



SAN FRANCISCO SHERIFF'S DEPARTMENT

EFFICIENCY PLAN

FISCAL YEAR 2010-2011

## Long-term Strategic Planning

### Mission and Business Objectives

The mission of the San Francisco Sheriff's Department is to be an effective and integral part of civil and criminal law enforcement efforts of the State of California and the City and County of San Francisco. The Department will accomplish its mission through competent performance by its deputized personnel and support staff, in accordance with the powers established by the laws of the State of California and the Charter and ordinances of the City and County of San Francisco.

To this end, the Department will:

- Maintain a force of well-trained sworn Deputy Sheriffs and professional support staff dedicated to public service, the enforcement of law and the protection of the lives and property of all people in the City and County of San Francisco.
- Maintain and operate a safe and secure jail system.
- Provide security in designated public buildings, safely and effectively transport prisoners, and provide law enforcement services for special events, demonstrations, mass arrests and other emergency situations.
- Provide inmate escort and effective and efficient security to the Criminal and Civil Courts.
- Execute and enforce criminal and civil warrants, civil process orders issued by the courts, Board of Supervisors, or orders issued by any legally authorized department or commission, including evictions, garnishments, public sales of property, subpoenas and restraining orders.
- Maintain effective alternatives to incarceration and provide community, jail based and post-release education, vocation, restoration and treatment programs to enhance public safety, meet the needs of victims of crime, and offer opportunities for prisoners to function in a productive, lawful manner upon reentry into the community.

## Major Department Operations Functions

The Sheriff is responsible for the operation of the six San Francisco County Jails, as well as jail wards at San Francisco General Hospital.

**NOTE: *The Sheriff's Department, in conjunction with the implementation of its new Jail Management System, has renumbered its jails and programs. The new numbers are listed below.***

Location	New Designation	Old Jail Number
Intake and Release Facility - 425 7 <sup>th</sup> Street	<b>1</b>	<b>9</b>
Jail – 425 7 <sup>th</sup> Street	<b>2</b>	<b>8</b>
6 <sup>th</sup> Floor Hall of Justice	<b>3</b>	<b>1</b>
7 <sup>th</sup> Floor Hall of Justice	<b>4</b>	<b>2</b>
New Jail at San Bruno	<b>5</b>	<b>5</b>
Program Jail at San Bruno	<b>6</b>	<b>7</b>
Wards at San Francisco General	<b>SFGH Wards</b>	<b>5</b>
Programs at 70 Oak Grove, 930 Bryant and other locations	<b>Community Programs</b>	<b>4</b>

The Sheriff's Department is recognized for its innovative rehabilitative programs, educational programs, and community programs, most notably:

- Five Keys Charter High School for offenders, ex-offenders and community members seeking to obtain their high school diplomas;
- In-custody substance abuse services for men (ROADS to Recovery) and women (SISTERS);
- Resolve To Stop the Violence Project (RSVP), a violence prevention program which redefines the male role belief system to address issues of domestic and general violence;
- Survivor Restoration Program supports victims of violence in the process of becoming an empowered survivor
- Sheriff's Work Alternative Program (SWAP) offers community work opportunities in lieu of jail time for eligible inmates; and
- No Violence Alliance (NoVA) Project addresses violence affecting our neighborhoods by providing intensive services to violent offenders to aid in their re-entry into the community and reduce recidivism.

The Sheriff's Department also contracts with a number of community organizations to provide pre-trial services and alternatives to incarceration.

The Sheriff transports inmates to and from court, the hospital, and other counties and state facilities. The Sheriff's Department continues to provide assistance to the Police Department on Halloween and New Year's Eve, as well as other events requiring increased law enforcement presence, within its budget limits.

The Sheriff provides security for the courts at the Hall of Justice, the Civil Court House, and Juvenile Court, and building security for City Hall, the Civil Court House, Hall of Justice, Department of Human Resources, Emergency Communications Center and the Community Assessment and Referral Center. The Charter also tasks the Sheriff with providing security for City elections. In 2002-03, the Sheriff assumed responsibility for the Institutional Patrol function at San Francisco General Hospital, Laguna Honda Hospital, and Department of Public Health buildings.

The Civil Section of the Sheriff's Department enforces all civil judgments of the courts, including evictions, wage garnishments and attachments of assets, and temporary restraining orders. The Sheriff's eviction assistance program works each week to prevent families, seniors, and disabled individuals from becoming homeless as a result of an eviction.

## Performance Goals and Objectives

**Goal 1:** Provide for the safe and secure detention of persons arrested or under court order.

Objective	How Achieved	External Factors
Prevent inmate escapes from the county jails	Requires adequate facility maintenance and appropriate staffing levels and training.	Inadequate funding for maintenance can result in problems with jail buildings.
Prevent altercations among inmates and staff	Enforcement of jail rules and procedures, along with continuous staff training, provides a safer jail environment for inmates and staff. Department's classification unit strives to carefully assign housing.	Department sometimes has more prisoners than appropriate safe housing.
Prevent suicide attempts in jails	All deputies are trained to identify suicidal inmates and reminders are constantly reinforced.	Jail Medical Services and Jail Psychiatric Services provide evaluation and treatment.

**Goal 2:** Provide education, skill development, and counseling programs in the county jails.

Objective	How Achieved	External Factors
Reduce the recidivism rate of prisoners participating in jail programs	Encouraging prisoners to learn skills that improve their chances of success after incarceration by providing a variety of services designed to address their problems and deficits.	Lack of funding limits number of programs offered; some prisoners are only in jail a very short time.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Enroll eligible prisoners in the charter school.	Identify prisoners who have not completed high school and evaluate their learning needs.	Transition from in-custody to out-of-custody school programs can be challenging.

**Goal 3:** Provide alternative sentencing options and crime prevention programs.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Maximize number of eligible participants in community programs that provide alternatives to incarceration.	Aggressive identification of persons as they are booked, while in custody, and in court to provide alternatives to incarceration.	Less than 25% of prisoner population is sentenced; not all prisoners can be released to a program.
Reduce the recidivism rate of participants in community programs.	Encouraging participants to learn skills that improve their chances of success by providing a variety of services designed to address their problems and deficits.	Funding constraints limit services; availability of jobs and housing are also a problem. Studies are ongoing.
Recover, to the extent possible, the costs of community programs.	Participants are charged based on ability to pay.	Many participants lack a source of income.
Provide significant community service hours by participants.	Sheriff's Work Alternative Program (SWAP) participants are used by the Department of Public Works for street cleaning and other tasks.	Some SWAP participants attend school to fulfill their sentences, reducing the number of workers available.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Expand community anti-violence program services to reduce recidivism.	Local and State funding provided to work with prisoners while in custody and assure transition to community services including housing, employment, and counseling. Clients also enroll from the community. All services are voluntary.	Lack of sufficient jobs and housing in the community impedes progress. Short-term funding cannot adequately address long-term needs.

**Goal 4:** Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Prevent harm to court staff or public.	Work with courts to achieve adequate staffing and communication.	Number of bailiffs limited by State funding constraints.
Prevent inmate escapes from court custody	Proper training with proper security equipment, along with timely repairs of courtroom security items.	Department has no internal funding mechanism for repairs.

**Goal 5:** Execute criminal and civil warrants and court orders.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Minimize founded complaints regarding service of civil process.	Faster response through changed work hours which allow more evening service.	Some people consciously avoid service.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Complete evictions in a timely and courteous fashion.	Teamwork on concentrated day of evictions. Department's Eviction Assistance Program addresses needs of families, elderly and disabled.	Deputies encounter many mental health issues.

**Goal 6:** Hire, train and retain sworn staff.

<b>Objective</b>	<b>How Achieved</b>	<b>External Factors</b>
Hire, train and retain sworn staff reflective of the City's population.	Aggressive outreach into all San Francisco communities, Bay Area and beyond.	Department's budget for recruitment is not sufficient for a truly competitive recruitment effort.



## Resources Used by the Department

The Department's most valuable resource is its over 1,000 employees. Each employee is important in the overall operation and daily functions of the Department.

The Sheriff's Department is funded by a combination of revenues including federal and state reimbursements for housing prisoners, trial court funding, fees from the service of civil process, work orders from other City departments, and the General Fund. The Department also aggressively pursues federal, state and private grant funding to expand and enhance its services to prisoners.

The Department's budget for fiscal year 2009-10 is \$171 million. General Fund support represents 83 percent of the budget, 13 percent is work orders with other City departments, and the remainder is fees for service and grant funds.

Department personnel costs are the largest portion of the budget, approximately \$130 million. Other significant drivers are services of other departments (\$7.5 million, of which \$3.7 million is workers compensation), debt services associated with the construction of the new jail at San Bruno (\$9 million), contractual services including jail and community program grants, facilities rent and maintenance services (\$15 million) and materials and supplies, which is almost entirely food and items for prisoners (\$7 million).

As would be expected, the Custody Division is the largest in the Department, with 557 positions and a budget of \$95 million. Expenditures for jail and community programs are budgeted at \$15 million with 54 positions. Security and field services, including the courts and emergency preparedness, total 304 positions and \$37 million.

## Three-Year Strategic Outlook

The Sheriff's strategic objectives are as follows:

**In conjunction with the operation of the Jail Management System, collaborate with other City agencies and policymakers to determine and implement jail population strategies that will address appropriate outcomes for prisoners in the county jails.**

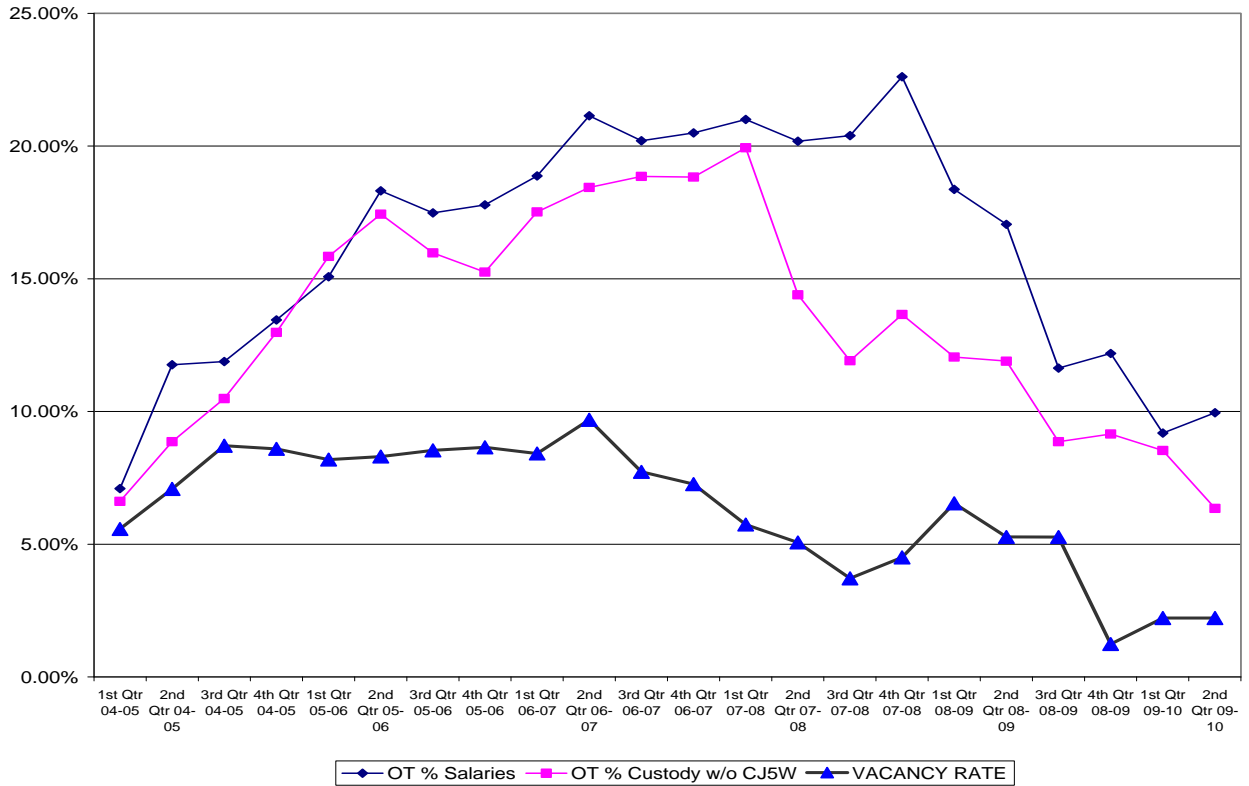
The Sheriff's Department continues maintain sufficient housing by opening housing units at CJ#6 to avoid overcrowding in other facilities. During the 2009-2010 budget process, the Sheriff's Department received resources to open two housing units at CJ#6 as well as resources, to expand electronic monitoring and to increase community program services as alternatives to minimizing the number of housing units opened at CJ#6. Due to local drug enforcement actions, the prisoner population has increased to levels requiring the opening of up to five housing units since August 2009. This has required the Sheriff's Department to staff on overtime for the additional housing units.

As part of the 2010-2011 budget process, the Sheriff is working with representatives from the Mayor's Office, the Board of Supervisors, and the Controller, along with other criminal justice agencies, to identify operational efficiencies which could result in expenditure reductions.

This effort will be greatly aided by the Sheriff's new Jail Management System (JMS), which will replace the City's existing Court Management System (CMS) and significantly improve data collection and management opportunities. JMS went live in December 2009. Once the system is fully implemented, the Sheriff will have considerably more information on both the jail population and community program participants.

**Move towards staffing all the county jails with minimum reliance on the use of overtime.**

In 2009-2010, the Sheriff received sufficient funding to hire 40 recruits. This allows the Department to hire more deputies than are lost to attrition over the course of the fiscal year. The Department does not plan to hire additional staff in 2010-2011 due to budget constraints. There is a direct correlation between the availability of sworn staff and the rate of overtime expenditures as shown in the chart below.



**Receive adequate funding to aggressively recruit deputy sheriff candidates.**

The Department has one Deputy Sheriff assigned to recruitment, and a small budget for recruitment activities (advertisements, travel to job fairs, etc.). Because the demand for recruits far outstrips supply, there is much competition in this area. While additional funding continues to be needed to have a more effective presence in this marketplace, even with such limited support, the Department has achieved its hiring target for 2009-2010.

**Continue funding for No Violence Alliance (NoVA) Project and expand this and other re-entry services to more neighborhoods and other populations. Continue funding for the Women’s Resource Center for re-entry services for female ex-offenders.**

The No Violence Alliance (NoVA) Project is one of several initiatives funded by Board of Supervisors’ supplemental and add backs in prior fiscal years. The program is voluntary, and assists violent ex-offenders in the communities of Bayview Hunters Point and the Western Addition. The program began accepting clients in October, 2006 and reached capacity within three months.

In January 2010, the Sheriff received an independent evaluation of the NoVA Project. The twelve month study, which tracked NoVA participants and a comparison group, found that participation in NoVA results in statistically significantly decreased post-release arrests, post-release violent charges, and post-release convictions. NoVA participants are significantly less likely to be charged with a new violent crime or to be convicted of a new offense after release, highlighting NoVA's effectiveness in decreasing ex-offenders' likelihood of re-involvement with the criminal justice system.

Recidivism: Prior to coming to the NoVA Project, participants averaged 26 arrests in their criminal history. The study found that of the 259 NoVA participants, only 55% were rearrested while 85% of the comparison group was rearrested. Comparison group members were three times (53%) as likely as NoVA participants (17%) to be rearrested for a violent charge. Only 1% of NoVA participants were convicted of new violent crime.

Program Outcomes: Of the NoVA participants attending literacy classes, 82% reported improved reading skills and 83% report improved writing skills. Half of NoVA participants reported working more now than in previous times in their lives. More than half reported higher employment incomes than they had earned prior to NoVA. Almost one-third reported that they decreased or stopped taking drugs.

Cost Effectiveness: While the study did not include a cost-benefit analysis, through June 30, 2009, spending for the NoVA Project from local and state funding totaled \$2,408,000, or approximately \$6,900 per client per year. This compares very favorably with the cost of incarceration, which averaged \$140/day during the same time period, or nearly \$51,100 per prisoner per year.

The Sheriff's Department continues to fund the on-going evaluation of the NoVA Project and this year expanded its evaluation efforts to include other Department jail and community programs. Once JMS data is available, it will be much simpler to accumulate the information needed for these enhanced evaluations. In 2009-2010, the Department will also initiate an evaluation of the effectiveness of the Five Keys Charter High School on recidivism rates.

**Increase in-custody services for prisoners to reduce recidivism and provide meaningful alternatives to a life of crime.**

As part of the 2009-2010 budget, the Sheriff's Department received additional funding to increase programs for prisoners in the jails. Additional programming is not only essential for prisoner management, but it improves outcomes for program participants. These programs are also linked with the NoVA Project, to provide a seamless transition from jail to community.

Expansion of other in-custody and jail community programs can also reduce recidivism rates by engaging prisoners and ex-offenders in suitable and productive alternatives. Additionally, the Sheriff's Department is working closely with Adult Probation, particularly in coordination with other re-entry efforts, to expand Five Keys Charter High School educational services both in- and out-of-custody.

**Acquire adequate staffing to monitor prisoner telephone conversations in developing intelligence regarding potential criminal behavior.**

Under certain circumstances the Sheriff can record conversations conducted by prisoners using the prisoner telephone system. In the past, Sheriff's staff has monitored certain conversations at the request of the San Francisco Police Department. This labor-intensive program has developed credible information leading to successful criminal prosecutions. However, the Sheriff does not currently have sufficient dedicated staff to provide the level of monitoring which would be of most help in these prosecutions. Without such staff, the Department can only spot check conversations.

## Customer Service

**Customer Service Definitions:** The Sheriff's Department provides three very different functions, custody, security, and civil processes. Each function has a different set of customers and corresponding procedures. In the first section, regarding customers of the Department's custody- and court-related services, most of the external customers are part of the criminal justice system. In the second and third sections, regarding building security services and civil processes, the Department's external customers are much more broadly arrayed.

### I. CUSTODY AND COURT SERVICES

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
PUBLIC				
General Public	Served to the extent that the jails keep dangerous people from harming innocent citizens.	The Sheriff, as an elected official, meets frequently with members of the general public. All staff is instructed to appropriately direct inquiries as needed.	No formal process – the Controller's Office surveys the public for sense of safety.	The Sheriff through an Internal Affairs investigations unit addresses any complaints from a member of the public promptly.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Media	Print, radio, television.	All media inquiries are directed to the Sheriff's Chief of Staff for prompt response.	Determined by outcome of media activity.	The effectiveness of the Department's response is seen in the quality of media coverage.
SUPPORT				
Grantors and Funding Agencies	Foundations, federal and state agencies.	All grantor requests, audits, and other inquiries are addressed promptly.	Determined by continued funding.	Continued training in grant writing and maintaining good relationships with funding agencies.
Board of Supervisors and Mayor	The chief policy makers and funders for the Department budget.	Addressed immediately and thoroughly to the extent possible.	Determined by continued support for Sheriff's initiatives.	Proactive compliance with directives, policies and initiatives of the offices.
REGULATORY				
Corrections Standards Authority	Audit compliance with jail regulations.	Addressed immediately and thoroughly to the extent possible.	Written reports from CSA.	Continued compliance with regulations.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Fire and Health Departments	Audit safety and health compliance.	Addressed immediately and thoroughly to the extent possible.	Written reports from inspectors.	Continued compliance with regulations.
<b>CRIMINAL JUSTICE SYSTEM</b>				
Judges	Judges and commissioners in civil and criminal courts.	Each criminal court and most civil courts have a bailiff in the chambers whenever the judge is present to respond to requests.	No formal survey process.	Continue to meet the needs of the courts.
Prosecuting and Defense Attorneys	Public and private attorneys in the courtrooms and visiting prisoners in the jails.	There are specific guidelines for jail visitors, as well as specific complaint processes.	No formal survey process.	Continue to provide appropriate access to prisoners.
Police Agencies	Police officers bring arrestees to Sheriff's Intake and Release Center for booking.	Department provides 24-hour service. Any complaints are handled through the chain of command.	No formal survey process.	The Department attempts to promptly process all prisoners.



<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Families	Family members of prisoners in custody.	The Department has a formal grievance process.	No formal survey process.	The Department attempts to address all inquiries as quickly as possible.
Clients	Persons in the custody of the Sheriff.	The Department has a formal grievance process for all prisoners.	No formal survey process. However, since incarceration is supposed to be a deterrent, satisfaction is not a goal for these customers.	The Department has a number of performance measures related to custody.

<b>INTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Staff	Employees of the Sheriff's Department.	Each collective bargaining agreement includes formal processes.	No formal survey process.	The Sheriff conducts exit interviews with employees leaving the Department.

## II. SECURITY SERVICES

The Sheriff provides building security for City Hall, the Department of Human Resources, the Department of Human Services, the Emergency Communications Center and the Community Assessment and Referral Center. The Charter also tasks the Sheriff with providing security for City elections. In 2002-03, the Sheriff assumed responsibility for the Institutional Patrol function at San Francisco General Hospital, Laguna Honda Hospital, and Department of Public Health buildings. The customer base for these services differs somewhat from those served in the jails and courts. There is significantly more public contact in these buildings. The following table presents the customers of the Sheriff's security function.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
PUBLIC				
General Public	Visitors to City buildings.	Security staff is all trained in customer service techniques. Complaints are directed to the Sheriff for prompt investigation.	No formal survey process.	Function is continuously reviewed for improvement.
Special Interest Groups	Groups addressing the Board of Supervisors or other public body.	Security staff endeavors to proactively engage these groups to maintain order.	No formal survey process.	Function is continuously reviewed for improvement; after incident reports filed when appropriate.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Media	Print, radio, television.	All media inquiries are directed to the Sheriff's Chief of Staff for prompt response.	Determined by outcome of media activity.	The effectiveness of the Department's response is seen in the quality of media coverage.
Clients	Members of the public seeking services within the buildings under the Sheriff's control.	Department has formal grievance procedure with time frames.	No formal survey process.	Function is continuously reviewed for improvement; after incident reports filed when appropriate.

<b>INTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Staff	Employees of the Sheriff's Department.	Each collective bargaining agreement includes formal processes.	No formal survey process.	The Sheriff conducts exit interviews with deputies leaving the Department.
Other City Departments	Staff of other City departments in buildings secured by Sheriff.	Security staff is all trained in customer service techniques. Complaints are directed to the Sheriff for prompt investigation.	No formal survey process.	Function is continuously reviewed for improvement.

### III. CIVIL PROCESSES

The Civil Section of the Sheriff's Department enforces all civil judgments of the courts, including evictions, wage garnishments and attachments of assets, and temporary restraining orders. The Sheriff's eviction assistance program works each week to prevent families, seniors, and disabled individuals from becoming homeless as a result of an eviction. Following are the processes associated with the Civil Section's customers.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Civil Litigants	Civil litigants bring court documents, including summons, complaints and judgments to Civil Division for service.	Civil Division is open to customers from 8:00 am to 5:00 pm, Monday through Friday except legal holidays. Any complaints are handled through the Department's chain of command.	No formal process.	Service of process achieved in a timely manner.
Superior Courts of San Francisco	Civil Division is the agent of the courts in performing all judgments of the Civil Courts.	Litigants convey court orders to the Civil Division. Any complaints are handled through the chain of command.	No formal process.	Successful litigants are restored in a timely manner.

<b>EXTERNAL CUSTOMERS</b>	<b>Definition</b>	<b>Complaint/Request for Services Process</b>	<b>Customer Satisfaction</b>	<b>Service Benchmarks</b>
Civil Evictees	Civil Division's Eviction Assistance Program provides referrals and direct assistance to people facing eviction.	Property owners seeking eviction enforcement must complete a form informing the Civil Division of any evictees who may face homelessness. Any complaints are handled through the chain of command.	No formal process.	Evictions performed in a timely manner with no evictee left homeless.
Persons seeking domestic violence restraining orders.	Civil Division serves domestic violence restraining orders at no charge.	Persons seeking such orders bring them to the Civil Division. Any complaints are handled through the chain of command.	No formal process.	Service of domestic violence restraining orders completed in a timely manner.

## **Performance Evaluation**

The following four pages list and describe the Sheriff's performance measures, presenting actual statistics for 2007-2008 and 2008-2009, and projected measures for 2009-2010 with target measures for 2009-2010 and 2010-2011. The measures are organized by program and goals, and present details for each measure.

## SHERIFF - Department Performance Measures

### Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
<b>COURT SECURITY AND PROCESS</b>					
Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco					
• Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	n/a	6	0	0	0
<b>CUSTODY</b>					
Provide for the secure and safe detention of persons arrested or under court order					
• Cost per jail day calculated according to State guidelines for Daily Jail Rate	n/a	\$128	\$126	\$143	\$145
• Average daily population (ADP)	n/a	1,996	2,053	1,861	2,039
• ADP as a percentage of rated capacity of jails	n/a	105%	100%	85%	90%
• Number of successful escapes	n/a	0	0	1	0
• Number of inmate vs. inmate altercations	n/a	226	0	366	0
• Number of inmate vs. staff altercations	n/a	100	0	87	0
• Number of deaths	n/a	6	0	4	0
• Number of suicide attempts prevented	n/a	56	40	30	25

## SHERIFF - Department Performance Measures

### Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
<b>SHERIFF ADMINISTRATION</b>					
Maintain full employment capacity					
• Attrition rate	n/a	5%	9%	1%	5%
Execute criminal and civil warrants and court orders					
• Number of attempts to serve/execute civil process	n/a	11,331	10,000	11,503	12,000
• Founded complaints received regarding service of civil process	n/a	4	2	3	0
• Number of pre-eviction home visits	n/a	544	500	453	500
• Number of eviction day crisis interventions	n/a	175	180	134	130
• Number of evictions executed	n/a	1,254	1,000	1,011	1,100
<b>SHERIFF FIELD SERVICES</b>					
Safely transport prisoners					
• Number of prisoners transported	n/a	45,550	42,000	37,657	47,383
• Number of major transport incidents	n/a	0	0	0	0



## SHERIFF - Department Performance Measures

### Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
<b>SHERIFF PROGRAMS</b>					
Provide education, skill development, and counseling programs in jail					
• Average daily number of prisoners in substance abuse treatment and violence prevention programs.	n/a	286	360	264	360
• Re-arrest rate for prisoners in jail programs	n/a	n/a	n/a	n/a	n/a
• Average daily attendance of participants enrolled in charter school	n/a	212	225	282	260
• Percentage of students that pass the California High School Exit Exam.	n/a	19%	30%	19%	30%
Provide alternative sentencing options and crime prevention programs.					
• Average daily number of participants in community programs	n/a	243	245	282	290
• Hours of work performed in the community	n/a	99,464	90,000	75,504	80,000
• Value of work performed by participants	n/a	\$930,947	\$842,400	\$721,668	\$750,000
• Re-arrest rate for participants in alternative programs (compared to 55% for non-participants)	n/a	n/a	n/a	n/a	n/a
• Number of clients enrolled in community antiviolence programs	n/a	418	200	492	320
• Re-arrest rate for antiviolence program clients	n/a	31%	25%	26%	25%
<b>SHF-RECRUITMENT &amp; TRAINING</b>					
Hire, train and retain sworn staff					
• Number of new sworn staff hired	n/a	69	60	72	60
• Percentage of hired sworn staff who successfully complete probation after 18 months	n/a	86%	95%	96%	94%

## SHERIFF - Department Performance Measures

### Performance Measures

	2006-2007 Actual	2007-2008 Actual	2008-2009 Target	2008-2009 Actual	2009-2010 Target
<b>DEPARTMENT-WIDE/OTHER</b>					
All City employees have a current performance appraisal					
• # of employees for whom performance appraisals were scheduled	n/a	963	1,018	1,071	1,043
• # of employees for whom scheduled performance appraisals were completed	n/a	780	1,018	811	1,043