

Sheriff-Coroner FY 2013 - 14 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.

IV. Accomplishments for FY 2012-13

- The Supervised Treatment After Release (STAR) Deputy Sheriff position was brought back to the organization through AB109 (public safety realignment) funding. The STAR Deputy was moved from Patrol Services to the Re-Entry team in Detention Services.
- The Coroner's Office was able to form a partnership with a local mortuary that re-modeled their facility to allow the Coroner's forensic pathologist to perform autopsies. The mortuary does not charge the County to use the facility, only that they will be the sole source to store deceased remains on behalf of the County.
- The jail upgraded its video recording system in the booking area to help with internal investigations and claims against the County.
- The Office of Emergency Services has introduced the Alert Marin program. The program enables residents and visitors to Marin to receive emergency notifications on their cellular phones.

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V. Key Challenges and Outstanding Issues

- The search for a new Computer Aided Dispatch (CAD) system is pending for the County and its partner agencies.
- Finding a solution that will enable all law enforcement agencies to be on the same operating system for records management and computer aided dispatch.
- The Department's mobile data computers (patrol car laptops) have reached the end of their life cycle and with costly repairs, it will be important to be able to replace this aging fleet of computers.

VI. Performance Plan

Department Goal	Countywide Goal
Goal I: Provide excellent public safety call-answering and dispatch services	II. Safe Communities

Initiative Description	Program(s)
Answer 90% of 9-1-1 calls in 10 seconds or less	Communications Dispatch
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	Communications Dispatch
Support development of new Quality Assurance process for random review of law, fire and medical call processing by Sheriff's Communications Dispatchers	Communications Dispatch
Continue to explore a replacement for the new Computer Aided Dispatch (CAD) system with the assistance of a public safety consultant	Communications Dispatch

Program: Communications Dispatch

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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of fire or emergency medical calls received	26,661	23,718	23,739	26,000	27,000
Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of fire and emergency medical response calls processed per FTE (32.5 FTEs)	820	730	732	800	830

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Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average time elapsed between answering an emergency fire or medical call and dispatching resources to that call (seconds)	60	68	73.8	60	60

Department Goal	Countywide Goal
Goal II: Provide excellent emergency management services	II. Safe Communities

Initiative Description	Program(s)
Maintain a highly trained core group of County personnel from various departments to staff the Emergency Operations Center (EOC)	Office of Emergency Services
Support the completion of the new Emergency Operations Facility	Office of Emergency Services
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	Office of Emergency Services
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	Office of Emergency Services

Program: 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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of multi-hazard emergency plans developed or updated	2	5	4	5	5
Number of internal and external stakeholders participating in threat-specific emergency plan development	125	170	120	150	150
Number of trainings and exercises conducted	N/A	N/A	20	10	10

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Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of emergency plans adopted by the Board of Supervisors	1	0	0	4	4

Program: Office of Emergency Services

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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of Disaster Council and Council committee meetings facilitated	13	15	14	12	12

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of internal and external stakeholders participating in Council and Council committee projects	35	30	25	25	25

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of Disaster Council program initiative recommendations submitted to Board of Supervisors	1	0	5	4	4

Department Goal	Countywide Goal
Goal III: Provide excellent automated systems to support public safety effectiveness and efficiency	II. Safe Communities

Initiative Description	Program(s)
Continue to explore the feasibility of establishing a community notification/social media connection between the department and the public	Administration
Begin the process of replacing the department's aging Computer Aided Dispatch (CAD) system in the Communications Center	Administration
Enhance the department's emergency responder notification system (Pagegate) to include client fire agencies and search	Administration

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Initiative Description	Program(s)
and rescue personnel	
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	Administration
Maintain the availability of the department's automated management systems (crime/incident records, field reporting, and custody management)	Administration

Department Goal	Countywide Goal
Goal IV: Provide quality and efficient detention services to individuals requiring incarceration in Marin County	II. Safe Communities



Initiative Description	Program(s)
Continue the availability of literacy program to include inmates housed in the mental health and security lockdown units of the facility	Detention Operations
Implement the Thinking for a Change education program for life coping and social skills for inmates to prepare them for release into society	Detention Operations
Launch the use of the in-house bakery program in the jail kitchen, allowing the County to save money and provide inmates with ongoing job skill training	Detention Operations
Continue supporting the Re-entry team by working with numerous public and private entities to assist with the smooth transition of releasing inmates back into society	Detention Operations

Program: Detention Operations

Objective: Reduce overcrowding in the county jail

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average daily population housed in the jail of pre-sentenced inmates	231	234	227	270	280
Average daily population housed in the jail of post-sentenced inmates	57	61	62	65	70
Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average daily cost per inmate housed	\$149	\$149	\$149	\$145	\$149

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Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
 Average length of stay in days per pre-sentenced inmate	9	12.5	12	10	10
 Average length of stay in days per post-sentenced inmates	40	33	36	40	50
Percent of inmate population awaiting sentencing	80%	76%	75%	75%	75%

Story Behind Performance:

AB 109 will have an impact on the length of stay.

Department Goal	Countywide Goal
Goal V: Provide excellent customer service in the Civil and Documentary Services Division	VI. Excellent Customer Service

Initiative Description	Program(s)
Continue timely and accurate entry of all restraining and criminal protective orders	Civil Documentary Services
Continue cross training to improve scheduling and shift coverage efficiency	Civil Documentary Services
Up-grade civil computer program to increase processing efficiency	Civil Documentary Services
Complete scanner project to decrease paper files	Civil Documentary Services
Streamline processes where feasible to minimize backlog in the Civil Division	Civil Documentary Services

Program: Civil Documentary Services

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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of civil papers processed	13,844	11,747	11,050	13,209	13,500
Number of warrants processed	3,414	3,450	3,736	3,478	3,500
Number of report documents processed	8,441	8,575	7,186	8,882	8,800
Number of people fingerprinted	3,632	3,291	3,229	4,299	4,400
Number of Restraining/Criminal	3,632	3,291	3,229	3,540	3,500

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Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Protective Orders processed					

Story Behind Performance:

The civil division should see an increase in production because of a new computer system that was implemented.

Program: Court Security Services

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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average daily number of individuals processed through the court floor screening station	1,420	1,446	1,037	1,050	1,100

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average daily number of contraband items that are confiscated at the court floor screening station	49	80	49	40	30

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of individuals processed through the court floor screening station per item of contraband confiscated	28	18	27	25	30

Story Behind Performance:



Looking to decrease the number of items that are brought to the court floor.

Program: Patrol Services

Objective: Ensure timely response to emergency calls for patrol services

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Average number of daily calls for Priority 1 service	20.4	20	20.69	20.8	20.8
Average number of daily calls for other service	61.4	61.7	61.98	65	65

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Efficiency Measures		2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Average cost per dispatched patrol call for service	\$234	\$246	N/A	\$248	\$248
	Average number of daily dispatched calls for service per patrol deputy FTE	3.3	1.5	N/A	7.15	7.15
Effectiveness Measures		2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Average response time in minutes to calls for service: Urban	7.4	8.4	8.9	8	8
	Average response time in minutes to calls for service: Rural	12.7	12.8	13.2	13	13
	Average service time in minutes of calls for service (from arrival on scene to return to clear status)	27.8	28.2	25.5	40	35

Program: Patrol Services

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

Workload Measures		2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Number of school visits conducted by school resource officers (180 school days)	459	422	389	356	356
	Number of crime reports initiated for violent incidents occurring on K-12 campuses	24	33	34	38	38
	Number of crime reports initiated for non-violent incidents occurring on K-12 campuses	104	166	152	148	148
Efficiency Measures		2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Cost per school visit (1 hour per visit)	\$63	\$63	\$63	\$63	\$63
Effectiveness Measures		2009/10	2010/11	2011/12	2012/13	2013/14
		Actual	Actual	Actual	Target	Target
	Percent change in the number of violent incidents on school campuses	-27%	37%	3%	0%	0%
	Percent change in the number of non-violent incidents on school campuses	-40%	12%	-8%	0%	0%

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Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of violent school-based crimes per 100 students (thirty K-12 campuses in unincorporated Marin)	0.29	0.33	0.34	0.26	0.26
Number of non-violent school-based crimes per 100 students (thirty K-12 campuses in unincorporated Marin)	1.24	1.66	1.52	1.12	1.12

Program: Investigations

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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of new sex-offenders registered	5	5	6	1	1
Number of sex offender registrants monitored	72	37	42	32	32

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of registrant contacts per SAFE Program deputy per month (1 Deputy FTE)	28	20	20	10	10

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Percentage of registrants in compliance with state requirements	100%	100%	95%	100%	100%

Program: Investigations

Objective: Reduce juvenile recidivism rates

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of referrals made to the Juvenile Diversion Program	27	17	16	16	16

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Cost per diversion program participant	\$127	\$127	\$127	\$127	\$127

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Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of diversion program participants per FTE	17	17	16	16	16

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Percentage of juveniles successfully completing diversion	82%	94%	87%	83%	83%
Percentage of diversion program participants who re-offend within a year of completing the diversion program	5%	6%	5%	5%	5%

Program: Major Crimes Task Forces

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

Workload Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of Major Crimes Task Force (MCTF) cases assigned	235	144	134	175	175
Grams of heroin, cocaine, and methamphetamine seized	3,668	4,511	6,800	2,000	2,000

Efficiency Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Number of cases assigned per MCTF FTE (5 Deputy FTEs)	47	36	27	43	43
Grams of heroin, cocaine, and methamphetamine seized per MCTF FTE (5 Deputy FTEs)	733	1,125	1,360	500	500

Effectiveness Measures	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Actual	Actual	Target	Target
Percentage of cases closed by arrest	36%	34%	35%	33%	33%