

**Sheriff's Office  
Final Performance Plan  
FY 2008-09**

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**I. MISSION STATEMENT**

As law enforcement leaders, working in partnership with our communities, the Marin County Sheriff's Office provides professional, innovative, and proactive public safety services to promote the highest quality of life in Marin.

**II. DEPARTMENT OVERVIEW**

The Sheriff's Office is the lead law enforcement agency for Marin County with a role in law enforcement defined by statute and by social and historic events. The Office is headed by the elected Sheriff, Robert T. Doyle. Sheriff Doyle's executive command staff consists of an undersheriff and 3 captains, who are supported by over 300 managers, supervisors and line staff. The Sheriff's Office strives to be receptive and responsive to the expectations of the community's needs through daily interactions with residents. This provides feedback on job performance and relationships with the community. The Sheriff's Office is committed to being a model organization providing the best, most efficient, and most professional law enforcement services to residents of Marin County.

The Sheriff's Office provides a myriad of law enforcement services to the County of Marin. The Bureau of Detention Services oversees the operation of the County Jail and security for the Marin County Superior Court. The Bureau of Field Services oversees the operation of all patrol and criminal investigative services. The Bureau of Administration and Support Services oversees the operation of the Sheriff's Business Office, Records, Warrants, and Civil Divisions, the Sheriff's Public Safety Communications Division, Professional Standards Unit, Technical Support Unit, and the Sheriff's Office of Emergency Services.

**III. ACCOMPLISHMENTS FY 2007-08**

- Created a streamlined protocol for tracking sex registrants living in Marin County, including digitized photos of the registrants and their vehicles that can be shared by various investigative agencies
- Created a rotational interim assignment to the Investigations Division that places senior patrol personnel in that specialized Division for a six month fixed term. Deputies are expected to share the investigative experience they gained with their peers in the Patrol Division once that fixed term assignment expires
- Entered into a collaborative agreement to provide technical support for the mobile data computer systems operated by 19 of the 23 public safety agencies in Marin County, affording them a cost-effective means of providing fully automated dispatch information to their units in the field
- Used decoy programs to curtail access to alcohol by minors, resulting in zero repeat offenses by targeted establishments licensed to sell alcoholic beverages

**IV. GOALS AND INITIATIVES FY 2008-09**

**GOAL 1: Provide excellent public safety call-answering and dispatch services**

**FY 2008-09 Initiatives**

1. Introduce new Emergency Medical Dispatch Protocol that provides near real-time medical direction and oversight

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**FY 2008-09 Initiatives**

2. Participate in collaborative Quality Assurance Program to ensure continuous improvement in Emergency Medical Dispatch Program
3. Increase the number of public safety dispatchers who are fully trained and qualified in all four call-taking, law, medical, and fire dispatch disciplines
4. Introduce GIS mapping to the computer aided dispatch system (CAD), giving public safety dispatchers a spacial representation of all 9-191 call locations that will be shared by Marin County Fire and the Novato Police Departments

**GOAL 2: Provide excellent emergency management services**

**FY 2008-09 Initiatives**

1. Maintain a highly trained core group of County personnel from various departments to staff the Emergency Operations Center
2. Coordinate County participation in statewide disaster exercises
3. Develop a cooperative agreement with the City of Novato and the Marin Municipal Water District to provide them access to current and planned automated emergency notification systems
4. Expand automated emergency notifications systems to include a subscriber based text (SMS) messaging platform

**GOAL 3: Provide excellent automated systems to support public safety effectiveness and efficiency**

**FY 2008-09 Initiatives**

1. Execute an agreement entered into with 19 of the 23 law enforcement and fire agencies in the County to maintain and support their fleet of mobile data computers
2. Provide enhanced e-mail functionality to internal users by completing the migration from Microsoft Exchange 5.5 to Microsoft Server 2003

**GOAL 4: Provide quality and efficient detention services to individuals requiring incarceration in Marin County**

**FY 2008-09 Initiatives**

1. Increase the availability of the jail's literacy program to include inmates housed in the mental health and security lockdown units of the facility
2. Expand parenting and counseling program services made available to the general population housing units within the facility

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**FY 2008-09 Initiatives**

3. Complete a study of the County's jail population and potential alternative sentencing measures with the goal of mitigating future jail population increases

**GOAL 5: Provide enforcement for the Marin County Social Host Accountability Ordinance given recent youth alcohol trends in the community while protecting the rights of all individuals**

**FY 2008-09 Initiatives**

1. Conduct enforcement actions and provide on-going education to fully enforce the Marin County Social Host Accountability Ordinance
2. Use "Shoulder Tap" Program to curtail access to alcohol by underaged minors

**GOAL 6: Respond to the needs of the County's youth by partnering with the Marin County Office of Education**

**FY 2008-09 Initiatives**

1. Identify at-risk youth in selected secondary schools who would benefit from enrollment in the Youth Academy
2. Collaborate with the Marin County Office of Education to allow high school class credits for successful completion of the Youth Academy
3. Offer Youth Academy classes at the High School Level in a formal classroom setting at the Sheriff's Office and in field environments as appropriate

**V. KEY CHALLENGES AND OUTSTANDING ISSUES**

- Manage and mitigate operational continuity issues associated with a large number of staff retirements expected during FY 2008-09
- Maintain existing core service levels in critical public safety programs while reducing net county cost in accordance with direction provided by the Board of Supervisors
- Effectively manage personnel turnover within the Investigations Division that is anticipated because of departmental promotions and staff transfers
- Implement a new state-of-the-art Emergency Medical Dispatch Protocol and assure the highest level of service by creating a collaborative Quality Assurance Program with the Department of Health and Human Services

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**VI. PERFORMANCE MEASURES**

**COMMUNICATIONS DISPATCH**

**PROGRAM DESCRIPTION**

The Sheriff's Office provides public safety dispatch services for itself and 18 other law enforcement and fire agencies within the county. Sheriff's dispatchers are the primary 9-1-1 answering point for all unincorporated communities in Marin, as well as the cities of Sausalito, Mill Valley, Tiburon, Belvedere, and Ross. The Sheriff's Public Safety Communications Center receives triages and dispatches fire and emergency medical resources to all client communities, as well as the City of Novato.

**OBJECTIVE: Reduce the average call processing time for incoming fire and medical emergencies**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Number of fire or emergency medical calls received	22,297	23,174	24,100
<b>Efficiency Measures</b>			
Number of fire and emergency medical response calls processed per FTE (32.5 FTEs)	686	713	742
<b>Effectiveness Measures</b>			
Average time elapsed between answering an emergency fire or medical call and dispatching resources to that call (seconds)	55	54	53

**Department Comments:**

Timely response to reported medical emergencies and fire incidents are core components of a modern Fire / EMS agency. National standards have been established for the time taken to answer incoming emergency calls, to dispatch those calls, and to get "wheels rolling" on the equipment that will respond. Having the ability to accurately track the time needed to process and dispatch those types of emergency calls is critical to the evaluation of program sufficiency for a fire / EMS program.

**DETENTION OPERATIONS**

**PROGRAM DESCRIPTION**

The Sheriff's Office operates an adult detention facility that houses up to 377 pre and/or post sentence inmates. In addition to providing a secure environment that promotes the safety of both inmates and the general public, jail staff must comply with Minimum Jail Standards as set forth by California Code of Regulations (CCR) Titles 15 and 24, the California Corrections Standards Authority, and applicable local, state and federal laws. Staff provides a vast array of educational, literacy, addiction counseling, parenting and other inmate programs to help create

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opportunities for inmates to make positive changes in their lives, and upon release, to become productive members of the communities in which they live.

**OBJECTIVE: Reduce overcrowding in the jail**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Average daily population housed in the jail (inmates) pre-sentenced inmates	260	256	258
Average daily population housed in the jail (inmates) post-sentenced inmates	56	46	54
<b>Efficiency Measures</b>			
Average daily cost per inmate housed	\$135	\$142	\$150
<b>Effectiveness Measures</b>			
Average length of stay per pre-sentenced inmate	13.4	13.1	13.0
Average length of stay per inmate post-sentenced inmates	51.1	45.4	48.0
Percent of inmate population awaiting sentencing	88%	88%	81%

**Department Comments:**

Jail overcrowding has a direct effect on inmate safety, as well as staff turnover and effectiveness. Jail overcrowding may also be a symptom of ineffective use of appropriate alternative sentencing programs. Accurate analysis of the reasons for an increased jail population is essential in determining whether identified trends in population growth are a symptom of poor program implementation, or an indicator of the need to increase housing capacity.

**OBJECTIVE: Ensure opportunities for the educational advancement of inmates housed in the County jail**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Number of sentenced inmates enrolled in educational programs	672	772	800
<b>Efficiency Measures</b>			
Cost per inmate enrolled in educational programs	\$91	\$83	\$81
<b>Effectiveness Measures</b>			
Percent of inmates who begin the GED Competency Program who actually receive a GED Certificate	32%	23%	30%

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**Department Comments:**

Providing educational opportunities for the inmate population is important to enhancing their chance for improved lives and greater community success upon their release from jail. It also encourages a safer, more secure environment in which to live until that release occurs.

**OBJECTIVE: Ensure inmate and staff safety by reducing the number of inmate assaults occurring in the jail**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Number of assaults responded to	12	10	12
<b>Efficiency Measures</b>			
Number of assaults responded to per jail FTE	0.20	0.17	0.20
<b>Effectiveness Measures</b>			
Number of inmate to inmate assaults per 1,000 inmate days	0.000052	0.000066	0.000052
Number of inmate to staff assaults per 1,000 inmate days	0.000017	0.000044	0.000017

**Department Comments:**

Ensuring a safe environment for the inmates housed inside a County jail is a fundamental responsibility of every elected Sheriff across the state. Providing that secure living environment is all the more critical because of the limited personal freedoms found within a custody environment and the reliance of the inmate population on jail staff to provide for their health and safety.

**PATROL SERVICES**

**PROGRAM DESCRIPTION**

The Patrol Services Division provides law enforcement services to unincorporated areas of the county and assistance to local city police departments. The division operates out of three substations located in Marin City, Kentfield, and Point Reyes, in addition to its headquarters in San Rafael. Primary among the Patrol Division's roles and responsibilities is to provide innovative and proactive public safety services that promote a high standard of safety and quality of life for our community.

**OBJECTIVE: Ensure timely response to emergency calls for patrol services**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Average number of daily calls for Priority 1 service	21.7	21.6	21.6

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<b>Measures</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Estimate</b>
Average number of daily calls for other service	58.4	59.7	60.6
<b>Efficiency Measures</b>			
Average cost per dispatched patrol call for service	\$205	\$223	\$233
Average number of daily dispatched calls for service per patrol deputy FTE	14.8	15.1	15.2
<b>Effectiveness Measures</b>			
Average response time to calls for service: Urban	7.5	7.5	7.5
Average response time to calls for service: Rural	13.9	14.3	14.3
Average service time of calls for service (from arrival on scene to return to clear status)	27.0	28.4	28.0

**Department Comments:**

Ensuring a safe and healthy community means maintaining the ability to effectively and efficiently respond to law enforcement calls for service. Because of the unique patrol environment encountered by Sheriff's Offices, strategies to ensure effective response capability must include a recognition that patrol in urban environments is often quite different from that experienced in the rural communities like those found in the coastal and farming communities of Marin County.

**OBJECTIVE: Reduce the incidents of violent and non-violent events on high school campuses**

<b>Measures</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Estimate</b>	<b>FY 08-09 Estimate</b>
<b>Workload Measures</b>			
Number of school visits conducted by school resource officers (180 school days)	n/a	1,080	1,080
Number of crime reports initiated for violent incidents occurring on K-12 campuses	52	26	26
Number of crime reports initiated for non-violent incidents occurring on K-12 campuses	61	84	92
<b>Efficiency Measures</b>			
Cost per school visit (1 hour per visit)	N/A	\$59	\$62

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Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Effectiveness Measures</b>			
Percent change in the number of violent incidents on school campuses	n/a	-50%	0%
Percent change in the number of non-violent incidents on school campuses	n/a	38%	10%
Number of violent school-based crimes per 100 students (30 K-12 campuses in unincorporated Marin)	0.62	0.31	0.31
Number of non-violent school-based crimes per 100 students (30 K-12 campuses in unincorporated Marin)	0.73	1.00	1.10

**Department Comments:**

Ensuring the safety of each student attending a K-12 school campus in unincorporated Marin County is key to maintaining an effective learning environment that promotes the success of the student and the health of our future communities.

**INVESTIGATIONS**

**PROGRAM DESCRIPTION**

The Investigations Division investigates all adult and juvenile crimes that occur in the unincorporated area of the County, apprehends offenders, and assists in developing a prosecutable case for the District Attorney. The Division includes three juvenile officers dedicated to child abuse cases. Two identification detectives conduct fingerprint examinations and operate the automated fingerprint identification system for all law enforcement agencies in the county. Detectives also staff the Coordination of Probation Enforcement Unit. Detectives assigned to property and violent crime sections handle cases related to elder abuse, fraud, missing persons and high-tech computer crime. The Division also assists other agencies that lack the resources to conduct their own investigations, and provides assistance in internal affairs matters such as officer-involved shootings or allegations of wrong doing.

**OBJECTIVE: Minimize convicted sex-offender recidivism by ensuring that they maintain full compliance with state registration requirements**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Number of new sex-offenders registered	5	9	6
Number of sex offender registrants monitored	90	65	70



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Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Efficiency Measures</b>			
Number of registrant contacts per SAFE Program deputy per month (1 Deputy FTE)	N/A	10	12
Average cost per registrant monitored (1 Deputy FTE)	N/A	\$1,027	\$856
<b>Effectiveness Measures</b>			
Percent of registrants in compliance with state requirements	83%	95%	95%

**Department Comments:**

Ensuring persons who are required to register as sex offenders are closely monitored is important not only to the safety of the community as a whole, but often to the degree of success the offender finds upon his/her re-integration into society as well

**OBJECTIVE: Reduce juvenile recidivism rates**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Number of referrals made to the Juvenile Diversion Program	28	18	15
<b>Efficiency Measures</b>			
Cost per diversion program participant	\$111	\$118	\$123
Number of diversion program participants per FTE	8	8	7
<b>Effectiveness Measures</b>			
Percent of juveniles successfully completing diversion	94%	100%	93%
Percent of diversion program participants who do not re-offend within a year of completing the diversion program	6%	0%	7%

**Department Comments:**

Measuring the recidivism rate for juvenile offenders accused of committing minor criminal acts is important in determining the effectiveness of the various diversion programs used to divert young offenders out of the more formal criminal justice system..

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**MAJOR CRIMES TASK FORCES**

**PROGRAM DESCRIPTION**

The Marin Major Crimes Task Force (MCTF) is a cooperative effort of 11 cities and the County to provide a central investigative unit capable of crossing jurisdictional boundaries for the stated purposes of assisting each other in the detection, apprehension and prosecution of highly mobile criminal activity and combating its influence throughout the County. The unit is intended to supplement and augment the efforts of the existing local law enforcement agencies to better deal with the major criminal activity that no single jurisdiction can effectively deal with alone. The major program responsibility is to target mid to upper-level drug dealers in Marin County, arrest offenders, seize narcotics and other assets, and coordinate prosecutions with the U.S. Attorney and the District Attorney.

**OBJECTIVE: Ensure responsive case investigation and closure of narcotics related criminal cases**

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
<b>Workload Measures</b>			
Number of Major Crimes Task Force (MCTF) cases assigned	176	191	200
Grams of heroin, cocaine, and methamphetamine seized	2,400	2,948	3,078
<b>Efficiency Measures</b>			
Number of cases assigned per MCTF FTE (5 Deputy FTEs)	35.2	38.2	40.4
Grams of heroin, cocaine, and methamphetamine seized per MCTF FTE (5 Deputy FTEs)	480	590	616
<b>Effectiveness Measures</b>			
Percent of cases closed by arrest*	28%	29%	30%

**Department Comments:**

The investigation of middle and higher level narcotics sales cases is both time, labor, and specialty skill intensive, often exceeding the response capacity and resources of most local law enforcement agencies. While individual cities and towns are often unable to fund effective narcotics investigations on their own, collectively, they are able to pool their resources to purchase professional, experienced detective services dedicated to the interdiction of narcotics sales activities. Interdiction of that narcotic activity is a core element of curtailing the related criminal activity and personal devastation that results from having narcotics easily accessible to the community.

\*Percent of closed cases may appear low because MCTF draws a new case number for every incident involving the same target. Therefore, a target who sells narcotics to an undercover agent six different times, but is arrested only after the 7th sale, results in seven case numbers being issued, only one of which ends in an arrest. Data should therefore only be used to determine trends.