



Solano County Sheriff's Office Strategic Evolution

- Positioning for the Future
- Addressing Trends and Challenges

Presented to Solano County Board of Supervisors
June 11th, 2019
Solano County Sheriff's Office
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HOW DID WE GET HERE?

Process:

Updated our Values, Mission and Goals statement and presented it to the Board of Supervisors in July 2018

Dedicated to the protection and well-being of every person in Solano County by providing excellent community service

Solano County Sheriff's Office

Values, Mission and Goals



Dedicated to the protection and well-being of every person in Solano County by providing excellent community service

Goals

- *Provide effective public safety services.*
- *Provide safe, humane and secure jails, courts and other County facilities.*
- *Maintain a healthy, professional, productive and diverse workforce.*
- *Embrace community partnerships.*



WHY EVOLVE?

CHALLENGE: Doing business the way we have always done it is no longer acceptable in today's policing environment. We must embrace transparency (compliance), make sure Policy is current and followed and most importantly, take care of our employees.

SOLUTION: Develop a proactive and phased in strategic plan incorporating changes to the organization for growth and increased efficiencies by addressing trends and challenges that impact the operations of the Sheriff's Office:

- **Changes to Legislation**
- **Technology Advancements**
- **Staffing, Retention and Succession**
- **Customer Service & Public Trust**



STRATEGIC EVOLUTION

- Collaborated with Sheriff's Office employees from line staff to senior management in the creation of the Strategic Evolution
- Those top priorities are:
 - **Compliance with New Laws**
 - **Custody Operations**
 - **Employee Support and Wellness Services**



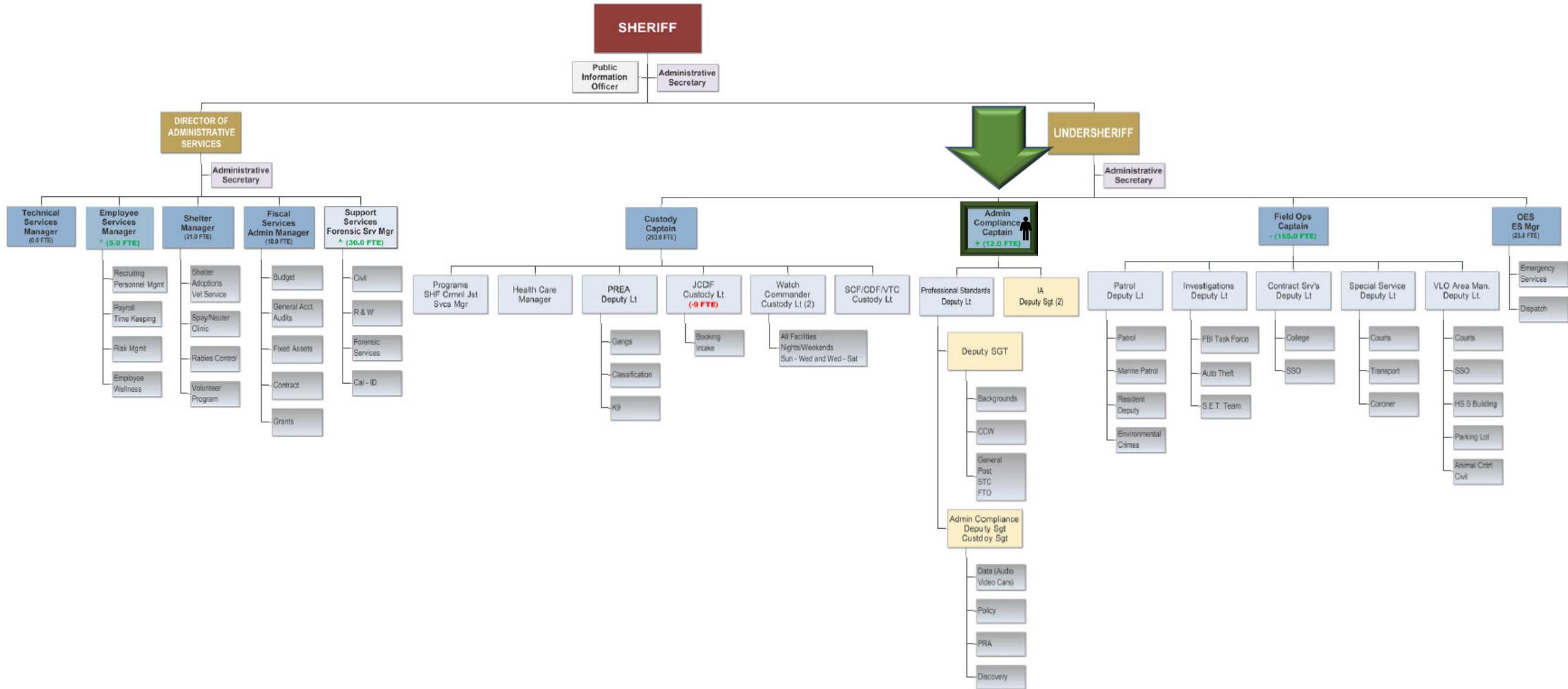
COMPLIANCE WITH NEW LAWS

CHALLENGE:

- **New unfunded mandates**
 - SB1421 - Peace Officer Release of Records (1/2019)
 - Prison Rape Elimination Act (PREA) mandates
 - California Public Records Act (CPRA)
 - AB748 – Peace Officer Audio/Video Recordings (7/2019)
 - Extensive staff time for large volume of requests
 - Find, compile, review, redact and reply to CPRA requests within 10 days
 - AB392 & SB230 – Necessary Force & De-escalation Training (this is pending legislation)

SOLUTION:

- **Add new Captain-Sheriff to oversee and provide guidance to the Compliance Division**
 - Provides command level expertise to address new mandates and accountability
- **Move resources to better align duties and reduce retired annuitants**
 - Internal Affairs investigation; replace 3 retired annuitants with 2 sergeant-sheriffs FTE's
 - Pre-employment Backgrounds; replace retired annuitants with 2 deputy sheriffs FTE's
 - Policy development & implementation of policy and operational standards; replace retired annuitant with 1 sergeant sheriff FTE and 1 custody sergeant FTE





CUSTODY OPERATIONS

CHALLENGE:

Custody Division responsibilities have expanded exponentially due to legislative changes regarding:

- Realignment (AB109)/hardened criminals
- Immigration (SB54)
- Detainee Mental Health
- Jail Based Competency Training (JBCT)
- Medication Assisted Treatment (MAT)
- Medical Screening/Refusals in Booking
- Inmate Grievance Response
- GANGS – Arrest, identification, prosecution, incident follow up
- Medical Transport – Emergency & scheduled medical appointment transportation
- No after hours management, supervisor support, accountability or ownership. Potential liability

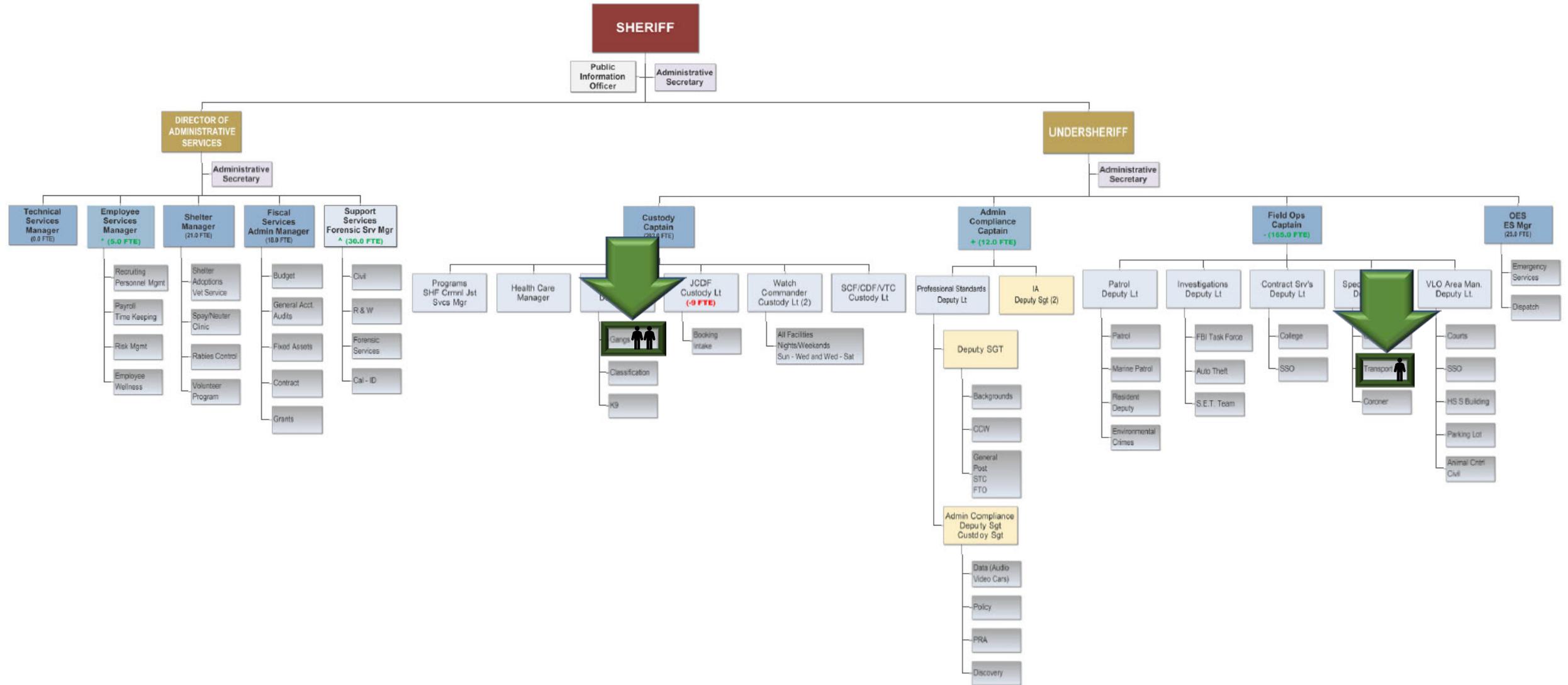
SOLUTION:

After hours management, additional GANG Unit and Transport Bureau resources:

- Assign 2 Custody Lieutenant for after hours management
- Adding 2 new Deputy Sheriffs to Custody Gang Unit
- Add Transportation Deputy Sheriff

Further resulting in:

- Reduced liability / increased operational efficiency
- Supervisory support
- Compliance with Policy/Procedures
- Consistent guidance and proper evaluation of staff
- Reduce impact on Patrol for medical transportation. Keeps Patrol Deputies on Patrol.
- Reduce impact on Patrol for crime reports as GANG Deputies will be embedded in the Custody Division. Keeps Patrol Deputies on Patrol





EMPLOYEE SUPPORT & WELLNESS SERVICES

CHALLENGE:

- Employee related services are disjointed and duplicated in different divisions of the office
- Times have changed; we need to focus on our employees
- The office is slow at adapting and adjusting to employee needs
- Large population of retirement-age employees: loss of institutional knowledge & expertise
- High vacancy rate, limited pool of qualified applicants
- Generational gaps
- Employees need work/life balance
- Lack of culture of wellness
- Safety and training improvements needed

SOLUTION:

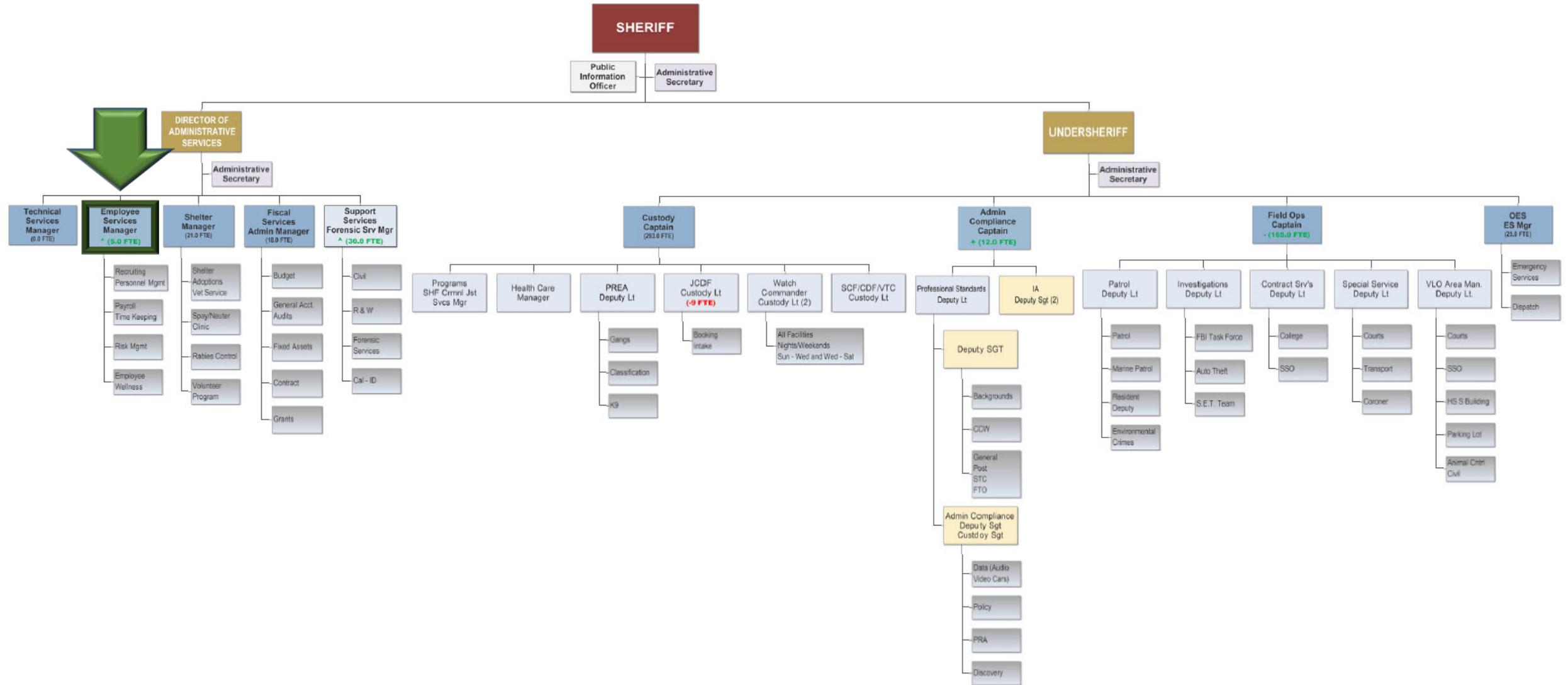
- Create a new employee support and wellness services program, one-stop shop, to provide oversight, consolidation and consistency of employee services:
 - Add a new Employee Services Manager (TBD) specializing in areas of employee development, welfare, wellness and retention to manage program
 - Redesign processes to include automating and streamlining the recruitment, hiring, and on-boarding of new employees
 - Increase efficiencies in payroll, extended leave management, employee performance and recognition, employee development, work/life/wellness programs, retention and labor and employee relations



EMPLOYEE SUPPORT & WELLNESS SERVICES

SOLUTION:

- The idea of fostering employee support, wellness and opportunities for employee development, mentoring and recognition can have a positive impact
 - A team of healthy employees have lower stress levels
 - More energized, engaged and productive employees
 - The organization realizes lower rates of absenteeism
 - Investing in the well being of the employee to boast higher levels of satisfaction among current employees
 - Decrease turnover rates and increase employee retention
 - We become more attractive to outside talent, improving our recruitment efforts
 - Succession Planning and positioning the organization for the future





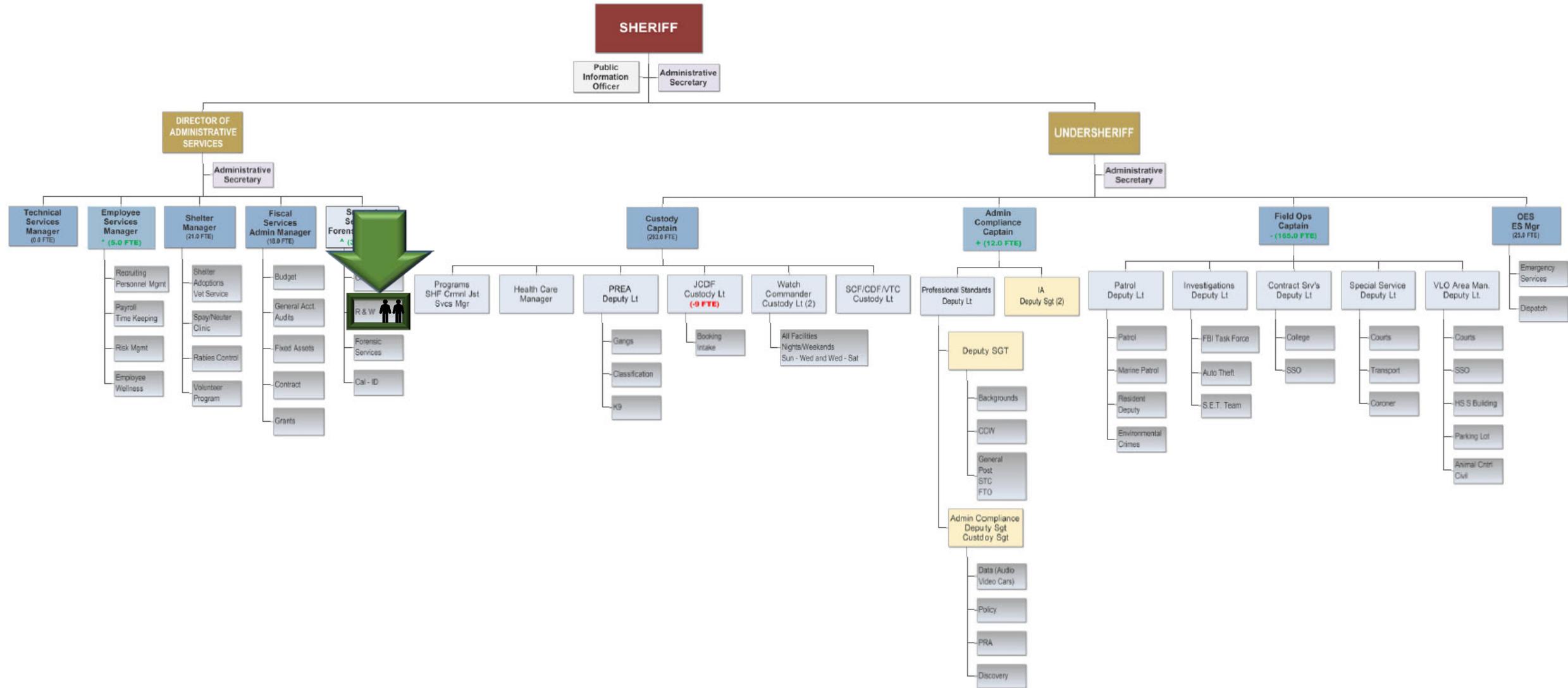
LEGAL PROCEDURES CLERKS

CHALLENGE:

- No legal procedures clerks on duty from 2:00 a.m. to 6:00 a.m. to confirm county wide warrants and Probation checks
- The loss of 24-hour staff coverage in Records & Warrants was a result of staff layoffs during the economic downturn in January 2010
- From 2:00 a.m. to 6:00 a.m. Sheriff's Office Dispatchers must provide coverage for Records & Warrants, taking them away from the Dispatch Center

SOLUTION:

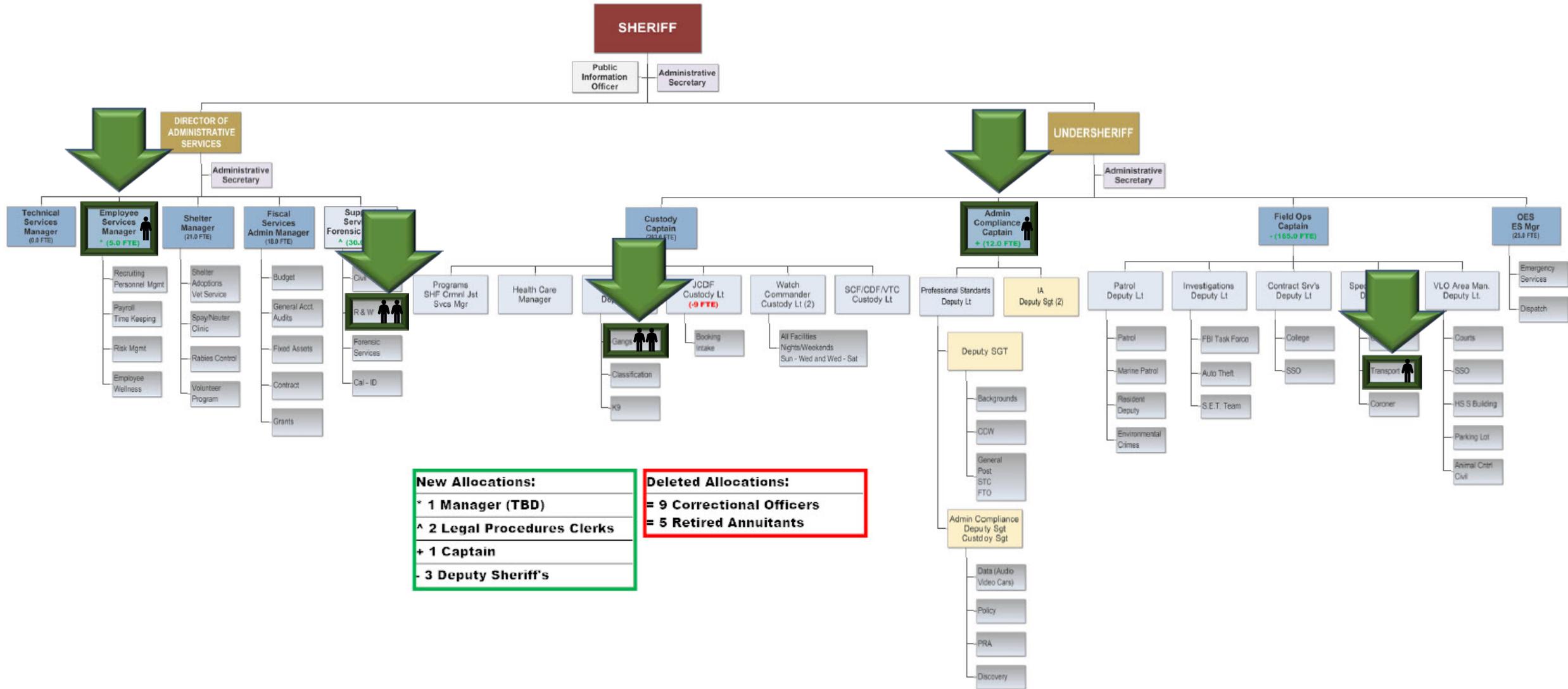
- Add 2 new Legal Procedures Clerks to return Records & Warrants staffing back to pre-recession levels
- Provide 24/7 Records & Warrants coverage
- Keep dispatchers in the Dispatch Center answering emergency calls and calls for service





EVOLVING OF THE ORGANIZATION

- **This proposal is included in FY 2019-20 Budget request as part of Phase 1 of the Sheriff's Office Strategic Evolution**
 - ❑ **DELETE** – 9 Limited Term Correctional Officer positions and 5 Retired Annuitants
 - ❑ **ADD** – Captain Sheriff
 - ❑ **ADD** – Employee Services Manager (TBD)
 - ❑ **ADD** – 2 Gang Deputy Sheriffs
 - ❑ **ADD** – 1 Deputy Sheriff for Transportation to reduce overtime and meet the increased service levels of hospital details
 - ❑ **ADD** – 2 Legal Procedures Clerks to provide 24/7 staff coverage for Records & Warrants
- **No Cost to the General Fund for Phase 1 in FY 19/20**
 - ❑ **(\$177,000)** net reduction/savings



New Allocations:

- * 1 Manager (TBD)
- ^ 2 Legal Procedures Clerks
- + 1 Captain
- 3 Deputy Sheriff's

Deleted Allocations:

- = 9 Correctional Officers
- = 5 Retired Annuitants