



County of San Diego

Citizens' Law Enforcement Review Board (**CLERB**)

Annual Report 2022 - 2024

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INTRODUCTION

MISSION

CLERB's mission is to increase public confidence in and accountability of peace officers employed by the Sheriff's Department or the Probation Department by conducting independent, thorough, timely, and impartial reviews of Complaints of misconduct and deaths and other specified incidents arising out of or in connection with actions of peace officers.

PURPOSE

CLERB shall receive, review, investigate and report on Complaints and Specified Incidents. CLERB shall provide for the independent, thorough, timely, and impartial investigation of Complaints, deaths of individuals arising out of or in connection with actions of peace officers and custodial officers employed by the Sheriff's Department or the Probation Department, and other specified incidents in a manner that a) protects both the public and the Departments, Sheriff and Probation, that are involved in such Complaints, and b) enhances the relationship and mutual respect between the Departments and the public they serve.

CLERB shall publicize the review process to the extent permitted by law in a manner that encourages and gives the public confidence that they can come forward when they have a legitimate Complaint regarding the conduct of peace officers or custodial officers designated above. CLERB shall also make every effort to ensure public awareness of the seriousness of the process, and that fabricated Complaints will neither be tolerated nor reviewed. The statutory and constitutional rights of all parties shall be safeguarded during the review process.

BACKGROUND

In 1990, voters in San Diego County enacted a ballot measure to amend the County Charter requiring the County Board of Supervisors to establish the “Citizens Law Enforcement Review Board” (“CLERB”) to independently investigate complaints against officers employed by the Sheriff’s Office and Probation Department. CLERB is composed of eleven volunteers from the County’s five supervisorial districts—two from each district and one serving at-large. CLERB is supported by a full-time staff of nine County employees, including an Executive Officer.

The section of the San Diego Administrative Code governing CLERB contains a purpose statement which states that CLERB is established “to receive and investigate specified citizen complaints and investigate deaths arising out of or in connection with activities of peace officers and custodial officers employed by the County in the Sheriff’s Department or the Probation Department.” San Diego County. Admin. Code § 340. In addition, CLERB is responsible for making “appropriate recommendations relating to matters within its jurisdiction,” “report[ing] its activities,” and “provid[ing] data in respect to the disposition of citizen complaints received by the Citizens Law Enforcement Review Board.” Id.

CLERB uses an “Investigative Model” for oversight. For background, there are three different types of oversight models: Review-focused, investigation-focused and auditor- focused. Investigation-focused models are currently the second most common form of civilian oversight in the United States. Agencies that fit within the investigative model employ professionally trained investigative staff to conduct investigations into allegations of misconduct independently of the overseen. It is also important to note that of the approximately 200 oversight bodies across the country, even the individual models can vary significantly depending on authority granted or may be a hybrid of the various models Hybrid civilian oversight exists in two ways: hybrid *agencies* and hybrid *systems*. In the first case, an agency may primarily focus on one oversight function while also performing other functions (such as reviewing internal investigations and auditing policy compliance). In the latter case, a single jurisdiction may have multiple agencies overseeing the same department, such as an independent investigative agency and an inspector general, or a monitor agency and a civilian board acting in an advisory capacity to the law enforcement agency and/or other civilian oversight agency.

CLERB BOARD MEMBERS

1. Composition of CLERB. CLERB shall consist of 11 members nominated by the Chief Administrative Officer and appointed by the Board of Supervisors. Each CLERB member shall be a qualified elector of San Diego County and shall possess a reputation for integrity and responsibility and have demonstrated an active interest in public affairs and service.

2. Term of Membership. Each member shall serve a term of three years. A member shall serve on CLERB until a successor has been appointed. A member shall be appointed for no more than two consecutive full terms. Appointment to fill a vacancy shall constitute an appointment for one term. The term for all members shall begin on July 1 and end on June 30.

2022	2023	2024
Chair Eileen Delaney	Chair Eileen Delaney	Chair MaryAnne Pintar
Vice Chair MaryAnne Pintar	Vice Chair MaryAnne Pintar	Vice Chair Nadia Kean-Ayub
Secretary Pastor Robert Spriggs, Jr.	Secretary Bonnie Kenk	Secretary Bonnie Kenk
Dr. R. Lee Brown	Dr. R. Lee Brown	Dr. R. Lee Brown
Ariana Federico Mondragon	Ariana Federico Mondragon	Adele Fasano
Nadia Kean-Ayub	Andrew Hayes	Ariana Federico Mondragon
Bonnie Kenk	Nadia Kean-Ayub	Andrew Hayes
Tim Ware	Tim Ware	Tim Ware
Gary Wilson	Gary Wilson	Gary Wilson

EXECUTIVE LEADERSHIP REPORT

2024 IN REVIEW

The year 2024 was a transformative period for CLERB, marked by structural, leadership, and operational changes aimed at improving efficiency and reinforcing our mission.

In January, CLERB appointed Nawras Hakak as the department's first Chief Deputy. This strategic addition provided essential leadership support and strengthened operational oversight.

In February, CLERB relocated to the County Administration Center (CAC), a strategic move that has delivered substantial operational benefits. Being in the same building as the Finance and General Government (FGG) leadership team has significantly strengthened collaboration and improved access to essential support in areas such as budget planning, personnel matters, and administrative guidance. This close physical proximity has fostered more timely communication and facilitated stronger working relationships. Additionally, housing CLERB in the same location as the monthly Board meetings has enhanced staff preparation and streamlined coordination across departments.

In March, Executive Officer Paul Parker resigned. Chief Deputy Nawras Hakak stepped into the role of Acting Executive Officer to ensure continuity of leadership and operations.

In September, Brett Kalina was appointed as CLERB's Executive Officer.

Challenges

Throughout 2024, the department encountered several challenges, including:

1. Leadership transitions within both staff and Board
2. Staff shortages, particularly among Special Investigators and support personnel
3. Ongoing vacancies on the Board
4. Limited departmental resources

ACCOMPLISHMENT

Despite these obstacles, CLERB remained steadfast in its mission. Key accomplishments include:

1. **Investigative Integrity:** Staff, with leadership support, maintained a strong commitment to conducting thorough investigations. No cases were summarily dismissed, and all investigations met the one-year statutory deadline.
2. **Operational Efficiency:** Developed a comprehensive training manual to ensure effective allocation of resources and to support staff onboarding and development.
3. **Board Engagement:** No Board meetings were cancelled in 2024. Staff and Board members collaborated effectively to ensure all meetings occurred as scheduled.
4. **Secure Information Sharing:** CLERB transitioned from paper-based confidential mail to a

secure electronic platform, significantly enhancing document security and operational efficiency. This shift not only improved the speed and reliability of sensitive communications but also resulted in cost savings by reducing expenses associated with printing, postage, and physical document handling.

5. **Inclusive Hiring Process:** For the first time in CLERB's history, community members and stakeholders were involved in the hiring process for the Executive Officer position. This milestone aligned with the County's values of transparency, diversity, and inclusion.
6. **Community Engagement:** Launched CLERB's first-ever Engagement Page to collect public input on 2025 goals. The community participation will meaningfully inform and shape CLERB's strategic priorities.
7. **Strengthening Transparency:** As part of CLERB ongoing commitment to transparency and operational excellence, we successfully coordinated the participation of the County Sheriff in a recent board meeting. During this session, the Sheriff provided a comprehensive overview to the public of the strategic enhancements currently underway within our detention facilities. This initiative not only underscores our dedication to improving correctional operations but also reinforces our collaborative approach to informing and engaging the community on matters of public safety and institutional reform.

ONGOING PROJECTS

CLERB continues to advance several key initiatives:

1. **In-Custody Death Data Study:** The final report is targeted for release by 2026 or earlier.
2. **Enhanced Data Analytics:** Ongoing efforts to improve data collection and reporting will help identify patterns and support better decision-making.
3. **Resource Optimization:** Continued focus on maximizing existing resources to promote operational efficiency.

CLERB'S 2025 GOALS

As we approached 2025, CLERB received input from the community and the Board on the goals and objectives for 2025:

1. Provide thorough, balanced, fact-driven investigations and be as transparent as possible within the bounds of the law.
2. Give the community an opportunity to be heard.
3. Ensure peace officers adhere to California law along with their established policies and procedures.
4. Provide recommendations to policies and procedures to prevent violations, protect lives and reduce litigation risk.
4. Increase the understanding of law enforcement policies and procedures.
5. Provide the public with as much information as legally possible to evaluate the work of Sheriff's Office and Probation Department.

These internal goals are in addition to the County-wide benchmarks of:

1. **Employee Engagement:** Working in partnership with employees and employee representative groups, to continue to implement existing employee engagement action plans, and prepare to update action plans based on the employee engagement survey scheduled for Fall 2024. Take specific actions to continue to provide a workplace firmly rooted in equity, which provides a sense of belonging and empowers employees with resources and support to thrive and encourages retention.

2. Equity, Diversity and Inclusion: Increase opportunities for employees to participate in belonging and equity, diversity and inclusion (EDI) activities during work hours.
3. Recruitment, Hiring, and Retention: Strategically develop and implement specific actions, collaborating with the Department Human Resources, to address key positions that are hard to recruit, hire and/or retain in order to fill crucial vacancies and maintain staffing levels for effective service delivery.
4. Innovative Solutions: Assess County (or department) operations to identify programmatic areas that will benefit from operational efficiency improvements. Through efforts such as business process reengineering, embracing technology, and/or furthering sustainability efforts, implement at least one identified efficiency that 1) maintains or improves exceptional customer service and/or 2) results in quantifiable cost avoidance, direct cost savings, or increased revenue.

CONCLUSION

Despite the hurdles faced in 2024, CLERB remained consistent and productive. The Board held monthly meetings, including one special meeting, and closed 130 cases by Board action. An additional 46 cases were procedurally closed. CLERB processed 100 miscellaneous referrals annually and has averaged 50 referrals to other county law enforcement agencies over the past two years. These numbers underscore our continued dedication to accountability and service improvement.

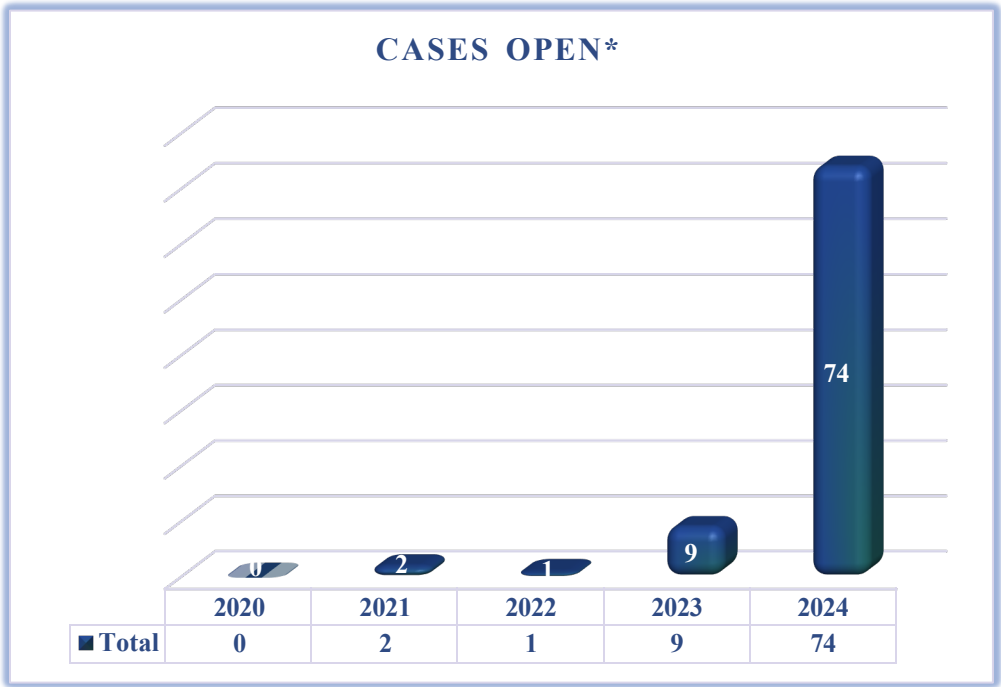
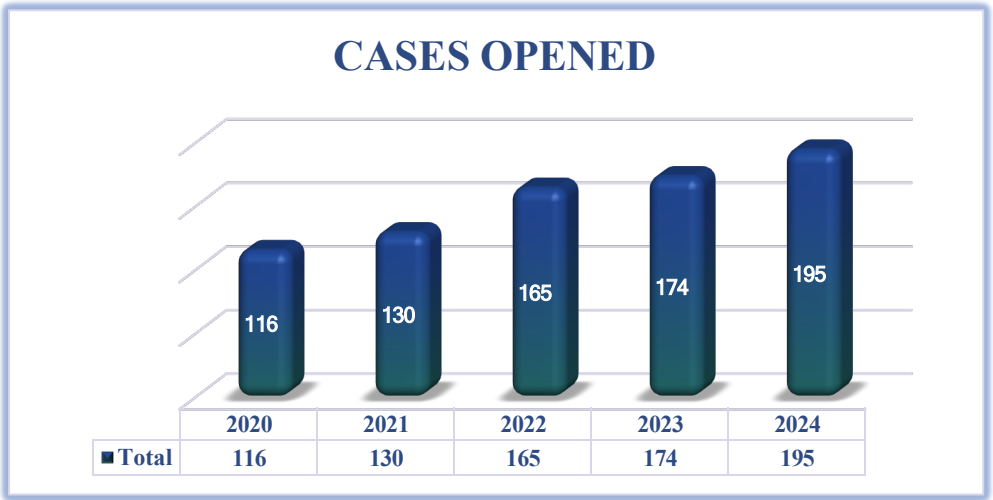
We enter 2025 with strengthened leadership, deeper community engagement, and a commitment to enhancing transparency and efficiency in all aspects of our work.

Brett Kalina
Executive Officer
June 4, 2025

Nawras Hakak
Chief Deputy
June 4, 2025

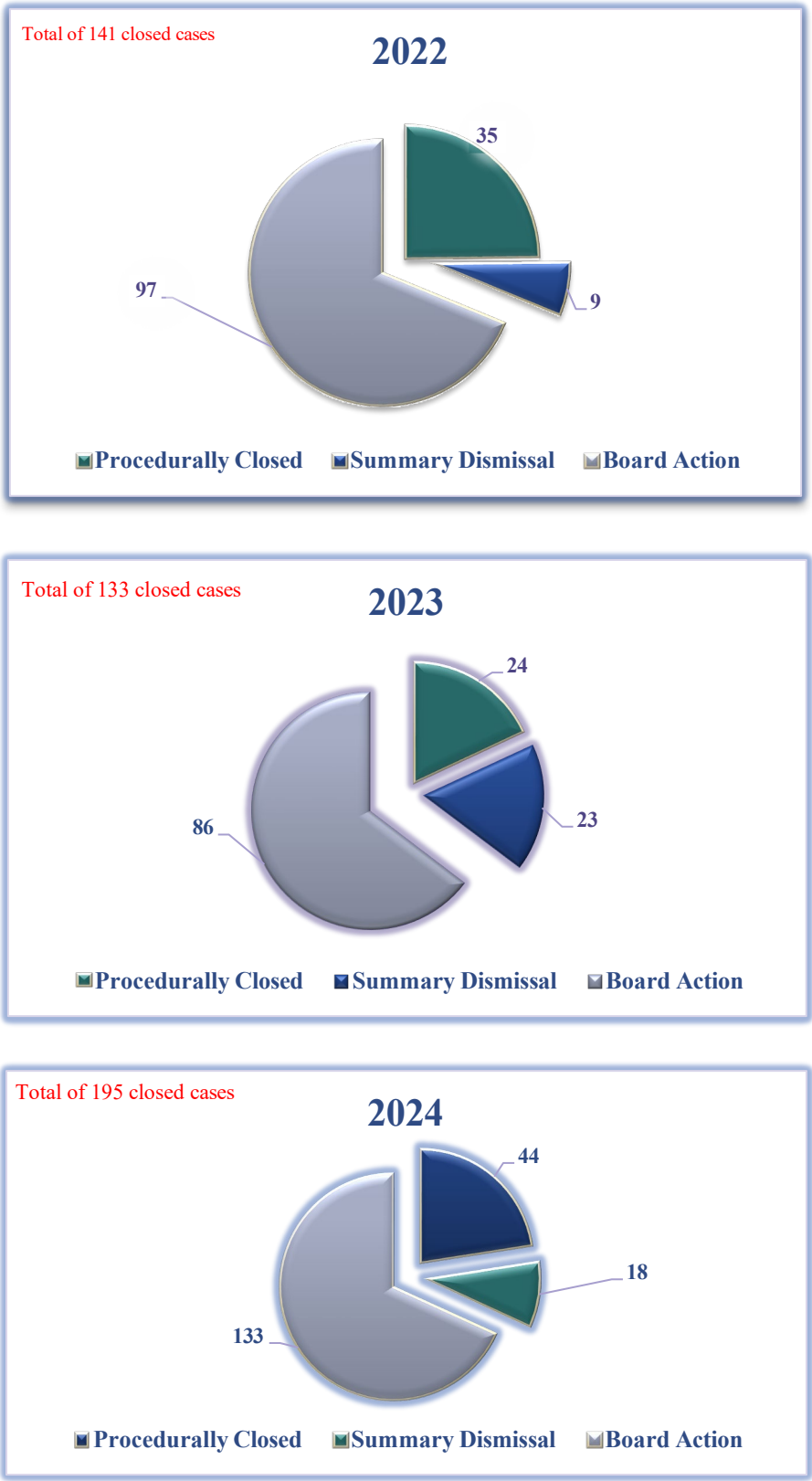
Lynn Setzler
Supervising Special Investigator
June 4, 2025

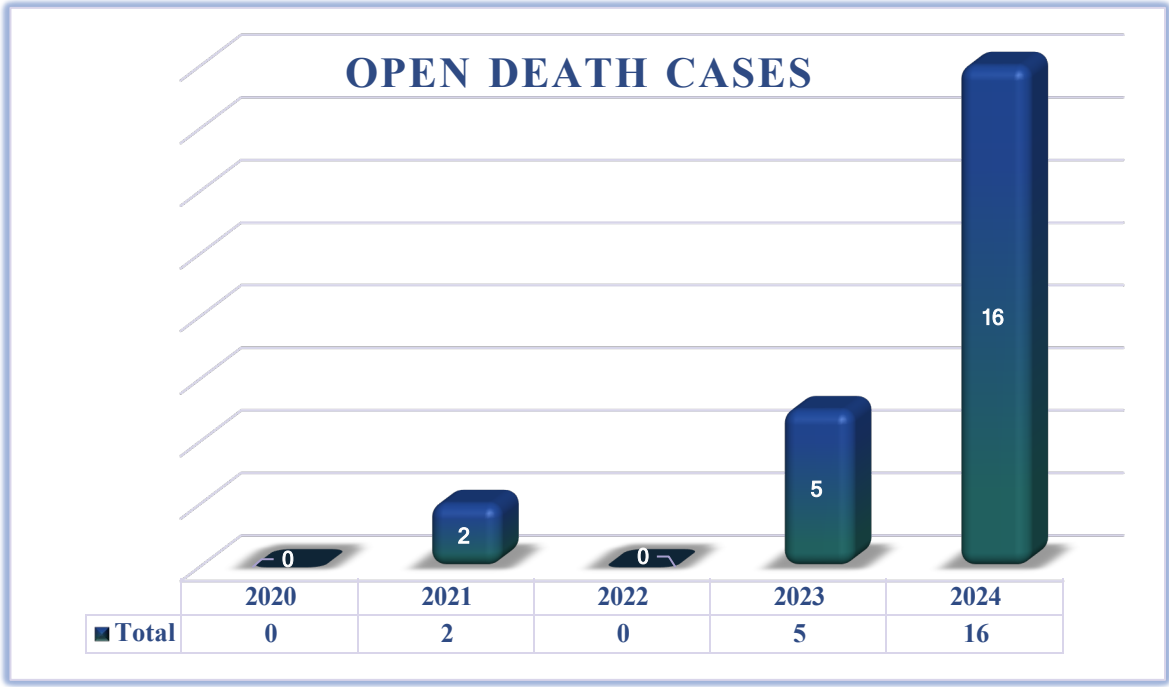
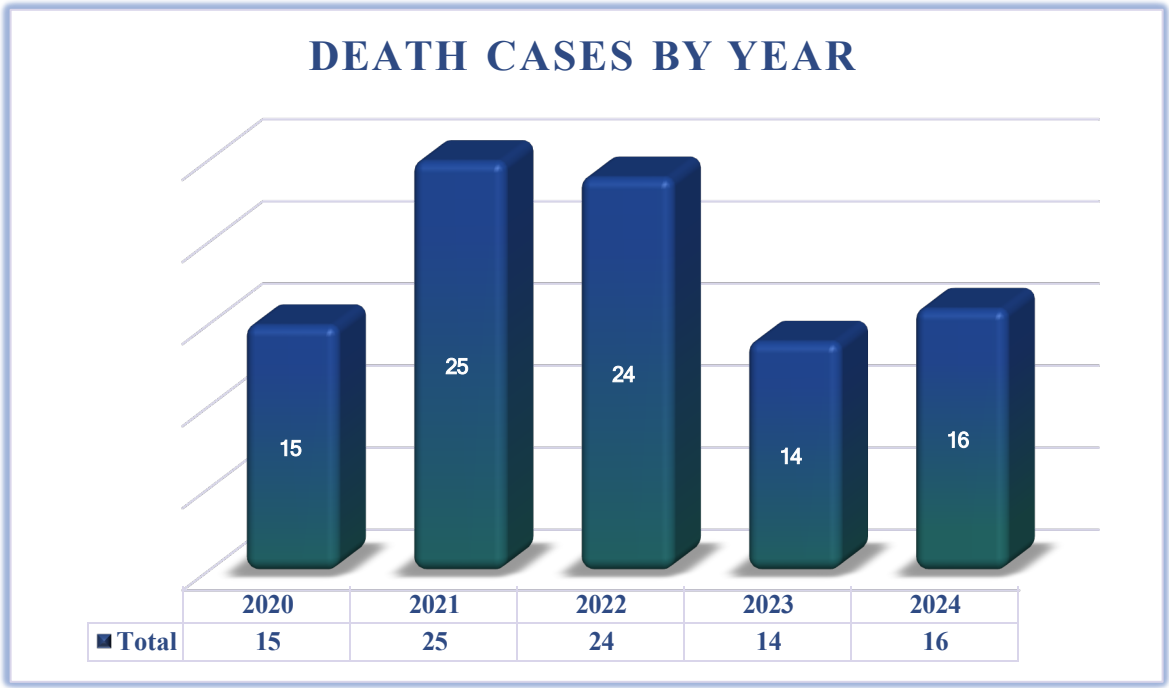
DATA SUMMARY



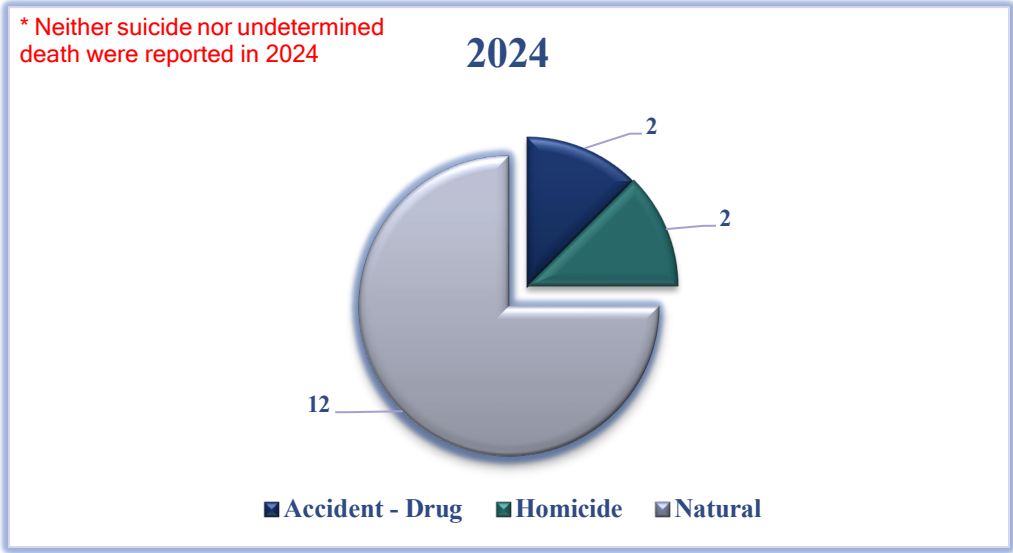
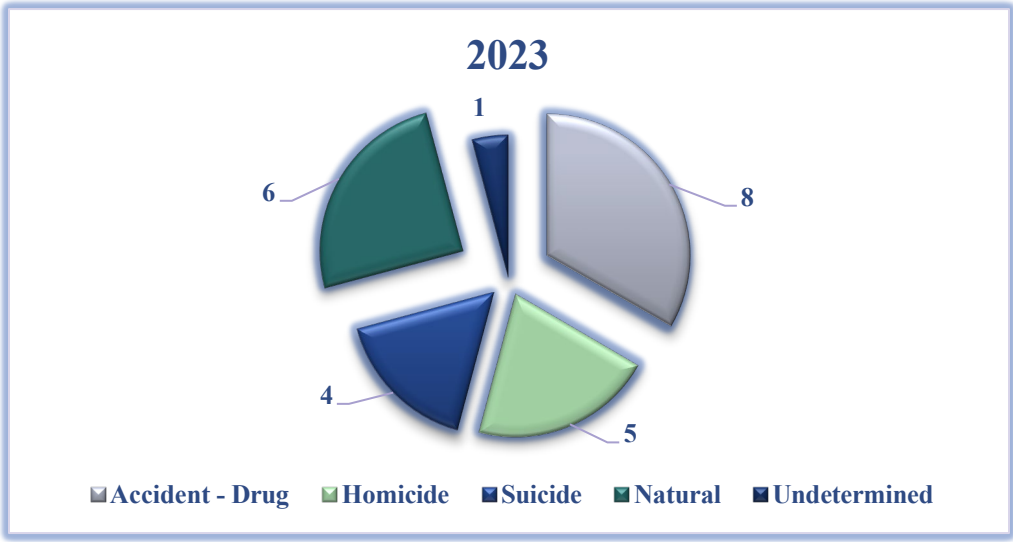
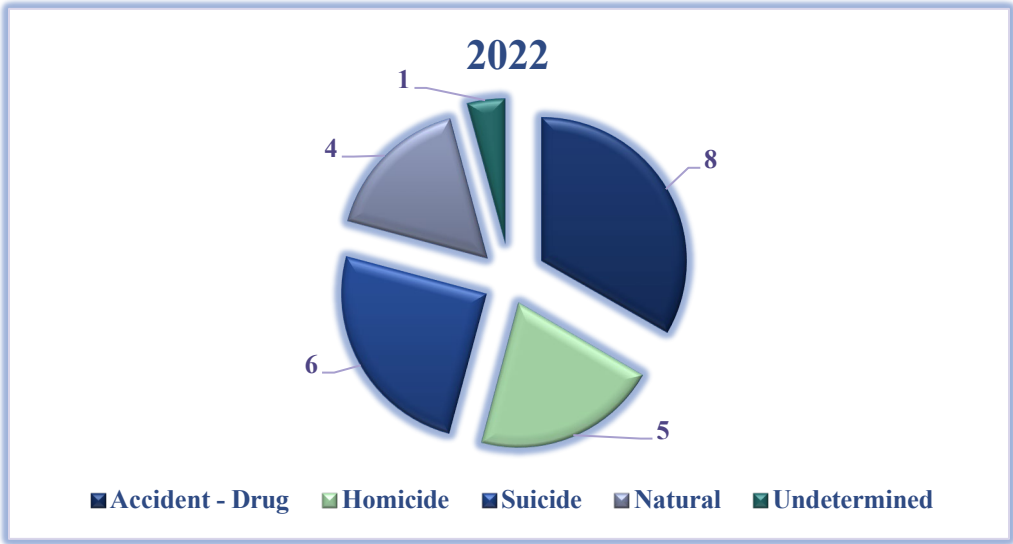
*Data collected per 5/1/2025

CASE CLOSURE TYPE BY YEAR

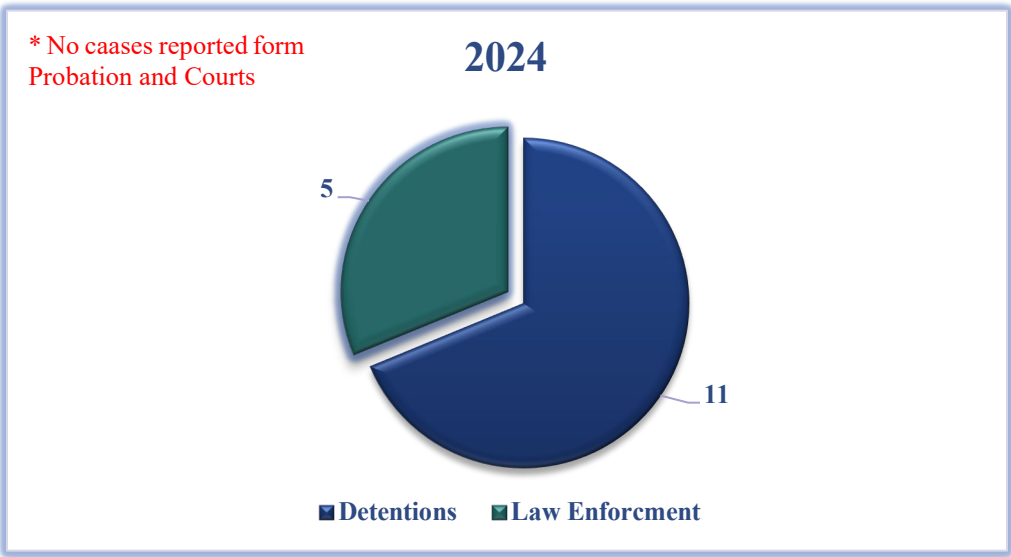
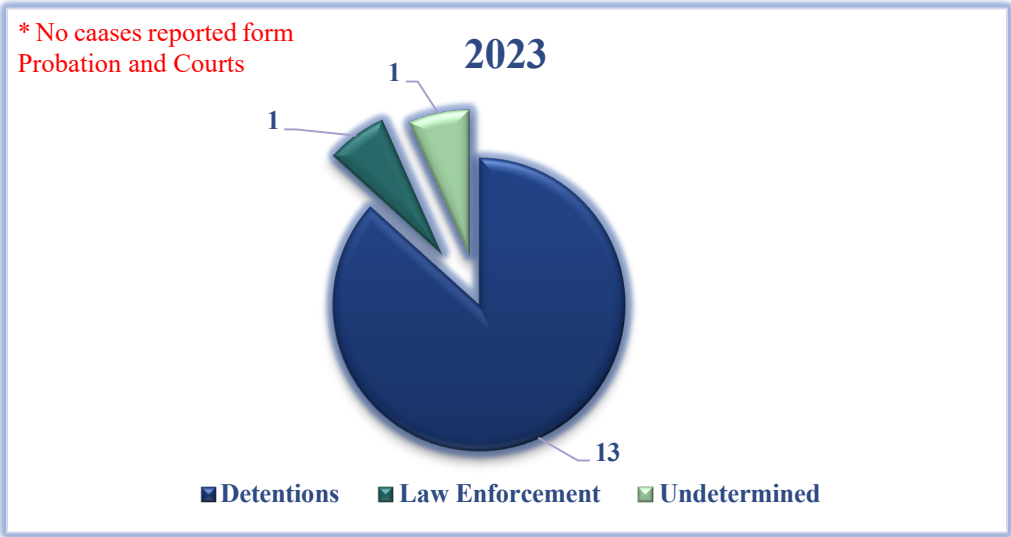


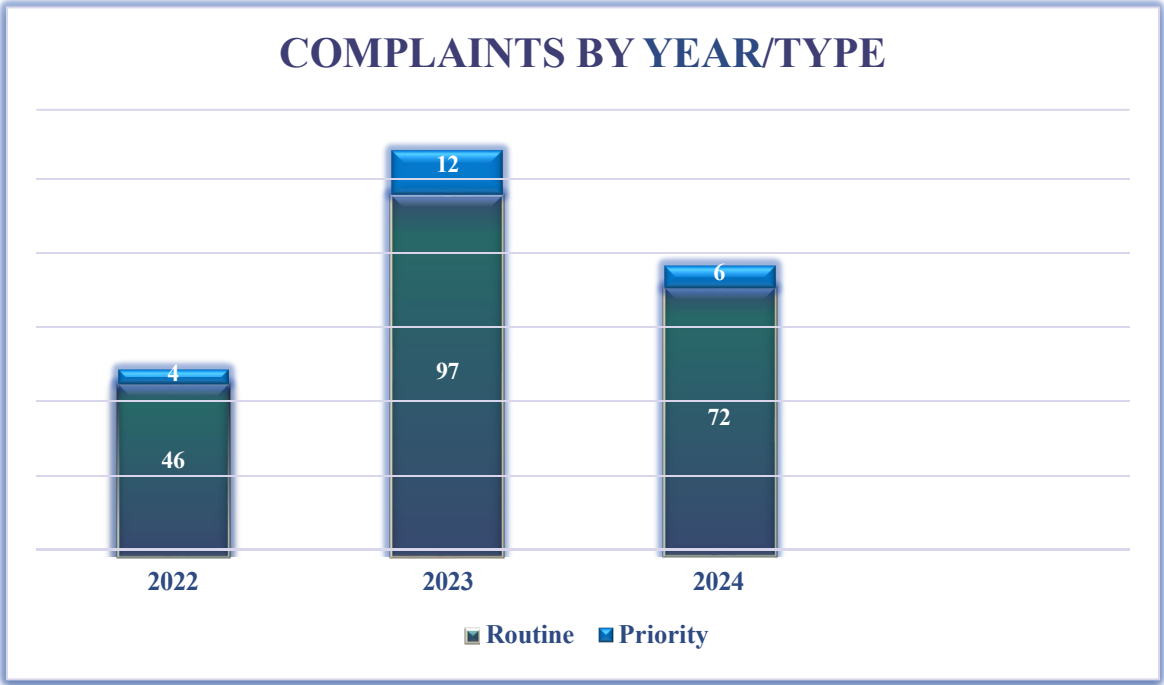
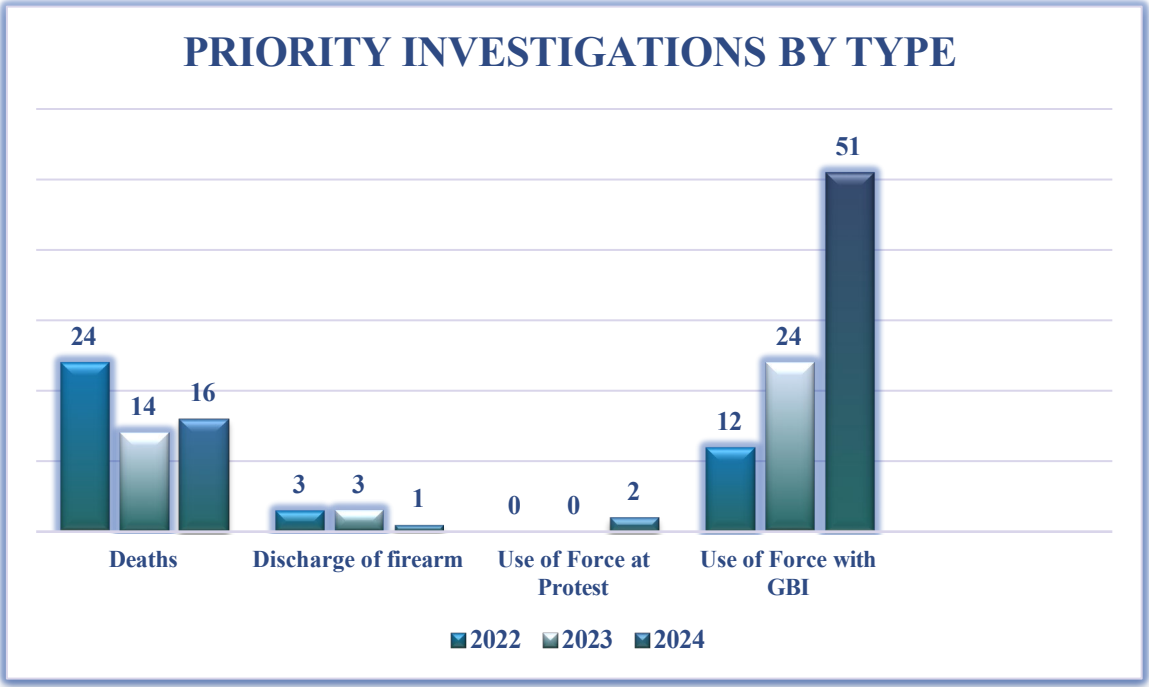


DEATH CASES BY MANNER BY YEAR

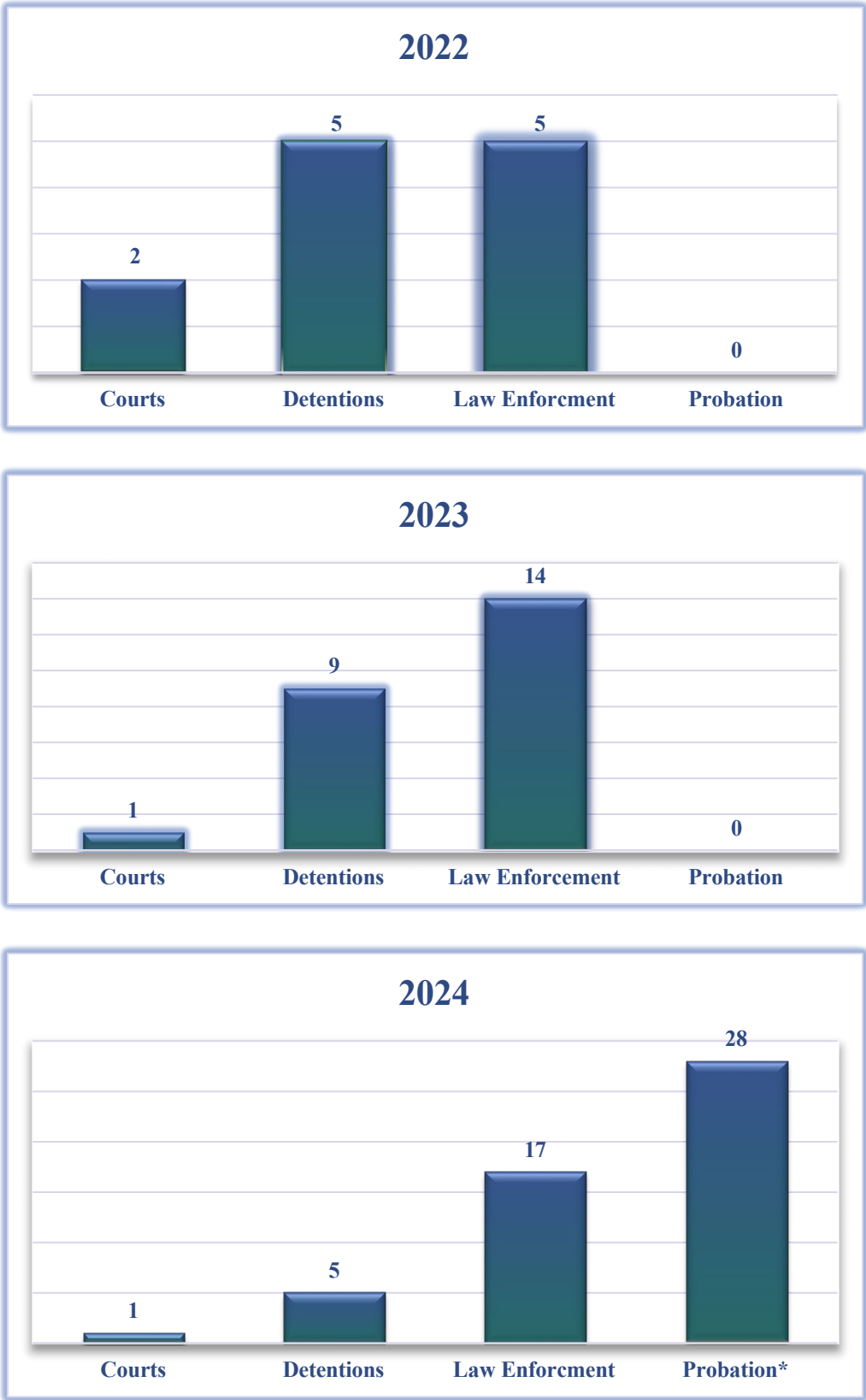


DEATH CASES BY AUTHORITY



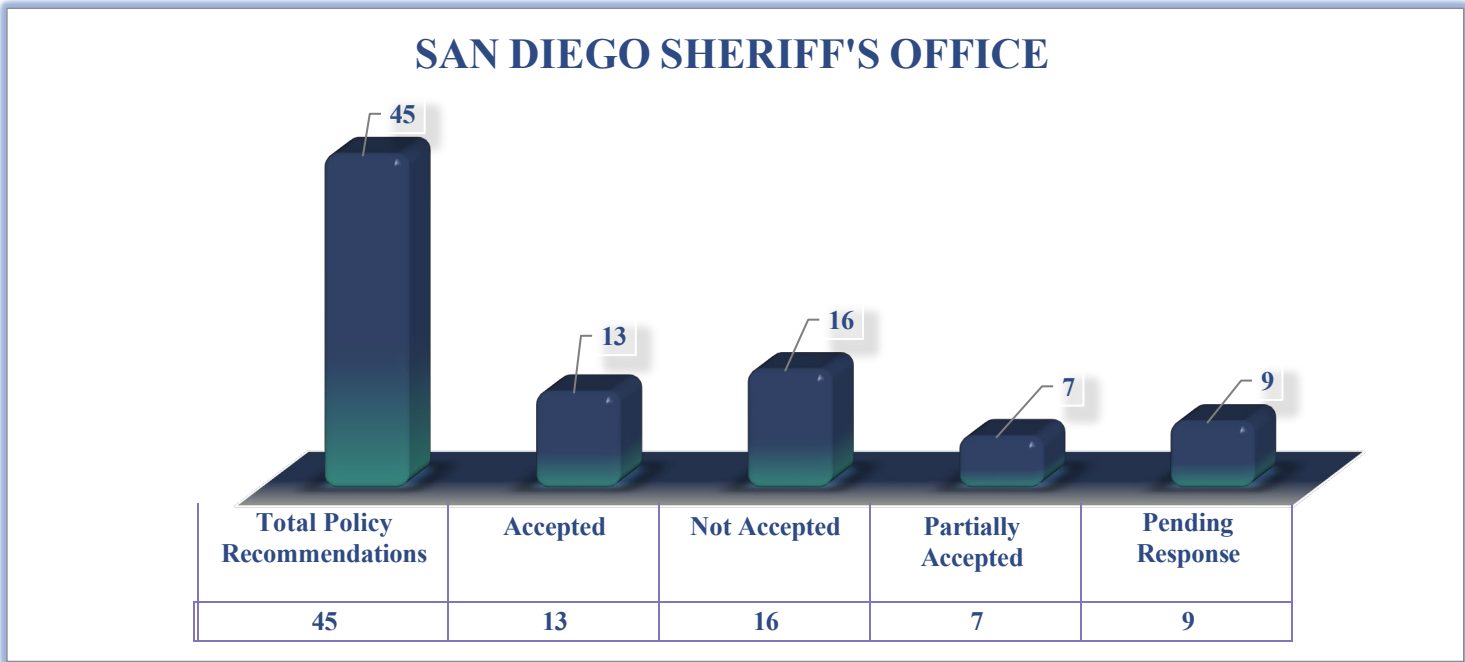
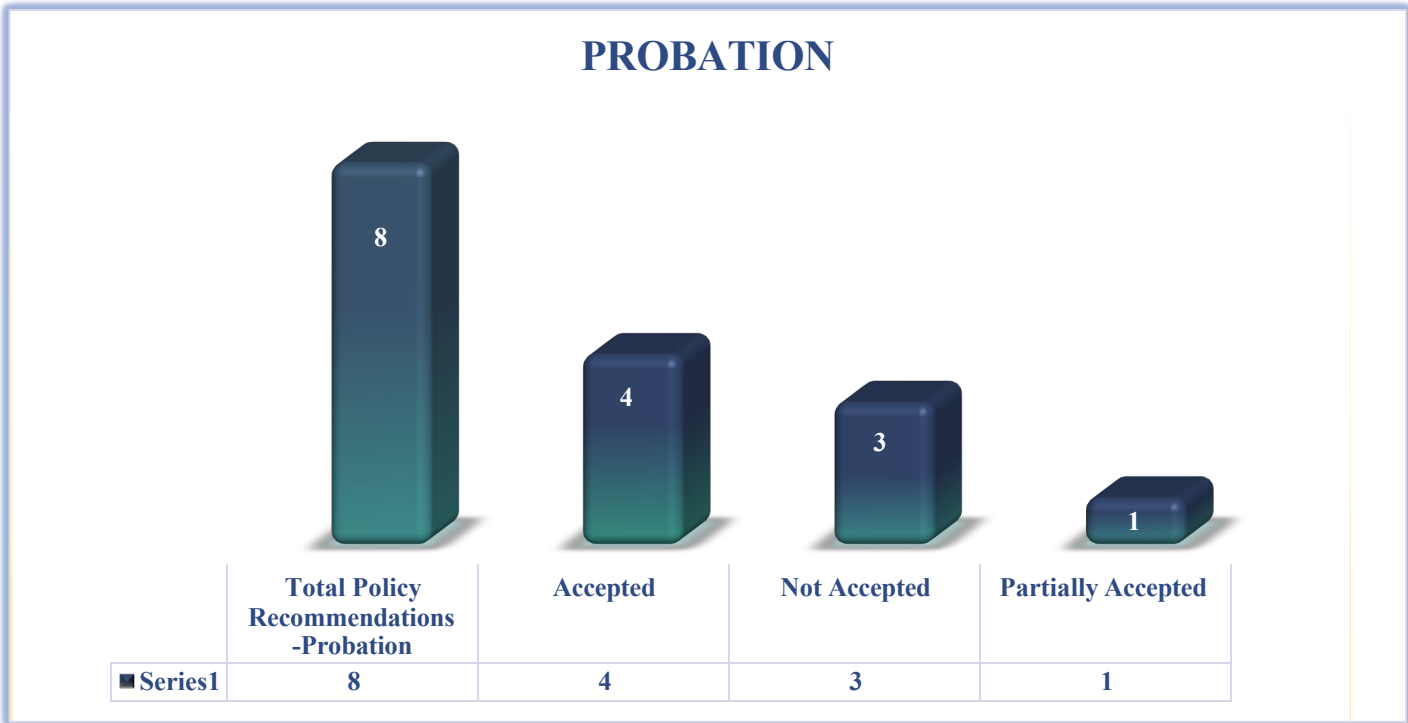


USE OF FORCE RESULTING IN GREAT BODILY INJURY CASES
BY AUTHORITY

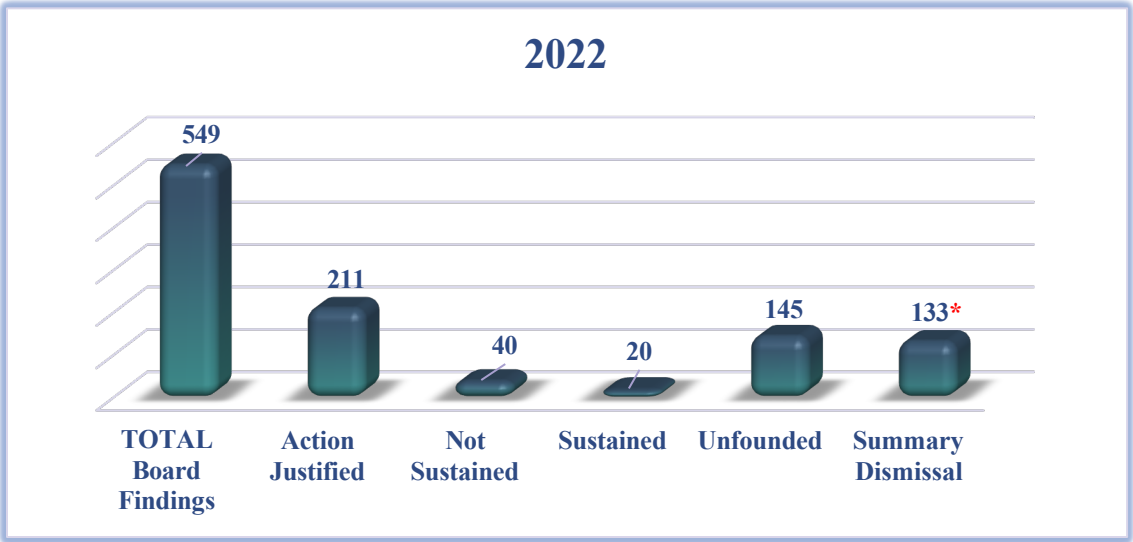


*Probation Use of Force cases were from 2021-2023.

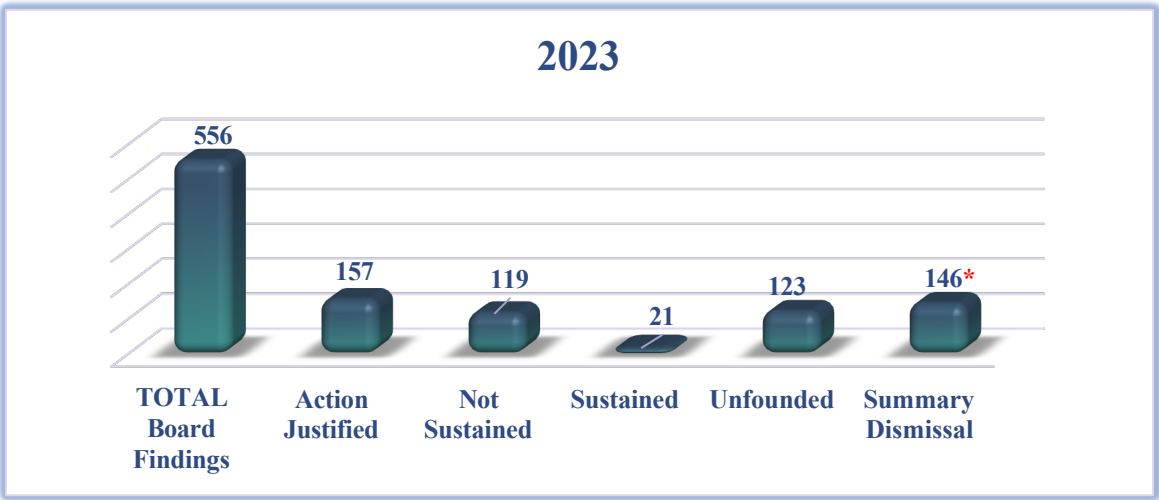
POLICY RECOMMENDATION/ BY DEPARTMENT (2022-2024)



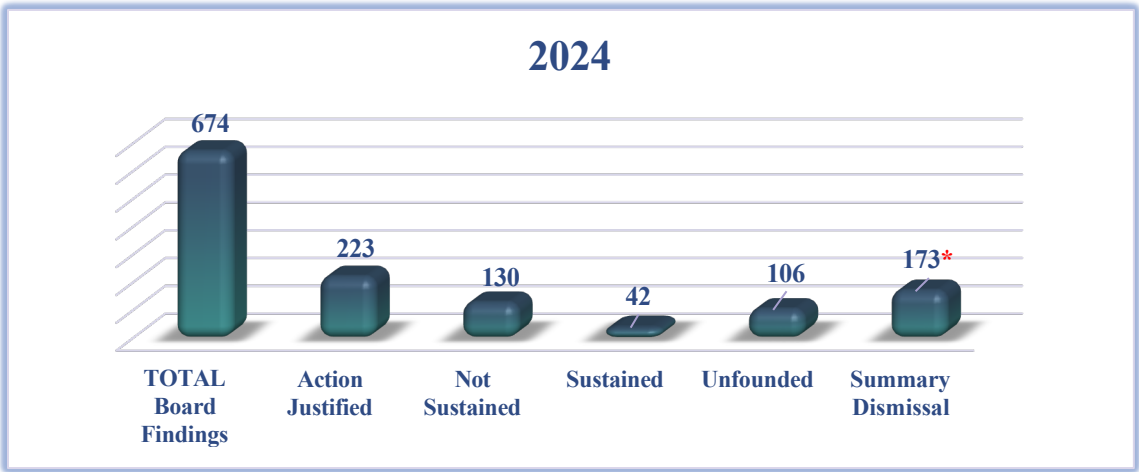
BOARD FINDINGS



*Nine (9) are SD due to CLERB lacks jurisdiction to investigate Medical Staff involved in the case allegation



*Eighteen (18) are SD due to CLERB lacks jurisdiction to investigate Medical Staff involved in the case allegation



*Fifty-two (52) are SD due to CLERB lacks jurisdiction to investigate Medical Staff involved in the case allegation

COUNTY BENCHMARKS

2023–24 Accomplishments:

Health: Reduced disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.

- Analyzed overall trends related to deaths in custody, to determine whether trends suggest disparate and disproportionate treatment, as they pertain to demographics.
- Analyzed overall trends pertaining to discrimination allegations.
- Analyzed overall trends pertaining to the treatment of transgender persons in the custody of the Sheriff's Office and Probation Department to determine whether trends suggest deficiencies in Sheriff's Office and Probation Department policies and procedures.

Health: Focused on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.

- Analyzed overall trends related to deaths in custody, to determine whether trends suggest deficiencies in Sheriff's Office and Probation Department policies and procedures.
- Analyzed overall trends pertaining to discrimination allegations, to determine whether trends suggest deficiencies in Sheriff's Office and Probation Department policies and procedures.

Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

- Short-term: Reviewed staff telework schedules and determined a footprint reduction plan for CLERB.
- Short-term: Provided semi-annual training to CLERB employees about sustainability topics, including recycling and power usage.
- Mid-term: Assessed department purchasing trends and identified areas to improve selections for greater sustainability.
- Long-term: Continued hybrid CLERB meetings to reduce vehicle miles traveled from the public who will not have to travel to in-person meetings.

Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

- Conducted or attended 13 community outreach activities to increase awareness of CLERB.
- Provided information in the County's threshold languages.
- Communicated and established CLERB's social media presence on Facebook and Twitter.
- Utilized County's Engagement Center and Engage San Diego County platforms.

- Participated in County community engagement events.

Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.

- Maintained a transparent and independent citizen complaint process, to the extent allowed by law, which provided relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provided redacted case synopses that included relevant information for the public, while respecting peace officer confidentiality rights.

Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

- Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they delivered the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.

Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.

- Completed 100% (80) of complaint investigations within one year of receipt of filed complaint, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
- Completed 100% (6) of death investigations within one year of receiving all investigatory materials, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
- Completed 100% (23 total, including 20 investigations of use of force resulting in great bodily injury and three discharges of firearms) of investigations into other specified incidents within one year of notification of the incident, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
- Processed 100% (133) of new complaints in a timely manner; maintained a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.
- Presented nine policy and procedure recommendations to the Sheriff's Office and/or Probation Department. This is less than the adopted target of 18 recommendations due to a request by the

Sheriff's Office to reduce the number of new policy recommendations to allow time to address recommendations from prior years.

- Provided 12 monthly “early warning” reports to the Sheriff's Office and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary

CLERB BUDGET

Category	FY 21-22	FY 22-23	FY23-24	FY24-25
Annual Budget	\$1,559,269	\$1,798,883	\$1,976,018	\$2,021,071
Salaries & Benefits	\$1,296,351	\$1,525,475	\$1,701,031	\$1,811,956
Services & Supplies	\$262,918	\$273,408	\$274,987	\$209,115
Employee Positions	8	9	10	10

-END OF REPORT-