

# ORANGE COUNTY SHERIFF'S DEPARTMENT

JACK J. ANDERSON  
ACTING AS THE SHERIFF-CORONER



# 2008 BUSINESS PLAN



2007 MEDAL OF VALOR RECIPIENTS



550 N. FLOWER STREET  
P.O. BOX 449  
SANTA ANA, CA 92702-0499  
(714) 647-7000

**SHERIFF-CORONER DEPARTMENT  
COUNTY OF ORANGE  
CALIFORNIA**

**OFFICE OF SHERIFF-CORONER**

**JACK ANDERSON  
ACTING AS THE  
SHERIFF-CORONER**

**EXECUTIVE COMMAND STAFF  
J. B. DAVIS  
RICK DOSTAL  
CHARLES WALTERS**

March 2008

To Our Readers:

Many of you are aware of the extraordinary changes and transitions we have experienced over the last year. Most remarkable, during this time of tremendous challenge, is the fact that the Business Plan you hold in your hand showcases the continued dedication and focus of the men and women of the Orange County Sheriff's Department. It is obvious, when reviewing the list of goals and accomplishments over the past year, Sheriff's personnel are continuing to perform their work with much success.

This coming year will hold many more opportunities for us to embrace the future and adapt to the community we serve. Just as we have always done, we will continue to pursue technological advancements, law enforcement partnerships and creativity to advance our mission and ensure Orange County remains one of the safest places in the nation to live, work, and play.

Throughout our 119-year history, we have provided law enforcement services to an ever-growing and evolving county. Our dedication to the people we serve has never waived, and our goals have not changed. The commitment of the men and women of the Orange County Sheriff's Department has made us the best law enforcement agency in the nation. I do not expect such a distinction to change.

I look forward to continued growth and success in the coming year.

Sincerely,

Jack J. Anderson  
Assistant Sheriff  
Acting as the Sheriff-Coroner

**PROUDLY SERVING THE UNINCORPORATED AREAS OF ORANGE COUNTY AND THE FOLLOWING CITIES AND AGENCIES:**

ALISO VIEJO • DANA POINT • LAGUNA HILLS • LAGUNA NIGUEL • LAGUNA WOODS • LAKE FOREST • MISSION VIEJO  
RANCHO SANTA MARGARITA • SAN CLEMENTE • SAN JUAN CAPISTRANO • STANTON • VILLA PARK  
OC PARKS • DANA POINT HARBOR • JOHN WAYNE AIRPORT • OCTA • SUPERIOR COURT



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## ***EXECUTIVE SUMMARY***

**VISION STATEMENT:** The Orange County Sheriff's Department aspires to be leaders and a national model in all aspects of law enforcement, homeland security, jail operations and fiduciary management.

**MISSION STATEMENT:** To maintain a safe environment for all Orange County residents, businesses and visitors through providing services in an expeditious, effective and courteous manner.

The Orange County Sheriff-Coroner Department is committed to its mission of providing a safe environment, as well as providing professional, responsive, and caring law enforcement services for all residents, businesses and visitors in Orange County. We believe a safe community can best be achieved through a partnership with our employees, residents, businesses, contracting partners and other public entities. We strive to provide all services in an expeditious, effective and courteous manner while encouraging community participation in the development of goals and objectives for our organization.

The Orange County Sheriff-Coroner Department is a large, multi-faceted law enforcement agency composed of approximately 4,000 staff members and over 800 reserve personnel. The Department consists of four organizational functions divided into 21 divisions. The core services provided by the Department are: Public Protection, including patrol of land, harbors and coastline, homeland security, court and airport security, and emergency communications; Jail Operations; Technical Services including investigations, coroner services, forensics, emergency management and centralized Countywide communications systems; and Administrative and Support Services.

Throughout this Business Plan, the Department's goals, outcome measures, strategies, and accomplishments are articulated, illustrating the diversity of the work and the professionalism of the people who are the Orange County Sheriff-Coroner Department. Following is a high level summary of some of the key accomplishments and issues facing the Department:

**Public Protection** – The Orange County Sheriff-Coroner Department is known for its professionalism, highly trained personnel, and cost effectiveness. In addition to patrolling the unincorporated areas of Orange County, 12 cities in Orange County contract with the Department to serve as those cities' police departments. The Department provides security services for many agencies in Orange County including the Orange County Superior Court, John Wayne Airport, Orange County Transportation Authority, Social Services Agency, and the Health Care Agency.

When polled, 97% of our clients, the residents living in the areas that we patrol, feel safe in their homes and communities. In addition, the areas patrolled by the Department are statistically the safest in the State when compared to areas of similar population and delivery of service.

**Jail Operations** – The Orange County Sheriff-Coroner Department operates one of the ten largest jail systems in the Country. Recently, we have seen significant swings in our inmate population primarily caused by a backlog of inmates being held in our jail system while waiting to be sent to State prison. In 2007, our average daily inmate population was about 6,500 inmates. This is about 129% of the "rated capacity" of the jail system as defined by the State Department of Corrections and Rehabilitation. To address this overcrowding issue the Department is pursuing two distinct solutions.

1. The Department is competing for up to \$100 million through the State's grant program for jail construction. If successful, these funds would be added to \$150 million of County funds to construct about 1,500 beds at the James A. Musick Facility.

2. The Department is also focusing on expanding programs and classes to inmates to help them reenter society with the skills and desire to be productive, law abiding members of society. These programs and classes include: mentoring programs, educational counselors, pre-release planning, and re-entry programs including referrals and resources.

**Homeland Security** – Clearly, the threat of terrorist attack is a nationwide issue. Equally as clear, Orange County has its share of potential terrorist targets with multiple sporting event venues, major amusement parks, world class hotels, three harbors, major transportation centers, and large shopping malls.

The Department takes a proactive approach to reduce the risk of terrorist attack in Orange County and to be prepared to respond should such an attack occur. The Sheriff-Coroner Department is the lead agency in Orange County to coordinate planning efforts and develop response plans through the Terrorism Working Group, the Orange County Intelligence Assessment Center, the Joint Terrorism Task Force, and the LA Joint Regional Information Center.

**Use of State-of-the-Art Technology and Best Practices** – The Department is always looking for ways to improve services by trying and testing new technologies and practices.

The Department continues to lead the entire State in DNA hits. The Department completed a grant-funded pilot program to perform DNA analysis in high volume commercial and residential burglaries, which has proven to be very successful. The Department is working on expanding the DNA program in collaboration with the District Attorney's Office, as this technology continues to evolve into one of the most effective crime solving and crime reducing tools available to law enforcement.

The Department has implemented an innovative program in which Deputies working in the jails have been trained by the Federal Government to interview foreign nationals who are booked into our jail system to determine their immigration status. Those determined to be in the country illegally are referred to the Federal Government for possible deportation. During 2007, 11,707 immigration holds were placed on inmates. By deporting criminals, we are reducing crime in our communities, reducing the overcrowding of our jails, and reducing the congestion in our court system.

The Department operates the Coroner's Statewide Training Facility, which is used to train Coroner staff from throughout the State.

The Department operates training programs and academy classes for law enforcement agencies throughout the County. A new basic academy facility in Tustin opened in 2007, a state-of-the-art training facility that allows realistic training scenarios that were previously unattainable. The new facility was built and funded in partnership with Rancho Santiago Community College District.

The Department planned, built, and operates the 800 MHz Countywide Coordinated Communications Radio System (CCCS) on behalf of 128 law enforcement, fire service, lifeguard, paramedic and public works agencies and other emergency support agencies in Orange County to communicate via one radio system. This system is a national model.

**Prudent Fiscal Management** – The largest single funding source for the Department is Proposition 172 Sales Tax revenue. This funding source fluctuates with the economy of the State. It is the policy of the Department to build safeguards through reserves by controlling costs and developing alternative funding sources to bridge funding gaps when the economy declines. When the economy is strong, these reserves are used for major one-time projects such as technology improvements, maintenance and improvement of our facilities, and equipment. However, due to the declining economy over the previous two years, Proposition 172 reserves will be exhausted in FY 2008-09.

The Department aggressively seeks grants and other sources of funding. In FY 2006-07, the Department received over \$10 million in grant funding, \$6.5 million in State Criminal Alien Assistance Program

(SCAAP) funding, and \$1.9 million through the Mentally Ill Offender Crime Reduction program. Also in FY 2006-07, the Department acquired surplus federal and state assets worth more than \$1.2 million for use in support of the Sheriff-Coroner Department stated goals and mission.

**Partnering with our Community** – The Department is especially proud of the partnerships we have created to facilitate effective services to our community. The Department has developed relationships with citizens who unselfishly volunteer time and money to help keep Orange County safe.

The Sheriff's Advisory Council serves as a conduit to the general public to help the Department understand issues from the public's viewpoint. The Council also raises funds for drug education programs, Project 999 to support the families of officers killed or injured in the line of duty, and one-time purchases of equipment and other assets for the Department.

The Sheriff's Reserves program enlists volunteers, both sworn and professional staff, to augment the Department's full time workforce. In 2006, Reserve Deputies, Professional Services Reserves, Chaplains, Seniors, and Explorers volunteered 166,049 hours of service that is valued at over \$8.75 million.

The Community Coalition provides valuable feedback to the Department about community concerns. This group provided important feedback regarding the implementation of our new immigration monitoring procedures.

The Private Sector Terrorism Response Group and the Region 1 Homeland Security Advisory Council serve as links between the Sheriff Department's terrorism prevention and response efforts and those of businesses, private sector CEOs and private sector security directors.

We are proud of our accomplishments this past year and we look forward to the challenge of "Serving and Protecting" the residents of Orange County in FY 2008-09.

## ***I. AGENCY OVERVIEW***

### **VISION STATEMENT**

The Sheriff-Coroner Department aspires to be leaders and a national model in all aspects of law enforcement, homeland security, jail operations and fiduciary management.

### **MISSION STATEMENT**

To maintain a safe environment for all Orange County residents, businesses and visitors through providing services in an expeditious, effective and courteous manner.

### **CORE SERVICES**

#### **1. Public Protection**

**Patrol Operations** - The Orange County Sheriff-Coroner Department patrols the unincorporated areas of Orange County, plus 12 cities in Orange County that contract with the Department to serve as those cities' police departments.

**Security Services** - The Department provides security services for John Wayne Airport, Orange County Transportation Authority, Orange County Social Services Agency, Orange County Health Care Agency, and the Orange County Superior Court, including the enforcement of court orders and service of civil process.

**Harbor Patrol** - The Department provides law enforcement, marine fire protection and marine rescue services to the three Orange County harbors: Dana Point Harbor; Newport Harbor; and Huntington Harbour; plus 48 miles of coastline extending three miles out to sea.

**Homeland Security** - The Sheriff-Coroner Department is the lead agency in Orange County responsible for coordinating Homeland Security planning efforts and developing response plans through the Terrorism Working Group, the newly-formed Orange County Intelligence Assessment Center (OCIAAC) which encompasses the Terrorism Early Warning Group, the Joint Terrorism Task Force, and the LA-Joint Regional Information Center.

**Emergency Communications** - The Sheriff's Emergency Communications Center includes Dispatch Services providing 9-1-1, emergency, non-emergency, and business phone reception to the residents and businesses in the Sheriff's service area, and radio dispatching to field units and other divisions of the Department. Control One, also part of the Emergency Communications Center, links all Orange County law enforcement, fire, and public works agencies. Control One also coordinates mutual aid responses to public safety/service agencies with the San Onofre Nuclear Generating Station.

#### **2. Jail Operations**

**Jail Facilities** - The Orange County Sheriff-Coroner Department oversees and operates the Orange County Jail System, the second largest jail system in the State, with five jail facilities housing over 6,500 inmates on a daily basis. The Orange County Jail System is also one of the most overcrowded jail systems in the State with an inmate count 33% above the system's "rated capacity" as defined by the State Department of Corrections. The system is made up of the Central Jails Complex consisting of three facilities (the Intake and Release Center or IRC, the Men's Jail and the Women's Jail); the James A. Musick Jail Facility, a minimum security facility that uses inmate labor to farm 35 acres of agricultural land and to operate a poultry operation, producing approximately \$750,000 worth of vegetables and eggs for use in jail kitchens per year; and the Theo Lacy Jail Facility, housing maximum, medium and minimum-security inmates.

**Food Services** – Approximately six million meals are prepared and served to incarcerated individuals annually.

**Commissary Operations** – Products are sold to those incarcerated in the County jail facilities, with the proceeds from sales generating funding to the Sheriff's Inmate Welfare Fund to support vocational and educational training programs.

**Correctional Programs** – Programs are provided for inmates, including those addressing drug/alcohol abuse and domestic violence, parenting classes, a multitude of job training classes, G.E.D. classes, and job placement services to help inmates re-enter the community as productive, law abiding citizens upon their release from jail. These programs reduce crime and reduce the number of jail beds that will be needed in the future.

### **3. Technical Services**

**Investigations** – Investigation services are provided in response to reported public offenses occurring in the unincorporated areas of Orange County, County buildings, County jail facilities, John Wayne Airport, and the 12 cities that contract with the Department for law enforcement services. Criminal Investigations includes the Homicide Bureau, Fugitive Warrants, Economic Crimes, Computer Crimes, Sex Crimes, Family Protections, and General Investigations. Staff members from Criminal Investigations also participate in a number of multi-agency regional enforcement task forces. The Special Investigations Bureau includes the enforcement activities of the Narcotics Detail, Gang Enforcement Team, Vice Detail, Joint Terrorism Task Force (JTTF), the Regional Narcotics Suppression Program (RNSP) and participation in the Joint Drug Intelligence Group, the Proactive Methamphetamine Laboratory Investigative Team (ProAct), the Los Angeles Clearing House, and the Los Angeles High Intensity Drug Trafficking Program.

**Coroner** – The statutory duties of the Coroner are carried out, including investigation of all deaths Countywide that fall within the Coroner's jurisdiction for the purpose of determining the cause, manner, and time of death. Other duties include establishing the identity of the decedent, notification of the next of kin, safeguarding personal property, and completion of mandatory records and documents. The Coroner Division also provides education and training for medical, legal and law enforcement professionals statewide, and maintains cooperative relationships with non-profit organ and tissue procurement agencies and with researchers pursuing advancement of medical science.

**Forensic Science Services** – Critical services are provided in support of criminal investigation and prosecution and in death investigations. The Criminalistics Bureau processes clandestine laboratory crime scenes, performs crime scene reconstruction, and conducts scientific analyses of items such as hairs, fibers, arson debris, firearms, questioned documents, controlled substances and biological material. The DNA Section analyzes biological material recovered in sexual assault, homicide and high-volume crime cases for DNA to identify suspects in those cases, and analyzes DNA related to the re-investigation of past unsolved homicide and sexual assault cases. The Toxicology Bureau provides analysis for drugs and poisons. The Identification Bureau provides crime scene investigation services including photography, crime scene documentation, scene and evidence processing for latent fingerprints, and fingerprint comparisons. The Cal-ID Bureau administers the automated fingerprint identification system to speed the identification of new arrestees and to link crime scene latent fingerprints with known criminals.

**Communications** – The Department provides centralized Countywide coordinated communications systems for all local public safety agencies (law enforcement, fire, paramedic and lifeguard) and for general government agencies on a 24-hour basis. Sheriff's Communications Division provides centralized operation, maintenance and financial management of the 800 MHz Countywide Coordinated Communications System (CCCS). Communications' Technical Services Section is a resource for government agencies in the planning, design, implementation and maintenance of technology-based systems, such as radio maintenance and repair, jail automation, courtroom multimedia, closed circuit television, video conferencing and other custom applications. The Engineering Section provides engineering services to evaluate and implement state-of-the-art technologies; provide frequency management, engineering, design, installation, maintenance, and repair of communications and electronic

equipment at backbone sites and public safety dispatch centers. The Emergency Communications Section coordinates all emergency communications plans with local, state, federal and volunteer organizations, provides end-user radio training, and supplements emergency and disaster communications resources and services for all Orange County public safety agencies with trained Amateur Radio volunteers through the Radio Amateur Civil Emergency Service (RACES) program.

**Emergency Management** – The Emergency Management Bureau facilitates and supports County and Operational Area efforts to mitigate, prepare for, respond to, and recover from disasters. The County Emergency Operations Center is maintained in a constant state of readiness by Emergency Management staff and activated as needed. Emergency Management responds to directions given from the Orange County Emergency Management Council and the Operational Area Executive Board. Duties include staffing the Emergency Operations Center, coordinating/applying for Operational Area grants for all 114 members, Emergency Management public education/awareness, All-Hazards Emergency Operations Plan development/maintenance/revisions, and agency-specific emergency management training for fire, flood, civil disturbance, dam failure, terrorism acts, and weapons of mass destruction.

#### **4. Administrative and Support Services**

**Financial and Administrative Services** – Financial operations, administrative, and business services are provided through specialized functions, in support of the Department's law enforcement mission. Services provided include developing and monitoring the Department's 21 budgets, Strategic Financial Plan, and Business Plan annually, plus administering law enforcement contracts that provide law enforcement services to 12 cities plus other County agencies totaling approximately \$119 million annually. Other Department wide services include procurement, grant administration and monitoring, jail cashing, real estate, accounts payable and receivable processing and oversight, payroll for over 4,000 employees, and conducting numerous audits and cost studies for business purposes.

**Professional Standards** – Human resources services include recruiting applicants for sworn and professional staff positions throughout the Department, conducting pre-employment background investigations, providing security background checks for the County Health Care Agency, Probation Department and Resources and Development Management Department, and issuing and monitoring business licenses and concealed weapon permits for the community. The Risk Management Bureau reduces the cost of claims and civil litigation to the Department by continually identifying and evaluating activities that have a high risk potential.

**Research and Development** – Facilities planning, design, construction management, and maintenance services are provided for Sheriff's Department facilities. Grant opportunities are researched and grant applications are developed and submitted. Federal and state surplus property opportunities are researched and obtained for use by the Department.

**Systems** – Maintenance and support for the mainframe computer, over 150 servers, 2200 PCs, and 400 mobile devices, plus design, development and operation of Department and regional law enforcement systems are provided. Information Systems also maintains a law enforcement computer network composed of many systems linked together with multiple users to transmit, store, analyze, compare, and match information including criminal history, fingerprints, booking photos, motor vehicle information, and court information. The systems are accessed by over 10,000 users in 40 law enforcement agencies in Orange County, the Orange County Superior Court, the District Attorney and Probation offices, state agencies, federal agencies, agencies in Canada, and Interpol.

**Records and Information Services** – Eight separate details employing over 90 professional staff in support and technical functions, including responding to California Public Records Act requests, processing Subpoenas Duces Tecum (subpoenas requesting records, both criminal and civil), maintaining centralized record-keeping systems, collecting and reporting crime rates for areas under the Department's jurisdiction, and housing and maintaining all warrants in Orange County.

**Property/Evidence** – The Property/Evidence Bureau maintains the integrity and security of all items of property and evidence obtained by the Department for law enforcement purposes.

**Training** – Law enforcement training is provided to sworn peace officers, reserve peace officers and professional staff in all phases of state and federal mandated training and continuing law enforcement training courses for Sheriff-Coroner personnel and law enforcement agencies throughout Orange County and the State of California. Three weapons ranges and two mobile ranges are operated to ensure law enforcement officers maintain proficiency.

## **II. OPERATIONAL PLAN**

### **A. ENVIRONMENT**

#### **CLIENTS**

The Sheriff-Coroner Department is the primary law enforcement agency in Orange County. The Department's client profile includes all residents, businesses, and visitors within Orange County. The Sheriff-Coroner Department provides community policing and investigative services to 118,136<sup>1</sup> residents living in unincorporated areas of Orange County and 575,909<sup>1</sup> residents living in 12 cities that are contracting law enforcement partners with the Department. In addition, the Department assists public safety agencies and other governmental agencies at the federal, state, and local levels. All are stakeholders in the overall success and achievement of each of the goals established by this Department providing services to these entities in the areas described below.

#### ***County Facilities***

The Department provides law enforcement and security in County buildings, flood control channels, landfills, and remote radio sites.

#### ***Countywide Services***

Pursuant to Board of Supervisors resolution, the Sheriff-Coroner Department provides the following Countywide services to all Orange County incorporated and unincorporated areas: coroner, crime prevention, correctional facilities, dive team, forensic science services, communications, economic/computer crimes, fugitive warrants, hazardous device squad, helicopter response, homicide investigation, hostage negotiation, mounted patrol, narcotics enforcement and investigation, jail inmate transportation, central records, reserve forces, sex crimes/family protection investigation, tactical support team, and law enforcement training.

#### ***Federal, State and Local Agencies***

Law enforcement and information services and assistance are provided to federal, state and local agencies when requested. Emergency management preparedness, mitigation, and response and recovery assistance are required under California's mandated Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), which is required by the U.S. Department of Homeland Security.

#### ***Harbor Patrol***

The Sheriff's Harbor Patrol provides law enforcement, underwater search and recovery team, rescue, firefighting, and marine safety at the three County harbors (Sunset/Huntington, Newport and Dana Point) for the County's Resources and Development Management Department (RDMD) and Dana Point Harbor Department (DPHD). Approximately 15,000 vessels are moored in the three harbors, and there are currently over 70,000 registered vessels in the County. In addition to being responsible for the safety of boaters in the three County harbors, the Sheriff's Harbor Patrol is responsible for monitoring and serving Orange County's 48-mile coastline.

#### ***John Wayne Airport***

John Wayne Airport (JWA) contracts with the Department for law enforcement, traffic control and screening checkpoint security services. Deputies assigned to Airport Police Services partner with explosives-detecting canines provided by JWA in association with the United States Transportation Security Administration (TSA). The Sheriff's Air Support Bureau provides airborne law enforcement service to a variety of clients including

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<sup>1</sup> Source: California Dept. of Finance, Demographic Research Unit; 1/1/07

residents of cities receiving contract police services from the Department, residents of unincorporated areas of Orange County, the California Department of Forestry, the United States Forest Service and other agencies within the region in need of airborne law enforcement capabilities. The Air Support Bureau works locally with the Orange County Fire Authority in an aggressive fire prevention and suppression action plan.

### ***Orange County Fairgrounds***

The Department provides law enforcement services at the Orange County Fairgrounds for the annual Orange County Fair, weekend Market Place, and special events through contracts with the State of California

### ***Orange County Transportation Authority***

Sheriff's Transit Police Services provides security and law enforcement services by contract with the Orange County Transportation Authority at all transit centers, train stations, rail right of ways, bus bases, over 3,000 miles of bus routes and 6,500 bus stops with an annual ridership of over 69 million passengers and a daily ridership average of 215,000.

### ***Court Operations***

The Department provides security at all Orange County Justice Centers, including airport-style weapons screening at all justice centers except the Harbor Justice Center/Laguna Hills Facility. The Department is also charged with keeping prisoners in a safe and secure environment in court holding areas, as they await trial. Residents and businesses in Orange County utilize services provided by Court Operations to help serve civil process and enforce court orders. Criminals are apprehended through warrants of arrest served by the Warrant Investigative Unit. The Warrant Unit also participates in partnership with the U.S. Marshal's Service in the Pacific Southwest Regional Fugitive Task Force (PSRFTF), a force-multiplying cooperative between multiple agencies at the federal, state and local levels that focuses on specific crimes and the apprehension of high-profile fugitives.

### ***Emergency Response/Control One***

Control One is the County's 24-hour radio communications contact point for public safety agencies and Sheriff's Emergency Management, the notification point for the 114 Operational Area members and the Governor's Office of Emergency Services. Control One provides all local law enforcement agencies with registration and licensing information and is also the initial broadcast point for Emergency Alert System notifications, Sigalerts, AMBER ("America's Missing: Broadcast Emergency Response") Alerts, HEAR (Hospital Emergency Administrative Radio), ReddiNet (Rapid Emergency Digital Data Information Network), Paramedic-Hospital Radio Coordination, and the Emergency Red Channel.

### ***800 MHz Countywide Coordinated Communications System***

Sheriff's Communications implemented the 800 MHz Countywide Coordinated Communications System (CCCS) serving all law enforcement, fire services, lifeguard, paramedic, hospital and public works operations in Orange County, and is responsible for the ongoing operation, maintenance and financial management of the system. Over 20 million transmissions per year are successfully broadcast on the system.

### ***Emergency Management***

The Emergency Management Bureau provides emergency management and preparedness services to the Orange County Operational Area composed of all County governmental agencies, plus all political subdivisions within the geographical boundary of the County. The Operational Area Council has 114 members and nine members on its Operational Area Executive Board. The Sheriff-Coroner Department is designated the lead agency by the Board of Supervisors for the Orange County Operational Area in all aspects of emergency preparedness and disaster response. As such, the Sheriff-Coroner is designated the Operational Area Coordinator/Director of Emergency Services for all emergencies involving earthquakes, tsunamis, nuclear power plant emergencies, sudden and severe energy shortages, civil disturbances, terrorism and acts of war. The Sheriff maintains the County's Emergency Operations Center (EOC), located at Loma Ridge, in a constant state of readiness.

Emergency Management staff is the 24-hour contact to the OC Operational Area, the Emergency Management Council and to the Governor's Office of Emergency Services.

### ***County Jail System***

The Sheriff-Coroner Department is responsible for inmates in custody in the County jail system. During FY 2006-07, a total of 66,869 individuals were booked into the Orange County jail system, a slight decrease from the 67,062 inmates booked in fiscal year 2005-06. The average daily inmate headcount was 6,571 in FY 2006-07, a slight increase as compared to the average daily inmate headcount of 6,517 in FY 2005-06. Of the inmates booked in the Orange County jail system, 82% are male and 18% are female. The ethnic breakdown is 35% white, 50.6% Hispanic, 6.5% African American, and 7.3% are categorized as other ethnicities. Approximately 73% of the inmates in custody are charged with felonies and 27% are housed on misdemeanor charges.

The average length of stay for pre-trial inmates is 164 days, and after sentencing, inmates serve an average of 82 days. The stay is considerably longer for pre-trial three-strike offenders; these inmates stay an average of 323 days. In FY 2006-07, a total of 2,249 inmates (an average of 187 inmates per month) were released to participate in Proposition 36 programs, through which people convicted of a non-violent drug possession offense receive probation and court-supervised treatment services designed specifically for the individual and the community served. This is a 13% increase as compared to the 1,985 released to the program in FY 2005-06.

### **CHALLENGES**

On a continuous basis, the Department must balance daily operations and staffing levels with unforeseen events that can demand the full complement of resources available. Such emergencies and conflicting priorities require instantaneous reaction, deployment, participation and prioritization of all personnel within this Department.

### ***Financial***

During FY 2006-07, both national and state economies continued to experienced fluctuations in revenues and minimal growth in the economy overall. Revenue growth rates are lower than the prior year and in some cases growth has been flat or negative. Rising inflation and interest rates are expected to have a continuing adverse affect, creating a potential for further slowing late in the fiscal year.

Federal budget policies and legislative priorities continue to impact the Department and its program objectives, creating a situation where projections are uncertain. It is unclear at this time if key funding programs at the Federal level, such as the State Criminal Alien Assistance Program (SCAAP) will be continued. In Fiscal Year 2007-08 the Department received \$7.5 million in federal funds. The Department must respond to the potential change in funding policies by continued, spontaneous evaluation of priorities and programs.

The difficulty state government has encountered in developing a viable long-term solution to its budget imbalance continues to remain a risk to the funding and stability of County programs, since state aid is a significant source of County revenues. Due to the State of California's Budget gap of \$14.5 billion, the Governor's budget includes a 10% across the board reduction to all General Fund departments. As a result, the counties were impacted, and funding for the following Sheriff Department programs were reduced by 10 %:

- 1) Citizens' Options for Public Safety (COPS)/Supplemental Law Enforcement Services Fund (SLESF)
- 2) California Multi-Jurisdictional Methamphetamine Enforcement Team (CAL-MMET)
- 3) SAFE (Sexual Assault Felony Enforcement)

A slowing in revenue growth is anticipated in the future that will impact the Department. The uncertainty surrounding state support to local governments for mandated and discretionary programs persisted during the last several years and is expected to continue through FY 2007-08 and beyond.

The County has approved a proposal to meet the State's plan to shift low-level offenders out of the state prison system and into county jails, which would have significant public safety, fiscal and operational impact. The Department and County have submitted a proposal for new correctional and reentry facilities to house the State prisoners to be funded through AB 900 in an amount up to \$100 million. The Department is currently working with the California Department of Corrections and County agencies including Probation and Health Care Administration to implement re-entry programs to reduce recidivism and thereby reduce the number of jail beds to be constructed as a result of growing prison populations and the State population shifts.

FY 2006-07 Proposition 172 sales tax experienced an average annual growth rate of approximately 8%. During the first three quarters of the current fiscal year, growth in receipts has been negative by an average of 6% and receipts are significantly below projections on a statewide basis.

In prior years, the Department was able to put away funds in Fund 14B, County Public Safety Sales Tax Excess Revenue, in anticipation of needing funding support during times of economic downturn. These funds have been used over the past few years in order to maintain law enforcement services at a safe level for the community. The reserves in Fund 14B are expected to be exhausted by the end of next fiscal year.

Since fiscal years 2002-03, the County has received funding from the Department of Homeland Security for distribution among the 22 police agencies, 13 fire service agencies, Orange County Health Care Agency, 34 cities, American Red Cross, and unincorporated areas of the County. FY 2003-04 was the highest grant award year with over \$10.5 million awarded. In fiscal year 2005-06, the grant award was \$6.7 million which was distributed to sustain prior Homeland Security programs throughout the County. The fiscal year 2006-07 grant award was \$8.1 million with some required spending distributions for training, exercises, and grant management. Continued leveraging of all the Homeland Security grant funding, including the Urban Area Security Initiative (UASI) funding awarded to the Cities of Anaheim and Santa Ana, for regional use in preparing for, preventing, responding to and recovering from a terrorist act within the County will be a challenge.

### **Personnel**

The Professional Standards Division (PSD) continues to work in cooperation with every division to ensure that staffing needs are met, although the financial climate remains a concern throughout the County. The Department has experienced difficulty in recruiting and retaining qualified sworn personnel and professional staff for certain classifications. The PSD recruiting team will explore new avenues for advertising and attracting highly qualified candidates for all position classifications. The Department is increasing its efforts to advertise and target potential qualified employees. In addition, PSD continues to review positions to ensure they are appropriately classified and that job descriptions accurately reflect the work being performed.

In response to Department employees who have been called to active military service, the Department will continue to accommodate an extended leave of absence for these employees, while maintaining an adequate and operational staffing level.

The Risk Management Bureau is actively assisting the Department and County through aggressive investigative efforts, proactive claims management, improved response time to claims filed, and increased training efforts, particularly in the area of safety. Through these efforts, settlement of claims will be expedited and a significant reduction in the amount of damages should be realized.

### **Family Protection Unit**

Family-based violence and abuse remains a significant problem within our society. The dynamics surrounding domestic violence, and the neglect, abuse and endangerment of children and dependent adults, and the elderly are often intertwined in dysfunctional families with a history of violence that spans several generations. This area requires specialized investigative efforts that coordinate with existing County social services and judicial

projects. Due to the high volume of family violence incidents occurring within the County, it has been necessary to augment our efforts by assigning cases to investigators who are part of the Sex Crimes Detail. Additionally, a review of the reported incidents of elder-based crime revealed a consistent overlap between physical and fiduciary abuse incidents. To meet the needs of this unique service population, one investigator has been assigned to appropriately handle these investigative needs.

### ***Registered Sex Offenders***

Approximately 1,774 registered sex offenders live within Orange County. These registered sex offenders easily move between county and city jurisdictions without being tracked or supervised. Only one-third of these offenders are on probation or parole. The remaining two-thirds have no form of supervision or restrictions. These offenders require a specialized approach that addresses supervision, as well as community notification and safety.

### ***Gang Enforcement***

Over the past several years, the Department has worked collaboratively and aggressively with the District Attorney's Office, Probation, and other local law enforcement agencies to reduce gang activity in Orange County. This collaboration resulted in aggressive law enforcement and prosecution efforts to reduce the impact of street gangs on the quality of life of the residents and visitors to Orange County. As a result, the number of gang members has decreased from 24,035 in 1996 to 11,276 in 2006, a 53% decrease.

### ***Homeland Security and Terrorism Prevention Measures***

A significant challenge to the Department continues to be maintaining resident and visitor confidence in the safety of residential neighborhoods, work environments, and area attractions, in light of world events. As a result of the tragic events of September 11, 2001, the Sheriff-Coroner brought together the Orange County Chiefs of Police and the Federal Bureau of Investigation to discuss the formation of a Joint Terrorism Task Force. As a result, six local police agencies and Orange County Sheriff Department have joined with other federal agencies to compose the Orange County Joint Terrorism Task Force (OCJTTF). The OCJTTF investigates all leads and intelligence information pertaining to any terrorist activity in the County.

In November 2007 the Orange County Chiefs of Police and Sheriff's Association approved development of the multi-agency Orange County Intelligence Assessment Center (OCIAC), which assumed the duties of the Orange County Terrorism Early Warning Group (TEWG) and will expand to provide Countywide anti-terrorism and all-hazard law enforcement mitigation programs. The OCIAC is currently staffed by members of the Sheriff's Department as well as police departments from the cities of Anaheim, Irvine, Santa Ana and Huntington Beach, and the FBI. Members of the Garden Grove Police Department, the Orange County Fire Authority and the County's Health Care Agency will soon join the OCIAC. The OCIAC will investigate incidents or information related to international or domestic terrorism, possession of explosives or improvised devices and bomb threats, and threats against government officials.

The Orange County Terrorism Working Group is chaired by the Mutual Aid Lieutenant working with the Sheriff's Emergency Management Bureau. It is a multi-disciplinary working group, including members from law enforcement, fire protection and health care, plus representatives from the 114 members of the Operational Area. The Terrorism Working Group reports to the Operational Area Executive Board and has three working subcommittees, Planning, Training/Equipment and Information Technology/Communications. The subcommittees are responsible for determining the planning needs, training/equipment assessments and interoperable Information Technology/Communications enhancements for funding distribution of Homeland Security grants.

The Orange County Sheriff's Academy has incorporated the Law Enforcement Response to Terrorism class in the Basic Academy curriculum available to all participating agencies and continues as necessary with the Command Officers' Response to Terrorism classes.

### ***Facility Needs***

Challenges include maintaining old facilities which are constantly in need of repair, having crowded facilities with unrated beds to meet the growing inmate population and managing a diverse inmate population. In order to meet the rising demands for jail beds over the last 25 years, the County has added 1,600 unrated jail beds into existing facilities, which were designed to house fewer inmates. The older facilities were designed with more dormitory style housing for an inmate population that was 30% felons and 70% misdemeanants. Because the current inmate population is 73% felons and 27% misdemeanants, the older facilities are inadequate with respect to the ability to segregate inmates effectively.

## **RESOURCES**

The Department's most valuable resources are the current employees (over 4,800, including Reserves), comprised of professional staff, safety members, law enforcement and professional managers, and reserve members. All are considered vital to the successful operation and professional representation of the Department.

### ***Funding Sources***

The Sheriff-Coroner Department is funded by a combination of revenue sources including sales tax revenue, contracts for law enforcement services, state reimbursements for mandated services, court funding, fees from the service of civil processing and the County General Fund. The Department's Final Adopted Budget for FY 2007-08 is \$707 million. The annual General Fund contribution is approximately 12.8% of the total annual Sheriff-Coroner Department budget. The remaining 87.2% is provided by outside revenues, including sales tax, contract and grant revenue.

### ***Reserves***

The Community Services Division oversees approximately 900 law enforcement volunteers, including 230 reserve deputy sheriffs, with specialized skills, training and equipment who are assigned to specialized units: Aero Squadron, Chaplains, Community Programs, Coroner, Cadets and Explorers, Harbor Patrol, Hi-Tech Services, Investigations (includes Dignitary Protection Detail, and Elder Abuse Detail), Mounted Patrol, Professional Services Responders (PSR), Reserve Professional Standards Unit, Search and Rescue (includes Bicycle Detail and Bloodhound Team), Special Projects, Training (includes Academy Training and Range Staff), and Uniform Patrol. These volunteers donated 166,049 uncompensated hours to the Department in 2006 at a value of approximately \$8.75 million.

### ***Licensed Amateur Radio Operator Volunteers***

The Communications Division administers the Radio Amateur Civil Emergency Service (RACES) program, consisting of volunteers who are licensed Amateur Radio operators who provide communications-related services to governmental city and county organizations. In 2007, these volunteers were involved in 88 different activities and donated 2,867 hours to the department.

### ***Surplus Property Programs***

The Department actively participates in state and federal surplus property programs that allow the acquisition of surplus military property from within California, as well as from other states. In FY 2006-07, the Asset Procurement Detail acquired approximately \$1.2 million in assets through these programs, including a mobile firearms pistol range, a semi-truck tractor, a heavy duty truck, tools, electronic equipment, safety equipment, medical equipment and equipment used during emergencies.

### ***Grants***

The Department aggressively pursues grant and award opportunities through state and federal programs. During Fiscal Year 2006-07 and 2007-08, the Department received over \$15.1 million in Homeland Security and Urban Areas Security Initiative grants on behalf of the County and city law enforcement and public safety agencies within Orange County. Other grant funding received for the Department and on behalf of other Orange County law enforcement agencies, including the Anti-Drug Abuse Enforcement Program grant, the Justice Assistance grant and the California Multi-Jurisdictional Methamphetamine Enforcement Team grant totaled over \$1.67 million. Grants received for Forensic Science Services, including enhancement of DNA analysis, totaled over \$700,000. SCAAP (State Criminal Alien Assistance Program) funds were received for FY 2007-08 in the amount of \$7.5 million.

### ***Crime Analysis Unit***

Since the implementation of the Crime Analysis Unit in 2005, the Investigations Division provides geographic profiling information, crime trends and mapping, and trend analysis of criminal activity. This approach provides an increased level of support for both patrol operations and investigations, utilizing available data systems for assistance with criminal investigations.

## **B. ACTION PLAN**

### **STRATEGIC GOALS**

***GOAL 1: Respond in a timely and effective manner to public safety concerns.***

***GOAL 2: Provide safe, secure, and efficient incarceration for pre- and post-trial inmates.***

***GOAL 3: Lead and support Countywide law enforcement efforts.***

### **STRATEGIES TO ACCOMPLISH GOALS**

#### ***Strategies for Accomplishing Goal 1: Respond in a timely and effective manner to public safety concerns***

##### ***1. Respond promptly to all service calls and deliver expeditious and effective law enforcement services.***

- a. Continue to respond to calls for service in a prompt manner and maintain effective patrol law enforcement services by increasing patrol staff and maintaining full staffing levels.
- b. Conduct comprehensive review of staffing positions and project future staffing needs to accommodate expanding service areas and new technologies.
- c. Coordinate the advancement of the AMBER Alert System by expanding the tools and resources available through the County-wide Radio System and Control One. Continue to represent the region and state on the National AMBER Alert plan with the U.S. Department of Justice.
- d. Obtain a Geographical Information System (GIS) database to be used by Emergency Communications Bureau (ECB) for the purposes of mapping for W 9-1-1 (wireless).
- e. Coordinate Homeland Security and Weapons of Mass Destruction (WMD) training to include Public Safety Radio Dispatchers and Communications Coordinators.
- f. Continue to maintain a strong presence in the California Labor Relations Officers Organization and continue with the Labor Relations Lieutenants training to enhance knowledge for labor-management disputes in OCSD jurisdictions.
- g. Purchase, supply and ready a field command trailer for smaller local emergencies and activities and train and deploy professional staff to handle divisional logistic needs related to use of the vehicle.

**2. *Recruit and maintain a motivated and productive workforce in support of the Department's goals.***

- a. Continue to study positions throughout the Department to ensure appropriate classifications for job requirements and evaluate equity status of all positions.
- b. Continue efforts to develop and train staff to ensure successful completion of job assignments.
- c. Where appropriate provide cross-training opportunities and recruitment plan to address vacancies anticipated through retirements.
- d. Proactively communicate with employees off work as a result of injuries/illnesses; assist them through the leave process and encourage his/her return to the workplace as soon as practicable.

**3. *Provide law enforcement and corrections training that meets or exceeds all mandated requirements.***

- a. Harbor Patrol to host three Peace Officers Standards and Training (POST) certified Marine Firefighting courses in conjunction with training requests through the California Department of Boating and Waterways.
- b. Harbor Patrol to host one or more POST certified Boating Under the Influence course.
- c. Continue to work with POST to establish the structure for an expanded Coroner training program and lay the groundwork for an accredited certificate program for California coroners.
- d. Provide annual re-certification training to Critical Incident Response Team (CIRT) members in Mobile Field Force techniques, Rapid Deployment techniques and Less Lethal Weapons and Munitions deployment; continue to expand to include training provided to investigators within the Special Investigations Division.
- e. Continue training for Sheriff-Coroner Department members in the Perishable Skills mandates, as determined by POST and ensure all members receive the opportunity for training within mandate timelines.
- f. Increase the current number and variety of STC class offerings for correctional staff, with POST cross-certification.
- g. Continue to develop the Professional Staff Training Program.
- h. Provide continued training for personnel in Vice and Gang Enforcement by expert training instructors and through local training cases.
- i. Provide training to first responders in use of personal protective equipment (PPE) specific to possible chemical or bio-terrorism incidents and deploy available PPE to first responders.
- j. Continue with the established Safety and Equipment Committee to evaluate and recommend policies and procedures for Less-Lethal weaponry and other safety related equipment.
- k. Continue providing a patrol readiness course to prepare deputies in Jail Operations for a successful transition to Operations.
- l. In cooperation with the Sheriff's Advisory Council, Santa Ana College and the Training Division; design and construct a Peace Officer Memorial at the Regional Training Academy in Tustin.
- m. Develop and implement a module style Reserve Academy for all three Reserve levels and explore the module concept for a Basic Academy to be conducted at the new Training Academy in Tustin.
- n. Continue to provide end-user training on the 800 MHz Countywide Coordinated Communications System (CCCS) to all city and County public safety first responders.

**4. *Utilize emerging technology to improve the safety and efficiency of law enforcement officers in the field.***

- a. Improve the Civil Process software application, including pursuing additional tip database design to add accounting requirements for interest calculations, etc.
- b. Obtain security audio-visual system specifically designed to view digital video surveillance recordings and images from other video camera surveillance systems.
- c. Purchase a Global Positioning Satellites (GPS) digital vehicle tracking system and control center for display of real-time tracking for investigations and surveillances.
- d. Expand use of DNA collection and analysis for high-volume serial crimes.

- e. Reduce the turnaround time for the laboratory analysis of DNA samples on all crimes.
- f. Increase deployment of less lethal force options with Taser technology for field operations personnel.
- g. Improve outstanding coverage issues for the 800 MHz system in Newport Beach, Dana Point and Carbon Canyon.
- h. Continue working with Nextel to implement a localized FCC Rebanding Plan to resolve cellular interference with the 800 MHz system.
- i. Plan video conferencing upgrades to link Sheriff-Coroner Department with other Emergency Operations Centers in Orange County.
- j. Authorize access by City, County, State and Federal agencies to the VHF/UHF/800MHz interoperability radio systems, so the public safety partners who do not have access to the County of Orange 800 MHz CCCS can communicate with Orange County public safety.
- k. Renovate and upgrade security at the Aliso Viejo Station front counter/lobby area by enclosing the counter with bullet resistant glass and installing a panic button and intercom.
- l. Expand use and applications for 4.9 GHz technology, including the feasibility of a public safety mesh network.
- m. Continue research and development efforts exploring viable applications for existing and emerging technologies in the Sound, Video and Security arena.
- n. Implement \$2.6 million PVS upgrade for the Department.
- o. Provide ongoing replacement of County T-1/T-3 links with 4.9 GHz wireless providing improved reliability and a reduction in annual costs.
- p. Evaluate and institute a stolen vehicle scanning system for use by Stanton Patrol Deputies.
- q. Replace all Mobile Data Computers in patrol cars.
- r. Implement better endpoint security and support for wireless Mobile Data Computers.

**5. Increase work efficiency by maximizing each division's resources.**

- a. Reorganize Emergency Management Bureau to include a Preparedness and Recovery function to meet increased responsibilities for preparing for, responding to, and recovering from disasters.
- b. Increase resources for mandated planning of response and recovery to nuclear accidents/disasters at San Onofre Nuclear Generating Station, through Nuclear Power Plan grant program funding.
- c. Assign professional staff at Stanton Police Services to coordinate limited neighborhood watch programs and requests from schools for bicycle safety, pedestrian safety, school safety, personal safety, and anti-drug/anti-gang programs.
- d. Revise current subpoena process to provide electronic service of all subpoenas.
- e. Continue development of Financial/Administrative Services Division web page to share financial data online, and enhance dissemination of information more efficiently to Department personnel.
- f. Upgrade existing payroll system to create efficiencies and convert to current technology.

**6. Improve readiness of Divisions for response to large-scale multiple fatalities event.**

- a. Deliver mass fatalities preparedness training to Reserve Deputies and Professional Services Civilian Responders and continue efforts to increase the unit's membership over the next year.
- b. Deliver CERT Training to Professional Services Civilian Responders and eventually to professional staff and Reserve Deputy Sheriffs.
- c. Develop comprehensive training programs for the Coroner Reserve Unit to facilitate effective mass fatalities response support and daily operations.
- d. Provide ongoing Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS) training to County staff.
- e. Further develop the disaster simulation scenario for Coroners.
- f. Using grant money, purchase portable digital dental x-ray equipment and software, compatible with decedent identification software program used in mass fatalities management.

- g. Coordinate Homeland Security and Weapons of Mass Destruction (WMD) training exercises to include law enforcement, fire, health, medical and private sectors. Provide trained WMD instructors to law enforcement first responders in Orange County.
- h. Expand and prepare Orange County law enforcement agencies for mass disaster response related to forensic science evidence collection and analysis.

**7. *Purchase new and plan for replacement of critical systems and equipment.***

- a. Develop strategies for long term replacement of major equipment, e.g., helicopters, inmate transportation buses, computer main frames, video surveillance systems, 800 MHz components/radios, forensic lab equipment, and phased replacement of Department-wide equipment.
- b. Acquire specialty laboratory grade sterilization unit to disinfect and decontaminate equipment.
- c. Upgrade server for storage of Patrol Video System (PVS) digital video, digital images and video recordings to provide digital images to the District Attorney's Office and County Risk Management.
- d. Replace Orange County's Automated Fingerprint Identification System (AFIS) to provide faster and more efficient identification of booked subjects.
- e. Redesign staff work areas at the Loma Ridge Facility to provide sufficient work space and equipment to complete tasks in an ergonomic environment.
- f. Develop replacement and funding plan for dispatcher consoles and work space upgrades.
- g. Replace sound reinforcement systems in ten courtrooms at Central Justice Center.
- h. Fully implement communication upgrades to the Laguna Remote site.
- i. Redesign the Automated Training Records System (ATRS) to improve access to and retrieval of training records.

**8. *Improve services to families impacted by family-based violence and to victims of sexually-related crimes by reorganizing Department resources.***

- a. Continue to focus the Sex Crimes unit on sexually-based incidents or assaults and elder/dependent adult abuse, as well as fiduciary abuse of the elderly and dependent adult population. Maintain the SONAR (Sexual Offender Notification and Registration) Unit and participate in the SAFE (Sexual Assault Felony Enforcement) Task Force.
- b. Continue the Family Protection Unit's specialization in family-based violence, including domestic violence and child abuse.
- c. Collaborate with community-based resources and referral locations in an effort to stop family violence and abuse through intervention efforts and counseling.

**9. *Refocus organizational resources to more efficiently retrieve critical evidence embedded in computer media and provide expertise to assist in the successful prosecution of computer crimes related cases.***

- a. Provide Investigators with special training in computer forensic examinations to have access to a variety of updated equipment, computer hardware and software. Investigators assigned to Economic Crimes will specifically address fraud, check/credit cards and the increase in identity theft crimes.

***Strategies for Accomplishing Goal 2: Provide safe, secure, and efficient incarceration for pre- and post-trial inmates***

**1. *Continue expansion and rehabilitation of County jail facilities and detention areas to increase inmate capacity and maintain safety.***

- a. Implement results of the Musick Master Plan for the future expansion of the Musick Jail Facility.
- b. Complete an annual update of the five year maintenance and repair plan to facilitate budgeting and long-term management of facility maintenance issues.
- c. Install additional/replacement surveillance cameras in the inmate holding areas at the North, Harbor/Laguna Niguel, and Central Justice Centers, pending funding.

- d. Finalize design of the Central Jails Complex rehabilitation project, which includes major deferred maintenance projects.
- e. Continue installation of new and replacement kitchen equipment in the jails.

**2. Increase efficiency of County jail operations**

- a. Implement results of the Musick Master Plan regarding inclusion of centralized kitchen, laundry, warehouse operations at the Musick Jail Facility to achieve system-wide efficiencies and cost savings for the jails.
- b. Continue to work with the Superior Court to expand video arraignment to other Justice Centers.
- c. Provide Standards and Training for Corrections (STC), Advanced Officer Training and Emergency Response Team Training to safety and professional staff assigned to the jails.
- d. Upgrade Control System electronics at Central Men's Jail.

**3. Increase availability of inmate programs for continuing education, vocational skills, job skills development, and personal responsibility skills.**

- a. Conduct correctional program assessments on specific populations within the first month of being sentenced in a continuing effort to identify inmates' needs early in the incarceration period.
- b. Work with Probation to lower current recidivism rates through collaboration with a Probation Officer to ensure the inmate thoroughly understands the terms of their probation prior to release to help them successfully transition from a jail environment back into the community.
- c. Develop a Resource Drop-In Center where formerly incarcerated individuals will be provided with additional resources, such as personalized resource planning, along with direct links to providers in the community.
- d. Continue to build upon the successes of the Re-Entry Program to help inmates reentering the community be more successful in their endeavors.
- e. Continue to build relationships with the Orange County R-Entry Partnership (OCREP) participants who provide former inmates assistance to reestablish healthy productive and rewarding lives.

**Strategies for Accomplishing Goal 3: Lead and support Countywide law enforcement efforts**

**1. Provide quality emergency communication technical services.**

- a. Assess impact of regional 700 MHz plan on Orange County.
- b. Construct expanded parking lot and 800 MHz Warehouse at the Eckhoff location.

**2. Publicize, facilitate, coordinate, and support Countywide efforts to prepare for, respond to, and recover from disasters.**

- a. Revise the Orange County Nuclear Power Plant Emergency Plan in preparation for the San Onofre Nuclear Generating Station (SONGS) Federal Emergency Management Agency (FEMA) graded Plume Phase Exercise.
- b. Train the Emergency Operations Center (EOC) responders for individual EOC responsibilities during SONGS activations.
- c. Assist in planning and training for all SONGS offsite jurisdictions via the Inter-jurisdictional Planning Committee.
- d. Conduct Operational Area functional exercise.
- e. Continue with a SEMS/NIMS working group to integrate the NIMS structure into the California mandated SEMS structure.
- f. Emergency Management will assist Orange County law enforcement agencies in developing a mass evacuation plan for Orange County to be integrated into the statewide plan.
- g. Integrate new EOC-specific software, populate with Orange County data, and train EOC responders on its use in order to maintain the EOC in a constant state of readiness.

- h. Lead the County in critical infrastructure assessments and threat assessments by the Orange County Intelligence Assessment Center with access to a County database linked with the Department of Homeland Security's Operations Center.
- i. Deliver "Mass Fatalities Course for Coroners" through the California Coroner Training Center.
- j. Implement quarterly meetings with the Southern California county coroners/medical examiners to plan for multi-county mass fatalities events and mutual aid issues.
- k. Provide a forum of information sharing regarding emergency communications within the Orange County Operational Area, and provide an awareness of the various interoperable capabilities of these systems through the efforts of Emergency Management and Communications Division on the Communications Subcommittee.

**3. Enhance forensic science services provided to the public**

- a. Continue the implementation of new technology that permits easy flow of information between Forensic Science Services and the law enforcement community.
- b. Continue to lead the application of trace DNA recovery and testing on all forensic DNA cases.
- c. Continue to partner with California Department of Justice, Orange County Cal-ID Remote Access Network Board and local law enforcement to install and implement new automated fingerprint identification system (AFIS) database.
- d. Evaluate mobile identification devices to allow officers and deputies in the field to acquire subject fingerprints and search the AFIS databases.

**4. Enhance the operation of the 800 MHz Countywide Coordinated Communications System (CCCS)**

- a. Construct Dana Point radio facility, including building and tower. Fund Motorola Countywide and South cell equipment and integration costs through partnership funding.
- b. Address outstanding site issues in Newport Beach, Dana Point and Carbon Canyon, thereby closing outstanding coverage issues from initial 800 MHz implementation.
- c. Develop comprehensive plan to upgrade 800 MHz system to ensure system longevity.
- d. Evaluate the Motorola SmartZone 7X platform to determine feasibility and cost justification to support 700 MHz and enhanced system features.
- e. Evaluate 700 MHz as a viable option to provide additional channels for the 800 MHz CCCS and an additional level of interoperability.
- f. Complete all FCC-required Rebanding requirements for the 800 MHz CCCS with all costs to be paid by Sprint-Nextel.
- g. Complete the installation, radio reprogramming and testing of a new 800 MHz CCCS radio site in Carbon Canyon.
- h. Complete 800 MHz CCCS Time Frequency Standard hardware replacement and upgrade.
- i. Pursue coastal coverage enhancement of 800 MHz CCCS in Laguna Beach and Newport Beach contingent on partnership funds.
- j. Complete the \$3.5 million Countywide microwave system upgrade.

**5. Enhance and increase lines of communications and services between the community and the Orange County Sheriff-Coroner Department.**

- a. Provide tours of Sheriff's facilities for schools, community organizations and youth groups.
- b. Participate in the Victim Services Committee to assist law enforcement agencies to facilitate victim awareness of their rights and options for assistance. Continue to support the "Responsible Alcohol Policy and Prevention Service" which focuses on training businesses to serve alcohol in a responsible manner.
- c. Expand the "Child Passenger Seat Demonstration Project," which allows seat belt violators to successfully complete child passenger seat remedial training, and increase public awareness on child seat safety laws, installation and use.

- d. Provide educational programs on public safety to the public to continue to deter and reduce crime via awareness.
- e. Participate in the “South Orange County Disaster Preparedness Academy”, an 8-week course that educates citizens on first aid, CPR, terrorism detection and emergency response. The program is sponsored by police services in the cities of Laguna Hills, Rancho Santa Margarita, Lake Forest, Mission Viejo, San Clemente, Laguna Woods and Laguna Niguel.
- f. Enhance “Business Watch”, a local business crime prevention program that promotes safety awareness by educating business owners on crime trends through information dissemination, community forums and presentations in South County cities such as Rancho Santa Margarita, Lake Forest, and Laguna Niguel.
- g. Expand and continue involvement in the CERT Mutual Aid Program (CMAP) to prepare community volunteers for disaster preparedness and response.
- h. Continue the Region 1 Homeland Security Advisory Group partnership with Los Angeles County Sheriff’s Department for interacting with CEOs and industry leaders in terrorism awareness, disaster preparedness, and public education.
- i. Continue expanding and enhancing the Private Sector Terrorism Response Group (PSTRG) to strengthen terrorism prevention and awareness among security directors in the business community.
- j. Continue with the disaster preparedness community education program and marketing campaign “ReadyOC” developed in conjunction with the cities of Anaheim and Santa Ana.
- k. Host an Academy Forum for Chiefs of Police and Training Managers to obtain their input to further develop and enhance the delivery of the Basic Academy Program.

**6. *Expand death investigation course offerings to benefit coroners, homicide investigators, law enforcement officers, and other professional groups.***

- a. Provide in-service training for District Attorney’s Office to facilitate increased awareness of Coroner’s role and enhance working relationships.
- b. Develop various training programs for the Coroner Reserve Unit to facilitate effective support and expertise in the event of a multiple fatalities incident.
- c. Work with Curriculum Development Committee to evaluate expansion, certification and restructuring of POST-mandated training for Coroners.
- d. Partner with established prevention groups to reduce violence, suicides and accidental injuries in children.

**7. *Provide efficient and effective business practices to facilitate, enhance and support the delivery of law enforcement services.***

- a. Maintain networking with other law enforcement contracts managers and cost units to share strategies necessary to provide accurate, full cost recovery for law enforcement contracting.
- b. Provide administrative and financial training for Department staff involved in purchasing and budget development, including a training guide for requesters of purchasing services.
- c. Continue to maximize revenue by periodic review and update of Sheriff Department fees.
- d. Provide lease, license and other real property transaction monitoring and revenue enhancement services to support all divisions.
- e. Develop an intranet application for Purchasing Services to provide better coordination of procurement activities.
- f. Completely convert local arrest record information and departmental employment history information, currently stored on index cards, into digital images.

**8. *Reduce the number of major and violent crimes.***

- a. Deploy patrol deputies at an appropriate level to ensure effective staffing is maintained and to target locations of major and violent crime activity.
- b. Continue deployment of uniformed deputies to contact and dissuade street prostitution.

- c. Continue DNA Expansion program in collaboration with the District Attorney's office and evaluate the effectiveness of the program through burglary cases.
- d. Continue a Special Enforcement Team (SET) within specific cities in the South County region for proactive law enforcement of gang activity and other major crimes.
- e. Continue training and equipping a Sheriff's HAZ-SWAT team in support of the Joint Hazardous Assessment Team (JHAT) in Orange County.

## **KEY PERFORMANCE MEASURES & REPORTING**

### ***GOAL 1: Respond in a timely and effective manner to public safety concerns.***

|                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Performance Measure: Percentage of residents who feel safe in their neighborhoods</b>                                                       |
| <b>What:</b> Measure commitment of Department to provide a safe living environment                                                             |
| <b>Why:</b> Department personnel are committed to providing best quality service by enhancing overall quality of life through safe environment |

| <b>FY 06-07 Results</b>                                                                                                                               | <b>FY 07-08 Plan</b>                                                                        | <b>FY 07-08 Anticipated Results</b>                                                                          | <b>FY 08-09 Plan</b>                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Survey to measure citizen safety perception shows in Sheriff's service areas 97% feel very safe or reasonably safe when walking in their neighborhood | Percentage of citizens who feel safe in their community will remain stable throughout 2008. | Within Sheriff's service areas 97% will feel very safe or reasonably safe when walking in their neighborhood | Percentage of citizens who feel safe in their community will remain stable throughout 2009 |

|                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Performance Measure: Percentage of residents rating the quality of service provided by the Department as good or excellent.</b> |
| <b>What:</b> Measuring quality of service provided to community and effectiveness of meeting customer service demands.             |
| <b>Why:</b> Achieve our commitment to respond in a timely, effectively manner to the needs of our citizens.                        |

| <b>FY 06-07 Results</b>                                                                                                                                                 | <b>FY 07-08 Plan</b>                                                              | <b>FY 07-08 Anticipated Results</b>                                                                                       | <b>FY 08-09 Plan</b>                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Survey to measure citizen satisfaction indicates that in the Sheriff's service areas, 89% of the residents rated the quality of services provided as excellent or good. | Quality of service provided by Department personnel will remain high during 2008. | Within the Sheriff's service areas, 89% of the residents will rate the quality of services provided as excellent or good. | Quality of service provided by Department personnel will remain high during 2009. |

*\* Source: 2005 Orange County Sheriff-Coroner Department Resident Opinion Survey Report based on survey of a random sample of residents within Sheriff's service area conducted by Scott Bryant & Assoc. in association with Chapman University's Henley Social Sciences Research Laboratory. Survey is conducted biennially; next survey will be in 2007.*

**GOAL 2: Provide safe, secure, and efficient incarceration for pre- and post-trial inmates.**

|                                                                                                         |
|---------------------------------------------------------------------------------------------------------|
| <b>Performance Measure:</b> Number of incidents in County jails involving inmate-on-inmate violence.    |
| <b>What:</b> Measure the level of safety and security the Department is providing to housed inmates.    |
| <b>Why:</b> Responsibility of inmate care while in Sheriff custody is a top priority of the Department. |

| <b>FY 06-07 Results</b>                                                                                              | <b>FY 07-08 Plan</b>                                                                                                                                | <b>FY 07-08<br/>Anticipated Results</b>                                               | <b>FY 08-09 Plan</b>                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| During 2006, there were a total of 345 inmate-on-inmate assaults reported in County jails, an 18% decrease from 2005 | Conduct ongoing review of operational procedures and classification system to ensure the best housing locations assigned to all County jail inmates | The number of inmate-on-inmate assaults reported in County jails will be 345 or fewer | Conduct ongoing review of operational procedures and classification system to ensure the best housing locations assigned to all County jail inmates. |

|                                                                                                        |
|--------------------------------------------------------------------------------------------------------|
| <b>Performance Measure:</b> Number of incidents in County jails involving inmate-on-staff violence.    |
| <b>What:</b> Measure our commitment to provide a safe working environment for all Department employees |
| <b>Why:</b> To ensure the safety of our employees                                                      |

| <b>FY 06-07 Results</b>                                                                                           | <b>FY 07-08 Plan</b>                                                                                                                                | <b>FY 07-08<br/>Anticipated Results</b>                                                | <b>FY 08-09 Plan</b>                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| During 2006, there were 41 incidents in County jails involving inmate-on-staff violence, a 27% decrease from 2005 | Review all incidents and identify any commonalities.<br><br>Continue to provide training and staffing levels necessary to ensure a safe environment | There will be 41 or fewer incidents in County jails involving inmate-on-staff violence | Review all incidents and identify any commonalities.<br><br>Continue to provide training and staffing levels necessary to ensure a safe environment |

\* Statistics provided by Incident Statistical Summary from five O. C. jail facilities.

**GOAL 3: Lead and support Countywide law enforcement efforts.**

**Performance Measure:** Percentage of law enforcement agencies in Orange County rating the overall quality of scientific analysis provided as good or excellent.

**What:** Measures the Department's ability to provide quality service to law enforcement agencies.

**Why:** Department is committed to achieving its goal of leading and supporting law enforcement efforts.

| FY 06-07 Results                                                                                                                                                                                                                                                                                | FY 07-08 Plan                                                                                                                                  | FY 07-08 Anticipated Results                                                                                                                                                                                                                                            | FY 08-09 Plan                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>A survey of Orange County Police Chiefs rated the overall quality of scientific analysis of evidence in 2006 as 89% good or excellent.</p> <p>A survey of Orange County District Attorneys rated the overall quality of scientific analysis of evidence in 2006 as 93% good or excellent</p> | <p>Continue to maintain substantially good or excellent satisfaction of scientific analysis services provided to law enforcement agencies.</p> | <p>Orange County Police Chiefs will rate the overall quality of scientific analysis of evidence as 89% good or excellent.</p> <p>Orange County District Attorneys will rate the overall quality of scientific analysis of evidence in 2006 as 93% good or excellent</p> | <p>Continue to maintain substantially good or excellent satisfaction of scientific analysis services provided to law enforcement agencies.</p> |

**Performance Measure:** Percentage of law enforcement agencies in Orange County rating the overall quality of DNA analysis provided as good or excellent.

**What:** Measures the Department's ability to provide efficient and reliable services to law enforcement agencies

**Why:** Continue the Department's goal of supporting law enforcement efforts.

| FY 06-07 Results                                                                                                                                                                                                                                                   | FY 07-08 Plan                                                                                                    | FY 07-08 Anticipated Results                                                                                                                                                                                              | FY 08-09 Plan                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <p>A survey of Orange County Police Chiefs rated the overall quality of DNA lab services in 2006 as 96% good or excellent.</p> <p>A survey of Orange County District Attorneys rated the overall quality of DNA lab services in 2006 as 86% good or excellent.</p> | <p>Continue to maintain high satisfaction of DNA lab services that are provided to law enforcement agencies.</p> | <p>Orange County Police Chiefs will rate the overall quality of DNA lab as 96% good or excellent.</p> <p>Orange County District Attorneys will rate the overall quality of DNA lab services as 86% good or excellent.</p> | <p>Continue to maintain high satisfaction of DNA lab services that are provided to law enforcement agencies.</p> |

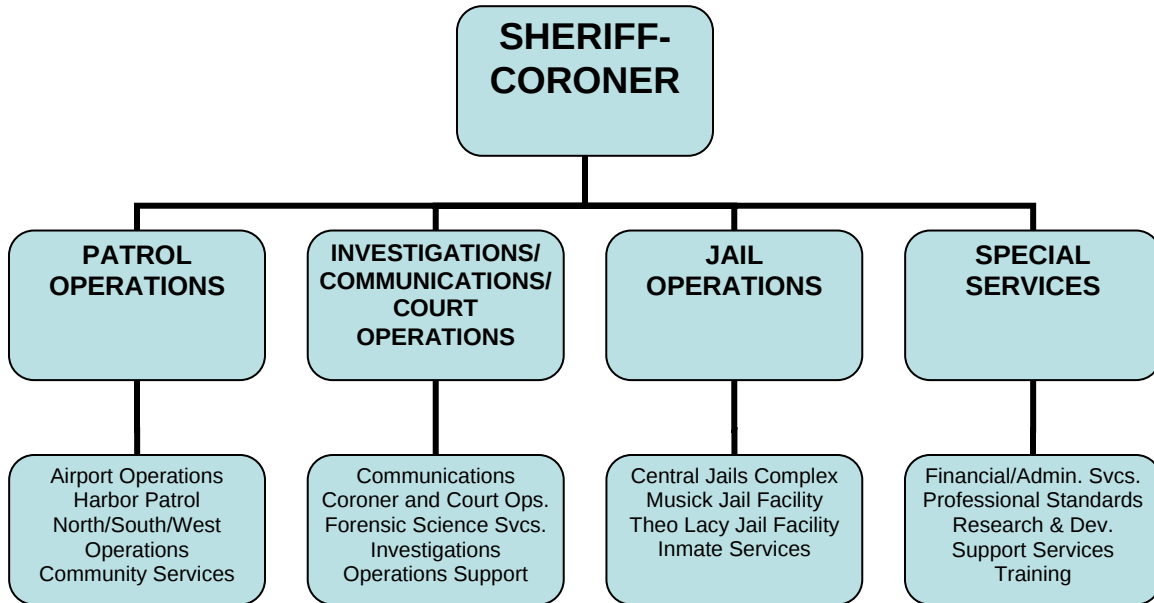
*\* Source: 2006 Orange County Sheriff-Coroner Department Biennial Survey of County District Attorneys and Police Chiefs*

### ***III. APPENDICES***

- A. Organizational Chart
- B. Significant Accomplishments
- C. 2008 Business Plan Team

## APPENDIX A

### ORGANIZATIONAL CHART OF THE ORANGE COUNTY SHERIFF-CORONER DEPARTMENT



**PATROL OPERATIONS** – Provides patrol and investigative services to the unincorporated areas of the County and to 16 independent entities, including 12 municipalities that partner with the Department for police services. Manages the Airport Operations Division, Harbor Patrol Division, Hazardous Devices Squad, Transportation Bureau, Security/Special Events and the Community Services Division, which provides a force of personnel consisting of approximately 900 law enforcement volunteers, including nearly 250 reserve deputy sheriffs with specialized skills, training and equipment.

**INVESTIGATIONS, COMMUNICATIONS, CORONER, COURT OPERATIONS, FORENSIC SCIENCE SERVICES, OPERATIONS SUPPORT** – Initiates and investigates public offenses and violations relating to crimes against persons and property, sex crimes, family violence, homicide, computer crimes, checks and fraud, vice and gang enforcement and narcotics offenses, as well as the implementation of specialized investigative services and task forces, including the Orange County Joint Terrorism Task Force. Provides countywide forensic science services in support of the investigation and prosecution of criminal cases. Conducts investigations into circumstances surrounding deaths falling within the Sheriff-Coroner's jurisdiction. Provides centralized, coordinated communications systems for all local public safety agencies (law enforcement, fire, paramedic and lifeguard) and general government agencies on a 24-hour basis. Provides courthouse security, weapons screening, and perimeter security, apprehends criminals through enforcement of warrants for arrest, keeps prisoners secure as they await trial, and serves civil process subpoenas.

**JAIL OPERATIONS** – Provides jail functions to hold 65,000 arrestees annually and custodial services to inmates sentenced to serve time in Orange County, including housing, record keeping, recreational activity, food services, commissary and services associated with the secure custody of inmates. Correctional Programs offers a variety of life skills and responsibility classes to help inmates re-enter the community as productive, law abiding citizens upon their release from jail.

**SPECIAL SERVICES** – Provides financial, administrative, payroll, supply, personnel, media relations, record keeping, information systems, evidence storage, building maintenance and construction management to support the operation of the Department. Conducts law enforcement training for sworn peace officers, reserve peace officers and professional staff in all phases of state and federal mandated training and continuing law enforcement training courses for Sheriff-Coroner personnel and law enforcement agencies throughout Orange County and the State of California. Develops opportunities for Department growth through research, planning, and developing resources.

## **APPENDIX B**

### **SIGNIFICANT ACCOMPLISHMENTS FROM JULY 2006 THROUGH DECEMBER 2007**

#### ***Goal 1: Respond in a timely and effective manner to public safety concerns.***

Responded to the October 2007 Santiago Fires with over 1,300 personnel to provide evacuation, security, traffic safety, communications services/coordination and law enforcement support for the communities, Orange County Fire Authority and FEMA operations.

Purchased surveillance aircraft for Regional Narcotics Suppression Program.

Negotiated and executed Impact Mitigation Plan with Rancho Mission Viejo Company for Ranch Plan Development, providing developer funding contribution for provision of new station to serve southeast Orange County.

Selected architect-engineer firm for preparation of Southeast Station Space Needs Study.

#### ***Goal 2: Provide safe, secure, and efficient incarceration for pre- and post-trial inmates.***

Initiated the Musick Master Plan process for design of the James A. Musick facility.

Selected architect-engineer firm for preparation of Theo Lacy Space Study.

Selected architect-engineer firm and approved agreement for design of Theo Lacy Consolidated Maintenance Project.

Selected architect-engineer firm for design of Theo Lacy Kitchen Repair Project.

Implemented a canine drug search program for the jails to keep contraband and weapons out of the jail system. Cross-trained canines and handlers to be ready for search and recovery activities in support of FEMA operations.

#### ***Goal 3: Lead and support Countywide law enforcement activities.***

Negotiated and executed Memorandum of Agreement with Department of Homeland Security/Immigration and Customs Enforcement for Cross-Designation Program, providing for the training and certification of deputies assigned to Jail Operations to conduct immigration interviews of criminal alien offenders.

Opened new state-of-the-art Regional Training Academy on the grounds of the former Marine Corps Air Station in Tustin in partnership with Rancho Santiago Community College District.

Negotiated Sprint-Nextel Planning Funding Agreement to provide for rebanding of 800 MHz Countywide Coordinated Communications System at no cost to County.

Collaborated with local communities, such as Rossmoor and Coto de Caza, to improve services to unincorporated areas.

Completed grant-funded pilot program for DNA analysis to solve property crimes.

Completed an 800 MHz CCCS radio site in Westminster to improve radio coverage of the Southwest Cell.

## APPENDIX C

### Orange County Sheriff-Coroner Department 2008 Business Plan Team

|                  |                                                                    |
|------------------|--------------------------------------------------------------------|
| Jack Anderson    | Assistant Sheriff, Acting as the Sheriff-Coroner                   |
| J.B. Davis       | Assistant Sheriff, Investigations/Communications/Court Operations  |
| Rick Dostal      | Executive Director, Special Services                               |
| Charles Walters  | Assistant Sheriff, Jail Operations                                 |
| Ron White        | Captain, South Operations                                          |
| Jane Reyes       | Director, Financial/Administrative Services Division               |
| Ryan Burris      | Deputy Director, Public and Community Relations                    |
| Kathy Douglas    | Administrative Manager, Financial/Administrative Services Division |
| Tuan (Tony) Tran | Senior Systems Programmer/Analyst                                  |
| Nhan (Nat) Hoang | Senior Systems Programmer/Analyst                                  |