

Sheriff-Coroner FY 2012-13 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 3, 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. PROGRAM DESCRIPTION AND RESPONSIBILITIES

CORONER

The Coroner Division is responsible for investigating the cause, manner, and circumstances of all deaths within the County of Marin identified within California Government Code 27491. In addition, its mission is to provide related forensic services, assistance and education to families of the deceased, as well as to public and private agencies, in a professional and timely manner.

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

Sheriff-Coroner

FY 2012-13 Performance Plan

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.

COMMUNICATION DISPATCH

The Sheriff's Office provides public safety dispatch services for itself and 14 other law enforcement and fire agencies within Marin County. Sheriff's Office dispatchers are the primary 9-1-1 answering point for all unincorporated communities, as well as the cities of Sausalito, Mill Valley, Tiburon and Belvedere. The Sheriff's Office Public Safety Communications center also provides auxiliary dispatch and/or call answering services to County Fire, Point Reyes National Park Service, Marin Municipal Water District, Marin County Animal Control and the Department of Public Works. The Communications Center also receives, triages and dispatches all emergency medical resources to all client communities.

CIVIL SERVICES

The Civil Services Division is responsible for serving civil court papers and bench warrants, and provides access to reports, warrants, and criminal history information. In March 2010, this Division took over the task of Restraining and Criminal Protective Orders from the Communication Division. The Division receives, processes, maintains, and updates all Restraining and Criminal Protective Orders for the County of Marin.

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.

OFFICE OF EMERGENCY SERVICES

The Office of Emergency Services (OES) provides emergency management services for the County and 11 incorporated cities and towns in Marin County. 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:

Sheriff-Coroner

FY 2012-13 Performance Plan

- 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

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 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.

DETENTION BUREAU OPERATION

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.

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

Sheriff-Coroner FY 2012-13 Performance Plan

proactive public safety services that promote a high standard of safety and quality of life for the community.

INVESTIGATIONS

The Investigations unit investigates 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.

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.

IV. ACCOMPLISHMENTS FOR FY 2011-12

- Successfully completed the first full year of management of the Coroner's Office
- Improved scheduling efficiency by cross-training in all aspects of the Document Services Division including warrants, records and civil disciplines
- Staff training program successfully developed and utilized to ensure continued high level of customer service

V. GOALS AND KEY INITIATIVES FOR FY 2012-13

GOAL I

Provide excellent public safety call-answering and dispatch services

Sheriff-Coroner FY 2012-13 Performance Plan

Countywide Goal	II. Safe Communities
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FY 2012-13 Key Initiatives
1. Answer 90% of 9-1-1 calls in 10 seconds or less
2. Provide Dispatcher Law Training to all eligible Communication Dispatcher I positions (CD1's) and implement a new one year training program for all future CD1's
3. Support development of new Quality Assurance process for random review of law, fire and medical call processing by Sheriff's Communications Dispatchers
4. Develop a Request for Proposal (RFP) for a new Computer Aided Dispatch (CAD) system with the assistance of a public safety consultant

GOAL II
Provide excellent emergency management services

Countywide Goal	II. Safe Communities
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FY 2012-13 Key Initiatives
1. Maintain a highly trained core group of County personnel from various departments to staff the Emergency Operations Center (EOC)
2. Support development and design of the new Emergency Operations Facility
3. Enhance Public Education and Marketing of the upgraded Telephone Emergency Notification System (TENS) and the Marin Emergency Automated Notification System (MEANS) to encourage use and participation by our Operational Area partners and members of the community
4. 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

GOAL III
Provide excellent automated systems to support public safety effectiveness and efficiency

Countywide Goal	II. Safe Communities
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FY 2012-13 Key Initiatives
1. Explore the feasibility of establishing a community notification/social media connection between the department and the public
2. Begin the process of replacing the department's aging Computer Aided Dispatch (CAD) system in the Communications Center
3. Enhance the department's emergency responder notification system (Pagegate) to include client fire agencies and search and rescue personnel
4. Evaluate the possibility of adding an additional commercial wireless provider to the wireless communications infrastructure used by the Sheriff's Office and all law and fire partner agencies for mobile data communications

Sheriff-Coroner FY 2012-13 Performance Plan

5. Maintain the availability of the department's automated management systems (crime/incident records, field reporting, and custody management)

GOAL IV

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

Countywide Goal	II. Safe Communities
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FY 2012-13 Key Initiatives
1. Continue the availability of literacy program to include inmates housed in the mental health and security lockdown units of the facility
2. Implement the Thinking for a Change education program for life coping and social skills for inmates top prepare them for release into society
3. Implement an in house bakery program in the jail kitchen, allowing the County to save money and provide inmates with ongoing job skill training
4. Expand the Re-entry team by adding 2 additional deputies to work with numerous public and private entities to assist with the smooth transition of releasing inmates back into society

GOAL V

Provide excellent customer service

Countywide Goal	VI. Excellent Customer Service
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FY 2012-13 Key Initiatives
1. Continued timely and accurate entry of all restraining and criminal protective orders
2. Continued cross training to improve scheduling and shift coverage efficiency
3. Up-grade to civil computer program to increase processing efficiency
4. Completion of scanner project to decrease paper files
5. Streamline processes where feasible to minimize backlog in the Civil Division
6. Continue cross training to improve scheduling and shift coverage efficiency
7. Up-grade to civil computer program to increase processing efficiency
8. Complete scanner project to decrease paper files
9. Streamline processes where feasible to minimize backlogs

VI. KEY CHALLENGES AND OUTSTANDING ISSUES

- The implementation of AB 109 will have impact on the jail as state parole violators and eligible inmates will be serving their state prison sentences in the Marin County Jail.

Sheriff-Coroner FY 2012-13 Performance Plan

VII. PERFORMANCE MEASURES

COMMUNICATIONS DISPATCH

Department Goal	Goal I: Provide excellent public safety call-answering and dispatch services
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Objective: Reduce the average call processing time for incoming fire and medical emergencies

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Number of fire or emergency medical calls received	26,747	26,661	23,718	26,000	26,000
Efficiency Measures					
Number of fire and emergency medical response calls processed per FTE (32.5 FTEs)	823	820	730	800	800
Effectiveness Measures					
→ Average time elapsed between answering an emergency fire or medical call and dispatching resources to that call (seconds)	59	60	68	60	60

→ Indicates a Key Measure

CIVIL DOCUMENTARY SERVICES

Department Goal	Goal V: Provide Excellent Customer Service in Civil and Documentary Services Division
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Objective: Continue to provide excellent service to public and internal customers

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Number of civil papers processed	10,200	13,844	11,747	13,209	13,209

Sheriff-Coroner FY 2012-13 Performance Plan

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Number of warrants processed	4,500	3,414	3,450	3,478	3,478
Number of report documents processed	9,435	8,441	8,575	8,882	8,882
Number of people fingerprinted	4,553	3,632	3,291	4,299	4,299
Number of Restraining/Criminal Protective Orders processed	N/A	N/A	N/A	3,540	3,540

→ Indicates a Key Measure

Story Behind Performance: Beginning in March 2010 the Document Services/Civil Services Division took over the task of Restraining and Criminal Protective Orders from the Communication Division. The Department receives, processes, maintains, and updates all Restraining and Criminal Protective Orders for the County of Marin. A new workload measure has been created for FY 2012-13 in order to measure the number of Restraining/Criminal Protective Orders processed

The above indicated Number of Civil Papers Processed of 12,283 is not an accurate reflection of workload measures. Due to reduction in staff roughly 1000 additional unprocessed papers/files remain outstanding and unprocessed/back-logged

OFFICE OF EMERGENCY SERVICES

Department Goal	Goal II: Provide Excellent Emergency Management Services
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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 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Number of multi-hazard emergency plans developed or updated	6	2	5	5	5

Sheriff-Coroner FY 2012-13 Performance Plan

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Number of internal and external stakeholders participating in threat-specific emergency plan development	167	125	170	150	150
Number of trainings and exercises conducted	n/a	n/a	n/a	10	10
Effectiveness Measures					
Number of emergency plans adopted by the Board of Supervisors	6	1	0	4	4

➔ Indicates a Key Measure

Story Behind Performance: Budget pressures may limit the ability of staff from local jurisdictions to participate in operational related level planning and exercise projects.

Department Goal	Goal II: Provide Excellent Emergency Management Services
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Objective: Support development of the Marin Operational Area Disaster and Citizen Corps Council

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2011- 12 Target
Workload Measures					
Number of Disaster Council and Council committee meetings facilitated	18	13	15	12	12
Efficiency Measures					
Number of internal and external stakeholders participating in Council and Council committee projects	40	35	30	25	25
Effectiveness Measures					
Number of Disaster Council program initiative	4	1	0	4	4

Sheriff-Coroner FY 2012-13 Performance Plan

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2011- 12 Target
recommendations submitted to Board of Supervisors					

→ Indicates a Key Measure

Story Behind Performance: The Disaster Council has refined its annual work plan and goals to minimize committee meetings and maximize the delivery of final products to the Council and the Board of Supervisors.

COURT SECURITY SERVICES

Department Goal	Goal V: Provide Excellent Customer Service
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Objective: Reduce the amount of weapons and contraband brought onto the court floor

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Average daily number of individuals processed through the court floor screening station	1,100	1,420	1446	1,050	1,050
Efficiency Measures					
Average daily number of contraband items that are confiscated at the court floor screening station	50	49	80	40	40
Effectiveness Measures					
Number of individuals processed through the court floor screening station per item of contraband confiscated	22	28	18	26	25

→ Indicates a Key Measure

Sheriff-Coroner FY 2012-13 Performance Plan

DETENTION OPERATIONS

Department Goal	Goal IV: Provide Quality and Efficient Detention Services to individuals requiring incarceration in Marin County
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Objective: Reduce overcrowding in the county jail

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Average daily population housed in the jail of pre-sentenced inmates	248	231	234	270	270
Average daily population housed in the jail of post-sentenced inmates	82	57	61	65	65
Efficiency Measures					
Average daily cost per inmate housed	\$150	\$149	\$149	\$145	\$145
Effectiveness Measures					
→ Average length of stay in days per pre-sentenced inmate	12.2	9	12.5	10	10
→ Average length of stay in days per post-sentenced inmates	35	40	32.8	40	40
Percent of inmate population awaiting sentencing	75%	80%	76%	75%	75%

→ Indicates a Key Measure

Story Behind Performance: Measuring the number of days an inmate will be in custody pre-sentenced and post sentenced assists with tracking the average daily jail population and overcrowding in the jail. Recently adopted state legislation will impact local county jurisdiction's with inmates sentenced to state prison.

Sheriff-Coroner FY 2012-13 Performance Plan

PATROL SERVICES

Department Goal	Goal V: Provide Excellent Customer Service
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Objective: Ensure timely response to emergency calls for patrol services

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Average number of daily calls for Priority 1 service	27.1	20.4	20.0	20.8	20.8
Average number of daily calls for other service	59.4	61.4	61.7	65.0	65
Efficiency Measures					
Average cost per dispatched patrol call for service	\$215	\$234	\$246	\$248	\$248
Average number of daily dispatched calls for service per patrol deputy FTE	1.5	3.3	1.5	7.15	7.15
Effectiveness Measures					
→ Average response time in minutes to calls for service: Urban	7.5	7.4	8.4	8.0	8.0
→ Average response time in minutes to calls for service: Rural	14.4	12.7	12.8	13.0	13.0
Average service time in minutes of calls for service (from arrival on scene to return to clear status)	27.3	27.8	28.2	40.0	40.0

→ Indicates a Key Measure

Department Goal	Goal V: Provide Excellent Customer Service
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Objective: Reduce the incidents of violent and non-violent events on school campuses

Sheriff-Coroner FY 2012-13 Performance Plan

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Number of school visits conducted by school resource officers (180 school days)	389	459	422	356	356
Number of crime reports initiated for violent incidents occurring on K-12 campuses	33	24	33	38	38
Number of crime reports initiated for non-violent incidents occurring on K-12 campuses	173	104	166	148	148
Efficiency Measures					
Cost per school visit (1 hour per visit)	\$62	\$63	\$63	\$63	\$63
Effectiveness Measures					
Percent change in the number of violent incidents on school campuses	27%	-27%	37%	-33%	0%
Percent change in the number of non-violent incidents on school campuses	106%	-40%	62%	-46%	0%
Number of violent school-based crimes per 100 students (thirty K-12 campuses in unincorporated Marin)	0.39	0.29	0.33	0.26	.26
Number of non-violent school-based crimes per 100 students (thirty K-12 campuses in unincorporated Marin)	2.05	1.24	1.66	1.12	1.12

➔ Indicates a Key Measure

Story Behind Performance: The School Resource Officer program allows a uniformed Deputy to maintain a presence on school grounds in order to interact with Faculty and Students in an informal manner. This facilitates the gathering of information and prevention of crimes involving students on school campuses.

Sheriff-Coroner FY 2012-13 Performance Plan

INVESTIGATIONS

Department Goal	Goal V: Provide Excellent Customer Service
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Objective: Minimize convicted sex-offender recidivism by ensuring that they maintain full compliance with state registration requirements

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Number of new sex-offenders registered	7	5	5	1	1
Number of sex offender registrants monitored	62	72	37	64	32
Efficiency Measures					
Number of registrant contacts per SAFE Program deputy per month (1 Deputy FTE)	10	28	20	10	10
Effectiveness Measures					
Percentage of registrants in compliance with state requirements	100%	100%	100%	100%	100%

→ Indicates a Key Measure

Story Behind Performance: Prior to this year, the Sheriff's Department has been consolidating the 290 registration requirements for many of the smaller agencies with the County. Due to budgetary reductions, we no longer provide this service and the agencies are responsible for their own registration. This has resulted in reducing our 290 registrants by nearly 50%.

Department Goal	Goal V: Provide Excellent Customer Service
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Objective: Reduce juvenile recidivism rates

Sheriff-Coroner FY 2012-13 Performance Plan

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Number of referrals made to the Juvenile Diversion Program	18	27	17	16	16
Efficiency Measures					
Cost per diversion program participant	\$123	\$127	\$127	\$127	\$127
Number of diversion program participants per FTE	17	17	17	16	16
Effectiveness Measures					
Percentage of juveniles successfully completing diversion	82%	82%	94%	83%	83%
Percent of diversion program participants who do not re-offend within a year of completing the diversion program	18%	5%	6%	5%	5%

→ Indicates a Key Measure

Story Behind Performance: Juvenile Diversion Program continues to be a key program in the Sheriff's Department's efforts to reduce recidivism and provide an effective method for early intervention for juveniles committing minor violations. It provides the involved juveniles with counselling and an alternative to formal proceedings and incarceration.

MAJOR CRIMES TASK FORCE

Department Goal	Goal V: Provide Excellent Customer Service
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Objective: Ensure responsive case investigation and closure of narcotics related criminal cases

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
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Sheriff-Coroner FY 2012-13 Performance Plan

MEASURES	FY 2008- 09 Actual	FY 2009- 10 Actual	FY 2010- 11 Actual	FY 2011- 12 Target	FY 2012- 13 Target
Workload Measures					
Number of Major Crimes Task Force (MCTF) cases assigned	243	235	144	175	175
Grams of heroin, cocaine, and methamphetamine seized	11,511	3,668	4,511	2,000	2,000
Efficiency Measures					
Number of cases assigned per MCTF FTE (5 Deputy FTEs)	48	47	36	43	43
Grams of heroin, cocaine, and methamphetamine seized per MCTF FTE (5 FTEs)	2,302	733	1,125	500	500
Effectiveness Measures					
Percentage of cases closed by arrest	54%	36%	34%	33%	33%

➔ Indicates a Key Measure