

Sheriff-Coroner FY 2011-12 Performance Plan

I. MISSION STATEMENT

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

II. DEPARTMENT OVERVIEW

The Sheriff-Coroner 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 department is headed by the elected Sheriff-Coroner, Robert T. Doyle. Sheriff Doyle's executive command staff consists of an undersheriff and three captains. The department 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 department is committed to being a model organization providing the best, most efficient, and most professional law enforcement services to residents of Marin County.

The department 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.

Effective January 1, 2011, the Sheriff's Office incorporated the functions of the Coroner into a new elected Sheriff-Coroner's Department as approved by the Board of Supervisors in 2010. As a result of this consolidation, the department is also now responsible for investigating the cause and manner of all sudden or unexpected deaths within the County, or natural deaths where the person has not been seen under the close care of a physician

III. ACCOMPLISHMENTS FOR FY 2010-11

- Assumed responsibility for the Coroner's Office
- Moved restraining order entries from the Communications Division to the Civil and Documentary Services Division
- Merged Jail Communications Dispatcher classification into Sheriff's Service Assistant classification to provide more efficient and effective staffing coverage

IV. GOALS AND KEY INITIATIVES FOR FY 2011-12

Countywide Goals				
I. Healthy Communities	II. Safe Communities	III. Sustainable Communities	IV. Environmental Preservation	V. Community Participation
VI.	VII.	VIII.	IX.	X.

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Excellent Customer Service	Employer of Choice	Effective Communication	Managing for Results	Financial Responsibility
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GOAL I

Provide excellent public safety call-answering and dispatch services

FY 2011-12 Key Initiatives

Initiatives	Countywide Goals
1. Ensure timely handling of Emergency Medical Dispatch calls by switching to an automated national certified medical dispatch system standard	I. Healthy Communities
2. Ensure that 100 percent of 9-1-1 calls are answered within two rings	II. Safe Communities
3. Work with contract agencies to provide a standardized statistical report for member agencies of the Sheriff's dispatch center	VI. Excellent Customer Service

GOAL II

Provide excellent emergency management services

FY 2011-12 Key Initiatives

Initiatives	Countywide Goals
1. Maintain a highly trained core group of County personnel from various departments to staff the Emergency Operations Center (EOC)	II. Safe Communities
2. Support development and design of the new Emergency Operations Facility	II. Safe Communities
3. Improve training and exercise program by updating existing EOC section-specific training and coordinating/integrating exercise events with other groups in the County such as the Health and Human Services Department	II. Safe Communities

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GOAL III

Provide excellent automated systems to support public safety effectiveness and efficiency

FY 2011-12 Key Initiatives

Initiatives	Countywide Goals
1. Implement the voice recognition and dictation system to complete crime and incident reports while in the field	II. Safe Communities
2. Maintain the availability of the department's automated management systems including crime and incident records, field reporting, and custody management	II. Safe Communities
3. Participate in an automated regional law enforcement criminal and incident record sharing system with other local and state law enforcement agencies	II. Safe Communities

GOAL IV

Provide quality and efficient detention services to individuals requiring incarceration in Marin County

FY 2011-12 Key Initiatives

Initiatives	Countywide Goals
1. Continue to expand the re-entry program created by the custody staff to include partners in the community and other County departments such as Probation and Health and Human Services	II. Safe Communities
2. Develop a food scrap recycling program for the Marin County Jail	IV. Environmental Preservation

GOAL V

Provide excellent customer service in the Civil and Documentary Services Division

FY 2011-12 Key Initiatives

Initiatives	Countywide Goals
1. Provide excellent service to internal and external criminal justice and civilian customers through on-	VI. Excellent Customer Service

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FY 2011-12 Key Initiatives

going staff training and development by providing on-going staff training and development

2. Ensure timely entry of all restraining orders by providing in-service training to additional staff members on how to enter restraining orders

VI. Excellent Customer Service

3. Improve scheduling efficiency by cross training in all aspects of the Document Services Division such as warrants, records and civil disciplines

IX. Managing for Results

V. KEY CHALLENGES AND OUTSTANDING ISSUES

- Maintaining excellent services despite reduced budgetary and staffing resources
- Completing the consolidation of the Coroner's unit within the recently merged Sheriff-Coroner's Office

VI. OVERVIEW OF PROGRAMS

1. CORONER

The Coroner's program is responsible for investigating the cause and manner of all sudden or unexpected deaths within the County, or natural deaths where the person has not been seen under the close care of a physician. The office is also responsible for identifying any unknown decedent and locating the next of kin and preserving all criminal and/or civil evidence and personal assets and estates.

2. ADMINISTRATION

Administration is comprised of the Sheriff's Business Office, Technology Support, Professional Standards, and Fiscal Services. This program is responsible for formulating and implementing policies and procedures in conformance with existing laws and community standards. The Fiscal Services Unit is responsible for the financial operations of the department, budgets, and preparation of the Board of Supervisors' agenda items. The Professional Standards Unit is responsible for coordinating the hiring and training of the department's employees.

3. COMMUNICATION DISPATCH

The Sheriff 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, 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, including the City of Novato.

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4. CIVIL SERVICES

The Civil Services program is responsible for serving civil court papers and bench warrants, and provides access to reports, warrants, and criminal history information. The program is comprised of the following sections:

- The Records Section is responsible for data entry into the computerized Criminal Justice Information System; maintaining crime incident reports; criminal history records; registering drug and arson offenders; and issuing miscellaneous permits, licenses and applicant fingerprinting. Records also produces mandated statistical summaries on local crime for state and federal reports.
- The Warrants Section receives and processes all criminal warrants, collects bail, maintains the automated warrant system, and processes transportation requests for defendants arrested in other jurisdictions.
- The Civil Section receives and processes civil court actions such as: wage garnishments; property levies and sales; bank account levies; evictions; and subpoenas..

5. OFFICE OF EMERGENCY SERVICES

The Office of Emergency Services (OES) provides emergency management services for the County and ten of the eleven incorporated cities and towns. OES performs the following key functions that develop and maintain the ability of the County and local communities to prepare for and respond to disaster:

- Identify and assess major natural and man-made hazards to life, property and the environment
- Develop and maintain comprehensive emergency management plans and procedures
- Maintain compliance with the terms and provisions of state law and County code regarding emergency services including the California Standardized Emergency Management System and the National Incident Management System
- Provide emergency management services to incorporated jurisdictions in the County through a fee-for-services memorandum of understanding and serve as a liaison between the County and other jurisdictions
- Maintain readiness of the Marin County Emergency Operations Center (EOC)
- Coordinate and conduct training for EOC staff, County employees, volunteers and city and town staff as part of the Marin Emergency Staff Development Program
- Develop and maintain the Civic Center Building Emergency Plan and manage the Building Evacuation Team
- Provide information and education programs for the public through participation in community events and in response to requests from neighborhoods and homeowner groups
- Administer various Federal Homeland Security grant programs
- Manage the Telephone Emergency Notification System (TENS) public warning system
- Oversee the Radio Amateur Civil Emergency Service (RACES) program

6. COURT SECURITY SERVICES

State law mandates the trial court and the court security provider to enter into an annual or multi-year memorandum of understanding regarding law enforcement security services within court facilities. This program is based upon a mutually agreeable comprehensive security plan that specifies the level of

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law enforcement service to be provided by the Sheriff's Office, the cost of those services to the trial courts, and the terms of payment.

7. DETENTION OPERATIONS

The Sheriff's Office operates an adult detention facility that houses up to 377 pre- and post-sentence inmates. In addition to providing a secure environment that promotes the safety of inmates and the general public, jail staff must comply with the Minimum Jail Standards set forth by the California Code of Regulations 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 opportunities for inmates to make positive changes in their lives, and upon release, to become productive members of society.

8. PATROL SERVICES

The Services provides law enforcement services to unincorporated areas of the county and assistance to local city police departments. The program 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 Services roles and responsibilities is to provide innovative and proactive public safety services that promote a high standard of safety and quality of life for the community.

9. INVESTIGATIONS

Investigations investigate all adult and juvenile crimes that occur in the unincorporated area of the county, apprehend offenders, and assists in developing a prosecutable case for the District Attorney. The program 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 assigned to property and violent crime sections handle cases related to homicide, assault, theft, elder abuse, fraud, missing persons and high-tech computer crime. The program 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.

10. MAJOR CRIMES TASK FORCE

The Marin Major Crimes Task Force (MCTF) is a cooperative effort of Marin 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 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, arrest offenders, seize narcotics and other assets, and coordinate prosecutions with the U.S. Attorney and the District Attorney.

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VII. PERFORMANCE MEASURES

COMMUNICATIONS DISPATCH

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

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures					
Number of fire or emergency medical calls received	23,174	26,747	26,661	32,000	26,000
Efficiency Measures					
Number of fire and emergency medical response calls processed per FTE (32.5 FTEs)	713	823	820	984	800
Effectiveness Measures					
→ Average time elapsed between answering an emergency fire or medical call and dispatching resources to that call (seconds)	54	59	60	57	60

→ Indicates Key Measure

Story Behind Performance:

Measuring of the processing time for incoming fire and medical emergencies will assist in the evaluation and training of communications personnel. The key measure is vitally important to ensure the least amount of time with accurate information being dispatched to first responders to save lives.

Implementation of the "ProQA" automated emergency medical protocol software may affect call handling times..

CIVIL DOCUMENTARY SERVICES

Objective: Continue to provide excellent service to public and internal customers

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures					
Number of civil papers processed	9,595	10,200	13,844	13,209	13,209
Number of warrants processed	4,622	4,500	3,414	3,478	3,478
Number of report documents processed	8,282	9,435	8,441	8,882	8,882
Number of people fingerprinted	4,124	4,553	3,632	4,299	4,299

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OFFICE OF EMERGENCY SERVICES

Objective: Develop and maintain emergency plans, training programs, and facilities that support the mitigation of, preparation for, response to, and recovery from disaster events

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures					
Number of multi-hazard emergency plans developed or updated	3	6	2	3	5
Number of internal and external stakeholders participating in threat-specific emergency plan development	150	167	125	120	150
Number of trainings and exercises conducted	n/a	n/a	n/a	n/a	10
Effectiveness Measures					
Number of emergency plans adopted by the Board of Supervisors	3	6	1	2	4

Story Behind Performance:

Office of Emergency Services staff members continue to play a significant role in regional planning and program development. Regional (and their companion local) plans are in development and involve the participation of a broad range of county groups.

Objective: Support development of the Marin Operational Area Disaster and Citizen Corps Council

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures					
Number of Disaster Council and Council committee meetings facilitated	8	18	13	12	12
Efficiency Measures					
Number of internal and external stakeholders participating in Council and Council committee projects	23	40	35	25	25
Effectiveness Measures					
Number of Disaster Council program initiative recommendations submitted to Board of Supervisors	n/a	4	1	2	4

Story Behind Performance:

The Disaster Council now employs simple strategic planning methodologies to focus efforts of council members. Project proposals are submitted by committee members and evaluated for utility to the county. If selected, a committee member volunteers to chair the committee and committee members

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work towards accomplishing a specific deliverable. This minimizes the number of committee meetings and maximizes the delivery of final products to the Council and the Board of Supervisors.

COURT SECURITY SERVICES

Objective: Reduce the amount of weapons and contraband brought onto the court floor

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures					
Average daily number of individuals processed through the court floor screening station	n/a	1,100	1,420	1,050	1,050
Efficiency Measures					
Average daily number of contraband items that are confiscated at the court floor screening station	n/a	50	49	40	40
Effectiveness Measures					
Number of individuals processed through the court floor screening station per item of contraband confiscated	n/a	22	28	20	26

DETENTION OPERATIONS

Objective: Reduce overcrowding in the County jail

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures					
Average daily population housed in the jail of pre-sentenced inmates	256	248	231	285	270
Average daily population housed in the jail of post-sentenced inmates	46	82	57	70	65
Efficiency Measures					
Average daily cost per inmate housed	\$142	\$150	\$149	\$152	\$145
Effectiveness Measures					
➔ Average length of stay in days per pre-sentenced inmate	13	12	9	12	10
➔ Average length of stay in days per post-sentenced inmates	45	35	40	45	40
Percent of inmate population awaiting sentencing	88%	75%	80%	85%	75%

➔ Indicates Key Measure

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Story Behind Performance:

Measuring the number of days an inmate will be in custody presentenced and post sentenced assists with tracking the average daily jail population and overcrowding in the jail. New proposed state legislation will impact local county jurisdiction's with inmates sentenced to state prison.

PATROL SERVICES

Objective: Ensure timely response to emergency calls for patrol services

MEASURES	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures					
Average number of daily calls for Priority 1 service	21.6	27.1	20.4	22.9	20.8
Average number of daily calls for other service	59.7	59.4	61.4	62.9	65.0
Efficiency Measures					
Average cost per dispatched patrol call for service	\$223	\$215	\$234	\$220	\$248
Average number of daily dispatched calls for service per patrol deputy FTE	15.1	1.5	3.3	6.7	7.2
Effectiveness Measures					
➔ Average response time in minutes to calls for service: Urban	7.5	7.5	7.4	7.5	8.0
➔ Average response time in minutes to calls for service: Rural	14.3	14.4	12.7	13.0	13.0
Average service time in minutes of calls for service (from arrival on scene to return to clear status)	28.4	27.3	27.8	39.9	40.0

➔ Indicates Key Measure

Story Behind Performance:

Responding to emergency response calls is critical to the public safety of the residents and visitors of Marin County. Measuring the response times for the urban and rural areas will assist in the deployment of patrol personnel.

Average cost per dispatch call for service has increased as a result of County employee benefits costs increasing 16 percent for sworn staff.

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Objective: Reduce the incidents of violent and non-violent events on school campuses

MEASURES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures						
Number of school visits conducted by school resource officers (180 school days)	n/a	1,080	389	459	356	356
Number of crime reports initiated for violent incidents occurring on K-12 campuses	52	26	33	24	38	38
Number of crime reports initiated for non-violent incidents occurring on K-12 campuses	61	84	173	104	148	148
Efficiency Measures						
Cost per school visit (1 hour per visit)	n/a	\$59	\$62	\$63	\$63	\$63
Effectiveness Measures						
Percent change in the number of violent incidents on school campuses	n/a	-50%	27%	-27%	-33%	-33%
Percent change in the number of non-violent incidents on school campuses	n/a	38%	106%	-40%	-46%	-46%
Number of violent school-based crimes per 100 students (thirty K-12 campuses in unincorporated Marin)	0.62	0.31	0.39	0.29	0.26	0.26
Number of non-violent school-based crimes per 100 students (thirty K-12 campuses in unincorporated Marin)	0.73	1	2.05	1.24	1.12	1.12

Story Behind Performance:

The department's School Resource Officer continues to provide services to all schools in Sheriff's Office jurisdiction including Marin County Office of Education (MCOE) Community School, which accounts for most of the workload.

INVESTIGATIONS

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

MEASURES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures						
Number of new sex-offenders registered	5	9	7	5	4	1
Number of sex offender registrants monitored	90	65	62	72	63	64
Efficiency Measures						
Number of registrant contacts per SAFE Program deputy per month (1 Deputy FTE)	n/a	10	10	28	10	10

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MEASURES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Effectiveness Measures						
Percentage of registrants in compliance with state requirements	83%	95%	100%	100%	100%	100%

Story Behind Performance:

Since the discontinuance of the Sexual Assault Felony Enforcement (SAFE) grant-funded position, detectives participate in annual offender compliance sweeps throughout Marin in coordination with the Probation Department.

Objective: Reduce juvenile recidivism rates

MEASURES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures						
Number of referrals made to the Juvenile Diversion Program	28	18	18	27	16	16
Efficiency Measures						
Cost per diversion program participant	\$111	\$118	\$123	\$127	\$127	\$127
Number of diversion program participants per FTE	8	8	17	17	16	16
Effectiveness Measures						
Percentage of juveniles successfully completing diversion	94%	100%	82%	82%	83%	83%
Percent of diversion program participants who do not re-offend within a year of completing the diversion program	6%	0%	18%	5%	5%	5%

Story Behind Performance:

Diversion hearings are conducted by the School Resource Officer (SRO) and Detectives as necessary. Proper assessment accounts for high completion rate.

MAJOR CRIMES TASK FORCE

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

MEASURES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Workload Measures						
Number of Major Crimes Task Force (MCTF) cases assigned	176	191	243	235	200	175

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MEASURES	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2011-12 Target
Grams of heroin, cocaine, and methamphetamine seized	2,400	2,948	11,511	3,668	3,000	2,000
Efficiency Measures						
Number of cases assigned per MCTF FTE (5 Deputy FTEs)	35.2	38.2	48	47	50	43
Grams of heroin, cocaine, and methamphetamine seized per MCTF FTE (5 Deputy FTEs)	480	590	2,302	733	1,000	500
Effectiveness Measures						
Percentage of cases closed by arrest	28%	29%	54%	36%	30%	33%

Story Behind Performance:

The Task Force continues to enforce drug-related crimes in all incorporated cities in the County of Marin with the exception of the City of San Rafael. During the past year, the unit lost one investigator to promotion and that opening has not been filled due to the uncertainty of grant funding from the state. Due to this fact, the unit's productivity goals have been slightly decreased. The unit continues to be very successful monitoring and enforcing illegal drug activity at the street to mid-level dealers.

The Task Force serves two distinct levels of "customers," the first being the public, and the second being the local police agencies with whom the Task Force collaborates. These relationships continue to flourish and are vital to the existence of this unit.

The Task Force responds to recent trends and its investigations normally follow these trends pertaining to what types of illegal drugs are available within the County of Marin. During the past year, marijuana has seen a tremendous increase as the "drug of choice," as well as prescription pain killers which are being sold illegally and often to minors. The Task Force seized approximately 340 pounds of processed marijuana and over 41,000 marijuana plants last year. These cases also yielded approximately \$300,000 in seized funds from the suspected drug dealers.