

**Sheriff- Coroner
FY 2014 - 16 Performance Plan**

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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

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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 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 Division

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.

Documentary 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

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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 (OES)

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:

- 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,

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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 Patrol Services unit 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.

Investigations

The Investigations unit 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 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 2013-14

- Upgraded the Telephone Emergency Notification System including a “self-registration portal” at www.alertmarin.org that allows County residents to register their mobile phone numbers, VOIP phones and email addresses for geography-based emergency alerts
- Office of Emergency Services (OES) led team members from the Department of Public Works, Marin County Fire Department and Community Development Agency to complete an update to the County’s Local Hazard Mitigation Plan
- Completed the jail bakery which allows for the kitchen staff to produce its own bread and provide job training for inmates
- Successfully prosecuted two high profile cases: the first was that of serial killer Joseph Naso, and the second of car thief/attempted murderer Max Wade
- The Communications Division fully implemented the “ProQA” computer program, which will allow for the consistent processing of emergency medical calls throughout the county

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- The Communications Division eliminated the Communications Dispatcher I classification, which was previously only a call taker position. A new classification was created for Communications Dispatcher Trainee. All dispatchers will be cross-trained to answer phone lines and learn one of the radio disciplines

V. Key Challenges and Outstanding Issues

- Emergency Operations Center (EOC) staffing and training: Office of Emergency Services (OES) will continue to recruit County staff and others to staff crucial positions in the EOC. Full staffing for each position three-deep with adequately trained staff is necessary to coordinate and manage disaster response and recovery
- While the actual number of burglaries in the County remains essentially unchanged from historical levels, the brazen actions of burglars have changed dramatically. In the past, burglars in Marin have generally targeted homes known to be unoccupied. Recently, however, the department has experienced an increased number of burglaries that occurred while the residents were home, or who arrived home during commission of the crimes. Multiple arrests have been made in connection with the cases; in some cases, the same suspects have been arrested two or three times. The challenge faced by the department is keeping the subjects in custody until prosecuted and doing what it can to alter their choices to commit crimes, or prevent them from victimizing others.
- The move to the new Emergency Operations Center will likely require one-time funds to enable a smooth transition

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
Support development of new Quality Assurance process for random review of law, fire and medical call processing by Sheriff's Communications Dispatchers	Communications Dispatch
Increase the use of citizens using the 9-1-1 system for emergencies instead of seven digit phone number for emergencies	Communications Dispatch

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Program: Communications Dispatch

Objective: Provide excellent processing of 911 calls received at the Communications Center

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Total Number of 911 calls received	23,718	23,739	24,796	27,000	42,000	42,000
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average number of 911 calls per day	N/A	N/A	N/A	115	115	115
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Percentage of 911 calls answered within 10 seconds or less	N/A	N/A	N/A	90%	90%	90%

Story Behind Performance:

We are predicting an increase of 9-1-1 calls versus the community using a seven digit number to call for service.

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
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
Maintain a presence on social media to keep the community educated and updated on emergency preparedness	Office of Emergency Services

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Program: Office of Emergency Services

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of Disaster Council and Council committee meetings facilitated	15	14	12	4	4	4
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of internal and external stakeholders participating in Council and Council committee projects	30	25	25	25	25	25
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of Disaster Council program initiative recommendations submitted to Board of Supervisors	0	5	2	3	3	3

Story Behind Performance:

Community involvement in the preparation for, response to, recovery from, and mitigation against disaster is proven critical to any chance of community resilience. The Disaster and Citizens Corps Council (DC3) forum is a venue that allows for the study of community-based projects and programs, the open discussion of best practices, and the incubation of new projects, programs, and initiatives. The Office of Emergency Services (OES) serves as staff and support to the DC3 and its various committees. The Council conducts Brown Act-compliant meetings at least quarterly, or upon the call of the Director of Emergency Services or his alternate.

The workload measure "Number of Disaster Council and Council committee meetings facilitated" previously (i.e. in FY 2010-13) included meetings of DC3 sub-committees; however, these meetings are no longer being tracked, and as a result, target figures have been significantly reduced.

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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
Maintain the availability of the department's automated management systems (crime/incident records, field reporting, and custody management)	Administration
Develop a smart phone "app" that would deliver information to the community about crime information, emergency preparedness and other general information about the Sheriff's Office.	Administration
Enhance the Sheriff's Office web site to make it more attractive to the end user	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 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	Detention Operations
Continue the Thinking for a Change education program that helps inmates for life coping and social skills in order to prepare them for release into society	Detention Operations
Continue 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

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Program: Detention Operations

Objective: Reduce overcrowding in the county jail

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average daily population housed in the jail (pre-sentenced inmates)	234	227	290	280	280	280
Average daily population housed in the jail (post-sentenced inmates)	61	62	70	70	70	80
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average daily cost per inmate housed	\$149	\$149	\$149	\$149	\$149	\$149
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Average length of stay in days per pre-sentenced inmate	12.5	12	13	10	10	10
 Average length of stay in days per post-sentenced inmates	33	36	37	50	50	50
Percent of inmate population awaiting sentencing	76%	75%	76%	75%	75%	75%

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

Initiative Description	Program(s)
Continue timely and accurate entry of all restraining and criminal protective orders	Documentary Services
Continue cross training to improve scheduling and shift coverage efficiency	Documentary Services
Streamline processes where feasible to minimize backlog in the Civil Division	Documentary Services

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Program: Civil Documentary Services

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of civil papers processed	11,747	11,050	11,769	13,500	13,500	13,500
Number of warrants processed	3,450	3,736	3,053	3,500	3,500	3,500
Number of report documents processed	8,575	7,186	6,552	8,800	8,800	8,800
Number of people fingerprinted	3,291	3,229	3,091	4,400	4,400	4,400
Number of Restraining/Criminal Protective Orders processed	3,291	3,229	2,250	3,500	3,500	3,500

Program: Court Security Services



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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average daily number of individuals processed through the court floor screening station	1,446	1,037	983	1,100	1,100	1,100
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average daily number of contraband items that are confiscated at the court floor screening station	80	49	48	30	30	30
Number of individuals processed through the court floor screening station per item of contraband confiscated	18	27	21	36	36	36

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Program: Patrol Services

Objective: Ensure timely response to emergency calls for patrol services

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average number of daily calls for Priority 1 service	20	20.69	21.1	20.7	20.7	20.7
Average number of daily calls for other service	61.70	62.98	61.60	66.00	66.00	66.00
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average cost per dispatched patrol call for service	\$246	N/A	\$246	\$240	\$240	\$240
Average number of daily dispatched calls for service per patrol deputy FTE	1.50	N/A	1.50	7.50	7.50	7.50
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Average response time in minutes to calls for service: Urban	8.4	8.9	9.3	8	8	8
 Average response time in minutes to calls for service: Rural	12.8	13.2	13.1	13	13	13
Average service time in minutes of calls for service (from arrival on scene to return to clear status)	28.2	25.5	36.06	35	35	35

Program: Patrol Services

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of school visits conducted by school resource officers (180 school days)	422	389	392	356	418	418
Number of crime reports initiated for violent incidents occurring on K-12 campuses	33	34	28	38	26	26

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Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of crime reports initiated for non-violent incidents occurring on K-12 campuses	166	152	114	148	113	113
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Cost per school visit (1 hour per visit)	\$63	\$63	\$43	\$63	\$63	\$63
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of reported thefts on school campuses.	N/A	N/A	9	10	12	12
Number of reported vandalism cases on school campuses	N/A	N/A	15	15	15	15
Number of reported controlled substance arrests	N/A	N/A	8	10	12	12

Program: Investigations

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

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of new sex-offenders registered	5	6	7	1	7	7
Number of sex offender registrants monitored	37	42	39	32	34	34
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of registrant contacts per SAFE Program deputy per month (1 Deputy FTE)	20	20	12	10	10	10
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of registrants in compliance with state requirements	100%	95%	95%	98%	95%	95%

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Program: Investigations

Objective: Reduce juvenile recidivism rates

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of referrals made to the Juvenile Diversion Program	17	16	12	16	14	14
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Cost per diversion program participant	\$127	\$127	\$127	\$127	\$127	\$127
Number of diversion program participants per FTE	17	16	12	16	14	14
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of juveniles successfully completing diversion	94%	87%	89%	85%	71%	71%
Percentage of diversion program participants who re-offend within a year of completing the diversion program	6%	5%	5%	5%	5%	5%

Program: Volunteer Services

Objective: Provide volunteer services in support of the Sheriff's Office Mission and Goals

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
The number of calls for service for the Marin County Search and Rescue and Sheriff's Posse Teams	N/A	N/A	N/A	N/A	50	50
The number of calls for service for the Marin County Sheriff's Air Patrol	N/A	N/A	N/A	N/A	10	10
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of searches for lost or missing persons	N/A	N/A	N/A	N/A	25	25

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Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of searches for evidence	N/A	N/A	N/A	N/A	6	6
Number of requests to aid and support law enforcement operations, activities and training.	N/A	N/A	N/A	N/A	15	15
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Marin County Search and Rescue (including Sheriff's Posse) annual cost saving to the County of Marin	N/A	N/A	N/A	N/A	\$500,000	\$500,000
Sheriff's Air Patrol-annual cost savings to the County of Marin	N/A	N/A	N/A	N/A	\$150,000	\$150,000

Story Behind Performance:

In October 2013, Marin County Search and Rescue Team Member Richard Shelton was recognized by the Rotary Club of Marin by being awarded its prestigious Service Above Self Award for his exemplary ethical and humanitarian services to the community.

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Department Goal	Countywide Goal
Goal VI: Conduct death investigations in a timely manner	VI. Excellent Customer Service

Program: Coroner

Objective: Ensure responsive case investigation and closure of death investigations

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of reportable deaths queried by coroner investigators	N/A	842	945	893	893	893
Number of reportable deaths requiring full investigation by coroner investigators	N/A	299	334	295	295	295
Average number of days for death certification to be completed (3 FTE)	N/A	6.21	6.08	6.00	6.00	6.00
Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of cases where death certification is completed within 8 days (3 FTE)	N/A	83.2%	86.3%	90.0%	90.0%	90.0%
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average number of reportable deaths assigned per coroner investigator (3 FTE)	N/A	280.7	315.0	297.8	297.8	297.8
Average number of reportable deaths requiring full investigation per investigator (3 FTE)	N/A	99.7	111.3	98.5	98.5	98.5

Story Behind Performance:

California death certificates should be registered within eight days. Families cannot begin the estate or disposition process until a death certificate has been registered. Unidentified remains, indigent remains and abandoned remains, as well as outside elements affect the department's ability to register death certificates within eight days. The processing of death certificates is critical to allowing a decedent's family to move forward with disposition of the remains and estate. Increasing the department's efficiency in this area will reduce coroner-related delays for surviving families.