



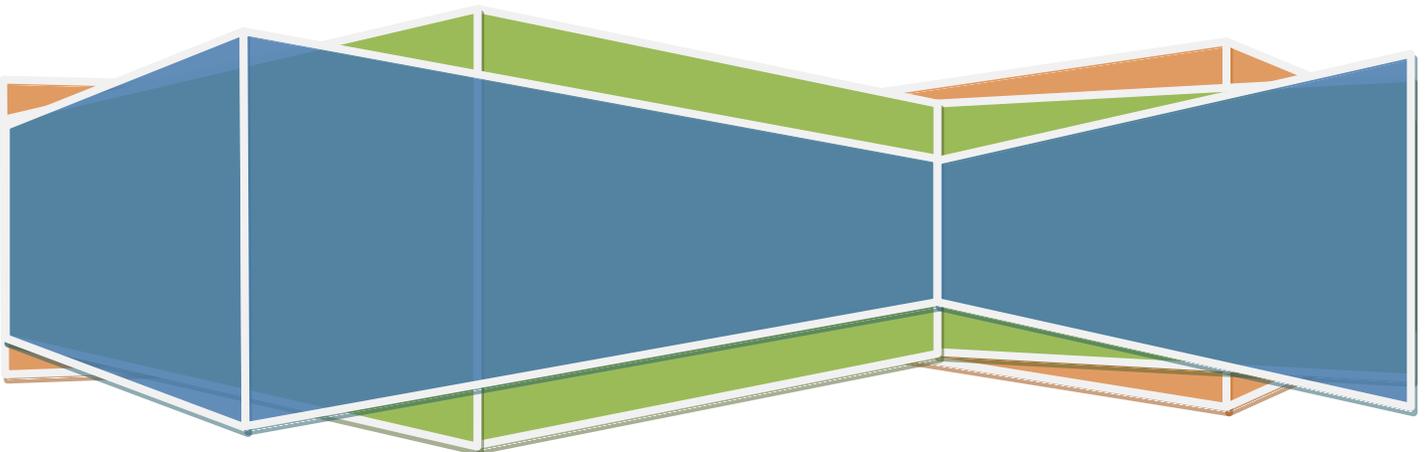
County of San Diego

*Live Well, San Diego!*

A HEALTHY, **SAFE** AND THRIVING SAN DIEGO COUNTY

# Safety Strategy Agenda: Living Safely

February 1, 2013



# San Diego County Board of Supervisors



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## Commitment to the Future

***A County that is Healthy, Safe and Thriving.*** This is the vision that guides County government. To achieve that vision, the County created ***Live Well San Diego*** – a 10-year vision that guides County services in support of healthy, safe and thriving communities. ***Live Well San Diego*** is designed to advance the overall well-being of the entire region and is being built with community involvement in a phased approach. In 2010, the County launched the first phase with the health strategy, ***Building Better Health.*** It provides a framework for how the County will integrate services, and in some cases change the way services are delivered, over the next 10 years to achieve a healthy San Diego County.

The second agenda, **Living Safely**, is summarized here and outlines the long-term strategy for supporting a comprehensive and coordinated approach to safety in local communities. Similarly, the County will design a long-term plan to support thriving communities. Together, these three plans will create a roadmap for achieving ***A County that is Healthy, Safe and Thriving.***

### Living Safely

The Living Safely strategy addresses both the community's perception of overall safety in San Diego, as well as the actual incidence of crime and injury. This plan encompasses much of what we do today, but is intended to facilitate collaborative and cooperative policy development across various public agencies and with private sector partners to support enhanced policy and program alignment. In addition, this plan communicates the shared policy approach to make communities safer, to ensure that we are traveling in the same direction, in a coordinated approach, toward the same vision.

This strategy is focused on achieving three key outcomes over time, with the fundamental goal of making San Diego County one of the safest communities in the nation. To this end, we are committed to a San Diego region where:



Residents are ***protected*** from crime or abuse



Neighborhoods are ***safe*** to work, live and play



Communities are ***resilient*** to disasters and emergencies

This plan outlines the 10-year strategy to achieve these outcomes. Further, the strategy incorporates and is built on the four major themes of *Live Well San Diego* to ensure the development and implementation of a comprehensive approach to achieve these outcomes.



**A. Building a Better Service-Delivery System**

Services will be collaborative and innovative to maximize quality and eliminate waste. Resources will be leveraged and optimized to build a better safety system. This will result in an effective use of resources that allows us to target the highest risk and need areas and populations.

**B. Supporting Positive Choices for Safety**

Everybody wants to be safe. County residents will be given information to empower them to take action and responsibility for their own safety. Today, nearly half of all deaths investigated by the Medical Examiner are accidental deaths that might be avoided. Our region continues to be at risk from wildfires and other emergencies, threats that can be minimized by resilient communities. Therefore, this strategy builds on creating opportunities for residents to take action and put safety in their own hands, and identifies a process for engaging and empowering local communities to self-organize and act.

**C. Pursuing Policy and Environmental Changes**

Removing barriers to safety is important to both residents' perception of how safe they are and how safe residents truly are. This means creating or designing communities, through policy or regulatory action, where criminal activity is discouraged and healthy, positive activities are encouraged. This also means promoting policies that encourage community involvement in crime prevention and response, protect victims' rights, and further the "balanced approach" of holding offenders accountable while also providing access to rehabilitation.

**D. Improving the Culture Within**

Employees all play a role in making sure our region is safe. To truly achieve our vision and create *A County that is Healthy, Safe and Thriving* we must improve the culture from within. We will increase employee knowledge about what it means to be safe and about what all County departments do to support safety in our communities and workplace. Employee health and safety programs will emphasize fostering a safe workplace *and* a healthy, safe workforce, whether on or off the job.



Residents are *protected* from crime or abuse

## Why we need to act

One key reason why San Diego is such an attractive place to live is that our metropolitan area has one of the lowest crime rates in the nation. Recent reports identify declining trends in both violent and property crime rates, with new 30-year lows reached in 2011. While there is no universal explanation for the downward trends, there are many factors offered for locally declining crime rates. Those factors include more aggressive crime prevention programs, specialized task forces targeting violent criminal activity, and legislative changes increasing the length of sentences for violent offenders. While it is true that crime rates have decreased across the country for the last two decades, San Diego continues to be one of the safest communities overall in the nation.

Crime rates are about much more than simply reducing the numbers of offenders and criminal incidents that occur. The goal of reducing victimization is at the heart of reducing crime rates and recidivism. Crime can affect all of us, either directly as victims ourselves or indirectly, as friends or family members of those who have been victimized, or as witnesses to a crime. The costs associated with crime not only impact our use of limited public resources, but also results in significant social costs that can impact well-being and quality of life within our communities.

However, many crimes go unreported to law enforcement agencies, particularly violent and property crimes, which reinforces the need for a comprehensive safety strategy that engages residents and communities in their own safety and creates a social trust within communities.

Keeping crime rates low will not “just happen;” it requires an aggressive and thoughtful strategy that targets the root causes of crime and addresses the key crime risk factors.

## Our Strategy

Criminal justice and social service agencies within San Diego are committed to a coordinated, collaborative approach to create a region where residents are protected from crime and abuse. Agencies within this County have already made an unprecedented commitment to working together to develop and implement strategies that improve public safety.

The County recognizes the special obligation it has to protect vulnerable populations from abuse and neglect, including children, older adults, and victims of domestic violence. Economic and demographic trends underscore the continuing importance of these efforts. Families are experiencing financial stress and the growing population of seniors is vulnerable not only to physical neglect and abuse but also financial abuse. This strategy reflects a commitment to

strengthen our prevention and enforcement strategies to protect against abuse and neglect. County departments will work collaboratively with the community to proactively identify and address harmful situations. Stronger coordination between County services and partners will enhance response to these events and ensure supports services promote recovery.

Locally, our justice strategy has advanced a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation. This approach represents a calculated shift from the traditional approach that emphasized jail or prison time with minimal options for alternate custody or rehabilitative programs.

In developing this strategy we drew on a framework that identified the following guiding principles: Balanced Approach, Equity and Justice, Accountability of Offenders, Results-Oriented, Data Driven and Intelligence-Led Decision Making, Focus on Long-Term Strategies, Collaboration among Partners, and Innovation.

Using those guiding principles, this strategy sets goals that align in the following areas:

- Promote strategies that *prevent* crime;
- Promote and implement strategies that *protect* residents from crime; and
- Promote a *balanced-approach* model that holds offenders accountable and reduces recidivism.



This strategy reflects an evolution in community safety: from narrowly-focused enforcement and crime prevention strategies of the past to a broader approach that supports an increased emphasis on the prevention of crime, and considers the underlying social and economic conditions that foster crime and victimization. Looking at patterns of economic and social problems, and crime and victimization in our neighborhoods makes it easier to see how and where to intervene. The key to reducing crime in the long-term is to focus on developing strong families, strong communities, and strong schools. By better understanding risk factors associated with offending and providing targeted intervention, we can improve outcomes.

These underlying conditions affect the key risk factors of crime: drug use, gangs, truancy and trauma. Identifying and intervening in these underlying and root causes of criminal behavior is critical.



The County has set out a number of goals to achieve a region where residents are protected from crime or abuse, which are detailed in the table at the end of this document. In achieving those goals, key strategies implemented by our criminal justice departments are outlined in the table below.

CRIMINAL JUSTICE STRATEGIES			
Promote strategies that prevent crime	Promote and implement strategies that protect residents from crime	“Balanced-Approach” Model	
		Provide for a strong, collaborative criminal justice system that holds offenders accountable	Reduce recidivism by implementing engagement and intervention strategies that help create long-term behavior change
Focus on community-based policing, stressing prevention, early identification and timely intervention by engaging residents	Employ and expand data-driven crime prevention and intelligence-led policing strategies to reduce crime at the local and regional level	Collaborate with justice partners to ensure offenders are appropriately detained or sanctioned	Assess offenders at the earliest possible point in the system to understand risk factors to themselves and their community
Use targeted patrols to address evolving safety risks (warrant sweeps, supervision checks, DUI checkpoints, etc.)	Employ highly skilled supervision of offenders in the community to mitigate new crime offenses	Utilize the most serious sanctions for the highest risk offenders	Promote systematic integration of evidence-based principles in collaboration with community and justice partners
Community outreach to educate and employ prevention and safety programs to reduce crime and improve quality of life for residents	Assist and advocate for victims by educating them about their rights, ensuring appropriate victim restitution, and providing appropriate notification of an inmate's custody status	Implement immediate consequences, such as flash incarceration, to modify behaviors through proportionate and timely sanctions	Provide a continuum of custody-based intervention services that have been shown to reduce recidivism and address criminogenic, health and behavior needs
Intervene early with at-risk youth using community-based and informal intervention and expand diversion programs for low-risk youth in the system to prevent increased delinquency	Maintain a proactive law enforcement presence and focus efforts to minimize law enforcement response times in the unincorporated areas and cities with whom we contract	Ensure that high-risk offenders under supervision are regularly contacted in their homes, homes are searched and offenders are drug tested to ensure compliance with conditions of release	Provide transitional services that link offenders to effective community-based services and monitor their use to increase success in the community
		Ensure quality investigation and crime analysis that leads to successful identification and prosecution of offenders, provides closure to victims and families, and holds offenders accountable	Expand and improve access to evidence-based services for offenders, including implementation of incentive and sanctions models to provide effective responses to offender behavior in order to reduce recidivism



Neighborhoods are *safe* to work, live and play

### Why we need to act

Serious injuries and preventable deaths continue to be a major problem in San Diego. Nationally, preventable injuries send nearly 27 million Americans to hospital emergency rooms every year. In 2011, nearly half of all deaths investigated by the County’s Medical Examiner

were caused by accidents, such as car crashes and drowning. The personal devastation caused by a disabling injury or injury-related death is compounded by the actual costs and related economic burdens.

Isolation is a contributing factor to a variety of community safety problems. Isolated people and communities are at greater risk for injury or illness. Studies show that social isolation is linked to community and family violence, including domestic violence and child abuse, as well as a factor in a rising number of fall-related deaths and hospitalizations.

We need to act not just because of serious injuries or deaths, but also because abuse and other traumatic events cause serious and lasting harm. Each day, the County receives approximately 110 calls to the child abuse hotline and more than 40 calls to the adult protective services hotline. Exposure to abuse and traumatic events exacts a heavy toll and can shorten life spans. Studies show that people who suffer repeated trauma (six or more adverse childhood experiences) die as much as 20 years younger than expected, on average, than peers who were not abused or traumatized.

## Our Strategy

The physical and social attributes of our local neighborhoods affect how safe we feel – which, in turn, significantly affects our quality of life. This Living Safely strategy aims to improve the quality of life of all San Diego County residents, by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.

This comprehensive strategy to improve outcomes involves strengthening the social ties within neighborhoods to reduce isolation and supporting community design that promotes safety. This strategy also calls for promoting safety in the home, empowering individuals to lead safer lives, and incorporating protection into County employee wellness initiatives to maintain a healthy, safe and productive workforce. Equally important in our efforts is an understanding that community safety is a long-term process which requires providing information to residents that empower them to make positive choices for their own safety and the safety of their families.

In achieving this outcome, this strategy outlines goals that align in the following areas:

- Safe Neighborhoods;
- Safe Families; and
- Safe Workplaces.

## Safe Neighborhoods

Ensuring neighborhoods are safe for residents to live, work and play through the implementation of crime prevention efforts has been, and will remain, a top priority for this County. But neighborhood safety is about much more than crime prevention. The County has a direct role in keeping our communities safe for all residents of the region – from the air that we breathe and the roads that we drive on, to the homes we live in.

The County has played a leadership role in building neighborhood safety, but there is always opportunity to improve our efforts. We will explore innovative action that strengthens coordination in service delivery among County departments and with our agency and sector partners. We will encourage residents and community organizations to be actively involved in making their neighborhoods safe by facilitating and supporting programs such as community watch groups, Retired Senior Volunteer Programs, safety programs within County-assisted housing, and other neighborhood safety programs including intergenerational programs bringing seniors and youth together to address neighborhood safety. We will promote the design of safe communities, supporting programs such as Safe Routes to Schools, so that children can walk or bike to school safely, and ensuring new development is located away from hazards. We will improve and expand upon our successful programs and regulatory efforts by leveraging new technologies and the latest information and proven methods whenever possible.

### Safe Families

A key part of this strategy is the recognition that families and social connectedness have a significant impact on individual safety. This strategy aims to reduce the number of preventable deaths and injuries in our region. To this end, we will promote safety in the home and support families to take action to make their homes safe – from pool safety, to fall prevention, to defensible space requirements. We will enhance our outreach strategies to youth and families to warn them of the risks associated with unhealthy choices and behaviors and help connect them to resources within their communities. We will empower individuals to lead safer lives and support those who are recovering from traumatic life events. This includes those individuals who have been victimized – abused, neglected, or in some other way, impacted by a violent or criminal act. For those individuals who have been affected by a traumatic event, we will improve how services respond to their needs and ensure stronger coordination of care to promote recovery. By making our service system more sensitive to individuals affected by trauma, we can expect better outcomes and reduce re-entry or need for additional services.

### Safe Workplaces

Workers who are healthy are happier and much more productive. This is also true when it comes to safety. By reducing accidents and injuries at the workplace, employers realize a direct monetary benefit in terms of reduction in lost work days and workers' compensation costs. The County will partner with the private sector to encourage safety in the workplace just as the County is already partnering with the private sector to promote a healthy workforce. By encouraging businesses to take action to create safe and healthy workplaces, the County is also helping the employer's financial "bottom line."

It is important that the County demonstrate its commitment to safety on behalf of its own workforce. Coinciding with the launch of Living Safely, the County entered its tenth year of the Work Safe/Stay Healthy (WSSH) initiative, the County's commitment to providing safety for its

own workforce. The 10-year anniversary of the WSSH program brings with it a renewed commitment and new efforts to infuse safety into our organization – in the design of our workplace and new ways to make safe and healthy changes in the way we live and work. To that end, the County will continue to educate and train employees on safety measures as they pertain to the workplace or workforce.

A safe County workforce is a win-win situation as employees better understand how to be safe whether on the job or off, but also are better informed while serving the residents of our county. This plan calls for a greater awareness of the impact of trauma on people that we serve and improving how front line staff identify and respond to those who have experienced trauma. Frontline employees will also learn about what to do to protect themselves from “secondary” trauma which can occur to those who routinely work with victims of trauma.



Communities are *resilient* to disasters and emergencies

## Why we need to act

Along with San Diego’s idyllic location and weather comes the significant risk of natural and man-made disasters. Within the past decade, San Diego has endured two major firestorms and the topography of San Diego makes wildfire an enduring risk for which we must be ever vigilant. In addition, San Diego is located on or near several Pacific plate earthquake faults. However, it is not only wildfires and earthquakes that put our region at risk. Our geographic location as a border and port community, combined with our strong agricultural base, makes this region susceptible to other environmental and public health threats.

The County of San Diego has undertaken significant efforts to improve our region’s ability to respond to emergencies and disasters. Still, natural and man-made risks show few signs of abating. With the financial burdens faced by our region, and across the nation, the County is challenged to think strategically and collaboratively about how we support local and regional efforts to leverage partnerships and empower public engagement in preparing for crises, responding quickly, and recovering more effectively.

## Our Strategy

Our Living Safely strategy recognizes that disaster preparedness, at both the community and personal level, is critical to the overall safety and resiliency of the region. Resiliency requires implementation of effective preparedness programs and incident management. It also requires leadership from public agencies and public engagement, well before incidents occur. Public

engagement is not new and has been an integral part of our strategy in San Diego County, but this initiative emphasizes a commitment to strengthening resiliency through civil and community preparedness.

A resilient community requires three key components:

- Trained and Capable First Responders;
- Strong Emergency Management Capability; and
- An Engaged and Prepared Citizenry.

### Trained and Capable First Responders

The San Diego region is fortunate to have very well-trained, well-led and well-equipped first responder agencies, including the Sheriff's Department, local police agencies, fire departments, Hazardous Incident Response Teams and a strong emergency management system. This Living Safely strategy focuses on maintaining and improving the ability of the first responders to quickly shift from their daily operations to breaking disasters or crises. San Diego's first responder agencies must have effective training, equipment and leadership to be able to do this. Several of our Living Safely objectives emphasize the development of contingency plans, training, and conducting routine disaster drills and exercises. In addition, this strategy sets the path for continued advancement of fire response capabilities in the backcountry, setting goals for enhanced and standardized training supporting the County's volunteer firefighting program.

### Strong Emergency Management Capability

For a community to be resilient, it also needs strong emergency management and homeland security systems and operations that are in place. The County of San Diego Board of Supervisors has made a significant investment to create a coordinated emergency management system that has a known and practiced leadership structure and a sophisticated emergency operations center. Planning, training and exercises are part of this system, as are a robust joint information center and a redundant communications capacity. Having a high-quality and effective emergency management agency and system in San Diego is critical to resiliency.

The Living Safely strategy is designed to strengthen the Office of Emergency Services, County Emergency Medical Services and other agencies' ability to coordinate the community's overall risk management strategy, and oversee the development and execution of mitigation, response and recovery strategies. The ability to accelerate recovery and rebuild a community following a disaster is critical. The County's Advanced Recovery Initiative includes a comprehensive training program for County employees who serve as Disaster Service Workers and establishes pre-disaster contracts and agreements. Living Safely will leverage these advanced recovery efforts and development of our emergency workforce, as well as promote personal and family preparedness to ensure our emergency workforce is available and capable in times of need.

## Engaged and Prepared Citizenry

The final piece of the resiliency triad is arguably the most important one - civil preparedness at both the community and resident level. While we generally think of first responders as the primary drivers in emergency response and management, the reality is that they make up less than one percent of our region's population and the other 99 percent must also be ready to respond. The size and geographic challenges can inhibit even the most comprehensive response planning efforts. That fact highlights the importance of engaging local communities to foster empowerment of its residents in self-organization and disaster preparedness.

Examples of a prepared public may take many forms, including:

- An alert citizenry that can observe and report suspicious activities of would-be terrorists.
- A prepared citizenry that knows what actions to take during and after an earthquake or wildfire to reduce the chance of injury, illness or death.
- A trained citizenry that can help neighbors and provide basic rescues and first aid.
- Engaged businesses that conduct disaster drills, and have emergency plans.
- A prepared citizenry that takes meaningful steps to reduce their home's risk to flooding, wildfires, etc.
- A risk-adverse citizenry that has adequate insurance to assist in a quick and full recovery.

This Living Safely strategy encourages and promotes residents to take important and meaningful steps to protect themselves and their families. In San Diego County, as in most of the United States, emergency response has been so successful that many residents feel they are "covered" and don't need to prepare – that if anything happens a fire truck will show up within minutes. To create a resilient community, it is imperative that we break down this "dependency attitude" and replace it with an "independency attitude."

Even as we highlight individuality, it is equally important that San Diego is unified in purpose and in action. A resilient San Diego can only be achieved through the creation of hundreds of resilient neighborhoods, businesses and districts. The Living Safely strategy promotes programs such as Citizen Corp., Community Emergency Response Teams, and public-private partnerships that provide avenues for citizens to unite in groups to make their piece of the community more resilient. This is a critical component of the resiliency equation.

## Moving Forward

### Partnerships

This strategy is designed to be a cooperative approach with all our local partners, agencies and, most importantly, residents. The common public view of who is responsible for community safety is changing. While political leadership and local public agencies play a crucial role in

protecting communities, there is also broader recognition that there must be engagement and partnerships at all levels and across jurisdictional boundaries. This evolution of community safety over the years heightens the need to mobilize these local partnerships. To this end, we will share this vision with our local partners and take advantage of every opportunity to coordinate our planning efforts.

## **Evaluation**

A framework has been developed for *Live Well San Diego* that will evaluate our progress in achieving our vision of a healthy, safe and thriving county. This evaluation framework will identify the most valuable indicators and will bring together the three components of *Live Well San Diego* in a meaningful way.

The safety strategy presented here will be regularly monitored and annual reports will highlight successes in realizing the goals outlined in this ten year plan. Evaluation and reporting will be focused on the long-term measurement towards success. Today, the County successfully delivers many programs and services aimed at safeguarding residents. This safety strategy brings all of these services together in a cohesive and meaningful way, and challenges us to continuously improve the way in which we deliver those services. The early years of this strategy will be focused on communicating the strategy to residents and within the County organization. Consequently, the early evaluation years will reflect implementation progress, while the later years will highlight our progress toward improving long-term measures of safety.

## **Conclusion**

Living Safely is the second component of the Board of Supervisors' three-part *Live Well San Diego* strategy. While the causes of crime and injury are complex, this safety strategy provides an overarching framework to guide our County in addressing the complex range of crime and safety issues within our region. This strategy is designed to be adaptable in addressing changing conditions and implementing evolving evidence-based practices. Living Safely provides a blueprint of how, over time, we can achieve our vision of a San Diego where we, our children and our grandchildren can live safely.

				MILESTONE TIMEFRAMES*					
Building A Better Service-Delivery System	Supporting Positive Choices for Safety	Pursuing Policy and Environment Changes	Improving the Culture Within				FY12-13 to FY13-14	FY14-15 to FY16-17	FY17-18 to FY19-20
<b>Outcome 1: Residents are protected from crime or abuse</b>									
Promote strategies that <i>prevent crime</i>									
X				1.1	Focus on community-based policing, stressing prevention, early identification and timely intervention by engaging residents		✓		
X				1.2	Use targeted patrols to address evolving safety risks		✓		
X				1.3	Increase public awareness and education on the importance of reporting abuse and neglect of anyone, especially children, vulnerable adults, seniors and animals		✓		
X				1.4	Prevent abuse and neglect through stronger coordination between County services to better identify and target those at risk				✓
X				1.5	Intervene early with at-risk youth using community-based and informal intervention and expand diversion programs for youth in the system to prevent increased delinquency		✓		
	X			1.6	Offer screening, brief intervention and referral to address risk factors associated with developing substance abuse problems, mental illness, or vulnerability to domestic violence, along with factors that put someone at risk of criminal behavior			✓	
Promote and implement strategies that <i>protect</i> residents from crime									
X				1.7	Protect residents from abuse and neglect through stronger coordination between County services to enhance response and improve support services for those impacted				✓
X				1.8	Employ and expand data-driven crime prevention and intelligence-led policing strategies to reduce crime at the local and regional level		✓		
X				1.9	Maintain a proactive law enforcement presence and focus efforts to minimize law enforcement response times in the unincorporated areas and the cities with whom we contract		✓		
		X		1.10	Assist and advocate for victims by educating them about their rights, ensuring appropriate victim restitution, and providing appropriate notification of an inmate's custody status		✓		
Promote a <i>balanced-approach</i> model that holds offenders accountable and reduces recidivism									
X				1.11	Ensure quality investigation and crime analysis that leads to successful identification and prosecution of offenders, provides closure to victims and families, and holds offenders accountable		✓		

				MILESTONE TIMEFRAMES*				
Building A Better Service-Delivery System	Supporting Positive Choices for Safety	Pursuing Policy and Environment Changes	Improving the Culture Within					
X				1.12	Implement immediate consequences, such as flash incarceration, to modify behaviors through proportionate and timely sanctions	✓		
X				1.13	Utilize the most serious sanctions for the highest risk offenders	✓		
X				1.14	Ensure that high-risk offenders under supervision are regularly contacted in their homes, homes are searched and offenders are drug tested to ensure compliance with conditions of release	✓		
X				1.15	Expand and improve access to evidence-based services for offenders, including implementation of incentive and sanctions models to provide effective responses to offender behavior in order to reduce recidivism		✓	
	X			1.16	Provide a continuum of custody-based intervention services that have been shown to reduce recidivism and address health and behavioral needs		✓	
	X			1.17	Provide transitional services that link offenders to effective community-based services and monitor their use to increase success in the community		✓	
		X		1.18	Collaborate with justice partners to ensure offenders are appropriately detained or sanctioned	✓		

## Outcome 2: Neighborhoods are safe to work, live and play

### Safe Neighborhoods

X				2.1	Enhance processes that allow for proactive notifications (i.e. beach closures, boil water orders) and public feedback (i.e. potholes, mosquito breeding locations, code violations) on safety risks	✓		
X				2.2	Protect communities from exposure to hazardous materials through planning, permitting, inspections and response	✓		
X				2.3	Ensure public roadways are maintained to enhance roadway safety	✓		
	X			2.4	Encourage residents and community organizations to be actively involved in making neighborhoods safe (i.e. graffiti removal and clean-up crews, neighborhood safety programs, Retired Senior Volunteer Program, Resident Leadership Academy, faith-based groups)	✓		
		X		2.5	Enhance the provision of data and analysis to help communities take action to improve safety		✓	
		X		2.6	Promote the design of communities to reduce crime and be safe places to live, work and play (i.e. Safe Routes to Schools, crime-free multi-housing certification, alcohol outlet licensing)	✓		

				MILESTONE TIMEFRAMES*				
Building A Better Service-Delivery System	Supporting Positive Choices for Safety	Pursuing Policy and Environment Changes	Improving the Culture Within					
		X		2.7	Continue to implement land use goals and policies to ensure that new development is located away from hazards and is constructed in a manner that is safe for all residents	✓		
<b>Safe Families</b>								
X				2.8	Develop trauma-informed coordinated services that provide individuals with appropriate interventions and resources		✓	
X				2.9	Use Medical Examiner data to inform County services and target resources around contributing factors to preventable deaths	✓		
	X			2.10	Help families take action to make their homes safe (i.e. security, fall prevention, pool safety, defensible space requirements, etc.)	✓		
	X			2.11	Enhance information and outreach strategies to youth and families to warn them of the risk associated with unhealthy choices and behaviors and help connect them to resources within their communities	✓		
		X		2.12	Educate the public on responsible pet ownership to prevent harm to owners and pets	✓		
<b>Safe Workplaces</b>								
			X	2.13	Develop trauma-informed knowledge workers who are trained on how to identify trauma, how to respond accordingly and are aware of the impact of trauma on themselves		✓	
			X	2.14	Take actions to ensure work areas are safe and secure every day for employees and customers alike	✓		
			X	2.15	Incorporate protection, programs, and services into employee wellness initiatives to reduce workplace injuries and increase employee health and efficiency	✓		
			X	2.16	Encourage businesses to take action to create safe and healthy workplaces, benefiting employees and the financial bottom line		✓	
<b>Outcome 3: Communities are resilient to disasters and emergencies</b>								
<b>Trained and Capable First Responders</b>								
X				3.1	Implement a full upgrade of the Regional Communication System to the next-generation technology, enabling secure, reliable and comprehensive first responder communication through the year 2030		✓	
X				3.2	Coordinate with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system	✓		
X				3.3	Enhance the volunteer firefighter program with standardized training and staff capacity		✓	

					MILESTONE TIMEFRAMES*			
Building A Better Service-Delivery System	Supporting Positive Choices for Safety	Pursuing Policy and Environment Changes	Improving the Culture Within			FY12-13 to FY13-14	FY14-15 to FY16-17	FY17-18 to FY19-20
<b>Strong Emergency Management Capability</b>								
X				3.4	Integrate Access and Functional Needs in all preparedness, response and recovery efforts	✓		
		X		3.5	Incrementally improve and enhance fire and emergency medical services in County Fire Authority, County Service Area 135.		✓	
		X		3.6	Ensure regional evacuation plans are coordinated among public and private entities so that residents are quickly and safely evacuated in times of emergencies		✓	
			X	3.7	Ensure availability and capacity of an emergency workforce through trained Disaster Service Workers, including promotion of personal and family preparedness and comprehensive continuity of operational plans	✓		
			X	3.8	Maintain and enhance comprehensive continuity of operations plans and site evacuation plans for County facilities	✓		
<b>Engaged and Prepared Citizenry</b>								
X				3.9	Actively engage local businesses, hospitals, and community organizations to devise plans to enhance awareness, and protect and evacuate their employees during disasters		✓	
	X			3.10	Incorporate disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event	✓		
	X			3.11	Increase preparedness education and exercises in local schools		✓	
	X			3.12	Enhance emergency preparedness at home and work through public education and outreach, developing strategic partnerships with community sectors	✓		

*\*Many activities to support achievement of the objectives listed in the above table are in process and ongoing. The timeframes noted above reflect the period when there are anticipated deliverables achieved and major milestones to report, which are organized by short-term (first two years), mid-term, (five years) and long-term (ten years) milestones.*

