needed maintenance was timely as they had a high year of rescues (176) along with responding

to 80 fires throughout the county. These helicopters were responsible for 820 air water drops on area fires. Record heat waves and an increase in outdoor activity due to COVID made for busy weekends at popular hiking areas, often resulting in multiple rescues. One such rescue was an avid rock climber on El Capitan Mountain. The climber fell over 20 feet and suffered severe injuries. The area was inaccessible to vehicles and a normal rope rescue would have taken many hours. The coordinated effort with CALFIRE was critical in getting the victim initial first aid and transportation to a waiting ambulance.

In addition to the upgrades, a new service was deployed this past year via ASTREA that helps the department message the people on the ground during critical incidents. Traditionally, announcements are made over ASTREA's loudspeaker during a search for a missing person or suspect and at critical incidents such as a barricaded suspect, hostage situation, disasters, and events with large crowds. Many times, these announcements are critical for the people's safety and provide shelter in place notifications or crowd management instructions. In most cases, the message on the loudspeaker may not be received or understood easily given the conditions and circumstances of the situation. To assist with the messaging, the department has deployed a notification service that individuals can subscribe to in order to receive the message from ASTREA. This is not an automated or push notification service, but people can call or text "Hello" to (858) 866-HELO each time they hear ASTREA making announcements in their area. The person then receives the announcement on the call or as text message reply. This service is only currently available for department patrol areas.



The San Diego County Sheriff's Department Regional Crime Laboratory



Crime lab specialists are always hard at work, discovering evidence for cases



Crime Lab Director Jennifer Harmon, and Jorge Pena, looking over samples in the lab

CRIME LAB STREAMLINING

In 2020, the San Diego County Sheriff's Department's Regional Crime Laboratory focused on process efficiencies and meeting new state legislated mandates. The lab is comprised of dedicated staff with high technical competency. In the past year, a quality system with robust oversight was implemented and business processes were improved through Qualtrax workflows. In addition, a Laboratory Information Management System (LIMS) was acquired.

Among the state legislated mandates is the process of sexual assault kits and this was a particular focus in 2020. The laboratory implemented a dedicated Sexual Assault Team Response (SART) Coordinator; ensuring consistent communication and compliance to state standards, providing a point of contact for stakeholders and forensic nursing teams, implementation of direct receipt of all sexual assault kit evidence from the hospital exam to the Crime Lab, more effective DNA case processing, and consistent tracking and data collection for future process workflow enhancements.

Additionally, the laboratory revamped the sexual assault case assessment process to identify potential drug and alcohol facilitated crimes (DFSA); empowering the laboratory's forensic toxicologists to assess cases based on victim statements and medical exam observations to deduce whether further forensic testing was warranted. In the last year, the Crime Lab received 356 SART cases for analysis, conducted DFSA screening on more than 70% of the kits received, provided SART kit results on average within 100 days from date of receipt, and determined that drugs and/or alcohol were present in 80% of the cases screened.

The Sheriff's Regional Crime Lab remained very busy in 2020 and Crime Lab personnel completed 14,196 requests from our regional partners in 2020. To accommodate social distancing, Crime Lab personnel grouped in cohorts and used alternating shifts since teleworking was not a viable option for completion of lab work.

LAW ENFORCEMENT SERVICES
BUREAU

Patrol Stations

Support & Services

A.S.T.R.E.A.

Bomb/Arson Unit

C.A.T.C.H.

Sheriff's Communications
Center and 9-1-1

Crime Analysis Unit

Crime Lab

Homicide

Cold Case Homicides

Narcotic and Gang Division

S.E.D. (Special Enforcement
Detail)

Special Investigations Division

Traffic & Parking

Bureaus » Law Enforcement Services Bureau » Support & Services » Homicide »

Cold Case Homicide & Missing Person Investigations

Font Size: + - Share & Bookmark Feedback Print

The San Diego County Sheriff's Homicide Detail invites the public's assistance in the following investigations. Click on the cases below for more information. Tips may be submitted in the following ways:

- Sheriff's Homicide Detail - 858-285-6330 (during business hours)
- Sheriff's Communications Center - 858-565-5200 (outside business hours)
- Crime Stoppers - 888-580-8477
- [Online Tip Form \(Crime Stoppers\)](#)

Search

THUMBNAI	EVENT	DATE/TIME
	Mickey James Guidry	11/27/2009
	Demetrio Bautista	04/24/2009

Visit www.sdsheiff.gov for more information on cold cases

LEAD TRACKING SYSTEM

The Major Crimes Division and the Data Services Division have been in development on a leads management tracking system. Though this project is still in its early stages, the idea and potential usage of the tool would greatly enhance the department's overall efficiency and effectiveness in investigations. This tool is designed to assist investigators track tips and leads during large scale crime scenes and events. Detectives will be able to track items of evidentiary value in a single central location. These items include, but are not limited to: CAD data, 9-1-1 audio files, audio recordings, video files and reports.

Additionally, this tool will hopefully serve as a form of "Virtual Command Post" allowing personnel with various roles and ranks to view the playing field from this central location. Supervisors and command staff would have visibility on resources that have been deployed to the incident. This would be a real-time investigative management tool that will allow for case agents to delegate tasks related to incoming tips and leads that come in. The assigned investigator would then be able to upload their findings onto this tool and help to maintain investigative cohesion.



COLD CASES SOLVED WITH FORENSIC GENEALOGY

For the department's Homicide Cold Case Team, 2020 started with successfully solving one of the department's cold cases through the use of forensic genealogy. Forensic genealogy, also known as genetic genealogy, has become a go-to method for many cold case detectives after investigators used it to identify the Golden State Killer in 2018. In February 2019, the Homicide Cold Case Team chose to pursue forensic genealogy in the murder of Teresa Solecki, who was murdered and sexually assaulted in January 1984. Over the course of just over a year, Sheriff's Homicide Detectives Troy DuGal and Will Altenhof along with Senior Crime and Intelligence Analyst Jeff Vandersip were able to identify the unknown suspect as Charles Morgan. The team used the crime scene DNA of the unknown suspect and submitted it using publicly accessible DNA databases to find matches and create family trees. The Homicide Cold Case Team conducts investigative research into these built family trees and conduct interviews with family members.

"ANY TIME YOU CAN IDENTIFY A SUSPECT IN A HOMICIDE CASE, THAT'S AMAZING."
– SHERIFF'S HOMICIDE DETECTIVE TROY DUGAL

Though the team found that Charles Morgan had died in a traffic accident four months after Teresa's death, the department was able to solve the case and, more importantly, was able to provide closure for the loved ones of Teresa Solecki after nearly four decades.

In March 2020, the Homicide Cold Case Team selected Orbin Holiway's murder as the second case to be investigated through genealogy. Through this process relatives of the unknown person were identified. This second case took nine months to solve and they were able to successfully identify the unknown suspect as Howard Kelly. The team researched Howard Kelly and learned that he died in Texas of natural causes in March of 1985.

It is expected that the turnaround on these cold case investigations will get shorter as the team becomes more versed in the processes. Through 2020, the Homicide Cold Case team has opened six cold cases. Unlike most agencies, the department's Homicide Cold Case Team does the genetic genealogy in-house, and for that reason other law enforcement agencies have contacted them for seminars and advice.



ORBIN HOLIWAY CASE INFORMATION:

In the afternoon hours of December 04, 1978, a concerned co-worker found Orbin Holiway deceased on the living room floor of his home in Lakeside. Holiway had been shot once in the head and once in the torso. A blood trail led from the residence to the victim's truck, which was parked in front of the residence. Holiway is believed to have fought with his attacker resulting in an unknown suspect's blood being found on Holiway's body. Years later, a DNA profile from the blood was developed and placed into CODIS without a suspect being notified.

PARTNERSHIP

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



A MESSAGE FROM THE COMMUNITY INCLUSION DIRECTOR

Our neighbors and community-based organizations have demonstrated great resilience as we adjusted to a new way of life during the COVID-19 pandemic. Our flexibility has allowed us to adapt and overcome barriers, especially those posed by masking and social distancing. Community engagement and interaction are fundamental to the San Diego Sheriff's Department. We thrive with each opportunity to connect with the individuals we serve.

Like many of you, the Sheriff's Department adapted to a virtual way of connection beginning on day one of the Public Health Order declaration. We quickly leveraged new technologies to bring virtual Community Connection town halls to your electronic devices. We did this to maintain dialogue and provide updates on the state of public safety in our communities.

While youth were distance learning, the department partnered with the San Diego County Library to host virtual Deputy Story Time events. Deputies from various stations read e-books to our youth and families. We concluded each segment with an opportunity to engage in a question and answer series.

The collaboration of the Sheriff's Department with the International Rescue Committee (IRC) of San Diego continued for our refugee newcomers. Those newcomers originate from countries such as Congo, Afghanistan, and Iran. The classes are designed to introduce refugee community members to deputies and to American public safety concepts. This orientation and knowledge have the added benefit of empowering this community. Presentation topics consisted of what to expect during traffic stops when to call 9-1-1, domestic violence, and COVID-19 resources.

In recognition of National Forensic Sciences Week, the Sheriff's Regional Crime Laboratory hosted a three-part virtual series to highlight the forensic science world and its role in combating crime and bringing justice to victims. Participants were offered a virtual tour of the state-of-the-art Sheriff's Investigations, Crime Lab, Property and Evidence (ICP) Building. They heard from subject matter experts in the various forensic disciplines. Lastly, they learned about career pathways and got a behind-the-scenes look at crime scene investigations.

During the summer months, our region and nation experienced protests calling for law enforcement reforms. Virtual meetings between the Sheriff's Department, community activists and advocates, interfaith members, and community groups were instrumental in protecting the progress of previous bridge building made between the community and law enforcement. These dialogues were fundamental in allowing Sheriff Gore and his leadership team to hear from our communities of color and their advocates. Conversations and meetings continue as community groups and the Sheriff's Department jointly approach the future of policing.

As the department continues to be accountable on these matters of importance, we remind our community members the Sheriff's Department is committed to fostering a trust culture with them. We are steadfast in our commitment to identify opportunities for change in our policies, procedures and training to affect consistent positive outcomes. In partnership with our communities, we strive for impartial, equitable and compassionate enforcement of the law in all of the communities we serve.

Nadia M. Binderup

NADIA MOSHIRIAN BINDERUP
COMMUNITY INCLUSION DIRECTOR

OUR OUTREACH EFFORTS INCLUDED, BUT ARE NOT LIMITED TO:

- Sheriff's LGBTQ Advisory Group
- Sheriff's African American Clergy Advisory Group/ Pastors on Point
- Stand In the Gap
- North San Diego County NAACP
- NAACP – San Diego Chapter
- Faith Coalition of La Mesa
- I Care/We Care About Equality
- San Dieguito Interfaith Ministerial Association
- International Rescue Committee (IRC)
- Survivors of Torture
- City of Santee Community Orientated Policing Committee (COMPOC) and Ad-Hoc Committee on Equity and Inclusion
- North County Equity and Justice Coalition
- San Diego Immigrant Rights Consortium
- San Diego Regional Anti-Hate Crime Coalition
- Farmworkers Care Coalition of San Diego
- San Diego Refugee Forum
- Welcome Newcomers Network
- Leon L. Williams Human Relations Commission
- San Diego Non-Violence Consortium



RECRUITING WORKING GROUPS



Deputy Peters, Deputy Hubbard, Deputy Filita, and Deputy Epenesa. Deputy Recruiters



Diversity is one of the Sheriff's Department's core values and the department is committed to continually finding effective ways to recruit from the communities we serve. In 2020, the department formed several recruiting groups specifically for this purpose. The Black/African American and Hispanic/Latino recruiting groups were created to work along with our Personnel Division staff. These groups are comprised of employees to help us connect with our communities. In addition, Women's Recruiting Working Group was in development with the shared goal of generating new recruiting ideas.

During 2020, the department also reached out to community groups like the Pastors on Point and the National Association for the Advancement of Colored People (NAACP) to help bridge the gap between our communities and the department. As part of the process, the department met



with Pastor Brown, one of the members of the department's Pastors on Point group. Pastor Brown specifically gave us some suggestions for increased recruiting opportunities, especially by going through various church groups to connect with members of the community.

These efforts resulted in new recruiting techniques and approaches and we are ending the year with the makeup of our staff virtually matching the demographics of the communities we serve. Both sworn and professional staff employees in these recruiting groups have developed recruiting ideas, including where to recruit, the type of messaging, and the medium of the advertising campaign. The groups also provided feedback to the Personnel Division on what they felt was unique about the department, what made them want to join the department, and what makes them want to stay on the department.



SHERIFF'S LGBTQ+ ADVISORY GROUP

Mission Statement: The San Diego Sheriff LGBTQ+ Advisory Council's mission is to identify and bring issues of concern from individuals and organizations within the LGBTQ+ communities to the attention of the Sheriff and their staff for preemptive and collaborative resolution.

The San Diego County Sheriff's Department LGBTQ+ Advisory Council was created in 2013. The San Diego Advisory Council is a voluntary appointed group of community leaders, organizers, activists, and advocates from the LGBTQ+ communities. The San Diego Sheriff's Department LGBTQ+ Advisory Council hosts 15 advisory seats in addition to the Sheriff and Sheriff's personnel. Each appointee is voted by the advisory council members and can be appointed by any member but requires two votes to bring a name forward. In 2020, the group added three additional people of color to participate in the Sheriff's LGBTQ+ Advisory Council fulfilling its continued commitment for diversity and inclusion.

The LGBTQ+ Advisory Council was created to work with the department on issues of concern, and to share insights and recommendations that could impact relationships between the Sheriff's Department and the community. The areas of focus for the council include:

- Improve public safety for the LGBTQ+ community
- Maintain open communication that builds trust between our communities and the Sheriff's Department
- Meets as needed with the Sheriff or Sheriff personnel on time-sensitive matters of interest to the LGBTQ+ communities
- Provides input, feedback, and guidance to Sheriff on matters of interest to the LGBTQ+ communities
- Promote and encourage deputy training about cultural competencies while expanding the community's understanding of the policies and procedures of the Sheriff's Department
- Provides representation at meetings and events as requested by the Sheriff

Since its inception, the LGBTQ+ Advisory Council has had meetings where members discuss with the Sheriff and his staff the department's policies and procedures. In each of the discussions, the group has provided input on opportunities to enhance the department's efforts towards continually improving its services to the County of San Diego, specifically its LGBTQ+ community members. One of the successes of this collaboration was the continued provision of the LGBTQ+ Training to department staff to enhance awareness. To date, a total of 742 Detention Services Bureau staff have completed the 4-hour awareness training. The Advisory Council members are also expected to engage the broader community of local networks, community members, and stakeholders with the information shared by the Sheriff's Department. The partnership has helped to enrich and inform the community's understanding of the policies and procedures of the Department.



Sheriff Bill Gore talking with LGBTQ+ community members

HOMELESS ASSISTANCE RESOURCE TEAM (HART)

2020 marked the department’s Homeless Assistance Resource Team’s (HART) first complete year of operation. The HART works in partnership with several government entities which include San Diego County Health and Human Services Agency. They partner with private homeless outreach entities who provide housing opportunities for individuals who are housing insecure. This threaded team approach enables HART to offer social and medical services to this population. HART has partnered with the Department of Public Works (DPW) to conduct clean-up efforts in areas of the County where homeless populations have encamped. A Psychiatric Emergency Response Team (PERT) clinician works with HART part time.

LAMAR PARK PROJECT:

In the fall of 2018, the 9th Circuit Court rendered the *Martin v. Boise* decision which required municipalities to provide homeless shelters before law enforcement could enforce illegal lodging on public property. Due to the restrictions, scores of homeless encampments popped up throughout the county. Due to its location and accessibility, Lamar Park in Spring Valley became home to at least 20 housing insecure individuals. The park became an eyesore as well as a health hazard. Several of the individuals refused any offer of bridge housing by HART and remained at Lamar Park, despite repeated outreach efforts by the team.

To develop a plan to end the encampments and encourage individuals to take the services offered, the HART team surveyed the area of Lamar Park using the concepts of Crime Prevention Through Environmental Design (CPTED). The HART team’s plan included fencing in specific areas along the park property. A new fence line would act as an obvious border and enable deputies to enforce camping and loitering ordinances within the park.

During a week-long outreach operation directed at the homeless insecure at Lamar Park, more than ten individuals, including three people who had refused bridge housing for over a year, accepted housing and left the area voluntarily. After DPW cleaned the park, Park Rangers constructed a fence which encompassed the 20-foot strip of land previously used as a homeless campground. The County Parks and Recreation Department planted trees and made a walking path in this area. This project received praise from the community who now felt safe to use the park with their families. The HART received the “San Diego County Customer Service Heart Award” from the County Board of Supervisors.



LAKESIDE RIVER BOTTOM PROJECT:

In 2019, the Lakeside Crime Suppression Team conducted a large narcotics operation which targeted more than 50 suspects. Many of these suspects were living in the Lakeside river bottom and were housing insecure. Many of these individuals were involved in criminal activity and causing significant environmental issues with the waste they produced as well as starting several fires which created a public safety concern.

During 2020, HART worked with the Lakeside Crime Suppression Team, the private property owner, County Code Enforcement and California Department of Transportation to conduct 20 outreach and cleanup operations. As a result, today there are only five individuals who continue to live in the river bottom. Most of the refuse has been removed.



2020 HART OUTREACH STATISTICS



2021 STRATEGIC PLAN

Fostering Trust and Delivering Excellence

In 2021, the department will focus on “Fostering Trust and Delivering Excellence.” The following goals are an important part of how we will better serve our communities in the year ahead.

In 2020, the focus was to “Do It Better.” The pandemic presented challenges and opportunities. We found ways to navigate and best respond to overcome difficulties during the pandemic. It pushed us to courageously embrace opportunities which were previously believed to be risky. We were proactive and responsive to community needs. We innovated, adapted, collaborated, and delivered high-quality public safety services to the residents of San Diego County. In 2020, we did it better and exceeded even our own expectations.

Last year, law enforcement across the nation came under intense scrutiny because of deaths which occurred during law enforcement contact. As a public safety agency, we are firmly against any form of inequity, bias, or injustice. We listened and met with countless groups to find common ground. We were inspired by the messages from people requesting meaningful change and we took an honest look at ourselves and reevaluated our policies. It was during this evaluation that we found both areas to improve and areas to grow. Some changes were made quickly, like eliminating the use of the carotid restraint, and others were implemented in short order through the end of 2020.

We recognize that becoming better is a continuous process. Our department is working together across functional and operational lines to create solutions, increase efficiencies, and improve our overall effectiveness. We are committed to thinking globally and working as a team to move forward.

2021 DEPARTMENT GOALS



OUTREACH & PARTNERSHIPS

- ★ Seek and develop opportunities for increased community engagement to foster public trust and inclusivity.
- ★ Work with community partners and county agencies to provide homeless assistance and resource referrals to those in our communities who are at risk of homelessness.
- ★ Offer and provide reentry interventions to those in custody in coordination with community organizations and government partners.



DELIVERY EXCELLENCE

- ★ With a continuous rise in violent crimes over the past several years, the department is focused on clearing violent crime case investigations to bring resolution to victims and hold offenders accountable.
- ★ To ensure increased positive outcomes, we will deliver mental health services to those in custody in a manner that is effective, collaborative, and sensitive to the individual's needs.
- ★ In anticipation of the Rock Mountain Detention Facility Renovation Project being completed, the department will expand its hiring and training academy capacities in order to meet the sworn staffing requirements. The department will maximize recruitment opportunities, especially for the hard to recruit medical staff positions and explore alternatives to increase our ability to fill medical and mental health care positions. The department is committed to providing 24/7 nursing to deliver the quality of care needed to support system capacity and prioritizes filling those positions. The department faces steep industry competition for the nurses and mental health clinicians and will be innovative in our approach and diligent in our efforts.



TALENT MANAGEMENT

- ★ The department recognizes the importance of not only hiring talent but retaining talent and will provide career seminars and promotion seminars to inform current employees about internal career opportunities.



YOUTH ENGAGEMENT

- ★ Enhance youth engagement and diversion opportunities.

PUBLIC SAFETY IN SAN DIEGO COUNTY

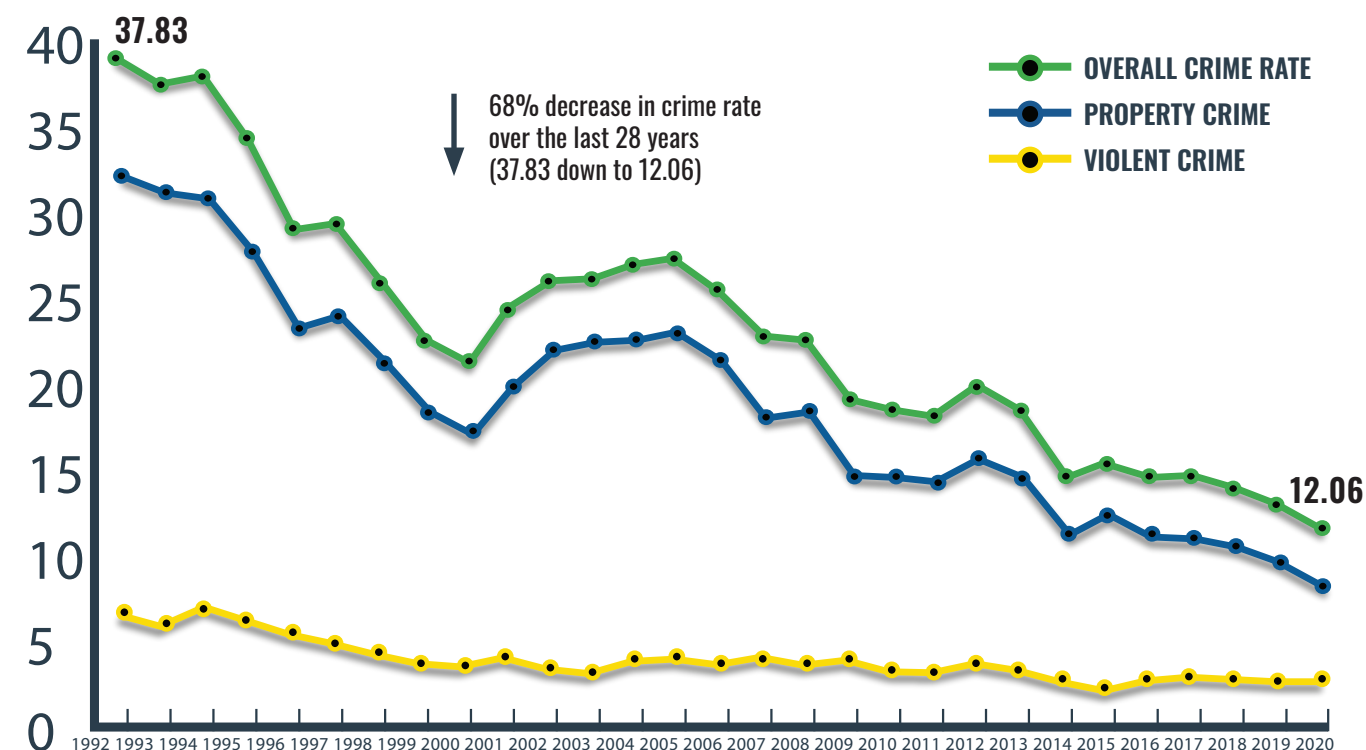
Over the past several years, we have been at a critical point in San Diego County's public safety history. Jurisdictions around the country have grappled with ways to mitigate the threat of overburdened jail systems while keeping crime rates low. San Diego County is seeing historically low crime rates. The San Diego Sheriff's Department and its regional partners have adapted their crime prevention and investigative efforts to keep San Diego County residents safe. Cooperation and collaboration was key amidst major changes in the criminal justice system like AB109 Realignment in October 2011 and Proposition 47 in November 2014.

Maintaining the balance between holding offenders accountable while seeking alternatives to incarceration to minimize overcrowding in our facilities is a constant and important process. The department is responsible for consequences related to policy decisions at either end of the scale.

With the onset of the COVID-19 pandemic, many policy changes were made to minimize jail populations and best allow for an appropriate public health response within the facilities. These included the Zero Bail Mandate by the Judicial Council of California, the Sheriff's Emergency Booking Acceptance Criteria, the use of accelerated credits, and stipulated releases. This resulted in an average daily inmate population of 4,197 in 2020, which was a 25% decrease from 2019.

It is important to recognize that the make-up of inmates in the jails also changed with these policy changes. Unsented inmates increased in its proportion, making up on a daily average about 62% of the population. Additionally, the majority are now the higher security risk inmates in custody for violent crimes, the most common booking charge being murder.

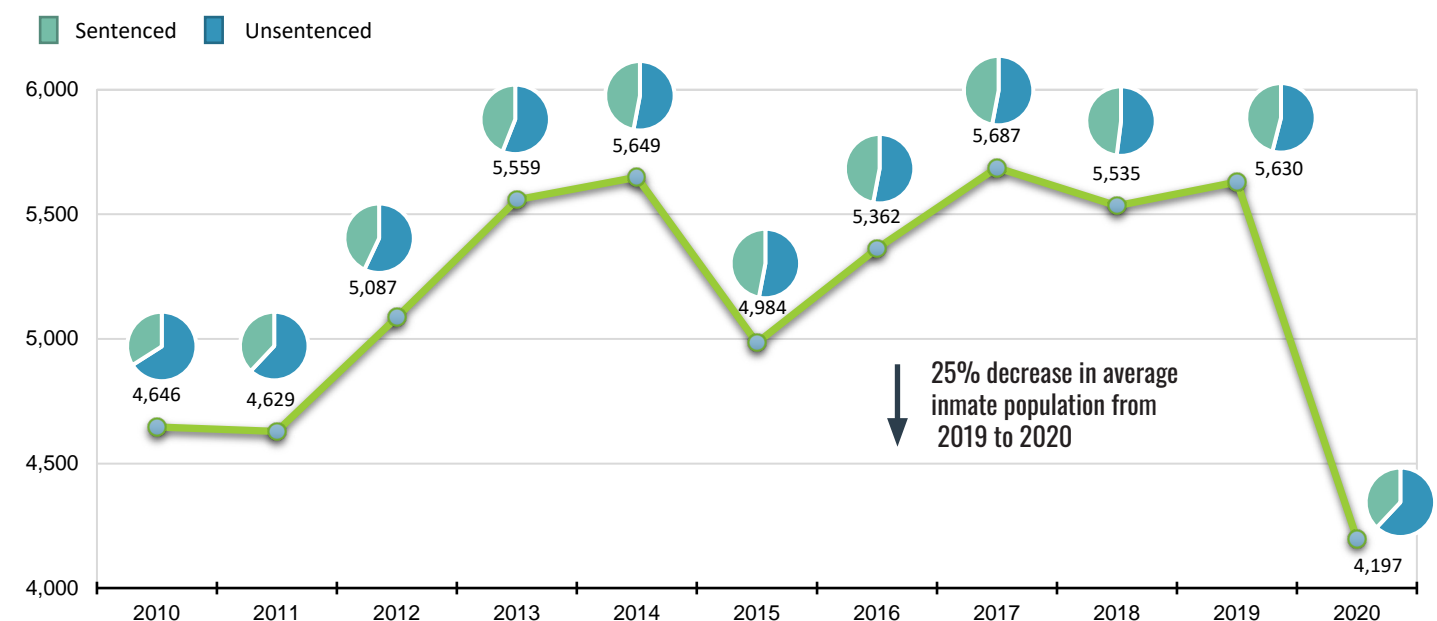
ANNUALIZED FBI CRIME RATES



Source: California Department of Justice, Criminal Justice Statistics Center; California Department of Finance; U.S. Census 2018; SANDAG



AVERAGE INMATE POPULATION BY YEAR

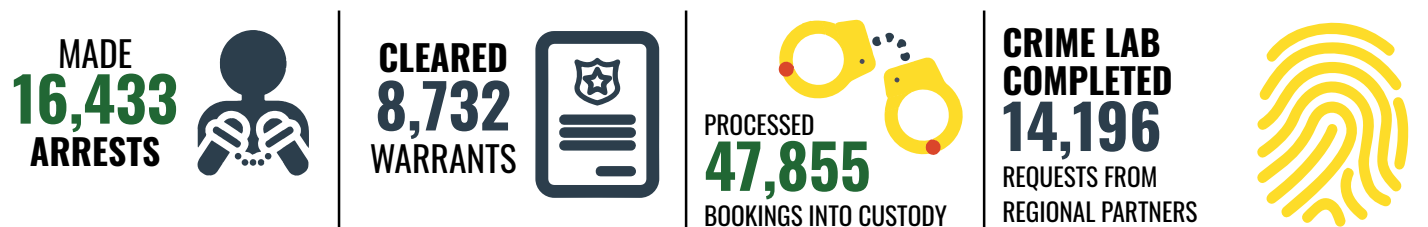
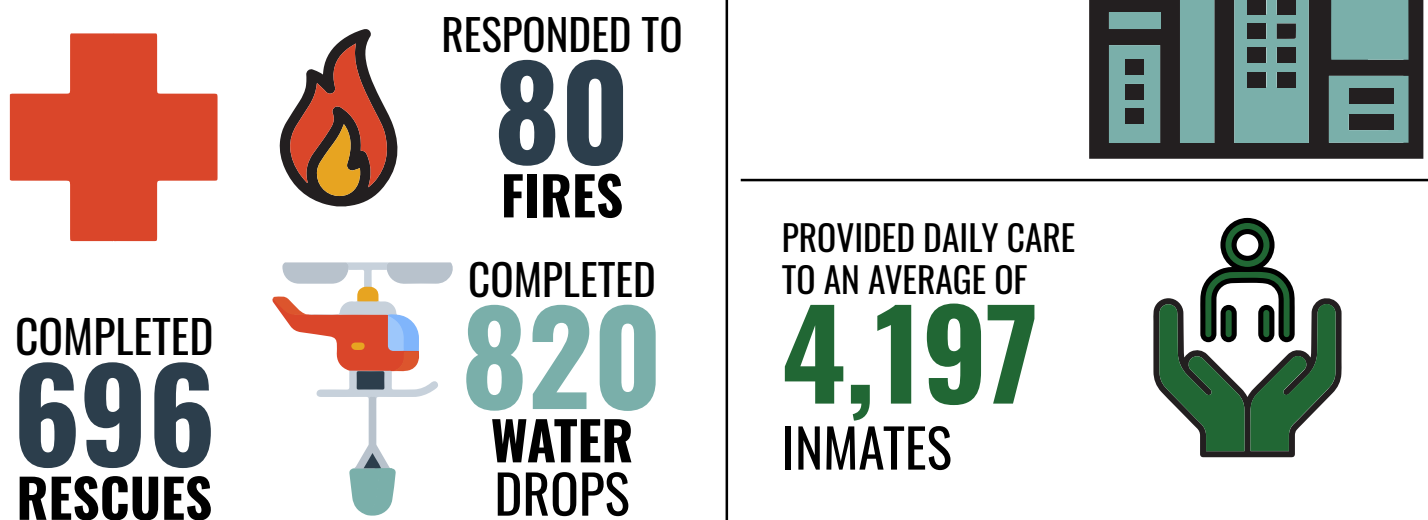


Source: Board of State and Community Corrections (BSCC)



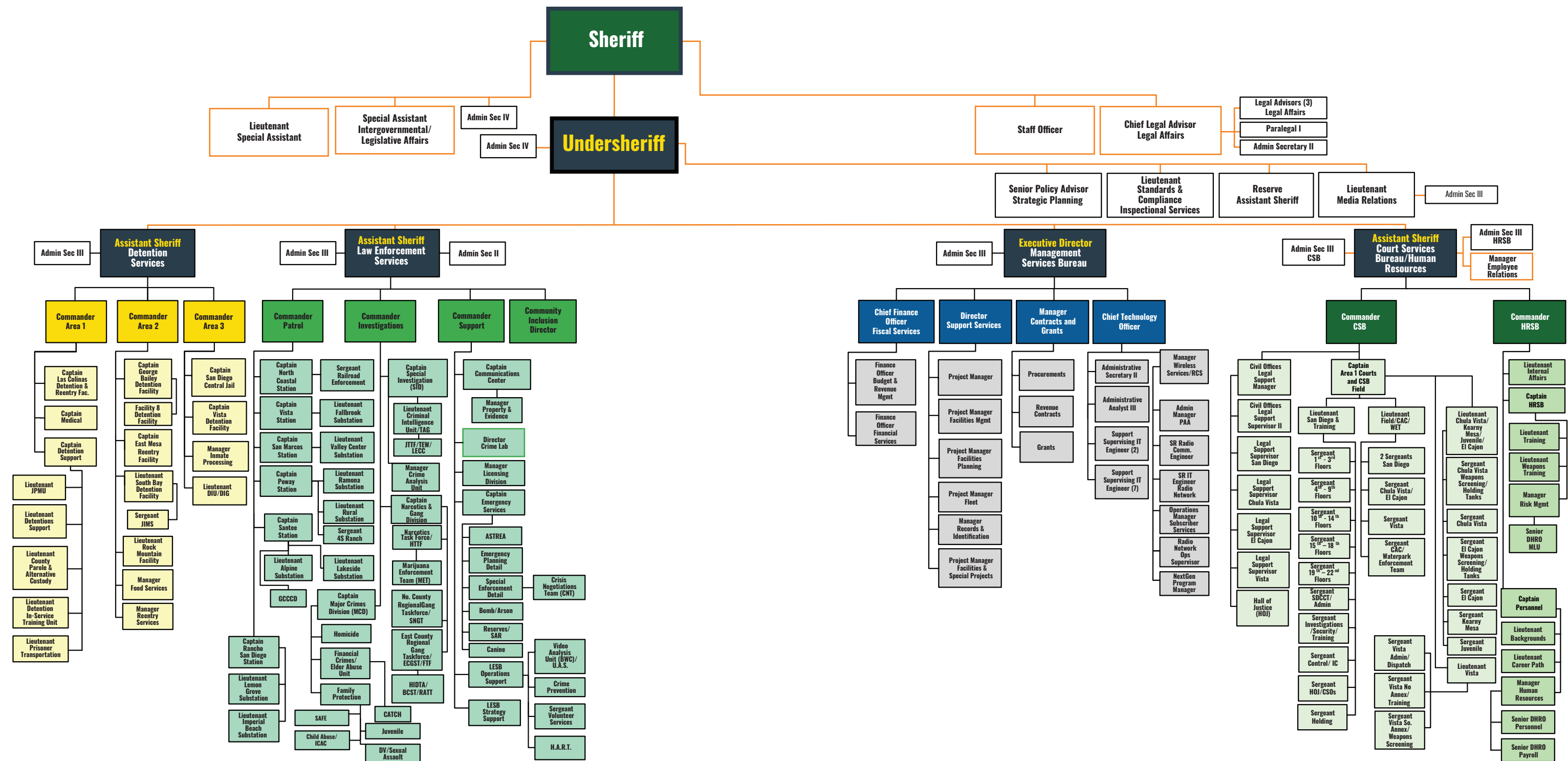
2020 BY THE NUMBERS

THE DEPARTMENT IN BRIEF



APPENDIX

ORGANIZATIONAL CHART



AWARDS

A

Aasted, Kristian	Meritorious Unit Citation
Abas, Michael	Meritorious Unit Citation
Abbott, Marshall	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Abutin, Anthony	Meritorious Unit Citation
Acero, Francisco	Meritorious Unit Citation
Acosta, Christopher	Meritorious Unit Citation
Adams, Nicholas	Meritorious Unit Citation
Adams, Zachariah	Meritorious Unit Citation
Aguilera, Alejandro	Meritorious Unit Citation
Aguilera-Payan, Yeraldin	Meritorious Unit Citation
Aguinaga, Rebecca	Meritorious Unit Citation
Aguirre, Erika	Meritorious Unit Citation
Aguirre, Jose	Sheriff's Unit Citation
Alawadi, Nor	Meritorious Unit Citation
Alcarion, Michael	Meritorious Unit Citation
Aldana, Arnold	Meritorious Unit Citation
Aldrich, Mark	Meritorious Unit Citation
Alegria- Rodriguez, Kenny	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Allen, Jason	Meritorious Unit Citation



Allensworth, Jess	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Alpine Station	Meritorious Unit Citation
Amador, Alejandro	Meritorious Unit Citation
Amavisca, William	Meritorious Unit Citation
Anderson, Aaron	Meritorious Unit Citation
Anderson, Jared	Meritorious Unit Citation
Anderson, Travis	Certificate of Lifesaving
Andrade, Marcos	Meritorious Unit Citation
Andrade, Matt	Meritorious Unit Citation
Andrade, Matthew	Sheriff's Unit Citation
Andrade, Ricardo	Meritorious Unit Citation
Andriso, Kristy	Meritorious Unit Citation
Angel, Sergio	Meritorious Unit Citation
Angulo, Alfredo	Meritorious Unit Citation
Antoine, Travis	Certificate of Lifesaving
.....	Meritorious Unit Citation
Applebaum, Rita	Meritorious Unit Citation
Arana, Agustin	Certificate of Lifesaving
Arend, Joshua	Meritorious Unit Citation
Arevalo, Jonathan	Meritorious Unit Citation
.....	Certificate of Lifesaving
Argo, Lisa	Meritorious Unit Citation
.....	Sheriff's Unit Citation

Aristide, Dominic	Meritorious Unit Citation
Arkwright, Adam	Meritorious Unit Citation
Arvanitis, Nicholas	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Ashkar, Steven	Meritorious Unit Citation
Auterson, Amy	Meritorious Unit Citation
Autry, Lindsay	Meritorious Unit Citation
Avedesian, John	Medal of Valor

B

Babcock, Kyle	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Backouris, Nicholas	Meritorious Unit Citation
.....	Meritorious Unit Citation
Baenziger, Bruce	Meritorious Unit Citation
Bahr, John	Meritorious Unit Citation
Bailey, Tony	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Baker, Todd	Meritorious Unit Citation
Balderson, James	Meritorious Unit Citation
Ballesteros-Perez, Marcus	Meritorious Unit Citation
.....	Medal for Lifesaving
Banales, Leo	Meritorious Unit Citation
Banales, Leopoldo	Meritorious Unit Citation
Banks, Jeremy	Meritorious Unit Citation
Barajas, Francisco	Meritorious Unit Citation
Barajas, Katherine	Meritorious Unit Citation
Barnes, Daniel	Meritorious Unit Citation
Barnes, Daniel	Sheriff's Unit Citation
Barnes, Zachary	Meritorious Unit Citation
Barretto, Reginald	Certificate of Lifesaving
Barrios, Christine	Certificate of Lifesaving
Barrios, Julioi	Meritorious Unit Citation
Barry, Joe	Meritorious Unit Citation
Bartlett, Crystal	Meritorious Unit Citation
Beal, Paul	Meritorious Unit Citation
Beatty, Drew	Meritorious Unit Citation
Beaumont, Phil	Meritorious Unit Citation
Beers, William	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Beker, Arturo	Meritorious Unit Citation
Benavente, Bryson	Meritorious Unit Citation
Benavides, Michael	Meritorious Unit Citation
Bengert, Ryan	Meritorious Unit Citation
Benjamin, Danielle	Meritorious Unit Citation
Benner, Davis	Meritorious Unit Citation
Bennett, James	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Bennett, Thomas	Meritorious Unit Citation
.....	Meritorious Unit Citation
Benninger, Michael	Meritorious Unit Citation
Bentley, Brian	Meritorious Unit Citation
Benton, Sundae	Meritorious Unit Citation
Berhalter, Luke	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Bernal, Tony	Meritorious Unit Citation
Bernardino, Romeo	Meritorious Unit Citation
Bert, Aaron	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Biamesen, Brent	Meritorious Unit Citation
Bier, Nathaniel	Meritorious Unit Citation
Billieux, Kristin	Meritorious Unit Citation

Billieux, Matt	Meritorious Unit Citation
Billieux, Matthew	Sheriff's Unit Citation
Birrenkott, Jared	Meritorious Unit Citation
Black, Nathaniel	Meritorious Unit Citation
Blanco, Nancy	Meritorious Unit Citation
Bloch, Karen	Meritorious Unit Citation
Block, Steven	Meritorious Unit Citation
Bloomberg, Brian	Meritorious Unit Citation
Blumenshine, Max	Meritorious Unit Citation
Blumenthal, Matthew	Meritorious Unit Citation
Bobbitt, Natalie	Meritorious Unit Citation
Boegler, Jessica	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Boegler, Kevin	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Boegler, Sean	Meritorious Unit Citation
Boer, Aaron	Meritorious Unit Citation
Boissiranc, Brandon	Meritorious Unit Citation
Bonanno, Paul	Meritorious Unit Citation
Bondoc, Mark	Meritorious Unit Citation
Boorman, Aaron	Meritorious Unit Citation
Borrego Springs Office	Meritorious Unit Citation
Bosman, Jillian	Meritorious Unit Citation
Botz, Jordan	Meritorious Unit Citation
Bourgeois, Adam	Meritorious Unit Citation



Bourgeois, Brenden	Meritorious Unit Citation
.....	Meritorious Unit Citation
Bourque, Justin	Meritorious Unit Citation
Boyce, John	Meritorious Unit Citation
Brahin, Scott	Meritorious Unit Citation
Brainer, James	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Brambia, Francisco	Meritorious Unit Citation
.....	Meritorious Unit Citation
Brannan, David	Meritorious Unit Citation
Brayman, Kristin	Meritorious Unit Citation
Brecheisen, William	Meritorious Unit Citation
Breer, Julia	Meritorious Unit Citation
Bright, Timothy	Meritorious Unit Citation
Brown, Avery	Certificate of Lifesaving
.....	Meritorious Unit Citation
Brown, Benjamin	Certificate of Lifesaving
Brown, Chris	Meritorious Unit Citation
Brown, Christopher	Meritorious Unit Citation
Brown, Paul	Meritorious Unit Citation
Brown, Robert	Meritorious Unit Citation
Brown III, Paul	Sheriff's Unit Citation
Browning, Matthew	Meritorious Unit Citation
Brumfield, Andrew	Meritorious Unit Citation

Brust, Alexander	Meritorious Unit Citation
Bryan, Mark	Meritorious Unit Citation
Buchnoff, Gregory	Meritorious Unit Citation
Buckingham, Whitney	Meritorious Unit Citation
Buckley, Charles	Meritorious Unit Citation
Buckley, John	Meritorious Unit Citation
Buether, David	Meritorious Unit Citation
Bunk, William	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Bunt, Christopher	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Burbank, Anthony	Meritorious Unit Citation
Burgess, Vandon	Meritorious Unit Citation
Burgoin, German	Meritorious Unit Citation
Burke, Gary	Meritorious Unit Citation
Burnette, Jordan	Meritorious Unit Citation
Burt, Shane	Meritorious Unit Citation
Bushnell, Ronald	Meritorious Unit Citation
Buswell, Jarrod	Meritorious Unit Citation
Butcher, Brian	Meritorious Unit Citation
Butler, Oscar	Meritorious Unit Citation
Byrne, Thomas	Meritorious Unit Citation

C

Cable, Denise	Meritorious Unit Citation
Cabral, Felipe	Meritorious Unit Citation
Cadigan, Christopher	Meritorious Unit Citation
Cagigas, Steven	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Calloway, Casey	Certificate of Lifesaving
.....	Meritorious Unit Citation
Campos, Michael	Certificate of Lifesaving
Carini, Dominic	Meritorious Unit Citation
Carlson, Ricardo	Meritorious Unit Citation
Carrao, Jonathan	Sheriff's Unit Citation
Carreno, John	Meritorious Unit Citation
Carrillo, Albert	Meritorious Unit Citation
Carrillo, Luis	Meritorious Unit Citation
Carter, Dominic	Meritorious Unit Citation
Cartie, Kurt	Meritorious Unit Citation
Castillero, Emilio	Meritorious Unit Citation
Castillo, Cesar	Meritorious Unit Citation
Castorena, Antoinette	Meritorious Unit Citation
Castro, Henry	Meritorious Unit Citation
Castro, Rick	Meritorious Unit Citation
Catano, Guadalupe	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Catano, Guadalupe (Lupe)	Meritorious Unit Citation
Cate, Joseph	Meritorious Unit Citation
Cate, Joseph Jay	Meritorious Unit Citation
Ceballos Jr., David	Meritorious Unit Citation
Cervantes, Adrian	Meritorious Unit Citation
Chambers, Steve	Meritorious Unit Citation
Charlebois, Matthew	Meritorious Unit Citation
Chase, Randy	Meritorious Unit Citation
Chavarin, Andres	Meritorious Unit Citation
Chiappino, Chase	Meritorious Unit Citation
Christy, Ryan	Medal for Lifesaving
.....	Meritorious Unit Citation
Clone, James	Certificate of Lifesaving
.....	Meritorious Unit Citation
Cobb, Deyondralyn	Meritorious Unit Citation

Cochran, David	Meritorious Unit Citation
Colburn, Ken	Meritorious Unit Citation
Colburn II, Ken	Sheriff's Unit Citation
Cole, Byran	Meritorious Unit Citation
Cole, Justin	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Cole, Livian	Meritorious Unit Citation
Collins, David	Meritorious Unit Citation
Collins, Marcos	Meritorious Unit Citation
Collis, Jeremy	Meritorious Unit Citation
Conard, Jesse	Meritorious Unit Citation
Conard, Troy	Meritorious Unit Citation
Contreras, Gino	Meritorious Unit Citation
Cook, Brendan	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Cook, Matthew	Meritorious Unit Citation
Cook, Thomas	Meritorious Unit Citation
Corbell, Calley	Meritorious Unit Citation
Cornwell, Stephen	Meritorious Unit Citation
Corona, Robert	Meritorious Unit Citation
Corrao, Jonathan	Meritorious Unit Citation
Cortez, Frank	Meritorious Unit Citation
Coulson, Matt	Meritorious Unit Citation
Covington, Meredith	Meritorious Unit Citation
Cox, Derek	Meritorious Unit Citation
Crandall, Kelly	Meritorious Unit Citation
Crawford, Cory	Medal of Valor
.....	Meritorious Unit Citation
Creighton, Jeffrey	Meritorious Unit Citation
Cremans, Trina	Meritorious Unit Citation
Crews, Justin	Meritorious Unit Citation
Crill, Lisa	Medal of Valor
Crivello, Frank	Meritorious Unit Citation
Cromwell, John	Meritorious Unit Citation
Cromwell, Steve	Meritorious Unit Citation
Cross, Sheena	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Cruz, Daniel	Meritorious Unit Citation
Cruz, Mayra	Certificate of Lifesaving
Cruz, Michael	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Cruz, William	Meritorious Unit Citation
Crysler, George	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Curran, Steven	Meritorious Unit Citation
Curtis, Elizabeth	Meritorious Unit Citation

D

Dagostino, Paul	Meritorious Unit Citation
Dalton, Brandon	Meritorious Unit Citation
Daly, Sean	Meritorious Unit Citation
Dana, Jerry	Meritorious Unit Citation
Danza, Nicholas	Meritorious Unit Citation
Dasilveira, Michael	Meritorious Unit Citation
David, Victorino	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Davidson, Hugh	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Davis, Michael	Meritorious Unit Citation
Davis, Sean	Meritorious Unit Citation

Davison, Robert	Meritorious Unit Citation
Deese, Daniel	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
DeFrancisco, Nicole	Certificate of Lifesaving
.....	Meritorious Unit Citation
DDela Pena, Alan	Meritorious Unit Citation
Delgado, Claudia	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Delima, Brandon	Meritorious Unit Citation
Delocht, John	Meritorious Unit Citation
Demarsico, Gabrielle	Meritorious Unit Citation
Denny, Timothy	Meritorious Unit Citation
.....	Meritorious Unit Citation
Dias, Juliet	Meritorious Unit Citation
Diaz, Pedra	Meritorious Unit Citation
Dilay, Vincent	Meritorious Unit Citation
Dill, Barbara	Certificate of Lifesaving
Dinero, Bianca	Certificate of Lifesaving
.....	Meritorious Unit Citation
Dinger, Timothy	Meritorious Unit Citation
Dipaolo, Jason	Meritorious Unit Citation
Do, Viet	Meritorious Unit Citation
Dobel, Samuel	Meritorious Unit Citation
Doherty, Arthur	Meritorious Unit Citation
Dolmage, Matthew	Meritorious Unit Citation
Dominguez, Adrian	Certificate of Lifesaving
Dominguez, Manuel	Meritorious Unit Citation
Dorroh, David	Meritorious Unit Citation
Dougherty, John	Meritorious Unit Citation
Douglas, Darshaun	Meritorious Unit Citation
Dow, Casey	Medal of Valor
Downs, Douglas	Meritorious Unit Citation
Doyle, Alexander	Meritorious Unit Citation



Drake, David	Meritorious Unit Citation
Dudley, David	Meritorious Unit Citation
Duesler, Erik	Meritorious Unit Citation
Dujenski, Clayton	Meritorious Unit Citation
Duncan, Curtis	Certificate of Lifesaving
Dvong, Michael	Meritorious Unit Citation
Dwyer, Sean	Certificate of Lifesaving
.....	Meritorious Unit Citation

E

Ector, Liah	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Edge, Nolan	Medal for Lifesaving
.....	Meritorious Unit Citation
Edlin, Michelle	Meritorious Unit Citation

Ehrlich, Ryan	Meritorious Unit Citation
Elizade, Arturo	Meritorious Unit Citation
Ellis, Joseph	Meritorious Unit Citation
Ellsworth, Matthew	Certificate of Lifesaving
English, Jason	Meritorious Unit Citation
Epenesa, Anthony	Meritorious Unit Citation
Escobar, Luis	Meritorious Unit Citation
Escobar Jr, Luis	Sheriff's Unit Citation
Esquer, Carlos	Meritorious Unit Citation
Estes, Michael	Certificate of Lifesaving
Estolano, Briana	Meritorious Unit Citation
.....	Meritorious Unit Citation
Evangelista, Joji	Certificate of Lifesaving

F

Fabinski, Daniel	Meritorious Unit Citation
Faddis, Matthew	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Fadis, Matthew	Meritorious Unit Citation
Faith, Eric	Meritorious Unit Citation
Fajardo, Laura	Meritorious Unit Citation
Fallbrook Substation	Meritorious Unit Citation
Feliccio, Frank	Meritorious Unit Citation
.....	Meritorious Unit Citation
Ferguson, Jeremy	Meritorious Unit Citation
Ferrell, Maria	Meritorious Unit Citation
Ferris, John	Meritorious Unit Citation
Fewell, William	Meritorious Unit Citation
Fickett, Chad	Meritorious Unit Citation
Fifita, Lavinia	Meritorious Unit Citation
Fifita, Tevita	Meritorious Unit Citation
Files, Shannon	Meritorious Unit Citation
Fisher, Chase	Meritorious Unit Citation
Fletcher, Thomas	Meritorious Unit Citation
Flitcraft, David	Meritorious Unit Citation
Flores Jr., Manuel	Meritorious Unit Citation
Fogel, Tiffany	Meritorious Unit Citation
Follosco, Daniel	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Folster, Mia	Certificate of Lifesaving
Forbes, Matthew	Sheriff's Unit Citation
Forbes, Michael	Meritorious Unit Citation
Ford, Glenn	Meritorious Unit Citation
Fragoza, John	Certificate of Lifesaving
Franco, Ruben	Meritorious Unit Citation
Franco, Victor	Meritorious Unit Citation
Frank, Donald	Meritorious Unit Citation
Frankenheimer, Dylan	Meritorious Unit Citation
Frierson, William	Meritorious Unit Citation
Frierson, William "James"	Certificate of Lifesaving
Froetscher, Michael	Letter of Commendation
.....	Meritorious Unit Citation
Frost, Edward	Meritorious Unit Citation
Frushon, Michael	Meritorious Unit Citation
Fuentes, Marco	Meritorious Unit Citation
Fuhr, Phillip	Meritorious Unit Citation
Fuller, Brett	Meritorious Unit Citation

G

Gale, Richard	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Gallegher, Sean	Meritorious Unit Citation

Gallegos, Victor	Meritorious Unit Citation
Galvan, Jose	Meritorious Unit Citation
Garay, Joseph	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Garcia, Carla	Meritorious Unit Citation
Garcia, Charmane	Meritorious Unit Citation
Garcia, Edmundo	Meritorious Unit Citation
Garcia, Eric	Sheriff's Unit Citation
Garcia, Eric A.	Meritorious Unit Citation
Garcia, Eric M.	Meritorious Unit Citation
Garcia, Giovanni	Meritorious Unit Citation
Garcia, Jonathan	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Garcia, Lauset	Meritorious Unit Citation
Garcia, Marko	Meritorious Unit Citation
Garcia, Roberto	Certificate of Lifesaving
Garcia, Shayla	Meritorious Unit Citation
Garcia, Telly	Meritorious Unit Citation
Gardea, Isaias	Meritorious Unit Citation
Gardea Jr., Isaias	Sheriff's Unit Citation
Gardner, Francis	Meritorious Unit Citation
Garman, Lester	Meritorious Unit Citation
Garrett, Brett	Meritorious Unit Citation
Garza, Roland	Meritorious Unit Citation
Gaspar, Nicholas	Meritorious Unit Citation



Gaspar, Patrick	Certificate of Lifesaving
Gastrich, Hilary	Meritorious Unit Citation
Gaton, Rod	Certificate of Lifesaving
Geasland, Josh	Meritorious Unit Citation
.....	Meritorious Unit Citation
Geber, Alise	Meritorious Unit Citation
George, Richard	Meritorious Unit Citation
Germain, Andrea	Meritorious Unit Citation
Germain, Brett	Meritorious Unit Citation
Gilbert, Matthew	Meritorious Unit Citation
Gildersleeve, Michael	Meritorious Unit Citation
Gill, Thomas	Certificate of Lifesaving
Givens, James	Meritorious Unit Citation
Glisson, Matthew	Meritorious Unit Citation
Godlevski, Evelyn	Meritorious Unit Citation
Golembiewski, James	Meritorious Unit Citation
.....	Meritorious Unit Citation
Golling, Travis	Meritorious Unit Citation
Gonzales, Nicolas	Meritorious Unit Citation
Gonzalez, Alexa	Certificate of Lifesaving
Gonzalez, Andrew	Meritorious Unit Citation
Gonzalez, Joe	Meritorious Unit Citation
Gonzalez, Luis	Meritorious Unit Citation
Gonzalez, Osmark	Meritorious Unit Citation

Gonzalez Marquez, Jose	Sheriff's Unit Citation
.....	Meritorious Unit Citation
Goodrich, Jordan.....	Meritorious Unit Citation
Gossett, Kirk	Meritorious Unit Citation
Gott, Silas	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Gottlieb, Craig	Meritorious Unit Citation
Gowanlock, Nicolas	Meritorious Unit Citation
Granillo, Ysidro	Meritorious Unit Citation
Grattan, Thomas.....	Meritorious Unit Citation
Graves, Jonathan	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Greco, Greg	Meritorious Unit Citation
Green, Cody	Meritorious Unit Citation
Green, Cory.....	Meritorious Unit Citation
Greene, John.....	Meritorious Unit Citation
Gregg, Wade.....	Meritorious Unit Citation
Griffin, Brian.....	Meritorious Unit Citation
Griffith, Alan.....	Meritorious Unit Citation
Grohn, John	Meritorious Unit Citation
Groves, Brittany	Meritorious Unit Citation
Guerin, Will	Meritorious Unit Citation
Guerrero, Michael	Meritorious Unit Citation
Guillen, George	Certificate of Lifesaving
Guitierrez, Daniel	Meritorious Unit Citation
Gusman, Steven.....	Meritorious Unit Citation
Gustafson, Bob	Meritorious Unit Citation
Guthrie, Jeff	Meritorious Unit Citation
Gutierrez, Adalberto	Meritorious Unit Citation
Gutierrez, Daniel	Sheriff's Unit Citation
.....	Sheriff's Unit Citation
Guy, Jeffrey.....	Meritorious Unit Citation
Guzman, David.....	Meritorious Unit Citation



H-I

Hackstedde, Daniel.....	Meritorious Unit Citation
Haddad, Dylan.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Hall, Lewis	Meritorious Unit Citation
Hall, Mike	Meritorious Unit Citation
Hankard, Devin	Meritorious Unit Citation
Hanks, Michael	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Harrell, Robert.....	Meritorious Unit Citation
Harris, Israel	Meritorious Unit Citation
Harris, Kamon	Meritorious Unit Citation
Harrison, Daniel.....	Meritorious Unit Citation
Hart, Chad.....	Meritorious Unit Citation
Hart, Kirk	Meritorious Unit Citation
Harvey, Richard.....	Meritorious Unit Citation

Hawkins, Cassey	Meritorious Unit Citation
Hayek, Jason.....	Certificate of Lifesaving
Hayek, Jason.....	Meritorious Unit Citation
Heath, Randall	Certificate of Lifesaving
Heckman, John.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Heckman, John D.....	Sheriff's Unit Citation
Hedgecock, Richard	Meritorious Unit Citation
.....	Meritorious Unit Citation
Heinen, Kyle	Meritorious Unit Citation
Helms, Kasey	Meritorious Unit Citation
Hendricks, Thomas	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Hepler, Jeremy	Meritorious Unit Citation
Heredia, Manual	Meritorious Unit Citation
.....	Meritorious Unit Citation
Hernandez, Brian.....	Meritorious Unit Citation
Hernandez, Gerardo.....	Certificate of Lifesaving
Hernandez, Miguel	Certificate of Lifesaving
.....	Meritorious Unit Citation
Hernandez, Ruddy.....	Meritorious Unit Citation
Herrera, Erik.....	Meritorious Unit Citation
Hettinger, Michael	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Higgins, Timothy	Meritorious Unit Citation
Hildreth, Spencer	Meritorious Unit Citation
Hipschen, Adam	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Holder, Jeff	Meritorious Unit Citation
Holliday, Troy	Meritorious Unit Citation
Hollins, Dustin	Meritorious Unit Citation
Hoodenpyle, Joshua	Meritorious Unit Citation
Hoover, Gregory	Meritorious Unit Citation
Horan, Alexander.....	Meritorious Unit Citation
Horning, Thomas	Sheriff's Unit Citation
Horst, Arthur	Medal for Lifesaving
Houser, Jeffrey.....	Meritorious Unit Citation
Howard, Travis.....	Meritorious Unit Citation
Hoxie, Aaron	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Hubbard, Elisha.....	Meritorious Unit Citation
Hubert, Robert.....	Meritorious Unit Citation
Hudson, Jenelle.....	Certificate of Lifesaving
Hurd, Schuyler	Meritorious Unit Citation
Hurley, Jason.....	Meritorious Unit Citation
Hutton, Gregory.....	Meritorious Unit Citation
Hydar, Chris	Meritorious Unit Citation
Hyde, Weston.....	Medal for Lifesaving
Imperial Beach Substation	Meritorious Unit Citation
Ingram, Ebony	Meritorious Unit Citation
Iverson, Daniel	Certificate of Lifesaving
.....	Meritorious Unit Citation
Ivicevic, Noah.....	Meritorious Unit Citation
Iwatsu, Antoinette.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Izquierdo, Roberto	Meritorious Unit Citation
Jamason, Mark.....	Meritorious Unit Citation
Jamerson, Christopher	Certificate of Lifesaving
James, Daniel	Meritorious Unit Citation

J

Jehl, Nicholas	Meritorious Unit Citation
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Jenkins, Brian.....	Meritorious Unit Citation
Jimenez, Andres.....	Meritorious Unit Citation
Jimenez, Veronica	Meritorious Unit Citation
John, Joseph.....	Meritorious Unit Citation
Johnson, Amanda.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Johnson, John	Meritorious Unit Citation
.....	Meritorious Unit Citation
Johnson, Kerry	Meritorious Unit Citation
Johnson, Kevin	Meritorious Unit Citation
Johnson, Nikholas.....	Meritorious Unit Citation
Johnson, Sabrina	Meritorious Unit Citation
Johnson, Shane	Meritorious Unit Citation
Johnson, Steve	Meritorious Unit Citation
Johnston, Kevin.....	Meritorious Unit Citation
Jones, Jason	Meritorious Unit Citation
Jones, Ken	Meritorious Unit Citation
Jones, Ok	Meritorious Unit Citation
Julian Substation.....	Meritorious Unit Citation
Jurisaga, Andrijana	Meritorious Unit Citation



K

Katra, Chris	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Keener, Nathaniel.....	Certificate of Lifesaving
Kelley, Mark.....	Meritorious Unit Citation
Kelly, Chad.....	Meritorious Unit Citation
Kershaw, Samantha.....	Sheriff's Unit Citation
Keshka, Bryan	Meritorious Unit Citation
Kitcko, Stephen	Meritorious Unit Citation
Kluge, Howard	Meritorious Unit Citation
Kneeshaw, Gary.....	Certificate of Lifesaving
Knuteson, Joseph.....	Meritorious Unit Citation
Kobs, Shawn	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Kodadek, Joseph	Meritorious Unit Citation
Krawczyk, David	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Krugh, Mike	Meritorious Unit Citation
Kuhn, Landon.....	Meritorious Unit Citation
Kunz, Airan.....	Meritorious Unit Citation
Kusler, Davin	Sheriff's Unit Citation
.....	Meritorious Unit Citation

L

Ladieu, Betzaida	Meritorious Unit Citation
Ladieu, David	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Laffoon, David	Meritorious Unit Citation

Lakeside Substation	Meritorious Unit Citation
LaMaster, Ericson	Meritorious Unit Citation
Landwehr, Luke.....	Meritorious Unit Citation
Laney, Kevin	Meritorious Unit Citation
Lannon, David.....	Meritorious Unit Citation
Lapid, Rommel	Meritorious Unit Citation
Larsen, Gerald.....	Certificate of Lifesaving
Larson, Brent.....	Meritorious Unit Citation
Latinette, Tabitha	Meritorious Unit Citation
Latonio, Chad	Meritorious Unit Citation
Lau, Franklin	Meritorious Unit Citation
Laudermilk, Cameron	Meritorious Unit Citation
.....	Meritorious Unit Citation
Laurence, Christopher	Meritorious Unit Citation
Lee, Matthew.....	Meritorious Unit Citation
Lee, Michael	Letter of Commendation
.....	Meritorious Unit Citation
Leggio, Michael.....	Meritorious Unit Citation
Legler, David	Meritorious Unit Citation
Lelevier, Miles.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Lemon Grove Substation	Meritorious Unit Citation
Leon, Frankie	Meritorious Unit Citation
Lewis, Scotland.....	Certificate of Lifesaving
Leyva, Frank	Meritorious Unit Citation
Lithyovong, Chittakone.....	Meritorious Unit Citation
Lizarraga, Samuel	Meritorious Unit Citation
Loe, David	Meritorious Unit Citation
Longfellow, Brent.....	Meritorious Unit Citation
Lopez, Angela	Meritorious Unit Citation
Lopez, Arturo.....	Meritorious Unit Citation
Lopez, Brandon	Meritorious Unit Citation
Lopez, Miguel	Meritorious Unit Citation
Lopez, Morgan.....	Meritorious Unit Citation
Lopez, Ricardo	Meritorious Unit Citation
Lopez, Ruben	Meritorious Unit Citation
Lopez De Castro, Cesar	Meritorious Unit Citation
Lorek, Kirstin.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Lorta, Nancy	Meritorious Unit Citation
Lovejoy, David.....	Meritorious Unit Citation
Lozano, Michael.....	Meritorious Unit Citation

M

Macarthur, Wyatt.....	Meritorious Unit Citation
Macfarlane, Brett.....	Meritorious Unit Citation
Macias, Abraham	Meritorious Unit Citation
Macken, Ed	Meritorious Unit Citation
Macleod, Jake.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Madden, Richard	Meritorious Unit Citation
Magwood, Steven.....	Meritorious Unit Citation
Mahin, John.....	Meritorious Unit Citation
Maisonave, John	Meritorious Unit Citation
Majorsky, Douglas	Meritorious Unit Citation
Malan, John	Meritorious Unit Citation
.....	Meritorious Unit Citation
Malbrough, Eric	Meritorious Unit Citation
Maleno Huerta, Jorge.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
.....	Meritorious Unit Citation
Maley, David.....	Medal for Lifesaving
.....	Meritorious Unit Citation

Mallari, Jeremias.....	Meritorious Unit Citation
Malson, Jason.....	Sheriff's Unit Citation
Maltsberger, Zane.....	Meritorious Unit Citation
Manibusan, James.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Marcq, Marilu.....	Meritorious Unit Citation
Marooki, Delon.....	Meritorious Unit Citation
Marshall, Mora.....	Certificate of Lifesaving
Martin, Johnny.....	Meritorious Unit Citation
Martinez, Alexander.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Martinez, Chris.....	Meritorious Unit Citation
Martinez, Coury.....	Meritorious Unit Citation
Martinez, Isaac.....	Meritorious Unit Citation
Martinez, Jose.....	Meritorious Unit Citation
Martinez, Orlando.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Martinson, Jenny.....	Meritorious Unit Citation
Mascarenas, Michael.....	Meritorious Unit Citation
Mata, Chris.....	Meritorious Unit Citation
Mateus, Gerardo.....	Meritorious Unit Citation
Matzkiw, Timothy.....	Meritorious Unit Citation
Maxin, Mike.....	Meritorious Unit Citation
Maynard, Godfrey.....	Meritorious Unit Citation
Mays, Matthew.....	Meritorious Unit Citation
Mccarthy, Gordon.....	Meritorious Unit Citation
McCarthy, Stephen.....	Sheriff's Unit Citation
Mccauley, Kevin.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Mcclain, Michael D.....	Meritorious Unit Citation
Mccormick, Evan.....	Meritorious Unit Citation
Mccoy, Corey.....	Meritorious Unit Citation
Mccurty, James.....	Meritorious Unit Citation
Mcevoy, Patrick.....	Meritorious Unit Citation
Mcfarland, James.....	Meritorious Unit Citation
Mcgillicuddy, Sean.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Mcgregor, Nicholas.....	Meritorious Unit Citation
Mchorney, Jason.....	Meritorious Unit Citation
Mckelley, Jonathan.....	Meritorious Unit Citation
McKelley, Lizet.....	Meritorious Unit Citation
Mckerny, Nathan.....	Meritorious Unit Citation
Mcmahon, Colleen.....	Meritorious Unit Citation
Mcmaster, Nanette.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Mcneal, Darrell.....	Meritorious Unit Citation
Mcroberts, Frank.....	Meritorious Unit Citation
Medina, Javier.....	Meritorious Unit Citation
Medina, Ruben.....	Meritorious Unit Citation
Mehalik, Anthony.....	Meritorious Unit Citation
Meharg, Richard.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Meleen, Aaron.....	Meritorious Unit Citation
Mello, Enrique.....	Meritorious Unit Citation
Menzies, Karla.....	Meritorious Unit Citation
Menzies, Kevin.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Merrifield, Brian.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Merrit, David.....	Meritorious Unit Citation
.....	Meritorious Unit Citation

Meyer, Chase.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Michalke, Paul.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Miedecke, Ethan.....	Meritorious Unit Citation
Miller, Kiersten.....	Meritorious Unit Citation
Miller, Matt.....	Meritorious Unit Citation
Milton, Mark.....	Meritorious Unit Citation
Minami, Asami.....	Meritorious Unit Citation
Minckler, Joshua.....	Meritorious Unit Citation
Mireles, Anthony.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Miskulin, Chad.....	Meritorious Unit Citation
Mittler, Chris.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Montanez, Oscar.....	Meritorious Unit Citation
Moody, Kelly.....	Meritorious Unit Citation
Moore, Justin.....	Meritorious Unit Citation
Moore, Lindsey.....	Meritorious Unit Citation
Moore, Michael.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Morace, Steve.....	Meritorious Unit Citation
Morales, Christopher.....	Meritorious Unit Citation
Morales, Javier.....	Meritorious Unit Citation
Morelia, Kevin.....	Meritorious Unit Citation
Moreno, Bernardino.....	Meritorious Unit Citation
Moreno III, Bernardino.....	Sheriff's Unit Citation
Moreno Jr., Martin.....	Sheriff's Unit Citation
Morgan, Nicholas.....	Certificate of Lifesaving
.....	Meritorious Unit Citation
Morilla, Adrian.....	Meritorious Unit Citation
Morreale, Charles.....	Meritorious Unit Citation
Moser, Matthew.....	Meritorious Unit Citation
.....	Meritorious Unit Citation



Moses, Adrian.....	Meritorious Unit Citation
Moskalev, Oleg.....	Sheriff's Unit Citation
Mowins, Andrew.....	Meritorious Unit Citation
Moyette, Jarett.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Mula, Sean.....	Meritorious Unit Citation
Muli, Jared.....	Medal of Valor
Munoz, Abraham.....	Meritorious Unit Citation
Munsch, William.....	Meritorious Unit Citation
Murphy, John.....	Meritorious Unit Citation
Murphy, Pamela.....	Meritorious Unit Citation
Murphy, Ryan.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Murray, Christopher.....	Meritorious Unit Citation

Muzic, Tyler.....	Meritorious Unit Citation
Myers, Marc.....	Certificate of Lifesaving
Myers, Peter.....	Meritorious Unit Citation

N

Naccarato, Robert.....	Certificate of Lifesaving
Nahan, Josh.....	Meritorious Unit Citation
Naranjo, Lisett.....	Meritorious Unit Citation
Nease, Yancy.....	Meritorious Unit Citation
Nelson, Dustin.....	Meritorious Unit Citation
Nelson, Rusty.....	Meritorious Unit Citation
Nelson Jr, Thomas.....	Meritorious Unit Citation
Nesmith, Patrick.....	Meritorious Unit Citation
Neufeld, Christofer.....	Meritorious Unit Citation
.....	Certificate of Lifesaving
.....	Meritorious Unit Citation
Neumann, Michael.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Nevins, Brian.....	Meritorious Unit Citation
Nevitt, Daniel.....	Meritorious Unit Citation
Newkirk, Trevor.....	Meritorious Unit Citation
Newman, Mike.....	Meritorious Unit Citation
Newsom, Kenneth.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
.....	Meritorious Unit Citation

Nguyen, Lon.....	Meritorious Unit Citation
Nguyen, Minh.....	Meritorious Unit Citation
Nickerson, Timothy.....	Meritorious Unit Citation
Nickey, Kyle.....	Meritorious Unit Citation
Nicks, Jeremy.....	Sheriff's Unit Citation
Norby, Tyler.....	Meritorious Unit Citation
Norie, Kevin.....	Meritorious Unit Citation
North Coastal Station.....	Meritorious Unit Citation
Nugent, Arlo.....	Meritorious Unit Citation

O

Oakland, Erika.....	Certificate of Lifesaving
Oborski, Barbra.....	Meritorious Unit Citation
O'Deane, Mike.....	Meritorious Unit Citation
Odell, Kim.....	Meritorious Unit Citation
Olguin, Dylan.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Olsen, Christopher.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Olsen, Dane.....	Meritorious Unit Citation
O'Neil, Josiah.....	Meritorious Unit Citation
O'Neill, Nate.....	Meritorious Unit Citation



O'Quin, Eric.....	Meritorious Unit Citation
O'Reilly, Andrew.....	Meritorious Unit Citation

O'Rourke, Sean.....	Meritorious Unit Citation
Orsini, Marcello.....	Meritorious Unit Citation
Ortega, Omar.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Osier, Richard.....	Meritorious Unit Citation
Oules, Paul.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation

P-Q

Pacheco, Michael.....	Meritorious Unit Citation
Padilla, Antonio.....	Meritorious Unit Citation
Padilla, Ryan.....	Meritorious Unit Citation
Page, Justin.....	Meritorious Unit Citation
Palacios, Albert.....	Meritorious Unit Citation
Palencia, Cedric.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Palmer, Brittany.....	Meritorious Unit Citation
Palmerin, Monika.....	Meritorious Unit Citation
Paradis, Chris.....	Meritorious Unit Citation
Paris, Scott.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Park, Seung.....	Meritorious Unit Citation
Park, Seung Paul.....	Meritorious Unit Citation
Parrott, Lucas.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Pata, Micheael.....	Meritorious Unit Citation
Paukovtis, Bryan.....	Meritorious Unit Citation
Paulson, Evan.....	Meritorious Unit Citation
Payan, Andres.....	Meritorious Unit Citation
Payman, Saleem.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation

Payne, Kelli.....	Certificate of Lifesaving
Pele, Richard.....	Certificate of Lifesaving
Pena, Alan Dela.....	Meritorious Unit Citation
Pena, Edgar.....	Meritorious Unit Citation
Penhallegon, Tristan.....	Meritorious Unit Citation
Pepin, Michael.....	Meritorious Unit Citation
Perata, Darren.....	Meritorious Unit Citation
Perez, Baudelia.....	Meritorious Unit Citation
Perez, Christopher.....	Meritorious Unit Citation
Perez, Gerardo.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Perham, Jameson.....	Meritorious Unit Citation
Perkins, David.....	Meritorious Unit Citation
Perry, Victor.....	Meritorious Unit Citation
Peters, Aloha.....	Meritorious Unit Citation
Peters, Matt.....	Meritorious Unit Citation
Peterson, Andrew.....	Meritorious Unit Citation
Peterson, Jeffrey.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Petrose, James.....	Meritorious Unit Citation
Petruse, Chris.....	Meritorious Unit Citation
Petruse, James.....	Sheriff's Unit Citation
Petruzziello, Corey.....	Meritorious Unit Citation
Pfeffer, Amber.....	Meritorious Unit Citation
Phillips, Jason.....	Meritorious Unit Citation
Pierson, Darren.....	Meritorious Unit Citation
Pike, Kyle.....	Letter of Commendation
.....	Meritorious Unit Citation
Pine Valley Substation.....	Meritorious Unit Citation
Pirri, Joseph.....	Meritorious Unit Citation
Pizzuti, Robert.....	Meritorious Unit Citation

Planz, James.....	Meritorious Unit Citation
Plocki, Erik.....	Meritorious Unit Citation
Pocklington, David.....	Meritorious Unit Citation
Portillo, Anthony.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Posada, Robert.....	Meritorious Unit Citation
Poulin, Matthew.....	Medal of Valor
.....	Meritorious Unit Citation
Poway Station.....	Meritorious Unit Citation
Pownall, Scott.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Pratola, Anthony.....	Meritorious Unit Citation
Prendiville, Andrew.....	Meritorious Unit Citation
Price, Christopher.....	Meritorious Unit Citation
Price, Eric.....	Meritorious Unit Citation
Price, Joshua.....	Sheriff's Unit Citation
Price, William.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Proffitt, Michael.....	Meritorious Unit Citation
Provencher, Gage.....	Meritorious Unit Citation
Pruitt, April.....	Meritorious Unit Citation
Psomas, Daniel.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
.....	Sheriff's Unit Citation
Pugh, Tamani.....	Meritorious Unit Citation
Quezada, Julie.....	Meritorious Unit Citation
Quijas, Ana.....	Certificate of Lifesaving
Quinones, Linnea.....	Meritorious Unit Citation

R

Rabadi, Malek.....	Meritorious Unit Citation
Rader, Eric.....	Meritorious Unit Citation
Ramirez, Alexandra.....	Meritorious Unit Citation
Ramona Substation.....	Meritorious Unit Citation
Rabadi, Malek.....	Meritorious Unit Citation
Rader, Eric.....	Meritorious Unit Citation
Ramirez, Alexandra.....	Meritorious Unit Citation
Ramona Substation.....	Meritorious Unit Citation
Ramos, Frank.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Ramos, Jose.....	Meritorious Unit Citation
Ramos, Minerva.....	Meritorious Unit Citation
Ramos, Nicolai.....	Meritorious Unit Citation
Ramsey, Robert.....	Meritorious Unit Citation
Ranchita/	
Warner Springs Office.....	Meritorious Unit Citation
Rancho San Diego Station.....	Meritorious Unit Citation
Raybould, Jeff.....	Meritorious Unit Citation
Rayyan, Zeid.....	Meritorious Unit Citation
Reed, Jack.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Reed, Todd.....	Meritorious Unit Citation
Reilly, William.....	Meritorious Unit Citation
Rendon-Aguilera, Paola.....	Certificate of Lifesaving
Renick, Marita.....	Meritorious Unit Citation
Resendiz, Erick.....	Meritorious Unit Citation
Resko, John.....	Meritorious Unit Citation
Reynolds, Ian.....	Certificate of Lifesaving
Ricca, Jessica.....	Meritorious Unit Citation
Riddell, Clinton.....	Meritorious Unit Citation
Riggs, Robert.....	Meritorious Unit Citation
Riley, Brett.....	Meritorious Unit Citation
Ring, Jerold.....	Sheriff's Unit Citation

Ring, Jerold.....	Meritorious Unit Citation
Rios, Crystal.....	Meritorious Unit Citation
Rios, Eiel.....	Meritorious Unit Citation
Rios, Luis.....	Certificate of Lifesaving
Ritt, Aaron.....	Meritorious Unit Citation
Rivera, Oswaldo.....	Meritorious Unit Citation
Robbins, Parker.....	Meritorious Unit Citation
Roberts, Cody.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Roberts, Jamie.....	Meritorious Unit Citation
Robertson, Lauren.....	Meritorious Unit Citation
Robins, David.....	Meritorious Unit Citation
Robinson, Greg.....	Certificate of Lifesaving
.....	Meritorious Unit Citation
Robinson, Gregory.....	Sheriff's Unit Citation
Robison, Samuel.....	Meritorious Unit Citation
Robles, Robby.....	Meritorious Unit Citation
Rocha, Vanessa.....	Meritorious Unit Citation
Rodriguez, Lucia.....	Meritorious Unit Citation
Rodriguez, Alejandro.....	Meritorious Unit Citation
Rodriguez, Anel.....	Meritorious Unit Citation
Rodriguez, Fernando.....	Meritorious Unit Citation
Rodriguez, Javier.....	Sheriff's Unit Citation
Rodriguez, Lucia.....	Sheriff's Unit Citation
Rojas, Crystal.....	Meritorious Unit Citation
Rojas, Nicolas.....	Meritorious Unit Citation
Rojas, Stacey.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Roller, Scott.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Roman Jr., Gerardo.....	Certificate of Lifesaving
Romero, Jorge.....	Meritorious Unit Citation
Roos, Daniel.....	Meritorious Unit Citation
Rosas, Agustin.....	Meritorious Unit Citation
Rosen, Ronald.....	Meritorious Unit Citation
Rosenthal, David.....	Meritorious Unit Citation
Roth, David.....	Meritorious Unit Citation
Rouse, Jason.....	Meritorious Unit Citation
Rowley, Nathan.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Roxas, Jeff.....	Meritorious Unit Citation
Roysdon, Douglas.....	Meritorious Unit Citation
Rubio, Roberto.....	Meritorious Unit Citation
Ruby, Randy.....	Meritorious Unit Citation
Rueda, Carlos.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Russell, Graham.....	Meritorious Unit Citation
Ruvalcaba, Luis.....	Meritorious Unit Citation



S

Saelens, Joseph.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Salazar, Marco.....	Meritorious Unit Citation
Saldana, Mario.....	Sheriff's Unit Citation
Samuels, Robert.....	Meritorious Unit Citation
Samuelsz, Sean.....	Meritorious Unit Citation
San Marcos Station.....	Meritorious Unit Citation
Sanchez, Matthew.....	Meritorious Unit Citation
Sanchez, Richard.....	Meritorious Unit Citation
Sanchez, Zheath.....	Meritorious Unit Citation
Sanders, Derek.....	Meritorious Unit Citation
Sandoval, Heriberto.....	Meritorious Unit Citation
Santana, Julia.....	Meritorious Unit Citation
Santee Station.....	Meritorious Unit Citation
Santillanes, Nadine.....	Meritorious Unit Citation
Santos, James.....	Meritorious Unit Citation
Santos Jr., James.....	Sheriff's Unit Citation
Saunders, Michael.....	Certificate of Lifesaving
Scanlon, Ryan.....	Meritorious Unit Citation
Schaefer, Brian.....	Meritorious Unit Citation
Schillinger, Roberto.....	Meritorious Unit Citation
Schnurr, John.....	Meritorious Unit Citation
Seaman, Scott.....	Meritorious Unit Citation
Seavello, Jason.....	Meritorious Unit Citation
Seel, Ken.....	Meritorious Unit Citation
Serrato, Carlos.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Sevilla, Angel.....	Meritorious Unit Citation
Shelton, Brandon.....	Meritorious Unit Citation
Sheppard, Jeremy.....	Meritorious Unit Citation
Sheppard, Samuel.....	Meritorious Unit Citation
Sherara, Matt.....	Meritorious Unit Citation
Sherman, Mark.....	Meritorious Unit Citation
Shue, Brandon.....	Meritorious Unit Citation
Shull, Matthew.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Siegfried, Rob.....	Meritorious Unit Citation
Silli, Kevin.....	Meritorious Unit Citation
Silva, Jovonni.....	Meritorious Unit Citation
Silva, Michael.....	Meritorious Unit Citation
Silva, Shawn.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Sisto, Nicholas.....	Meritorious Unit Citation
Sleeman, Nathan.....	Certificate of Lifesaving
Sloppy, Daniel.....	Meritorious Unit Citation
Smith, Darin.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Smith, Megan.....	Meritorious Unit Citation
Smith, Megan.....	Sheriff's Unit Citation
Smith, Michael.....	Meritorious Unit Citation
Smith, Robert.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Smith, Ryan.....	Meritorious Unit Citation
Smith, Darin.....	Meritorious Unit Citation
Smith Jr., David.....	Meritorious Unit Citation
Snell, Meredith.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Snelling, Marc.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation

Snodgrass, Colin.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Snow, Sean.....	Meritorious Unit Citation
Sobczak, Evan.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Soliman, Alexander.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Somera, Ben.....	Meritorious Unit Citation
Soto, Juan.....	Meritorious Unit Citation
Soto, Mauricio.....	Medal for Lifesaving
Soto-Rodriguez, Juan.....	Meritorious Unit Citation
Spach, John.....	Meritorious Unit Citation
Spach, John.....	Sheriff's Unit Citation
Spalsbury, Steven.....	Meritorious Unit Citation
Spencer, Brent.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Spencer, Garret.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Spillman, Daryl.....	Meritorious Unit Citation
Sprague, Amber.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Sprankles, Nicholas.....	Meritorious Unit Citation
Stapleton, Garrett.....	Meritorious Unit Citation
Stark, Kyle.....	Meritorious Unit Citation
Steadman, Randy.....	Meritorious Unit Citation
Steffen, Chris.....	Meritorious Unit Citation
Steinmeyer, James.....	Meritorious Unit Citation
Stewart, Dennis.....	Meritorious Unit Citation
Stewart, Nicholas.....	Meritorious Unit Citation
Stiles, Shane.....	Meritorious Unit Citation
Stoner, Shain.....	Meritorious Unit Citation
Storms, Michelle.....	Meritorious Unit Citation
.....	Sheriff's Unit Citation
Stratton, Curtis.....	Meritorious Unit Citation
Strohm, Tobin.....	Meritorious Unit Citation
Stubbs, Brittany.....	Meritorious Unit Citation
Sudbury, Andrew.....	Certificate of Lifesaving
Sutton, Thomas.....	Meritorious Unit Citation
Swiney, Ashley.....	Certificate of Lifesaving
Swiney, James.....	Meritorious Unit Citation

T

Takeda, Aida.....	Meritorious Unit Citation
Talamantez, Robert.....	Meritorious Unit Citation
Talon, Elena.....	Meritorious Unit Citation
.....	Meritorious Unit Citation
Tano, Mariano.....	Meritorious Unit Citation
Tarr, Eric.....	Meritorious Unit Citation
Taylor, Dean.....	Meritorious Unit Citation
Taylor, Jeff.....	Meritorious Unit Citation
Taylor, Robert.....	Meritorious Unit Citation
Tena, Eddie.....	Certificate of Lifesaving
Tenorio, Aaron.....	Certificate of Lifesaving
Tenorio, Aaron.....	Meritorious Unit Citation
Thatcher, Samuel.....	Sheriff's Unit Citation
.....	Sheriff's Unit Citation
Thomas, Ken.....	Meritorious Unit Citation
Thompson, Dennis.....	Meritorious Unit Citation
Thompson, Justin.....	Sheriff's Unit Citation
Thompson, Robert.....	Meritorious Unit Citation
Tivanian, Joseph.....	Meritorious Unit Citation
Tockstein, Robert.....	Meritorious Unit Citation
Toner, David.....	Meritorious Unit Citation

Torres, Scott	Meritorious Unit Citation
	Sheriff's Unit Citation
Townsend, Robert	Meritorious Unit Citation
Townsend, Tiffany	Meritorious Unit Citation
	Meritorious Unit Citation
Trampus, Kristy	Meritorious Unit Citation
	Sheriff's Unit Citation
Tran, Alex	Meritorious Unit Citation
Trevino, Gilberto	Meritorious Unit Citation
Trim, Colby	Meritorious Unit Citation
	Sheriff's Unit Citation
Tucker, Brian	Meritorious Unit Citation
Turtzer, William	Meritorious Unit Citation
	Sheriff's Unit Citation
Twyman, Glenn	Meritorious Unit Citation
Tyson, DeSan	Meritorious Unit Citation

U-V

Udvarhelyi, Troy	Meritorious Unit Citation
	Sheriff's Unit Citation
Umali, Brian	Letter of Commendation
Vail, Plutarco	Meritorious Unit Citation
Valdez, Joshua	Meritorious Unit Citation
Valeros, Elissa	Meritorious Unit Citation
Valley Center/ Pauma Substation	Meritorious Unit Citation
Van Deweghe, Kyle	Meritorious Unit Citation
Varga, Mike	Meritorious Unit Citation
Vega-Armenta, Omar	Meritorious Unit Citation
Velarde, Matthew	Meritorious Unit Citation
Velasco, Joel	Meritorious Unit Citation
Velasco, Jose	Meritorious Unit Citation
Vengler, Daniel	Meritorious Unit Citation
Ventura, Crystal	Meritorious Unit Citation
Vermillion, Winferd	Meritorious Unit Citation
	Meritorious Unit Citation
Vianzon, Armin	Meritorious Unit Citation
Vicencio, Sergio	Meritorious Unit Citation
Vick, Margaret	Meritorious Unit Citation
Vickers, Jason	Meritorious Unit Citation
Villa, Andrea	Meritorious Unit Citation
Villalobos, Michael	Meritorious Unit Citation
Vista Station	Meritorious Unit Citation
Vlahakis, Dimitris	Meritorious Unit Citation
	Sheriff's Unit Citation
Vorce, Charles	Meritorious Unit Citation
Vories, Luke	Meritorious Unit Citation
	Sheriff's Unit Citation

W

Wade, Jason	Meritorious Unit Citation
	Meritorious Unit Citation
	Sheriff's Unit Citation
Wagner, Justin	Meritorious Unit Citation
Walker, Ben	Meritorious Unit Citation
Walker, James	Meritorious Unit Citation
Wallace, Tracy	Meritorious Unit Citation
Walters, Jason	Certificate of Lifesaving
Walton, Adrian	Meritorious Unit Citation
Wanzer, Andre	Certificate of Lifesaving
Ward, Edward	Meritorious Unit Citation
Ward, Gregory	Meritorious Unit Citation
Ward, Larry	Meritorious Unit Citation

Warpinski, Joseph	Meritorious Unit Citation
Warran, Hans	Meritorious Unit Citation
Washington, Dwain	Meritorious Unit Citation
Watts, Shane	Meritorious Unit Citation
Wearne, Lewis	Meritorious Unit Citation
	Meritorious Unit Citation
Weber, Jeffrey	Meritorious Unit Citation
	Sheriff's Unit Citation
Wells, Kenneth	Meritorious Unit Citation
	Sheriff's Unit Citation
Wembes, Marvin	Meritorious Unit Citation
Westfall, Donald	Meritorious Unit Citation
White, Brian	Meritorious Unit Citation
White, Isaac	Meritorious Unit Citation
White, Justin	Meritorious Unit Citation
	Meritorious Unit Citation
Whitney, Michael	Certificate of Lifesaving
	Meritorious Unit Citation
Wilds, Jessica	Meritorious Unit Citation
Wilkinson, Graham	Meritorious Unit Citation
Williams, Chantel	Certificate of Lifesaving
Williams, David	Meritorious Unit Citation
Williamson, Derek	Meritorious Unit Citation
Willis, Vernon	Meritorious Unit Citation
Willis, Vernon Tom	Meritorious Unit Citation
Willis Jr., Vernon	Sheriff's Unit Citation
Wilson, Daniel	Meritorious Unit Citation
Winter, Scott	Meritorious Unit Citation
Womack, Lizzie	Certificate of Lifesaving
Womack, Travis	Meritorious Unit Citation
Wood, Don	Meritorious Unit Citation
Worthington, Jason	Meritorious Unit Citation
Wotkyns, Pammela	Meritorious Unit Citation
Wray, Shawn	Meritorious Unit Citation
	Meritorious Unit Citation
	Sheriff's Unit Citation



X-Z

Yates, Patrick	Meritorious Unit Citation
Yniguez, Jesus	Meritorious Unit Citation
	Sheriff's Unit Citation
Young, Jonathon	Meritorious Unit Citation
Younkman, Matthew	Meritorious Unit Citation
	Sheriff's Unit Citation
Yting, Kevin	Certificate of Lifesaving
Yunk, Jason	Meritorious Unit Citation
Zabinsky, Kyle	Meritorious Unit Citation
Zapien, Estevan	Meritorious Unit Citation
Zappia, Sean	Meritorious Unit Citation
	Sheriff's Unit Citation
Zarnow, Noah	Meritorious Unit Citation
	Sheriff's Unit Citation
Zavala, Jose	Meritorious Unit Citation

DEPARTMENT BUDGET

DEPARTMENT BUDGET	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2019-20 Amended Budget	Fiscal Year 2019-20 Actuals	Fiscal Year 2020-21 Adopted Budget	Fiscal Year 2021-22 Approved Budget
Detention Services	\$351,250,018	\$351,781,780	\$350,886,421	\$369,395,031	\$382,743,193
Law Enforcement Services	\$306,227,733	\$335,726,911	\$299,724,963	\$313,923,107	\$304,334,269
Sheriff's Court Services	\$72,581,170	\$72,468,335	\$70,057,896	\$73,179,972	\$75,509,958
Human Resource Services	\$30,618,206	\$32,157,872	\$32,511,440	\$30,359,632	\$31,233,364
Management Services	\$49,637,331	\$51,806,434	\$42,814,788	\$46,603,402	\$43,948,638
Sheriff's ISF / IT	\$126,767,457	\$177,181,382	\$108,878,551	\$114,747,498	\$113,538,151
Office of the Sheriff	\$7,525,731	\$7,713,648	\$6,874,872	\$8,224,895	\$8,190,206
Sheriff's Asset Forfeiture Program	\$1,079,496	\$7,248,639	\$3,978,378	\$3,800,000	-
Jail Commissary Enterprise Fund	\$10,360,321	\$10,988,092	\$9,601,951	\$9,583,492	\$9,583,492
Sheriff's Inmate Welfare Fund	\$10,776,517	\$13,168,351	\$6,132,743	\$8,206,372	\$7,289,075
Countywide 800 MHZ CSA's	\$282,800	\$296,945	\$281,945	\$280,050	\$221,377
Total	\$967,106,780	\$1,060,537,761	\$931,743,949	\$978,303,451	\$976,591,723

TOTAL BUDGET \$978,303,451

UNIFORM CRIME REPORTING (UCR)

Part I Crime

VIOLENT CRIME	2019	2020	Actual Change	% Change
Homicide	18	25	7	38.9%
Rape	192	186	-6	-3.1%
Robbery	495	430	-65	-13.1%
Aggravated Assault	1,835	1,950	115	6.3%
TOTAL VIOLENT	2,540	2,591	51	2.0%
PROPERTY CRIME	2019	2020	Actual Change	% Change
Burglary	1,775	1,532	-243	-13.7%
Residential Burglary	886	694	-192	-21.7%
Commercial Burglary	889	838	-51	-5.7%
Larceny-Theft	6,239	5,348	-891	-14.3%
Vehicle Theft	1,703	1,611	-92	-5.4%
TOTAL PROPERTY	9,717	8,491	-1,226	-12.6%
TOTAL PART I	12,257	11,082	-1,175	-9.6%
ESTIMATED ANNUALIZED CRIME RATE	13.45	12.06	-1.39	-10.33%

Source: ARJIS
CY- January-December
Includes Courts, Detentions, Non-Contract Cities, and Grossmont & Cuyamaca Colleges.

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

Source: "Uniform Crime Reporting Statistics" U.S. Department of Justice, Federal Bureau of Investigation. ucrdata.fbi.gov/abouttheucr.cfm

NATIONAL INCIDENT-BASED REPORTING SYSTEM (NIBRS)

	NIBRS Category	2020	2019
Crimes Against Persons	Assault Offenses	9,413	9,761
	Homicide	27	21
	Human Trafficking	1	0
	Kidnapping/Abduction	186	167
	Sex Offenses, Forcible	335	465
	Sex Offenses, Non-Forcible	15	28
Total		9,977	10,442
Crimes Against Property	Arson	71	52
	Burglary/Breaking & Entering	1,628	1,871
	Counterfeiting/Forgery	264	527
	Destruction/Damage/Vandalism of Property	2,606	2,561
	Embezzlement	38	68
	Extortion/Blackmail	48	37
	Fraud Offenses	1,651	2,024
	Larceny/Theft Offenses	2,803	3,708
	Robbery	425	488
	Stolen Property Offenses	1,234	1,243
	Theft from Vehicle Offenses	2,756	2,879
	Vehicle Theft	1,655	1,677
Total		15,179	17,135
Report Total:		25,156	27,577
	NIBRS Category	2020	2019
Crimes Against Society	Drug/Narcotic Offenses	8,809	10,048
	Gambling Equip. Violations	2	0
	Pornography/Obscene Material	10	4
	Prostitution Offenses	82	34
	Weapon Law Violations	953	942
Report Total:		9,856	11,028

Source: NetRMS
YTD- Jan-Dec 2020
Excludes: Out of county, Unknown Beats

The National Incident-Based Reporting System was 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.

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.

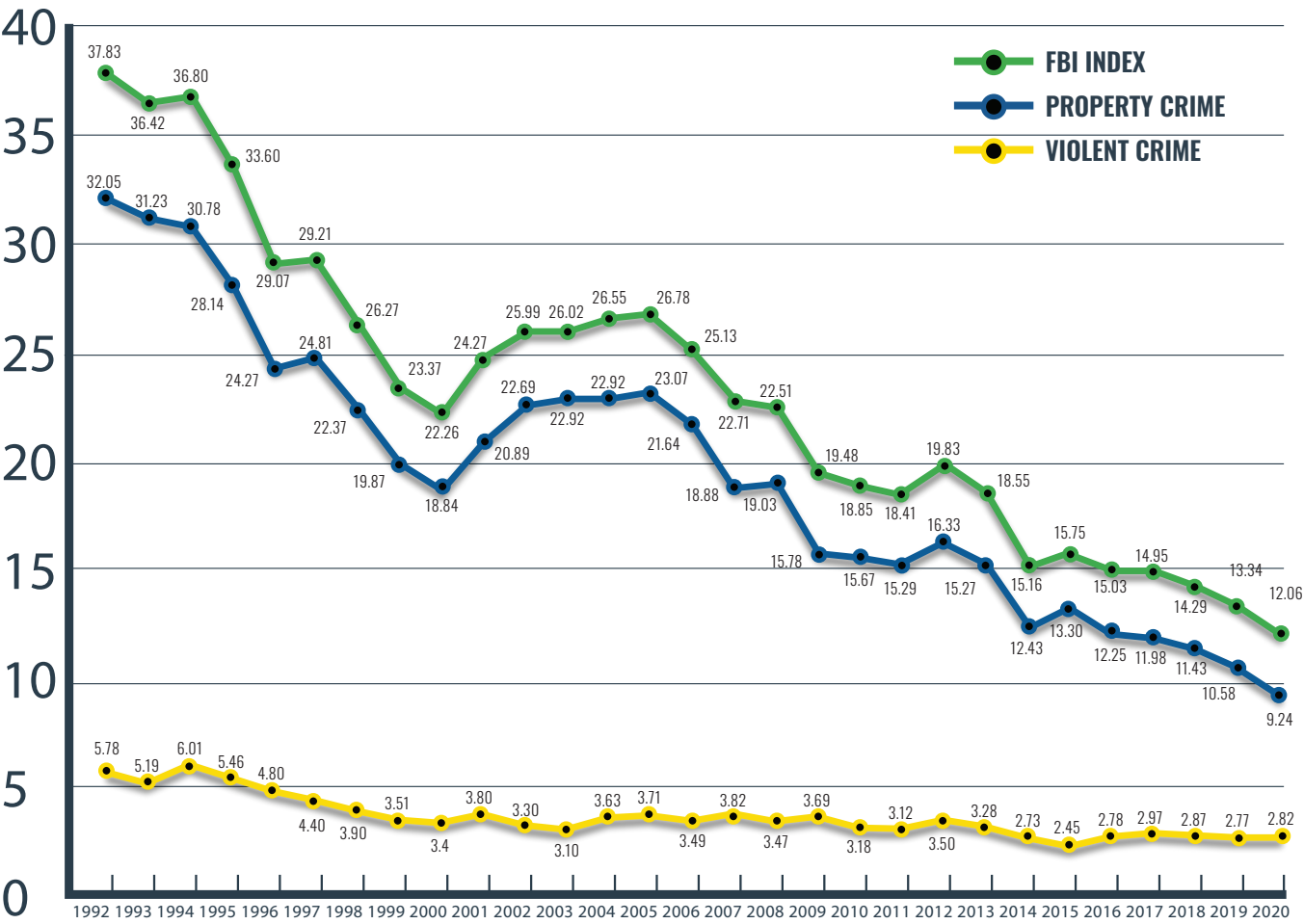
As recommended by professional law enforcement organizations, the FBI has made nationwide implementation of NIBRS a top priority because NIBRS can provide more useful statistics to promote constructive discussion, measured planning, and informed policing. To increase participation, the UCR Program is partnering with the Bureau of Justice Statistics on the National Crime Statistics Exchange, working with advocacy groups to emphasize the importance of NIBRS data, and transitioned the UCR Program to a NIBRS-only data collection, as of Jan. 1, 2021. In addition, the UCR Program has made resources available to help agencies address the cost of transitioning, as well as the potential perception that an agency has higher crime levels when NIBRS actually establishes a new baseline that more precisely captures reported crime in a community.

Source: "National Incident-Based Reporting System (NIBRS)" U.S. Department of Justice, Federal Bureau of Investigation. fbi.gov/services/cjis/ucr/nibrs

HISTORICAL CRIME RATES: 1992-2020

SHERIFF'S DEPARTMENT ACTIVITY: 2020

ANNUALIZED FBI CRIME RATES



Source: California Department of Justice, Criminal Justice Statistics Center; California Department of Finance; U.S. Census 2018; SANDAG

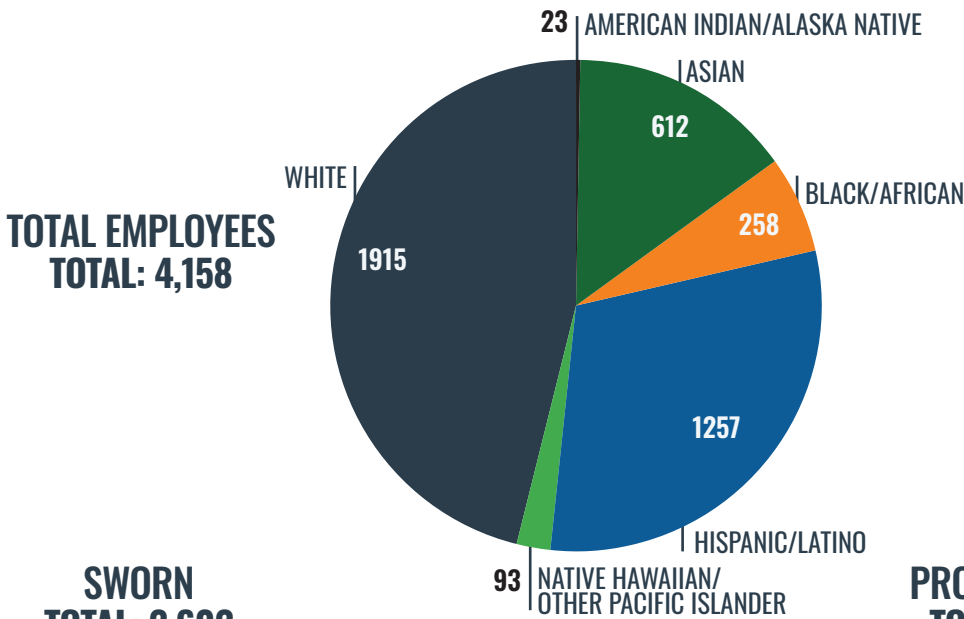
Command	Calls for Service (CFS)	Deputy Initiated Action (DIA)	Felony Arrests (Adult & Juvenile)	Misdemeanor Arrests (Adult & Juvenile)	Other Arrests (Adult & Juvenile)*	Total Arrests (Adult & Juvenile)
4S Ranch	2,185	6,899	12	28	3	43
Alpine	6,241	6,246	315	754	7	1,076
Fallbrook	12,806	5,823	280	440	22	742
Imperial Beach	14,066	12,656	234	454	20	708
Lakeside	17,812	8,505	530	721	48	1,299
Lemon Grove	13,026	6,323	213	378	10	601
Non-Contract Cities	10	2	798	623	54	1,475
North Coastal	27,559	27,169	318	799	22	1,139
Poway	10,691	14,802	140	280	14	434
Ramona	7,592	3,863	151	247	7	405
Rancho San Diego	29,188	11,394	594	881	48	1,523
Rural Enforcement	7,804	6,969	301	288	24	613
San Marcos	26,376	12,436	484	865	50	1,399
Santee	14,957	20,560	320	635	29	984
Valley Center	5,704	3,832	263	237	11	511
Vista	36,124	15,401	787	1,290	140	2,217
Court Services	4	4,639	151	195	4	350
Detention Facilities	77	3,105	448	349	26	823
Unknown Beat	49	700	12	6	2	20
Out of County	-	-	60	9	2	71
Total	232,271	171,324	6,411	9,479	543	16,433

YTD- Jan-Dec 2020

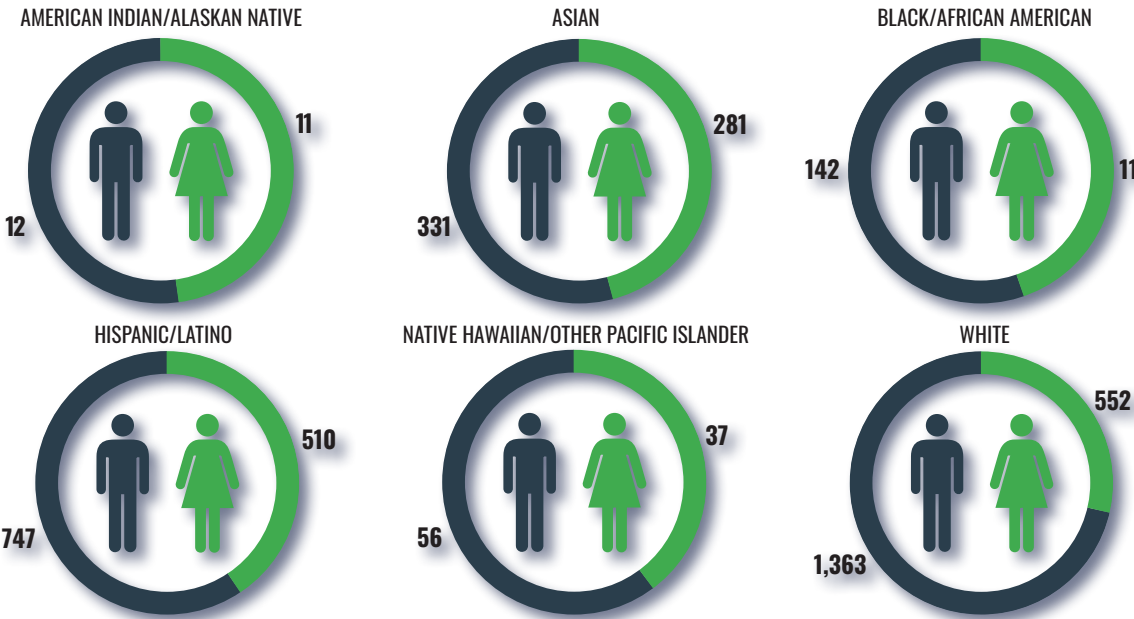
Source: CAD for CFS & DIA and NetRMS for Arrests

* Other Arrests include: infraction/citations; fail to obey juvenile court order; curfews; truancy; mental hospital releases; parole violations; and flash incarcerations.

DEPARTMENT DEMOGRAPHICS



BREAKDOWN BY RACE AND GENDER





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