Sheriff’s Oversight Board
Strategic Plan Presentation

March 3, 2023
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I. Strategic Plan and Goals

II. Proposed FY23-24/FY24-25 Budget

III. Recruitment Summary and Strategy
The strategic plan provides the following structure:

1. **Six Organizational Goals**

2. **Initiatives** to support and realize each goal

3. **Key Activities** to complete the initiatives

4. **Milestones** to provide scheduled guidance for the activities

5. **Leads** for each initiative/activity (by Division or organizational workgroup)
San Francisco Sheriff’s Office

Six Goals

- Protect San Francisco
- Engage San Francisco
- Improve Organizational Accountability
- Modernize Technology
- Maximize Workforce Potential
- Enrich Training
Protect San Francisco

Improving Public Safety

• Work with our criminal justice partners, community organizations and members to improve the quality of life in San Francisco
  • Field Training Officers
  • Expand Warrant Services Unit
• Reduce retail theft crime
• Victim Services
• Cameo House
Improve In Custody Outcomes

- Provide more robust Discharge Planning Services for those persons most frequently booked
- Implement a new program to address opioid addiction at the time of booking
- Enhance communication with providers through use of tablets (direct messaging)
- **Free Phone Calls**: Cost for 15-minute call from $4.45 FY14 to $0.00 FY21. Funding for free phone calls included in FY22-23 & FY23-24 base budget.
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SFSO Narcan in Jails Video (Also filmed in Spanish)
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Improve Out of Custody Outcomes

- **Peer advocacy** - Meet people at the time of release for linkage

- Safe Passage transport, Safe Harbor beds and **coordinated entry** for DHSH

- **Increase case managers** for ACM at SF Pretrial (Should be first)
Engage San Francisco

Expand Youth Programs

Retention: Ensure staff can successfully meet expectations

✓ New ask: 500K in funding to address recruitment
Improve Organizational Accountability

- Increase out of cell time
- Chicago Beyond
- Holistic Safety
- Expand OIS board to include use of force review
- SB 2 Reporting
- Oversight Board
- Employee Wellness:
  - Implement an employee wellness program
  - Improve the physical environment for staff and offer opportunities for expansion
Modernize Technology

• **Modernize Data**: Support transparency and unfunded mandates
  - Replace Jail Management System to be more flexible and provide more responsive data
  - 3 professional staff: 1043 System Engineer: 1824 Analyst: 1093

• Additional staff for a broader expansion of BWC and subsequent review and disclosure of recorded data as legally permissible
  - 3 – 8173 Classification Legal Assistant
  - 1 – 8508 Sheriff’s Sergeant
Maximize Workforce Potential

DEFERRED/EMERGING PROJECTS

<table>
<thead>
<tr>
<th>Project Name</th>
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<tbody>
<tr>
<td>425 7th Street Structural Strengthening</td>
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<tr>
<td>County Jail #2 Improvements</td>
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<tr>
<td>Court Holding Facility</td>
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<tr>
<td>County Jail #5 Water Line Replacement</td>
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<tr>
<td>County Jail #6 Renovation or Repurposing</td>
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<tr>
<td>Women’s Resource Center Expansion</td>
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<tr>
<td>San Bruno Transitional Housing Project</td>
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</tbody>
</table>

SHF has a 10-year renewal need of $267 million*. The GF funds $151 million of this need.
San Francisco
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SERVICE
Protection of life / property / freedom and commitment to safety

PROFESSIONALISM
Remain impartial (react to behaviors, not race, not politics), Lead by example

PRIDE
Respect the star, embrace the responsibility, Acting with courage, honesty, and honor
Invest In and Value our Employees

Ensure staff can successfully meet expected supervisor training, Field Training Officer, Active Shooter, Emergency Services Unit, Special Response Team, Peace Officer Standards and Training, leadership training and command college, Crisis Intervention Techniques, and training for professional staff.
Budget Request FY 23-24 / 24-25

FY23-24 $291,150,779
FY24-25 $293,004,851

Important Budget Priority Highlights:

• CFO passed unexpectedly, resulting in our Undersheriff stepping up to close out the budget process

• Expand Alternatives to Incarceration

• Free Jail Phone Calls and Reduced Commissary Costs

• Additional Funds Focused on Filling Sworn Vacancies
Mayor’s Office Requested Cuts

Mayor’s Office General Fund FY2021-22: ≈$244,665,234
Requested cut was 5%
SFSO was able to identify 2.5%

$5.4 Million in cuts include:
1. Attrition Uniform Employees $3 Million
2. Attrition Miscellaneous Employees $700K
3. Overtime $1.7 Million
Hiring Not Keeping Pace with Separations
Sworn Staff Hiring vs. Sworn Attrition

- **FY 16-17**: Sworn Personnel New Hires = 77, Separations = 57
- **FY 17-18**: Sworn Personnel New Hires = 82, Separations = 62
- **FY 18-19**: Sworn Personnel New Hires = 58, Separations = 42
- **FY 19-20**: Sworn Personnel New Hires = 48, Separations = 60
- **FY 20-21**: Sworn Personnel New Hires = 16, Separations = 41
- **FY 21-22**: Sworn Personnel New Hires = 22, Separations = 89
Recruitment Strategies

1) Intentional targeted audience to maximize pool of qualified applicants.

2) Community presence and engagement to target specific regional communities and neighborhoods

3) Partnerships with other agencies to target specific experience and background of service

4) Use of social media tactics to maximize our engagement efforts
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Recruitment Summary

1915 Total Applicants since June 14, 2022:

- Open Investigations:
  - Total: 115
  - [1] Unassigned
  - [73] Active
  - [6] Pending DQ
  - [1] Pending Withdraw
  - [34] Pending Hire

- Active:
  - Unassigned: 1
  - Open: 73
  - Pending Withdraw: 1
  - Pending DQ: 6
  - Pending Completion: 34

- Finalized:
  - Hired: 91
  - Non-Select: 12
  - Disqualified: 157
  - Withdrawn: 77
  - No Response: 1

Hired 44 Deputies since June 14th 2022 out of target 75
Community Engagement Team

As a part of our mission, members will strive to work with the community with respect and dignity and engage in public safety strategy development and relationship-building activities.
Community Engagement Strategies

A. Build Community Trust
B. Expand Youth Programming
C. Enhance Response to Community
D. Reinvigorate/Create Volunteer Programs
E. Refine Procedural Justice Principles for First Responders

Core commitment: One Sergeant, 6 Deputies