



City of Del Mar Staff Report



TO: Honorable City Council Members
FROM: Scott W. Huth, City Manager
DATE: June 16, 2014
SUBJECT: Staff and Sheriff Reports on Law Enforcement Performance Plan

REQUESTED ACTION/RECOMMENDATION:

Receive the report and provide direction to staff.

DISCUSSION/ANALYSIS:

Scheduled for the June 16, 2014 City Council meeting is a discussion of the Law Enforcement Performance Plan approved by Council at the January 21, 2014 meeting, as well as a discussion of performance measures that can be used to determine the plan's success.

Information regarding this item is contained in two separate staff reports. The first report provides an overview of the Performance Plan by staff and a discussion of performance measures.

The second report was prepared for by Sheriff's Captain Theresa Adams-Hydar. This report also addresses the Performance Plan and provides a detailed analysis of response times, a discussion and analysis of beat factor (amount of time Deputies are present in the community), and additional information regarding the Reserve Sheriff Program and use of the Detective.

FISCAL IMPACT:

There is no fiscal impact from considering this report.

ENVIRONMENTAL IMPACT:

This action does not constitute a "project" within the meaning of CEQA in that it has no potential to cause either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment, and therefore does not require environmental review.

City Council Action:

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ATTACHMENTS:

Attachment A –Report from City Staff - Update on Law Enforcement Performance Plan

Attachment B – Report from Sheriff’s Department - Law Enforcement Work Plan Items



City of Del Mar Staff Report



TO: Honorable City Council Members

FROM: Mark Delin, Assistant City Manager
Via Scott W. Huth, City Manager

DATE: June 16, 2014

SUBJECT: Update on Law Enforcement Performance Plan

REQUESTED ACTION/RECOMMENDATION:

Receive the report and provide direction to staff.

DISCUSSION/ANALYSIS:

In its meeting of November 18, 2013, the City Council received the Final Report of the Evaluation of Law Enforcement Services for the City of Del Mar prepared by Ralph Andersen and Associates. The report examined the current Sheriff's contract in terms of coverage and costs, and comparability with other jurisdictions. The report was prepared at the direction of the City Council based upon input from the City's Finance Committee. In addition to the financial review, the report contained 11 recommendations relative to ways to improve the delivery of law enforcement services under the existing contract, and also contained alternatives for the City to consider other than continuing with law enforcement services under the existing contract. The Council gave staff direction in two areas: 1) return in January with a plan to implement the recommendations over the course of the upcoming year; and 2) return in six months with a set of metrics with which performance can be tracked and evaluated.

Regarding the first item, staff evaluated the 11 recommendations in a follow up report to Council on January 21, 2014, and distilled them into a performance plan which focused on three primary areas: 1) Visibility and Connectivity; 2) Improvement of Coordination and Communication with City Departments; and 3) Customer Service and Response Times. Staff created an action plan around these three categories. The plan contained a series of objectives to be accomplished within the first month and within three months, with the objective to be able to improve both service delivery and the public's perception of service delivery, and develop metrics through which this reasonably can be measured. This plan was approved by Council in its January 21, 2014 meeting, and is attached as Attachment A.

City Council Action:

The second request for staff follow up is a discussion of measures for performance evaluation. Staff has identified the following as items that can be measured for follow up:

- 1) Implementation of Workplan Items;
- 2) Response times for Priorities 1 through 4 calls;
- 3) City Crime Rates; and
- 4) Crime Clearance Rates.

The implementation measures are discussed as follows:

1) Implementation of Workplan Items

The most easily measurable item is the degree to which workplan items have been implemented. Implementation takes the participation, coordination, and cooperation of all parties. The workplan items are being successfully achieved as indicated in the following table.

<u>Table 1 - Law Enforcement Workplan Items</u>		
<u>Item</u>	<u>Current Status</u>	<u>Followup</u>
City Seal on Primary Vehicles Used in Del Mar	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • N/A
Law Enforcement Presence on Website	<ul style="list-style-type: none"> • Enhanced by City as a part of an overall increased description of public safety services. • Enhanced reporting of crime statistics by Sheriff, and information related to crime prevention added as available. 	<ul style="list-style-type: none"> • N/A
Acquire 2013 Response Data	<ul style="list-style-type: none"> • Completed • Staff working with Sheriff to evaluate data for appropriate, and seeking additional data. , but under review by new Captain 	<ul style="list-style-type: none"> • To be reviewed with Captain and/or analyst • In addition to average response time data, median data has been requested by June, 2014.
Coordination between Sheriff Dept. and other City Public Safety Departments	<ul style="list-style-type: none"> • Monthly Coordination Meetings have been implemented • Format is “think tank” regarding coordinating enforcement, safety, training 	<ul style="list-style-type: none"> • Meetings to continue on regular basis
Co-Training Opportunities	<ul style="list-style-type: none"> • Underway – both Ranger and Community Services staff attended Sheriff radio communication training. • Adam deployed with Sheriff in Fire response. 	<ul style="list-style-type: none"> • Additional training opportunities are being identified – City has offered cliff rescue and dive team training to Sheriff. • Joint Enforcement Training starting with Ranger Ride Along with Sheriff in June & July.
Radio Communication Issues	<ul style="list-style-type: none"> • Completed. • Communication practices resolved between Sheriff, Lifeguards, Parking, Fire, etc. 	<ul style="list-style-type: none"> • To be monitored for continued success

Sheriff Customer Service Survey	<ul style="list-style-type: none"> • Sheriff Survey Completed with positive results (Attachment B). Results shared with Finance Committee • Future City survey will incorporate Sheriff Service questions 	<ul style="list-style-type: none"> • Additional follow up questions to be incorporated into City survey • Survey start-up in August, 2014
Deployment of Patrol and 40-hour/week Traffic Deputies	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • To be adjusted as needed, and to be coordinated with Community Services and Ranger
Detective – Review of Workload and Assignments.	<ul style="list-style-type: none"> • Studying field deployment opportunities • Researching red-light ticket review alternatives • Cost allocation change presented to CLETAC group and not accepted 	<ul style="list-style-type: none"> • Reports on investigative case load • Review findings and make decision

Response Times

Performance Goal – Reduce response times across all categories. Develop reasonable response standards for Priority 3 and 4 calls.

[Note: A very detailed discussion of response times is contained in the staff report by Sheriff’s Captain Adams-Hydar].

Crime Rates

Performance Goal – Reduce Crime Rate

In general, crime is low and Del Mar is a safe place to live. A key strategy in reducing crime is to inform the public to be diligent in protecting their property and to be aware that Del Mar is a place that receives many visitors, both to the Fairgrounds and beaches. A large amount of transient and cut-through traffic exposes the City to criminals that commit “crimes of opportunity” with poorly-secured vehicles, purses, and smart phones left on automobile seats, etc.

Crime rates have been selected as a performance metric because low crime is a good indicator of effective policing. The Sheriff’s Department prides itself on Intelligence Led Policing (ILP), which relies on its involvement with the community to decrease crime levels. In a recent meeting with the Contract Law Enforcement Technical Advisory Committee (CLETAC), the Sheriff noted that the CLETAC cities fared better than individual City police departments in reducing crime. The Sheriff directly attributes this reduction to the ILP program.

While the SANDAG Annual Crime Bulletin provides a good basis of comparison of crime rates, Del Mar often does not have a high enough occurrence of crimes to be represented in the reports.

Crime Clearance Rates

Performance Goal – Increase Crime Clearance Rate

How effective is the Sheriff in clearing crime cases and making arrests for crimes, such as auto and home break-ins? SANDAG provides reports on Violent Crime Clearance Rates, Property Crime Clearance Rates, and Property Recovery Rates. Clearance rates help measure the performance of the Crime Lab and the City's full-time detective. Clearance rates will be measured on an annual basis.

Next Steps

Integration

Continue to focus on the effective integration of safety staff with the Sheriff's Department and all other City Departments.

Detective Position

Staff is working together with the Sheriff's Captain to determine strategies for increasing the utility of the Detective position in the City. One possibility being researched is to move the Redflex traffic ticket review to the Park Ranger position in order to free-up additional Detective time. Another possibility is to station the Detective in Del Mar while doing the Redflex ticket review, as to permit him to respond to service calls.

Year-End Report

Staff will return with Calendar Year 2014 CAD and crime data when it is available during the first part of 2015 to report on progress in achieve the City's Law Enforcement Workplan goals and performance measures

FISCAL IMPACT:

There is no fiscal impact from considering this report.

ENVIRONMENTAL IMPACT:

This action does not constitute a "project" within the meaning of CEQA in that it has no potential to cause either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment, and therefore does not require environmental review.

PRIOR COUNCIL ACTIONS:

The City Council received the Final Report on Law Enforcement Services on November 18, 2013. At its meeting of January 28, 2013, Council received a presentation from the City's Finance Committee regarding the City's current contract with the San Diego County Sheriff for law enforcement services, and also were presented with staff's work

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plan for implementing the recommendations from the Final Report on Law Enforcement Services. In its June 2, 2014 meeting, Council received a report from Captain Adams-Hydar on the SANDAG Crime Report.

Attachment A – Law Enforcement Workplan
Attachment B – Sheriff Customer Service Survey

DRAFT**Del Mar Law Enforcement Action Plan****January 21, 2014****1. Visibility and Connectivity**

This work task relates to improving the visibility of the Sheriff in the Community and connecting the Sheriff with the community through improving communication between residents, businesses and City staff.

One-Month Goals

- A. City seal to be placed on vehicles that are regularly patrolling Del Mar. To be completed by March 1st, 2014.
- B. Revise the Patrol and Beat Plan with goal of expanding coverage of high-impact areas (business and Beach areas) and increasing foot patrols and communication with residences and businesses in these areas.

Schedule: The Sheriff currently uses a combination of foot and vehicle patrols to monitor safety throughout the Community. Direction has been given to increase foot patrol and to focus on the following:

- 1. Foot patrols - Once per beat (days) Deputy will conduct a foot patrol on – Camino del Mar - 11th through 15th Streets and 15th Street between Camino del Mar to Seagrove Park
 - 2. Visit with businesses – hear their safety concerns, provide security inspections – make contact with at least half the business owners within 30 days the remaining Business over the remaining two months
- C. Vehicle patrols – Direction has been given that while performing vehicle patrols that additional focus is given to Camino del Mar, Ocean Front, Coast Boulevard, Stratford, and Beach Colony. This direction is consistent with where we are seeing criminal activity and calls for service.
 - D. Law Enforcement Presence on Website – The sheriff's service and contact information was added to the City's web site last month and will be expanded as part of our web site upgrade. The Sheriff will be preparing crime tips, reports, bulletins, safety information to provide to the public on a regular basis. In addition, the Crime Prevention Unit at the patrol station has created a Facebook page to disseminate information specific to Del Mar since some people prefer communicating through Facebook.

Three-Month Goals

- A. Encourage Residents to become active in Del Mar Sheriff's volunteer patrol program and neighborhood watch programs

Continue to solicit interest from the community in participating in the Del Mar Sheriff's volunteer program and Del Mar's neighborhood watch programs and develop a plan to implement neighborhood watches in interested areas of the City.
- B. Develop plan for a Citizen advisory group whose purpose would be to engage the Del Mar Sheriff's Department and other City Departments that provide law enforcement service in constructive dialogue regarding law enforcement issues and concerns in our Community. This is

envisioned as a group that the City Council would appoint members to represent different parts of our Community.

This proposal is building off of Citizens Advisory Group (CAG) process that is a part of the Sheriff's Information Led Policing (ILP) initiative facilitated by the San Diego Sheriff's Department to provide citizens with opportunities to engage their Sheriff's Department in constructive dialogue regarding law enforcement issues and concerns. The CAG is based on the recognition that members of the communities, including our youth, are an integral part of this ILP strategy, that their insights and perspectives can assist Sheriff's Deputies control and prevent crimes in the communities that they serve. CAGs can foster a greater sense of ownership on the part of the citizens and a greater sense of collaboration with law enforcement officials. Each Station/Substation will have a CAG composed of the Station/Substation Captain/Lieutenant and a minimum of four citizens from diverse backgrounds (i.e.: social, economic, religious, etc.) from their area command and one member of the youth in their area who will serve on the CAG based on their ability to provide insights and input regarding law enforcement issues in their communities.

2. Improve coordination and communication with Sheriff's Department and City Departments

The goal of this section is to better integrate the Sheriff staff into City departments. In addition to law enforcement services, the City has typically used contracts to fill certain staff functions such as the City Attorney, City Engineer, and contract fire management services through the City of Encinitas. It has been relatively easy to integrate these functions into the City staff because of the nature of the work has required close coordination in developing projects, or in the management of programs. Integration with the Sheriff's department has been more difficult in the past because the Sheriff's department employees typically do not work side-by-side on projects or program management with City employees, and much of the work that they do is directed by calls received from centralized dispatch that does not go through the City. That said, however, there is a great deal of synergy that is possible by better coordinating safety services within the City.

In addition to its Sheriff services, the City receives public safety services from its Fire Department and Fire Management Services agreement, its Lifeguards, Park Ranger and Parking Officers in the Community Services Department, and from its Code Enforcement Officer within the Planning Department. Together this group makes a powerful team of public safety professionals that can accomplish more by working effectively together. The goals and timelines for this section are outlined as follows:

One-Month Goals

A. Sharing of Staff Schedules:

1. Sheriff to provide the City with the schedule of who is on duty each day, the City will provide a cell phone that will be carried by the Del Mar patrol Deputy each shift. The cell phone number will be provided to City Staff.
2. Community Services to provide Lifeguard, Park Rangers and Parking Officer schedules and contact information to the Sheriff's Department.

B. Monthly Coordination Meetings

1. On a monthly basis (or other interval as may be determined), City and Sheriff Staff will meet to discuss areas of mutual concern and how best to plan for upcoming safety needs including planning for large events that impact the City. It is anticipated that the first meeting will focus on communication between the departments.

C. Radio Communication

1. Agency staff will coordinate the use of 800 MHz radio communication to improve the speed and effectiveness of service delivering and will work out protocols to provide contact lists and contact information of respective safety staff on duty each day.
2. Radio and radio communication training for City staff. The Sheriff's Department will develop a "cheat sheet" that will be a reference document for staff and will help guide them in appropriate radio channels to utilize during different types of incidents.

Three-Month Goals

- A. Schedule trainings of mutual benefit to safety staff, and make it available to all relevant safety personnel, irrespective of agency. Suggested topics are radio communication, emergency response, rescue, etc. Training may be performed by the Sheriff as well as City staff.
 1. Training will be monthly or as needed with safety staff
 2. Training will be as needed for special events – to include the City Manager
- B. Plan to use seasoned deputies – Sheriff will provide a management plan to ensure that whenever possible Del Mar receives Deputies that are experienced and will be comfortable in the low crime environment we have in Del Mar.
 1. Introduce new deputies to staff and get them connected into the City

Every new Deputy should be introduced to staff and prior to the end of the first month of assignment to Del Mar. Overtime of Sheriff Personnel may be approved to be paid by the City to accommodate these meetings prior to shift end or beginning for night personnel.

The City will develop an orientation packet for Deputies, which will include diagrams and photos of City facilities, names, titles, photos and responsibilities of City staff as well as contact information for City employees.

3. Customer Service and Response Times

Metrics to track and evaluate the performance of public safety services will be developed over the next six months.

One- Month Goal

Sheriff to provide the log of all call data for 2013 which includes receipt time, dispatch time, arrival on call time, an indication of which calls require backup, and the ultimate resolution of the call.

Three-Month Goals

Staff will use the information collected to determine

- A. How should data be tracked
- B. How should calls be coded – the goal of this analysis is to simplify the current priority 1, 2, 3 or 4 classification into something more understandable and obvious to the average person. The Sheriff's Department is working with their crime analyst to potentially

separate the calls into “high priority” and “low Priority” categories since just because a call is classified as a type 1 or 2 call that does not mean an immediate response is necessary.

C. Possible metrics to be provided to Council

1. Call volumes?
2. Minutes/year data? Calls for service data
3. Investigative workload data
4. Response times
5. Crime reports

D. Scheduling Patrol and Traffic Deputies

E. Deployment Schedule: Continue to base our enforcement efforts on what our customer and Community needs are and what our crime stats and data are indicating.

1. Day Shift

- a. Morning rush hours – CDM, Via de la Valle, Jimmy Durante
- b. Evening rush hours – 4-5:30 Camino del Mar
- c. Beaches – afternoon
- d. Businesses – morning – do check-ins

2. Night – shift

- a. City buildings should be checked twice per shift for suspicious activity
- b. Bars on the 15th street corridor should be patrolled starting at 6-7 p.m., with the north beach to be patrolled in evenings

F. Customer Service Survey: The Sheriff's Department is currently performing a service survey via our web-site. Data will be collected and used to help formulate and guide additional service improvements. Staff will also use the results to help guide the Sheriff's Service portion of the City Wide Customer Service survey that is going out to the Community in April/May time period. Staff is also collecting feedback for survey questions from the Finance Committee specific to the Sheriff's service per previous City Council direction. Draft survey to go to City Council for final approval. Data from this survey will be used to bench mark service levels and as a basis for discussions with City Council and the Community on service needs.

Recommendations Regarding Use of Detective

The Law Enforcement Study and recommendations to Council included several regarding the use of the Detective. The report indicated that the Detective should have a significant portion of time available to serve Del Mar in other capacities other than that of crime investigation. The report indicated several suggestions that the City will examine as a way to make this position more effective for the City.

- A. Evaluate data regarding the Detective workload to verify the information in the report that the Detective is not fully being utilized in Del Mar.
- B. Convert any available unallocated time to patrol. When not involved in investigating crimes for Del Mar or doing Redflex red-light ticket review, the Detective should be on patrol duty in Del Mar
- C. Location of Detective – The City has a workspace with a working computer in the existing Sheriff/Ranger office at City Hall. If possible the Detective should perform routine office work in Del Mar. This action will allow the Detective to be more available to the community in general.
- D. Redflex – The Sheriff has indicated that Redflex ticket review requires one-half of the Deputy's time. This is not cost effective for the City, and runs the entire camera program into the negative. The Station Captain or designee is requested to research review options and help the City develop other review strategies.
- E. Examine possibilities for allocating certain positions out of the Encinitas station such as the Detective based upon:
 - 1. call volume for deputies
 - 2. Investigative case load
 - 3. Allocations based upon overall labor (such as is allocated in the Sheriff's cost allocation plan).

Reporting: Staff will be formally reporting back to the City Council on these items and the results of any information found in the data analysis in six months.



San Diego Sheriff's Department

Law Enforcement Community Survey 2013
City of Del Mar

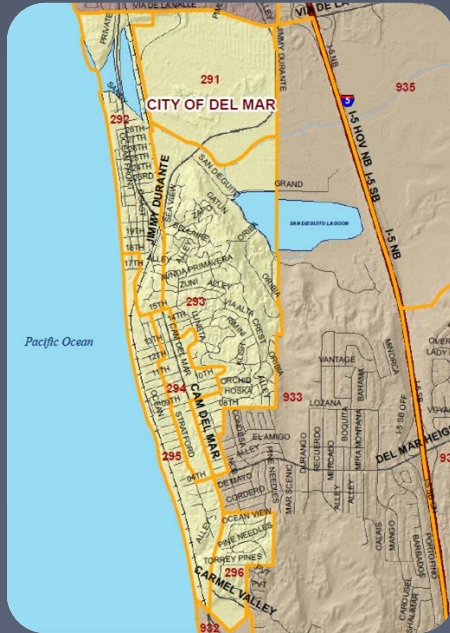


EXECUTIVE SUMMARY

This survey was conducted to see how residents of the Encinitas Command perceive their level of safety and how they rate the services provided by the Sheriff's Department. A total of **52** Del Mar residents responded.



OVERVIEW – Services



The San Diego Sheriff's Department provides law enforcement services to the City of Del Mar.

- Total service area for the City of Del Mar is 1.77 square miles
- Service area population
 - Total population of 4,194 in the City of Del Mar (Sources of Data: Population Data from SANDAG and Area in Sq Miles from SANGIS)

Q1- In which San Diego Sheriff's Department area do you live?

City of Del Mar

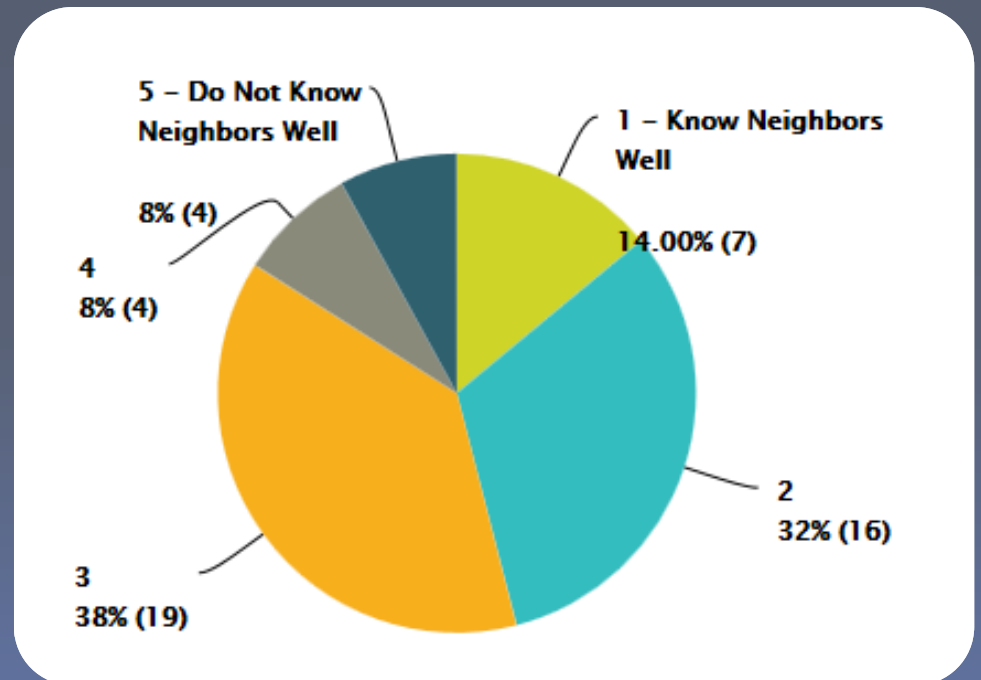
Answered: 52

Skipped: 0

Q2 - Please rate your neighborhood by how well you and your neighbors know each other on the scale below. "1" indicates that you believe most people in your immediate neighborhood know each other by name and often get together to socialize or discuss concerns, while "5" indicates that neighbors generally do not know each other by name and rarely, if ever, speak with each other. (Please select one)

Answered: 50

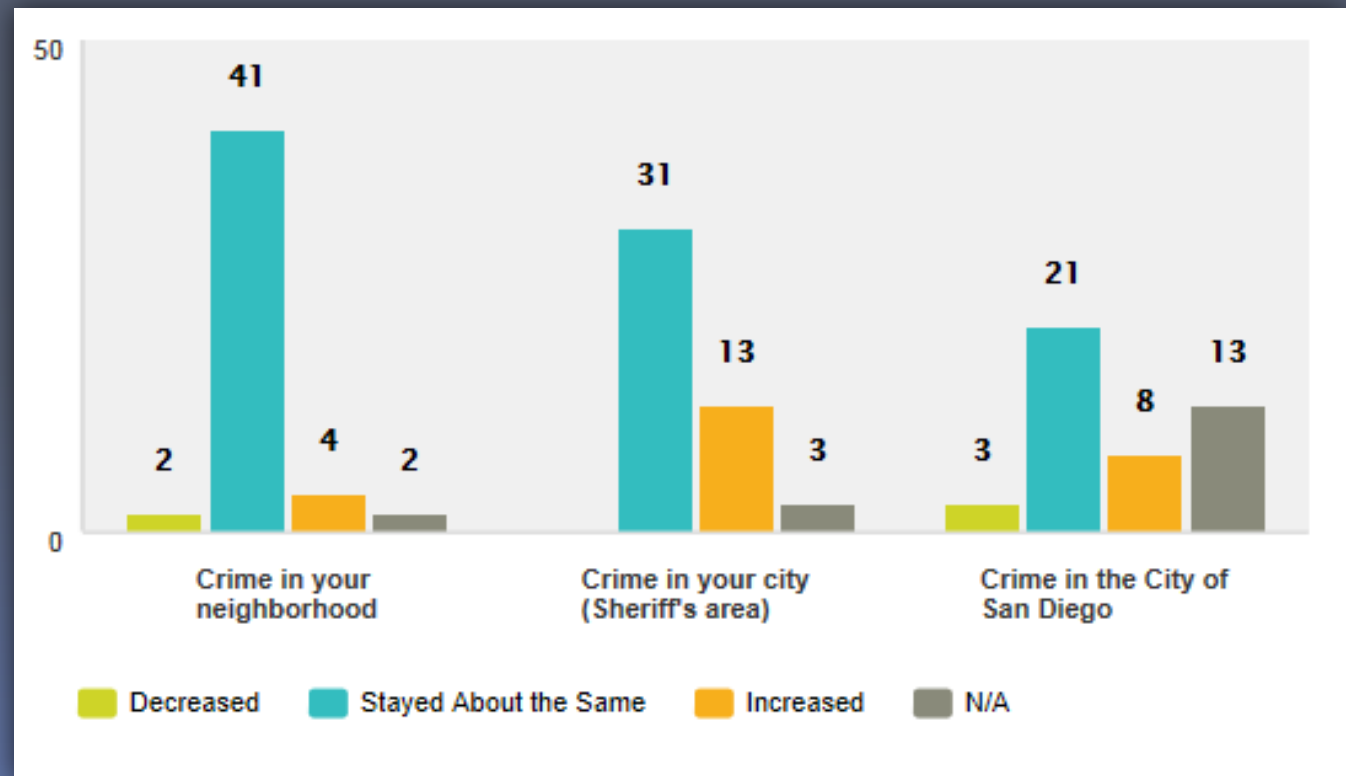
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Q3 - During the past year, do you think that crime in the following areas has decreased, stayed about the same or increased?

Answered: 49

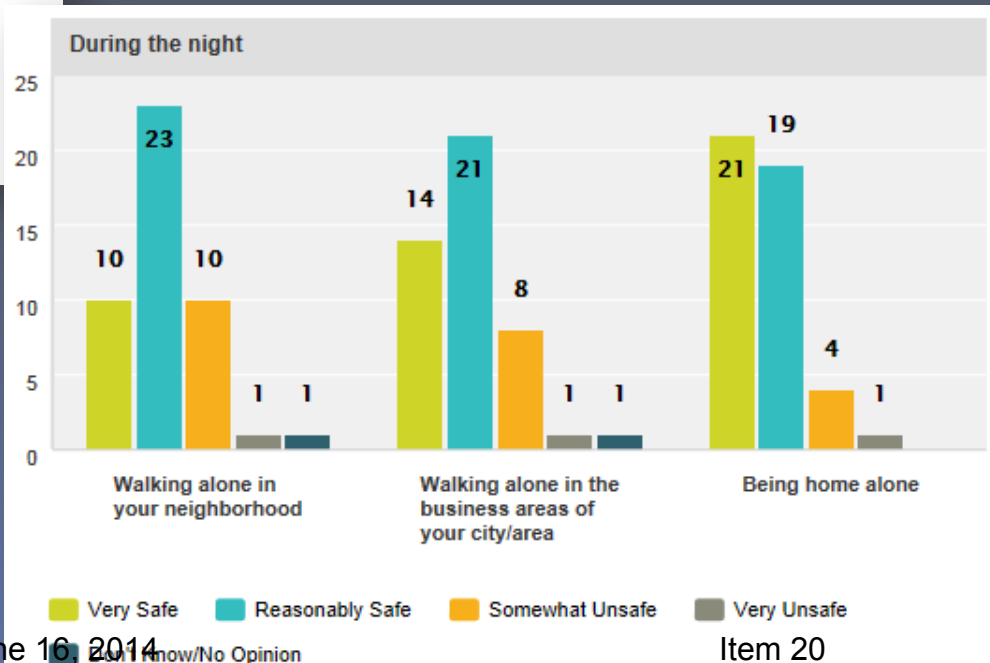
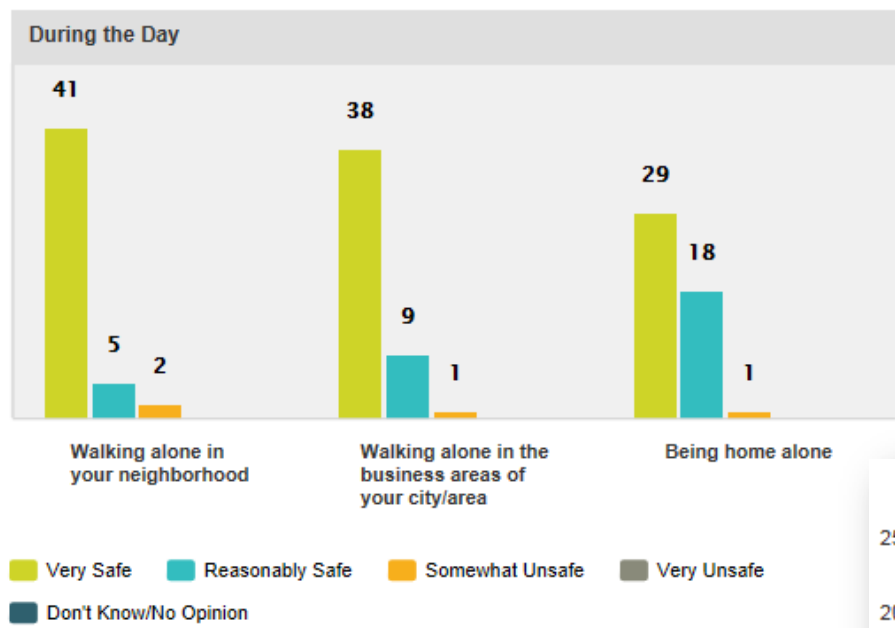
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Q4 - How safe do you feel in each of the following situations? For each situation, please select the response that best describes how safe you feel.

Answered: 48

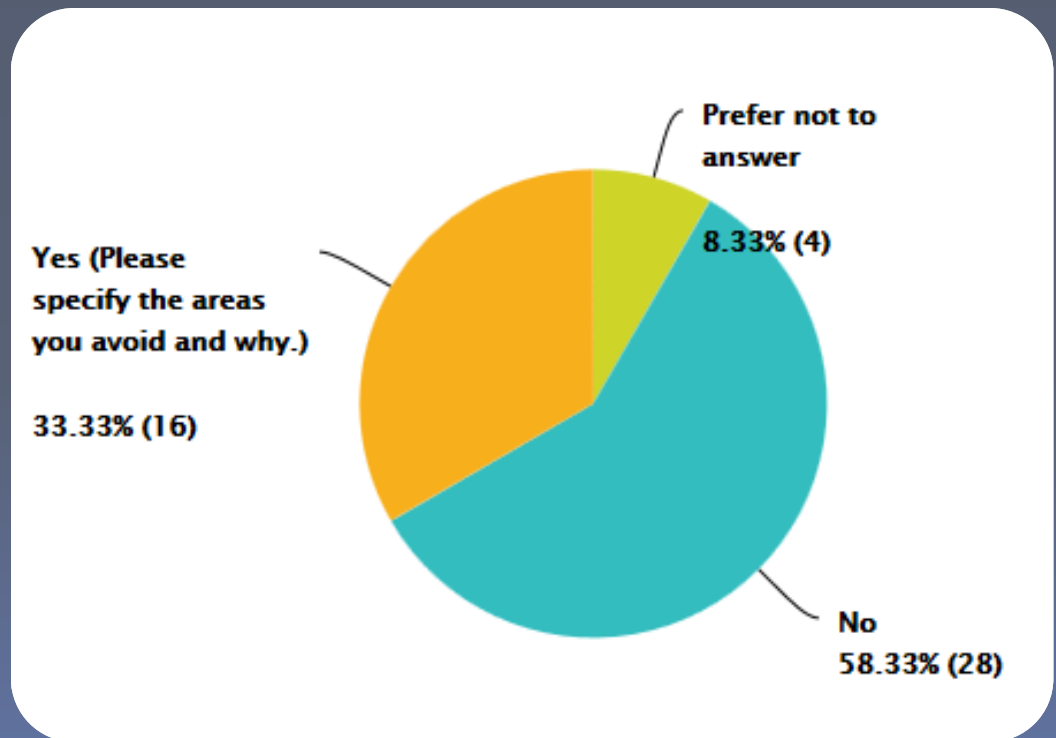
Skipped: 4



Q5 - Do you avoid any specific areas because you feel they are not safe? If yes, which areas do you avoid and why?

Answered: 48

Skipped: 4



Q6 - How concerned are you about the following issues in your neighborhood?

Answered: 45

Skipped: 7

	Not at all Concerned	Not too Concerned	Somewhat Concerned	Very Concerned	Don't Know/No Opinion	Total
Drug sales	40% 18	22.22% 10	22.22% 10	11.11% 5	4.44% 2	45
Gangs	46.67% 21	40% 18	6.67% 3	6.67% 3	0% 0	45
Illegal possession of firearms	35.56% 16	37.78% 17	13.33% 6	8.89% 4	4.44% 2	45
Public drunkenness	26.67% 12	35.56% 16	33.33% 15	4.44% 2	0% 0	45
Alcohol sales to youth	33.33% 15	28.89% 13	22.22% 10	8.89% 4	6.67% 3	45
Prostitution	55.56% 25	22.22% 10	6.67% 3	8.89% 4	6.67% 3	45
Transients	11.63% 5	37.21% 16	34.88% 15	16.28% 7	0% 0	43
Someone stealing from your home	13.33% 6	24.44% 11	37.78% 17	22.22% 10	2.22% 1	45
Getting mugged	35.56% 16	46.67% 21	13.33% 6	4.44% 2	0% 0	45
Identity theft	8.89% 4	22.22% 10	42.22% 19	26.67% 12	0% 0	45
Being assaulted	31.11% 14	42.22% 19	20% 9	6.67% 3	0% 0	45

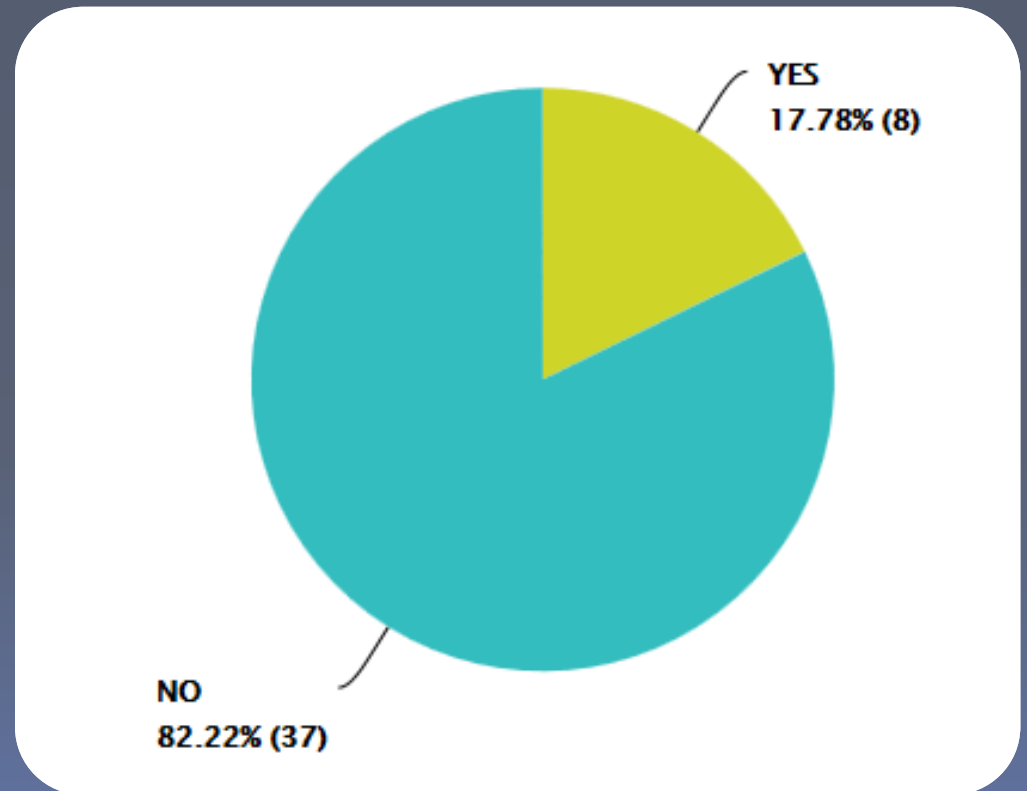
Q6 - Cont....

Auto theft	15.91% 7	36.36% 16	31.82% 14	15.91% 7	0% 0	44
Property stolen from your car	13.64% 6	29.55% 13	40.91% 18	13.64% 6	2.27% 1	44
Hate crimes	43.18% 19	31.82% 14	18.18% 8	4.55% 2	2.27% 1	44
Graffiti	31.82% 14	38.64% 17	18.18% 8	6.82% 3	4.55% 2	44
Traffic accidents	13.95% 6	34.88% 15	30.23% 13	16.28% 7	4.65% 2	43
Speeding vehicles	6.82% 3	25% 11	43.18% 19	22.73% 10	2.27% 1	44
Vehicles running red lights	18.18% 8	27.27% 12	29.55% 13	18.18% 8	6.82% 3	44
Noisy parties	27.91% 12	44.19% 19	23.26% 10	4.65% 2	0% 0	43
Other noise disturbances	30.23% 13	37.21% 16	20.93% 9	11.63% 5	0% 0	43
Bullying in schools	25% 11	25% 11	13.64% 6	9.09% 4	27.27% 12	44
Abandoned cars	45.45% 20	31.82% 14	13.64% 6	2.27% 1	6.82% 3	44
Condition of neighbors' residences	57.14% 24	21.43% 9	21.43% 9	0% 0	0% 0	42
Other (Specify Below)	7.14% 1	14.29% 2	21.43% 3	21.43% 3	35.71% 5	14

Q7 - Were you, or anyone in your household, the victim of a crime during the past 12 months?

Answered: 45

Skipped: 7



Q8 - How many times, in the last 12 months, were you or anyone in your household a victim of a crime?

Answered: 8

* 3 respondents had multiple incidents)

Skipped: 44

Q9 - What types of crime(s) were you or a member of your household a victim?

Answered: 8

Skipped: 44

CRIME TYPES:

ID THEFT (2)

PETTY THEFT (2)

VEHICLE BURGLARY (2)

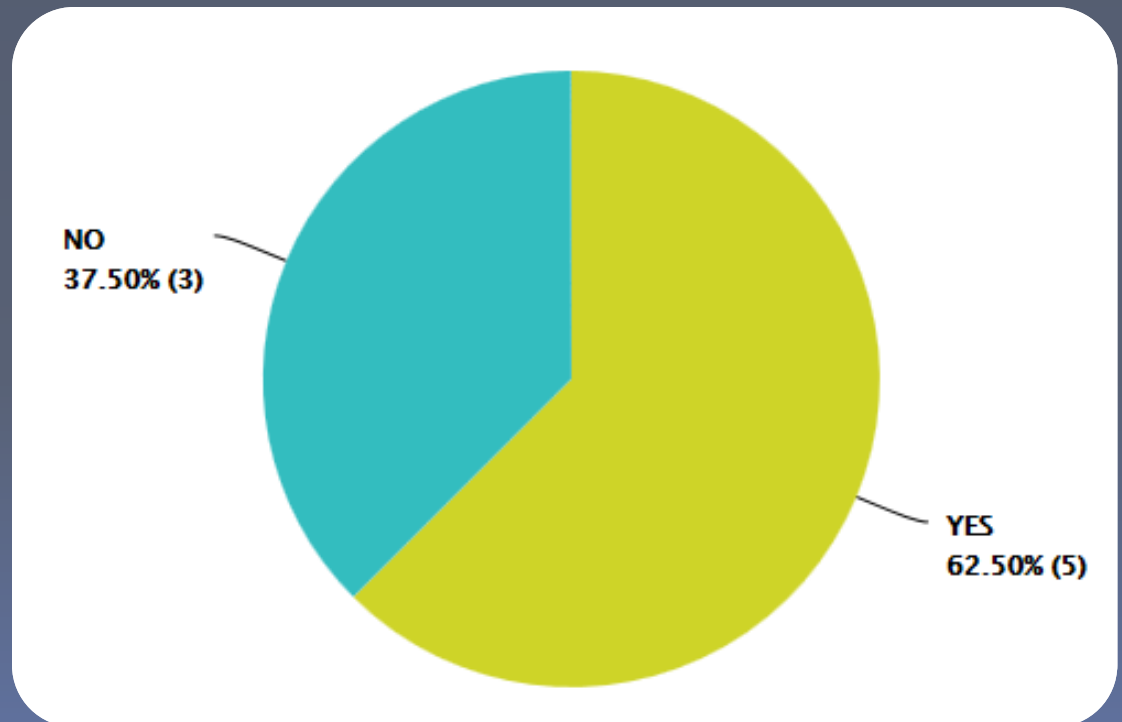
THEFT (1)

RESIDENTIAL BURGLARY (1)

Q10 - Did you report any of these crimes to the Sheriff's Department?

Answered: 8 ("Yes" 5, "No" 3)

Skipped: 44



Q11 - Have you, or anyone in your household, had contact with the Sheriff's Department during the past 12 months for any of the following reasons? (Please check all that apply) If not, please check the first box only then click Next below.

Answered: 44

Skipped: 8

Answer Choices	Responses
Have not had any contact with the Sheriff's Department in the past 12 months	40.91% 18
Phoned 9-1-1 to report an emergency	11.36% 5
Phoned Sheriff's non-emergency line to report a crime or report a problem	31.82% 14
Phoned Sheriff's Station to ask question (not a crime or problem)	18.18% 8
Went to a Sheriff Station to report a crime or report a problem	2.27% 1
Spoke to a Deputy on the street regarding a crime	18.18% 8
Asked a Deputy on the street a question not related to a crime	11.36% 5
Was arrested	2.27% 1
Was questioned or interviewed (as a suspect - not arrested)	4.55% 2
Was questioned or interviewed (as a victim or witness)	9.09% 4
Received a traffic citation	13.64% 6
Was involved in a traffic accident and a deputy responded to the scene	4.55% 2
Attended a community meeting at which a Sheriff's employee was present and/or was participating	25% 11
Other contact with the Sheriff's Department (please specify) Responses	9.09% 4
Total Respondents: 44	

Q12 - Thinking about your last contact with a Sheriff's Department employee, please select response that best describes how you felt about that employee's behavior. The Sheriff's employee I last had contact with:

Answered: 40

Skipped: 12

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No Opinion	N/A	Total	Average Rating
Responded in a reasonable time	47.50% 19	15% 6	5% 2	10% 4	2.50% 1	20% 8	40	0.97
Treated me fairly	60% 24	15% 6	2.50% 1	0% 0	0% 0	22.50% 9	40	1.00
Displayed professional conduct	61.54% 24	15.38% 6	2.56% 1	0% 0	0% 0	20.51% 8	39	1.00
Seemed to have adequate knowledge	57.50% 23	17.50% 7	2.50% 1	2.50% 1	2.50% 1	17.50% 7	40	0.97
Had a respectful attitude	65% 26	10% 4	5% 2	0% 0	0% 0	20% 8	40	1.00
Was caring and / or sensitive	50% 20	17.50% 7	5% 2	2.50% 1	2.50% 1	22.50% 9	40	0.97
Was helpful	52.50% 21	15% 6	7.50% 3	7.50% 3	0% 0	17.50% 7	40	1.00

Q13 - Which of the following crimes or disturbances would you report using the San Diego Sheriff's Department's online eCrime Reporting system?

Answered: 41

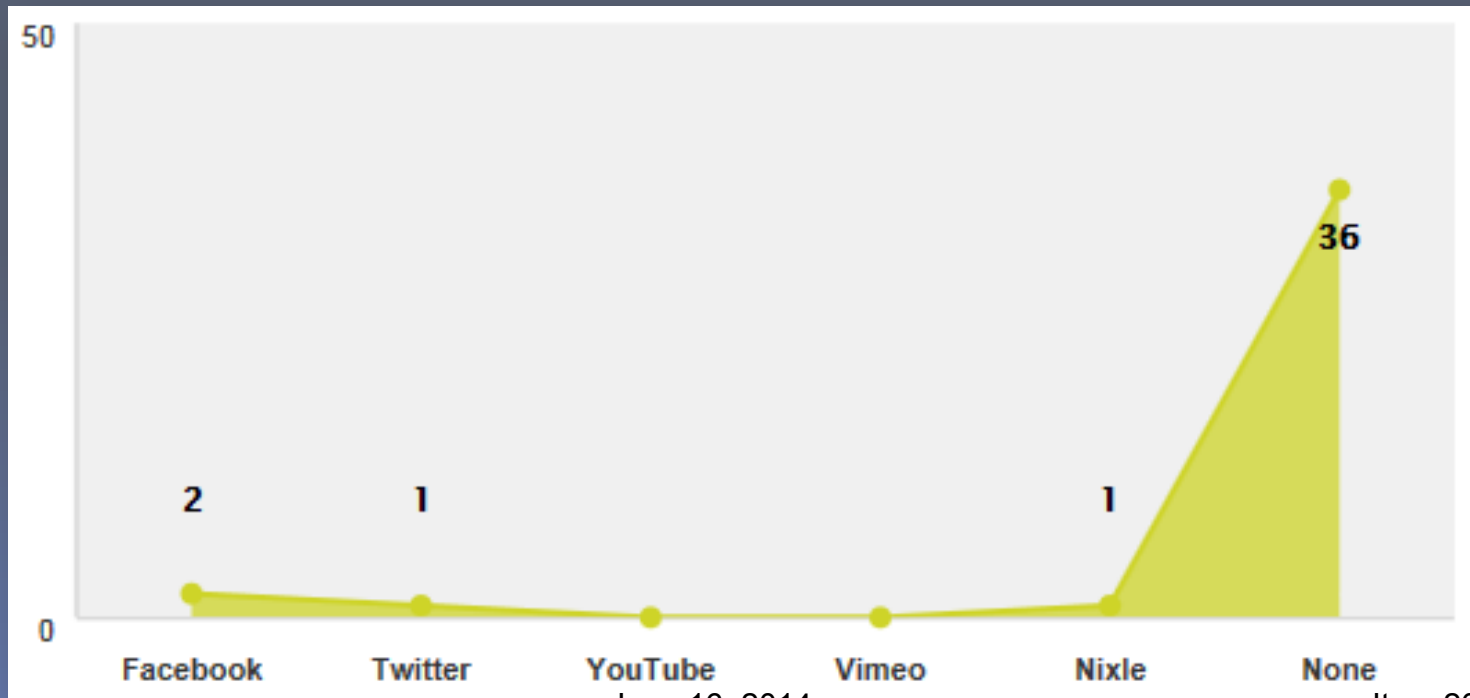
Skipped: 11

	Yes, I would report via the internet	No, I would not report via the internet	Don't Know	Don't have internet access	Never heard of Sheriff's eCrime Reporting	Total
Theft of bicycle	27.50% 11	15% 6	7.50% 3	0% 0	50% 20	40
Vandalism	17.95% 7	23.08% 9	5.13% 2	0% 0	53.85% 21	39
Items stolen from vehicle	25% 10	20% 8	5% 2	0% 0	50% 20	40
Residential Speeding	17.07% 7	24.39% 10	7.32% 3	0% 0	51.22% 21	41
Ongoing noise complaint	15.79% 6	26.32% 10	5.26% 2	0% 0	52.63% 20	38
Mobile phone theft	17.95% 7	25.64% 10	5.13% 2	0% 0	51.28% 20	39
Drug Activity	10.26% 4	33.33% 13	5.13% 2	0% 0	51.28% 20	39
Fraud	15% 6	22.50% 9	12.50% 5	0% 0	50% 20	40
Public Drinking	18.42% 7	26.32% 10	5.26% 2	0% 0	50% 19	38

Q14 - Do you follow or participate in any of the Sheriff's social media or online community forums? (check all that apply)

Answered: 39

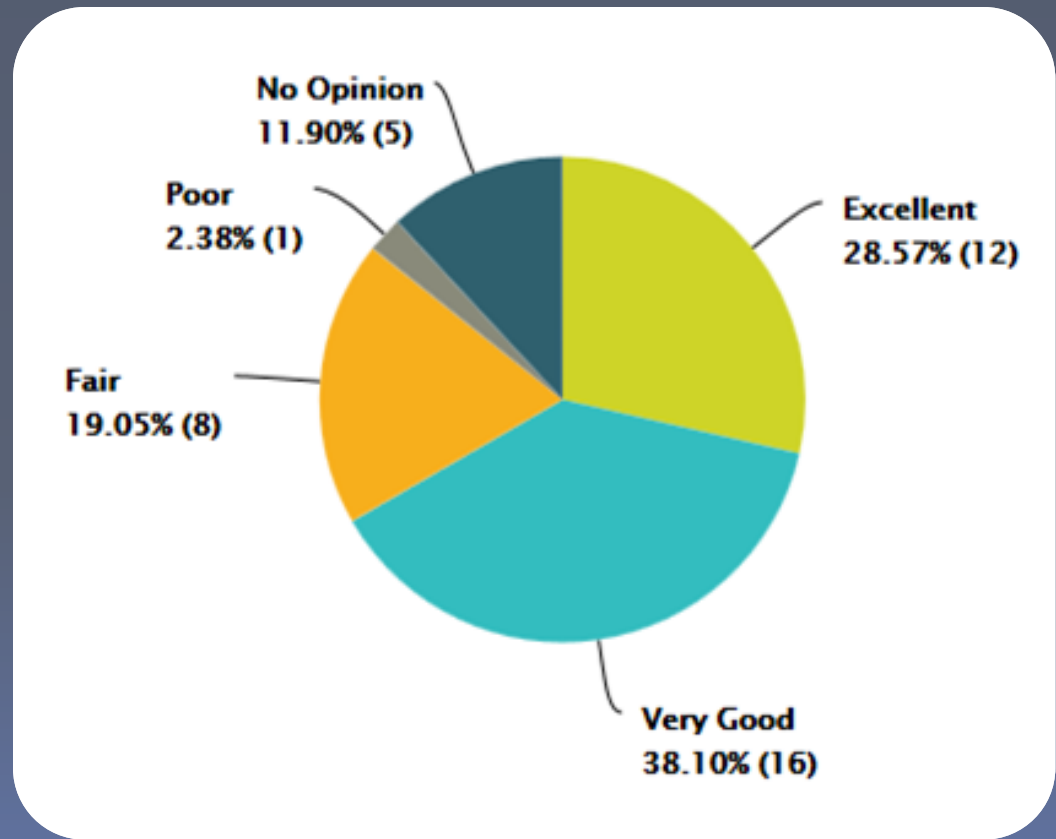
Skipped: 13



Q15 - Overall, my contact(s) with the Sheriff's Department has been?

Answered: 42

Skipped: 10



Q16 - Have you heard about and/or used any of the following Sheriff's Department youth programs?

Answered: 42

Skipped: 10

	Have Used Program	Heard of Program But Never Used It	Never Heard of Program	Total	Average Rating
Bicycle Rodeo	0% 0	19.05% 8	80.95% 34	42	1.00
Kidzwatch	0% 0	7.14% 3	92.86% 39	42	1.00
School Safety Patrol	0% 0	30.95% 13	69.05% 29	42	1.00
Shop-With-A-Cop	0% 0	21.95% 9	78.05% 32	41	1.00
Start Smart	0% 0	7.14% 3	92.86% 39	42	1.00

Q17 - Have you heard about and/or used any of the following Sheriff's Department community programs?

Answered: 42

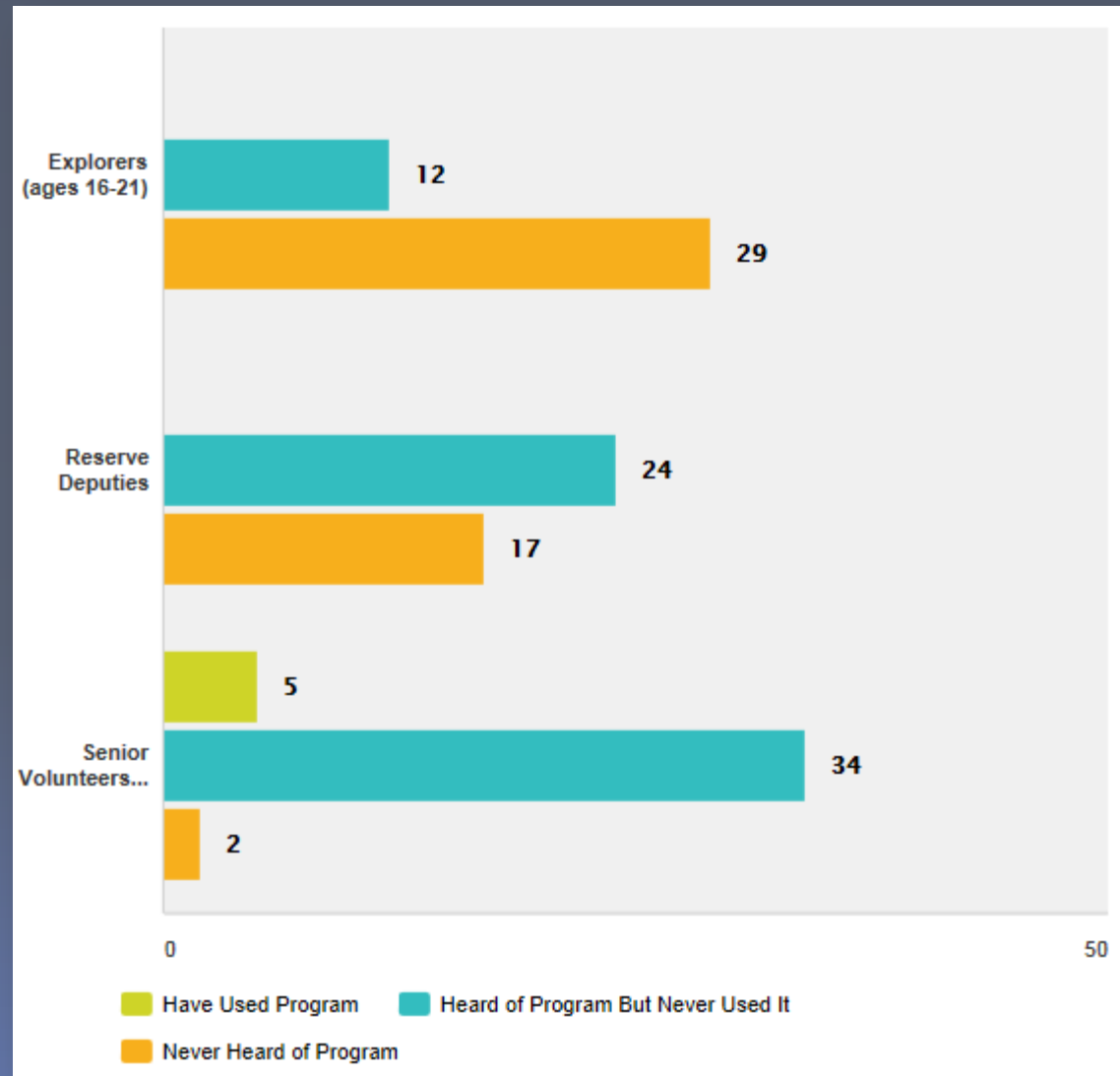
Skipped: 10

	Have Used Program	Heard of Program But Never Used It	Never Heard of Program	Total	Average Rating
Business Watch	0% 0	19.05% 8	80.95% 34	42	1.00
Citizens Academy	0% 0	14.29% 6	85.71% 36	42	1.00
Crime Free Multi-Housing (CFMH)	0% 0	2.38% 1	97.62% 41	42	1.00
Crime Prevention through Environmental Design (CPTED)	0% 0	4.76% 2	95.24% 40	42	1.00
Neighborhood Watch	28.57% 12	61.90% 26	9.52% 4	42	1.00
Prescription Drug Drop Off	14.29% 6	54.76% 23	30.95% 13	42	1.00
Take Me Home Registry	0% 0	14.29% 6	85.71% 36	42	1.00

Q18 - Have you heard about and/or used any of the following Sheriff's Department volunteer programs?

Answered: 42

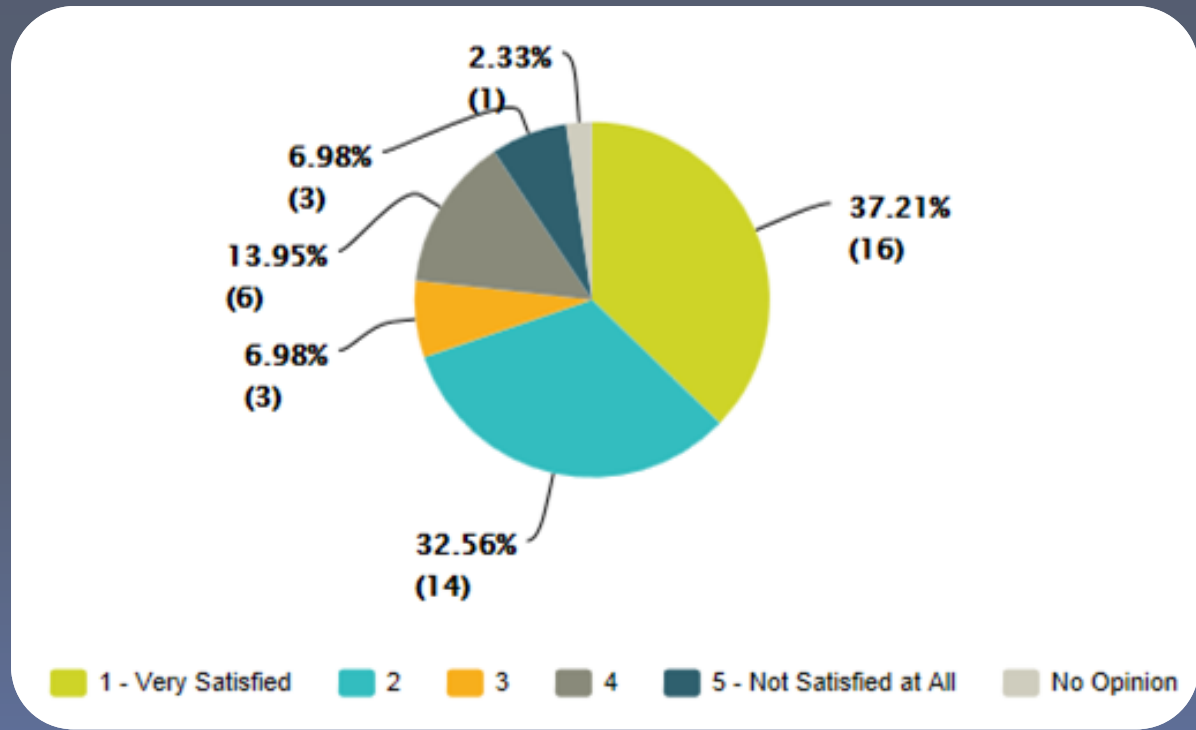
Skipped: 10



Q19 - On a scale from 1 to 5 with "1" being Very Satisfied and "5" being Not Satisfied at All, how satisfied are you with the services of the Sheriff's Department?

Answered: 43

Skipped: 9



Q20 What suggestions do you have for how the Sheriff's Department could better serve you? (Please describe)

Answered: 25

Skipped: 27

Top Requests:

Increased Visibility

Traffic

**Community Event
Participation**

Community Outreach



Data Source: Survey Monkey, January 2014
Prepared by Encinitas Command Crime Analysis
March 5, 2014

Q20 What suggestions do you have for how the Sheriff's Department could better serve you? (Please describe)

Answered: 25 Skipped: 27

#	Responses	Date
1	connect with the community more	12/30/2013 5:55 PM
2	more foot patrols in parks	12/28/2013 9:57 AM
3	The Sheriff does not serve this city, they serve themselves and hand us an overrides bill and then have the unmitigated gall to suggest that we should just say 'thank you'.	12/2/2013 2:28 PM
4	Easier way to acknowledge that I live in an area served by the Sherriff	11/25/2013 9:19 PM
5	I hope there can be better education for residents; for instance, I never knew what part the sheriffs played before I needed!	11/23/2013 12:18 PM
6	more presence on the streets of Del Mar. Enforce traffic laws for bicyclists.	11/22/2013 12:18 PM
7	more visibility. slow speed limits on two main streets (DM heights & 101) and enforce limits	11/21/2013 9:23 PM
8	I wish I had some reasonable suggestions, sorry	11/21/2013 8:40 PM
9	By being more visible.	11/21/2013 4:47 PM
10	Traffic citations issued when construction trucks abuse narrow streets (or at least a warning).	11/21/2013 3:01 PM
11	More patrols in Del Mar. Much Quicker response times for Del Mar.	11/21/2013 8:09 AM
12	patrol the neighborhoods more, especially during the fair/ race track season. give tickets to reckless bicyclists that ride through red lights and stop signs without stopping	11/20/2013 3:23 PM
13	More opportunities to get to know deputies	11/20/2013 2:46 PM
14	none	11/20/2013 2:12 PM
15	more presence in our community	11/20/2013 1:26 PM
16	show evidence of improving our life by enforcing traffic rules - at least with warnings to slow down, not run stop signs, and to check out strange vehicles (I saw two drug deliveries at 6 AM)	11/20/2013 12:31 PM
17	A more outreach program to the community with time for the community to ask and have questions and concerns addressed.	11/20/2013 12:14 PM
18	More supervision of deputies to ensure they are doing what they are supposed to be doing where they are supposed to be doing it. I've driven by Starbucks in Encinitas many mornings and observed at least 3 marked Sheriff's units out front at the same time....who's minding the city???? This is during commute hours when deputies could be drinking their coffee near a stop sign or stop light to deter people from breaking the law. Just because they are not a traffic unit doesn't mean they can't be proactive if it isn't busy.	11/20/2013 12:08 PM
19	BETTER customer service. Find officers who are willing to stay longer than three months so they can get to know the residents, streets and where some of the issues are. Foot patrol is nice but if you constantly change officers there will NEVER be any consistency!	11/20/2013 11:24 AM
20	none	11/20/2013 11:24 AM
21	Better reporting process of solicitors - we report frequently, but solicitor is usually long gone by the time we see a Sheriff, or never hear of any actions taken.	11/20/2013 11:22 AM
22	Be more holistic in their management of resources... think out of the box.	11/20/2013 11:03 AM
23	More patrol in Del Mar.	11/20/2013 10:57 AM

24	1. Better publicity about community outreach programs. 2. Non-emergency phone number answered by a real person (not automated voice system). 3. Deputies should attend major community events (e.g., summer solstice, jake's fun run, lifeguard dance party) in multi to get to know informal community leaders.	11/20/2013 10:38 AM
25	Officers should be more present - and not just worrying about cars running red lights or speeding.	11/20/2013 10:36 AM



City of Del Mar Staff Report



TO: Honorable City Council Members

FROM: Theresa Adams-Hydar, Captain, San Diego County Sheriff's Department
Via Scott W. Huth, City Manager

DATE: June 16, 2014

SUBJECT: Law Enforcement Work Plan Items

REQUESTED ACTION/RECOMMENDATION:

Receive presentation.

DISCUSSION/ANALYSIS:

In staff's report to the City Council on January 21, 2014, staff put forth a performance plan for continued coordination between the Sheriff's Department, other City departments, and the residents and business owners of Del Mar. Following are the three main categories identified for further review.

1. Visibility and connectivity of the Sheriff's Department with the community of Del Mar;
2. Improved coordination and communication with City departments, namely the Community Services Department, comprised of Lifeguards, Parking Enforcement, and the Park Ranger; and
3. Customer Service and Response Times.

Visibility and Connectivity

Currently, Del Mar contracts for 5.3 Deputy Sheriffs to cover traditional, patrol-related calls for service. The four deputies allow 24-hour patrol coverage for the city. The patrol deputy is supplemented by a Traffic Deputy, Wednesday through Saturday between 1100 and 2100 hours. The City also contracts for a full-time, non-uniformed detective, who handles investigative follow-up, as well as the issuance and court duties related to the Redflex system.

Since both Del Mar and the neighboring city of Solana Beach both have one patrol deputy assigned to the beat area for the majority of the time, it is common for the Del Mar and Solana Beach deputy to cover each other on calls which require two deputies for officer safety reasons. As a result, the Del Mar deputy may not be on the Del Mar beat at all times. Conversely, the Solana Beach deputy may leave his beat to respond to calls in Del Mar, thus increasing the number of units in the City.

However, a vocalized perception of some Del Mar community members is the Del Mar beat unit is not in the City as often as they should be. Some have expressed a desire for more connectivity to the community through tactics such as foot patrols and the development of relationships with local business owners.

In response to those perceptions, the Sheriff's Department and the City Manager's Office have worked in partnership to increase the connectivity of the Sheriff's Department with the community. The City has included links to the Sheriff's Department's websites and included weekly updates of criminal activity on their social media outlets. A magnetic Del Mar seal has also been added to the Del Mar patrol vehicle which helps provide a sense of community, as well as develops ownership of the beat for the assigned deputy. The Sheriff's Department has been included in more City-sponsored events, such as the recent Employee Appreciation breakfast in order to foster relationships between the two entities.

In previous years, the Sheriff's Department used a beat factor in order to determine how many minutes a beat unit spent in and out of the assigned city. The study also considered how many other non-contracted units spent time within the beat area. This information was ultimately used to determine how many minutes a contract city was getting with respect to their contract. The beat formula is no longer used for contract negotiation or cost analysis. However, upon review of the last beat factor calculation for Del Mar during fiscal year 2012/13, it was determined that the actual beat factor for patrol was .99071 and the actual beat factor for traffic was 1.05475.

For clarification, the patrol units spent 506,416 minutes within the City and 41,170 minutes outside of the City. Patrol units not assigned to Del Mar spent 36,464 minutes in Del Mar. Traffic beat units spent 108,404 minutes in and 5,205 minutes out of Del Mar. Traffic units not assigned to Del Mar spent 11,140 minutes in Del Mar. In essence, the total net time covered by patrol was approximately 99% and traffic was over 100%. In FY11/12 the beat factors were .97834 and 1.03412 and in FY10/11 they were .96344 and 1.07201 respectively. As noted by the numbers, there has been a strong push to maintain and improve coverage in the Del Mar beat.

Based on this, it may be safe to assume the concerns with the visibility and connectivity of the Sheriff's Department are ones grounded more in perception than statistics or actuality. The hope is that this perception will be combatted by incorporating the following strategies:

1. Increased foot patrols by beat units in the business district/beach community for more personal interaction.
2. Increased foot patrols by Senior Volunteers in the business area and beaches.
3. Increased presence of Law Enforcement in community meetings or special events.
4. The development of more Neighborhood Watch programs or the incorporation of social media based Neighborhood Watch programs for better communication and education.
5. Incorporation of more "Coffees with the Captain" on a monthly basis.
6. Education of the citizens on how the Sheriff's Department deploys resources. The implementation of ILP (Information Led Policing) is very different than the COPPS (Community Oriented Policing) model.**

** ILP deploys resources based on crime trends as well as the location of prolific offenders. It is not an efficient use of resources to have a deputy just conducting random patrol when analysis can give a better idea of when crimes are occurring. Sheriff's management must continually

balance the needs of the citizens with the actual trends in crime. In many cases, the desires of the citizens are not necessarily where the resources should be allocated.

Improved Coordination and Communication with City Departments

The perception is that the Sheriff's Department has not become as integrated into the daily workings of the City government like other contracted agencies, such as fire services or the City Attorney. This is partly due to some of the frequent turnover among personnel at all ranks of the Sheriff's Department. The reassignment of personnel within the Sheriff's Department is based on Department needs, retirements and promotions, and is a variable which is difficult to control.

In an effort to improve coordination between departments, all of the City's safety staff have been meeting on a monthly basis. Last month, representatives from the Sheriff's Department, Parking Enforcement, Lifeguards and the Park Ranger met at the request of the City Manager to develop an action plan for a more efficient approach related to parking enforcement. All present were educated on the responsibilities and capabilities of each unit. An agreement was reached on how calls for service related to parking enforcement would be handled in the future. The plan laid out who would respond to certain types of calls for service and which units could tow vehicles based on the circumstances of the incident. The plan will not only increase the coordination between the Sheriff's Department and Community Services, but it will help keep the assigned beat unit available for higher priority calls, which results in higher customer satisfaction.

The Sheriff's Department has committed to the following strategies to improve overall coordination and communication:

1. Increased partnering with the Park Ranger for better intelligence sharing. The Ranger will be deployed with the Sheriff's Department in a two-man vehicle starting June 20th and through the summer months.
2. Arranged tours and introduction of Sheriff's Deputies to all City employees.
3. Sharing schedules among the Sheriff's Department and Community Services Division to develop a better understanding of how to best deploy all public safety resources.
4. The Patrol Sergeants will do their best to maintain one particular deputy assigned to the Del Mar beat during a timeframe of at least 3-4 months. Personnel are subject to change based on mandated shift changes and scheduled days off for beat deputies.

Customer Service and Response Times

A noted area of concern by the Finance Committee was the information they were provided about Sheriff's response times from a contracted staff study entitled, "Evaluation of Law Enforcement Services," completed by Ralph Anderson and Associates. The data reported in this study (Table II-IV page 13) was only for the timeframe of June through August 2013. It indicated the average response times for calls for service as follows:

Priority 1	14.2 minutes
Priority 2	9.7 minutes
Priority 3	13.3 minutes
Priority 4	55.1 minutes

For those familiar with Del Mar, it is obvious these response times were taken during the timeframe of the San Diego County Fair and Del Mar race season. During this time period, overall calls for service are higher in coastal communities, and traffic congestion is common.

A newer CAD (Computer Aided Dispatch) report was run for the average response time for all priority calls for the entire year of 2013. (Attachment A - CAD MIS Combined Report).

There were 15 Priority 1 calls in Del Mar during this time frame. Priority 1 calls are primarily calls which may be defined as serious accidents resulting in great bodily injury or death, a deputy involved shooting, a SWAT callout, or any call where an individual is in immediate, grave danger. The manner in which the reporting party relays the information to dispatch will help determine how a call may be prioritized as a Priority 1. Often times, many calls which start as Priority 1, are reclassified to a lower priority as more information develops. The most common Priority 1 call is a vehicle related accident with little information about the status of the involved parties.

In 2013, Del Mar had 15 Priority 1 calls for service. All of them were some type of vehicle accident. The average response time was 11.9 minutes. Upon review of these 15 calls, it was determined only one was actually a serious injury accident. Most of the calls for service received updates allowing deputies to reduce their code response. However, the initial calls still come up as Priority 1 upon review, even if it was reclassified as a Priority 2 or 3. Therefore, the reported average response time for Priority 1 calls is skewed and not an appropriate indicator of emergency response times in this instance. A review of Priority 2 calls would be more appropriate in this instance for evaluation and review.

In 2013, there were 893 calls for service which were classified as Priority 2. These calls are usually felonies in progress. The defined felonies are identified by the FBI Index as Part One crimes. The average response time for Priority 2 calls for service was 9.7 minutes.

The contracted staff report indicated there was a "time goal" for Priority 2 response times of eight minutes and that "actual response" should be five minutes or less. It is unknown where that standard or goal was derived from for the purpose of this evaluation. In actuality, there is no national standard for an acceptable response time for law enforcement. Likewise, the comparison of police response times to fire response times is not feasible due to the different manner in which each unit is dispatched to calls for service. Fire services respond to almost all calls for service with a code (lights and siren) while law enforcement does not.

In 2014, a review was conducted of response times for Sheriff's Department contract cities in the eastern portion of San Diego County. In 2013, the 2013 response times on Priority 2 calls were as follows:

Lemon Grove	11.76 minutes
Poway	10.06 minutes
Santee	9.85 minutes

In comparison, the response time for Del Mar, which only contracts for one deputy for the majority of the time, has a lower average response time (9.7 minutes) for Priority 2 calls. Additionally, the Sheriff's Department constantly reviews performance measures, such as response times, when completing the annual budget. For FY 2011/12, the actual average response time Department wide for Priority 1 and 2 calls combined was 9.5 minutes. For FY

12/13, the Sheriff's Department adopted a goal of 9.5 minute response time for Priority 1 and 2 calls. The actual average for that year was estimated at 10.2 minutes Department wide. The recommended goal for FY2013/14 was set at 9.4 for Priority 1 and 2 combined. As it stands, the Del Mar beat is only seconds above the recommended Department average.

The other concern was the extended wait for non-priority calls which are categorized as Priority 3 and 4. These calls are usually classified as non-life threatening, a "cold" crime, or an issue not deemed needing immediate attention. Often, the lower priority calls will continue to be reprioritized or "triaged" as Priority 1 and 2 calls come into the dispatch center. Deputies will break from lower level calls in order to respond to the more serious call for service. Unfortunately, this may be frustrating for citizens as they deem their call to be a priority to them.

This frustration and inconvenience is somewhat mitigated by having the dispatchers make "call backs" to the reporting parties to advise on extended arrivals of deputies when they are redeployed or delayed. Unfortunately a loud party call, which may be a nuisance to a citizen, will not register as a Priority 1 or 2 call with dispatch. Needless to say, if the deputy is not already dispatched to a radio call, covering a partner in Solana Beach or involved in a self-initiated activity such as a vehicle stop or pedestrian contact, the deputy will respond to the Priority 3 or 4 call as soon as possible. As a point of comparison, the average response times for the 2013 Priority 3 and 4 calls for contract cities in East County are as follows:

Lemon Grove

Priority 3	19.7 min
Priority 4	50.42 min

Poway

Priority 3	15.8 min
Priority 4	42.76 min

Santee

Priority 3	14.21 min
Priority 4	36.11 min

Del Mar

Priority 3	13.7 min
Priority 4	41.9 min

Del Mar has a quicker average response time for Priority 3 calls than all of the above. The response to Priority 4 is lower than two of the listed cities and in pace with the third.

Overall, it should be known that the level of service provided to the citizens of Del Mar is very high. However, the Department is always open to ways to improve service levels and to review best practices in the areas of response times and customer service.

Presently, the Area Detective is tasked with reviewing Redflex videos and issuing citations. This takes him away from his investigative units for at least a day while viewing videos and another day each Thursday for court appearances. This leaves only two full days to conduct follow-up on cases and look at ways to be proactive, in accordance with ILP, in response to criminal activity.

Currently The Encinitas Command is looking into the possibility of assigning the review of Redflex to the Del Mar Park Ranger. Since the Park Ranger is limited in his scope of law enforcement duty as dictated by the California Penal Code, this would be an appropriate assignment for him. He would be able to work Redflex but still be in the immediate area to respond to calls if needed. This is not feasible for the Area Detective. The reassignment of Redflex would also allow the Area Detective more free time to become involved in the Del Mar community. His follow-up would be on a one-to-one basis rather than via phone. The Detective would be able to develop stronger relationships with business owners, City employees, and citizens. Since the case load of the Del Mar Detective is not as demanding as his partners in Solana Beach and Del Mar, it would be feasible to have him conduct more proactive enforcement details and help supplement the responsibilities of the patrol and traffic deputy.

It should be known, however, that the City of Del Mar gets far more resources than the one contracted Detective. For example, when bicycle theft began to tick upward in the coastal communities, including Del Mar, all of the cases were assigned to one deputy for better case resolution. The entire Detective Unit worked together and conducted surveillances in Del Mar as well as "bait bike" details. They were ultimately able to locate three bikes and return them to their owners and make an arrest. So, ultimately, Del Mar had eight additional deputies working in the interest of their community. In some cases, the deputies may be in plain clothes and not readily visible to the citizens, however, they are being deployed in the most efficient manner. Hopefully, these concerns will also be remedied by continued education through details such as Coffee with the Captain.

Similarly, it is quite common for the contracted traffic units from Solana Beach and Encinitas to handle the traffic accident investigations in Del Mar when the 42.5 hour traffic deputy is not working. Patrol deputies do not have the level of expertise to complete quality traffic investigations. When reviewing the 15 Priority 1 calls, which were all traffic-related, it was common to see several non-Del Mar units responding and handling the subsequent investigation. As it stands, the Traffic Deputy works Wednesday through Saturday 1100 to 2100 hours, which was determined to be the busiest time for traffic-related calls. This schedule may be adjusted as needed for increased coverage and efficient deployment of resources. However, any change must be in keeping with ILP to decrease crime and increase arrests of prolific offenders. Deployment of resources shall not be dictated by the desire for citizens to see a patrol vehicle on their street.

The Sheriff's Department is dedicated to providing good service to Del Mar residents. We look forward to continuing to improve our service efforts in Del Mar.

ATTACHMENTS:

Attachment A – CAD MIS Combined Report

CAD MIS COMBINED REPORT*1/1/2013 - 12/31/2013**Area: City of Del Mar***Average Times**

<i>Pri</i>	<i>Total</i>	<i>Received-Dispatch</i>	<i>Dispatch - Enroute</i>	<i>Enroute-Arrive</i>	<i>Arrive-Cleared</i>	<i>Enroute-Cleared</i>	<i>Dispatch-Arrive</i>	<i>Response Time*</i>
1	15	0.8	0.7	10.4	74.0	84.4	11.1	11.9
2	893	1.3	1.8	6.4	64.3	67.9	8.3	9.5
1+2	908	1.2	1.7	6.7	64.9	68.9	8.5	9.7
3	887	3.4	1.5	8.9	31.3	35.2	10.5	13.7
4	571	18.6	15.3	8.3	37.6	52.5	26.4	41.9
3+4	1458	9.1	4.1	8.8	33.5	38.5	16.0	23.6
Totals	2366	7.7	3.7	8.3	38.6	44.3	14.8	21.3

Blank values in the average time columns indicate appropriate times were not available for computation.

** Response Time is the time from when the dispatcher receives a call until a Deputy arrives onscene.*

City of Del Mar
Priority 1 Calls for Service Descriptions
2012/2013

2012 (7)		2013 (15)
1	Airplane Crash - UF, a military helicopter	Vehicle vs parked cars - No injuries, info exchange
2	2 Vehicle TC, 1 driver to UCSD/Other 1023 for unit	2 Vehicle TC, 1 driver with injuries
3	M/C vs Vehicle, unknown injuries	3 Vehicles, Female in shock, unknown injuries
4	Train vs Pedestrian, 1180 of female victim	2 Vehicle TC, RP rear ended by a Limo
5	Vehicle vs Bicycle, one injured	2 Vehicle TC, no injuries, info exchange
6	2 Vehicle TC, info exchange	Vehicle vs bicycle, rider hit from behind
7	Vehicle vs Pedestrian, Victim refused FD/parties GA	Vehicle vs bicycle, info exchange
8		2 Vehicle TC, 1 driver with injuries
9		Vehicle vs motorcycle, 1 driver with injuries
10		Vehicle vs bicycle, info exchange
11		2 Vehicle TC, 1 passenger with injuries
12		Solo motorist, M/C down with injuries
13		2 Vehicle TC with unknown injuries
14		Vehicle vs parking meter & light pole
15		Vehicle vs bicycle with injuries

Data Source: CAD
Prepared by: Encinitas Crime Analysis, March 6, 2014