

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT

SANDRA HUTCHENS, SHERIFF-CORONER



2010 BUSINESS PLAN



SHERIFF-CORONER DEPARTMENT
COUNTY OF ORANGE
CALIFORNIA

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OFFICE OF SHERIFF-CORONER

To our Readers:

The economic challenges we have faced over the last few years have been described as "unprecedented". Many who have served in the county since the early 90's have compared our current turmoil to that of the 1994 County bankruptcy, except that we've witnessed far greater impacts from this "Great Recession" than were ever felt in 1994. Yet, as you'll read in the following pages, even with our current budget limitations, the men and women of the Orange County Sheriff's Department continue to achieve outstanding success in our mission to serve Orange County residents, businesses, and visitors.

We are proud of the many reforms we've undertaken within our Correctional Facilities -- both for the safety of our staff and inmates and to reduce operational costs. We are proud of the schedule changes we've implemented -- changes that have drastically reduced the use of overtime, protecting taxpayers. We are proud of the initiatives we've moved forward thanks to the efforts of the S.A.F.E. Bureau -- a Bias-Free Policing policy, Use of Force tracking, promotional training, and risk management tracking -- among many other accomplishments you'll read about in the following pages. Finally, we are proud of our leadership role in Homeland Security -- a collaborative relationship with local, state and federal agencies, as well as our partnerships with the private sector.

These are just a few highlights of the past year. As we move forward, we face budget reductions that would have been unheard of even a few years ago. Our approach, however, has not changed. We will do everything possible to reduce costs while ensuring that public safety services remain intact. To this end, I can assure you that the men and women of the Orange County Sheriff's Department remain as dedicated and committed to our mission as ever.

We will confront these challenges head on, and we will continue to pursue success at every level.

Sincerely,



Sandra Hutchens
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

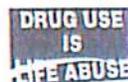


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EXECUTIVE SUMMARY

VISION STATEMENT: The Orange County Sheriff-Coroner Department aspires to be the nation's premier law enforcement agency.

MISSION STATEMENT: The men and women of the Orange County Sheriff-Coroner Department are dedicated to the protection of all we serve. We provide exceptional law enforcement services free from prejudice or favor, with leadership, integrity and respect.

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 3,600 staff members and nearly 900 reserve personnel. The core services provided by the Department include (a) Public Protection of our communities, harbors and coastline; homeland security, criminal investigations, John Wayne Airport security, and emergency communications; (b) Custody and Court Services including operation of the County jail system, inmate services and Superior Court security and operations; (c) Technical Services including coroner services, forensics, emergency management and centralized Countywide communications systems; and (d) Administrative and Support Services including facilities planning and operation, financial services, human resources and training.

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 – In addition to providing law enforcement services to 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.

Custody Operations – The Sheriff-Coroner Department operates one of the ten largest jail systems in the Country. The average daily inmate population in the County jail system has decreased in recent years, which has allowed the implementation of many cost-saving measures including temporarily closing correctional facilities, consolidating operations and reducing overtime costs.

Last year the Department began implementation of Correctional Services Assistants, a new position classification of non-sworn personnel highly trained in corrections who will assist sworn personnel in the jails. It is estimated that the use of Correctional Services Assistants, when fully implemented in the Orange County Jail System, could save the County approximately \$10 million per year.

Homeland Security – The threat of terrorist attack is a nationwide issue, and 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 Sheriff-Coroner Department is proactive in reducing the risk of terrorist attack in Orange County and being prepared to respond should such an attack occur. Beginning in 2008, with the establishment of a Homeland Security Division utilizing existing Department resources, the Department is taking a collaborative approach in planning and preparing for a major terrorist incident. The Sheriff-Coroner Department is the lead agency in Orange County to coordinate multi-agency 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 continually improves services by trying and testing new technologies and practices.

- The Department continues to lead the entire State in DNA hits, which optimizes our ability to solve crimes. 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 continues to work 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.
- In 2008, the Sheriff's Crime Lab became the first full service California crime laboratory to become accredited under the international standards of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) and today is the only full-service, internationally accredited laboratory providing forensic analyses to all law enforcement and fire protection agencies in Orange County.
- The Department operates 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 the County 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 the community, reducing overcrowding of County jails, and reducing congestion in the 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. The Sheriff's Regional Training Academy in Tustin, which opened in 2007, is a state-of-the-art training facility providing 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, and in recent years has declined significantly. It has been 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 was strong, these reserves were used for major one-time projects such as technology improvements, maintenance and improvement of our facilities, and equipment. However, due to the current recession and steeply declining sales tax revenue over the past couple years, Proposition 172 reserves have been exhausted.

In response to significantly reduced revenue, the Department is focusing on ways to reduce our budget without impacting public safety. One cost-saving measure that has been implemented is the reduction of overtime usage by 18 percent throughout the Department. In order to meet required budget reductions several cuts have been made, including temporary closure of the Women's Jail and the North and East Compounds at the Musick Jail Facility, which was possible due to a decline in the inmate population. In addition, the Department has eliminated hospital security for outside agency arrestees, reduced facilities maintenance, deferred equipment purchases, reduced helicopter flight time, eliminated vacant and extra help positions and has had to lay off some employees.

In an effort to take advantage of the decline in the inmate population, the Department has been working with the U.S. Immigration and Customs Enforcement (ICE) to enter into an agreement with ICE to house their detainees for a fee. Revenue generated by such an arrangement could help avoid significant cuts to core services.

The Department aggressively seeks grants and other sources of funding. In FY 2008-09, the Department was responsible for receiving nearly \$14.3 million in grant and other funding for the County and other Orange County jurisdictions for public safety, homeland security and forensic DNA programs and more than \$6.6 million in State Criminal Alien Assistance Program (SCAAP) funding.

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 FY 2008-09, nearly 900 law enforcement volunteers, including reserve deputy sheriffs, Professional Services Civilian Responders, Law Enforcement Explorers, and Chaplains, volunteered 126,871 hours of service, valued at over \$6.4 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.**

I. AGENCY OVERVIEW

MISSION STATEMENT

The men and women of the Orange County Sheriff-Coroner Department are dedicated to the protection of all we serve. We provide exceptional law enforcement services free from prejudice or favor, with leadership, integrity and respect.

CORE VALUES

Integrity without compromise;
Service above self;
Professionalism in the performance of duty;
Vigilance in safeguarding our community.

The Orange County Sheriff-Coroner Department Mission Statement and Core Values serve as our guide and assist Orange County residents in measuring the services we provide.

Following are brief descriptions of the core services provided by the Department.

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.

Investigations – General 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. The investigation of homicides, narcotics offenses and sex crimes are provided Countywide. Criminal Investigations Bureau includes Homicide, Fugitive Warrants, Economic Crimes, Computer Crimes, Sex Crimes, Family Protection, and General Investigations. Staff members from Criminal Investigations also participate in a number of multi-agency regional enforcement task forces. The Special Investigations Bureau, charged with deterring, investigating and suppressing all violations of law relating to narcotics, street gangs and vice activities, includes the enforcement activities of the Narcotics Detail, Gang Enforcement Team, Vice Detail, 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.

Security Services – The Department provides security services for John Wayne Airport, Orange County Transportation Authority, Orange County Social Services Agency and Orange County Health Care Agency.

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 Sunset/Huntington Harbor, 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 Orange County Intelligence Assessment Center (OCIAC) which encompasses the Terrorism Early Warning Group, the Joint Terrorism Task Force, and the LA-Joint Regional Information Center. Air Support provides helicopter patrol services to the unincorporated areas and the 12 cities that are law enforcement partners with the Department, and to the entire County through mutual aid agreements.

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. Custody and Court Services

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 approximately 6,000 inmates on a daily basis. 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 (due to required budget reductions the Women's Jail is currently closed, with the other four facilities housing the inmates formerly housed in the Women's Jail); the James A. Musick Jail Facility, a minimum security facility that has historically used inmate labor to farm 35 acres of agricultural land and to operate a poultry operation, producing eggs for use in jail kitchens; 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 – Inmate training and counseling programs are provided, 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.

Superior Court Services – 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, and keeping prisoners in a safe and secure environment in court holding areas as they await trial. The Department also serves civil process and enforces 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 cooperative composed of multiple agencies at the federal, state and local levels that focuses on specific crimes and the apprehension of high-profile fugitives.

3. Technical Services

Coroner – The Coroner’s statutory duties include investigation of all deaths Countywide that fall within the Coroner’s jurisdiction for the purpose of determining the cause, manner, and time of death. In 2008 the Coroner Division investigated 13,645 deaths. 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.

Crime Lab – Forensic science services are provided by the Department’s OC Crime Lab in support of criminal investigation and prosecution and in death investigations. The Crime Scene Investigation (CSI) Section 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 Lab 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 Communications Division 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. The Communications Division provides centralized operation, maintenance and financial management of the 800 MHz Countywide Coordinated Communications System (CCCS). The 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. This section also provides frequency management, engineering, design, installation, maintenance and repair of communications and electronic equipment at backbone sites and public safety dispatch centers. The Communications Division also 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 at Loma Ridge is maintained in a constant state of readiness by Emergency Management staff and is 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 and applying for Operational Area grants for all 114 members, Emergency Management public education and awareness, All-Hazards Emergency Operations Plan development, maintenance, and

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 totaling over \$740 million in FY 2008-09, Strategic Financial Plan and Business Plan, plus administering law enforcement contracts that provide law enforcement services to 12 cities plus other County agencies totaling over \$99 million in FY 2008-09. Other Department-wide services include procurement; grant administration and monitoring; jail cashing; real estate; accounts payable and receivable processing and oversight; payroll for approximately 3,600 employees; and conducting numerous audits and cost studies for business purposes.

Professional Standards– Human resources services are provided, which 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 OC Public Works Department, and issuing and monitoring business licenses and concealed weapon permits for the community. The S.A.F.E. (Strategy, Accountability, Focus, Evaluation) Division, recently created by shifting existing resources primarily from the Crime Analysis and Risk Management Units, is responsible for creating and revising Department policies, improving safety through compliance with all mandates, reducing liability, decreasing crime through statistical analysis and mapping, assisting injured employees in their recovery and return to work, and tracking employee performance.

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. In addition, continuing law enforcement training courses are provided for Sheriff-Coroner personnel and law enforcement agencies throughout Orange County and the State of California. Weapons ranges are operated to ensure law enforcement officers maintain proficiency.

Research and Development – Facilities planning, design, construction management, and maintenance services are provided for 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.

Support Services – Maintenance and support for the mainframe computer, over 150 servers, 2,200 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. The Records and Information Services Unit provides 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. The Property/Evidence Bureau maintains the integrity and security of all items of property and evidence obtained by the Department for law enforcement purposes.

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 the County. The Department provides community policing and investigative services to 119,480¹ residents living in unincorporated areas of Orange County and 581,109¹ 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 and in 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, homeland security, underwater search and recovery team, rescue, firefighting, hazardous material response, community education and assistance at the three County harbors (Sunset/Huntington, Newport and Dana Point) and 48 miles of Orange County coastline, 24 hours per day, 365 days per year. The Department works collaboratively with the OC Parks Department and Dana Point Harbor Department to provide service to waterfront businesses and residents along with the approximately 15,000 vessels that are moored in the three harbors, and the more than 70,000 registered vessels in the County.

¹ Source: California Dept. of Finance, Demographic Research Unit; 1/1/09

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).

Air Support

The Sheriff's Air Support Bureau provides airborne law enforcement service to a variety of clients including 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 the areas of fire prevention and suppression.

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 throughout the year 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, more than 3,400 miles of bus routes and 6,200 bus stops with an annual ridership of more than 57 million passengers and a daily ridership average of nearly 180,000.

Court Services

The Department provides security at all Orange County Justice Centers and is 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

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 for the OC Operational Area, the Emergency Management Council and 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 2008-09, a total of 61,781 individuals were booked into the Orange County jail system, a slight decrease from the 63,980 inmates booked in FY 2007-08. The average daily inmate headcount was 6,090 in FY 2008-09, a slight decrease as compared to the average daily inmate headcount of 6,265 in FY 2007-08.

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 the Department.

Financial

During FY 2008-09, both national and state economies were in the midst of the worst economic downturn since the Great Depression. The current downturn, dubbed the Great Recession, began in August 2007. The Great Recession has created the most dramatic economic challenge that the Sheriff's Department has faced since the County's bankruptcy in 1994. While the bankruptcy was essentially an issue of cash availability, the current economic crisis is rooted in reduced revenue streams and ongoing uncertainty due to the State's raid on revenue or other measures that increase the burden on counties. The single most significant revenue loss to the Department is the greatly reduced Public Safety Sales Tax (Proposition 172) revenue, resulting from declining taxable sales statewide. The Department's FY 2009-10 budgetary shortfall of \$24 million is expected to grow to \$65 million in FY 2010-11 as a result of the continuation of declining Proposition 172 funding and the fact that one-time funding sources have been exhausted.

In addition, the federal budget policies and legislative priorities continue to impact the Department and its program objectives, creating a situation where projections are uncertain. The uncertainty identified in

the 2008 Business Plan related to key funding programs at the federal level, such as the State Criminal Alien Assistance Program (SCAAP), continues. For Fiscal Year 2007-08 the Department received \$6.6 million in SCAAP funds, and in Fiscal Year 2008-09 \$6.3 million was received. The Department must respond to the potential change in funding policies by continued evaluation of priorities and programs.

The difficulty state government has encountered in developing a viable long-term solution to its budget imbalance has been significant. The State's inability to adopt a balanced budget without impact to County services remains a risk to the funding and stability of County programs. Due to the State of California's projected FY 2010-11 budget gap of \$19.9 billion, the Governor's budget proposes a combination of spending reductions, alternative funding, fund shifts and additional federal funds to close the budget gap.

FY 2008-09 Proposition 172 sales tax revenue experienced an annual decline rate of approximately 13% from the FY 2007-08 actual receipts. The current projection for FY 2009-10 actual revenue is a 7.9% annual average reduction from FY 2008-09 actual revenue.

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 have been exhausted and the fund has been closed.

The Department has taken several measures to deal with the economic downturn. At the end of fiscal year 2008-09 the Department had achieved appropriations savings of \$26 million by the following actions:

- Deferral of Homeland Security purchases
- Temporary closure of the North Compound at the Musick Facility
- Elimination of extra-help positions
- Schedule changes at the Theo Lacy and Musick facilities
- Vacant position freeze
- Discontinued gunshot residue testing
- Discontinued hospital security for cities

In developing the FY 2009-10 budget, the Department identified additional measures that would result in reductions of \$20.5 million. These measures included the temporary closure of the Women's Jail, continuation of the temporary closure of the North Compound, a reduction in overtime for the Immigration & Customs Enforcement (ICE) cross-designation program, and the deletion of 51 vacant positions. Reductions in service contracts in the Coroner and Data Services areas were implemented. The final piece to achieving the \$20.5 million in reductions would require additional jail schedule changes, relocation of inmate workers, and the layoff of staff.

A longer-term measure to achieve cost savings is the implementation of the Correctional Services Assistant classification within the jails. The class specification was approved by the Board of Supervisors and the first graduates of the CSA Academy were deployed in January 2010.

The Department's efforts to enhance and stabilize its revenue have included efforts to contract with the Federal government to provide housing for Federal detainees, expansion of the U. S. Marshal contract to

provide housing for Federal inmates, and the implementation of the Criminal Justice Administration Fee, charged to arrestees who are subsequently convicted of any crime related to their arrest and booking. Other fees have been updated or are in the process of review to ensure that current costs are being recovered.

Personnel

The Professional Standards Division (PSD) continues to work in cooperation with every division to ensure that staffing needs are met, although the current financial crisis has resulted in unprecedented challenges due to the hiring freeze and layoffs. In addition, the Department has historically experienced difficulty in recruiting and retaining qualified sworn personnel and professional staff for certain classifications. PSD continues to review positions to ensure they are appropriately classified and that job descriptions accurately reflect 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 substantial reduction in the amount of damages should be realized.

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. Since September 11, 2001, the Sheriff-Coroner in cooperation with the Orange County Chiefs of Police and the Federal Bureau of Investigation have coordinated local intelligence through the O.C. 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) 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, Garden Grove and Santa Ana, and the Orange County Fire Authority, the Health Care Agency, and the FBI. The OCIAC investigates 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 and 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, which is 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 and managing a diverse inmate population. In order to meet the demands for jail beds over the last 25 years, the County added 1,600 unrated jail beds into existing facilities, which were designed for 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 main operating budget (060) for FY 2009-10 is \$459 million. The annual General Fund contribution is approximately 17% of the total annual Sheriff-Coroner Department budget. The remaining 83% is provided by outside revenues, including sales tax, contracts and grant revenue.

Reserves

The Sheriff-Coroner Department utilizes the services of nearly 900 law enforcement volunteers, including 237 reserve deputy sheriffs, 433 Professional Services Civilian Responders, 178 Law Enforcement Explorers, and 30 Chaplains. These volunteers worked a total of 126,871 uncompensated hours in FY 2008-09 valued at approximately \$6,426,314. In addition to their regular assignments, which include search and rescue team; harbor patrol; medical, legal and community support; John Wayne Airport and computer assistance, the volunteers also provide support for hundreds of special events in Orange County throughout the year.

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 FY 2008-09, these volunteers were involved in 134 different activities and donated 2,140 hours to the department.

Grants

The Department aggressively pursues grant and other funding opportunities through state and federal programs. The following grant awards were accepted in FY 2008-09: FY08 Homeland Security Grant Program on behalf of the County and city law enforcement and public safety agencies within Orange County, \$7,464,231; Urban Areas Security Initiative (UASI), \$3,770,057; California Multi-

Jurisdictional Methamphetamine Enforcement Team (Cal-MMET), \$248,796; Emergency Management Performance Grant (EMPG), \$233,440 for the County and \$213,440 for Orange County cities; Justice Assistance Grant (JAG) \$209,160 for the County and Orange County cities; DNA Backlog Reduction Grant, \$508,212; Solving Cold Cases with DNA grant, \$295,742; Public Safety Interoperable Communications (PSIC) grant, \$134,497; State Citizens' Options for Public Safety (COPS) Program Supplemental Law Enforcement Services Funds, \$1,220,000; and State Criminal Alien Assistance Program (SCAAP) funds, \$ 6,365,293.

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. The Crime Analysis Unit was incorporated into the S.A.F.E. Division when it was formed in FY 2009-10.

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 maintaining full staffing levels
 - b. Conduct comprehensive review of staffing positions and project future staffing needs
 - 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 9-1-1)
 - 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

- 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
 - e. Increase cross-training of OC Crime Lab forensic staff in multiple areas; develop expertise and breadth of knowledge

- 3. Provide law enforcement and corrections training that meets or exceeds all mandated requirements**
 - a. Harbor Patrol to host 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 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; provide training to investigators within the Investigations Division
 - e. Continue training in perishable skills mandates as determined by POST, and ensure all staff receive the opportunity for training within mandated timelines
 - f. Expand the patrol readiness course for Deputies in Custody Operations to prepare them for successful transition to Field Operations - coordinate through Training Bureau and/or JCATT to ensure consistency among jail facilities
 - g. Establish a gang training procedure for special enforcement deputies assigned to contract cities to increase awareness, enforcement and investigations
 - h. Increase the current number and variety of STC (Standards and Training for Corrections) class offerings for correctional staff, with POST cross-certification
 - i. Continue to develop the Professional Staff Training Program
 - j. Provide continued training for personnel in Narcotics and Gang Enforcement by experts in the field and through formal training classes
 - k. 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
 - l. Continue with the established Safety and Equipment Committee to evaluate and recommend policies and procedures for Less-Lethal weaponry and other safety related equipment
 - m. 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
 - n. 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

- o. Continue to explore grant-funded training opportunities for OC Crime Lab staff to meet accreditation requirements
- p. 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. Upgrade Civil Process software to handle increased workload and to calculate the complex requirements of civil judgments that must be fulfilled by the Department
- b. Improve the Civil Process software application to add accounting requirements for interest calculations, etc.
- c. Research feasibility of providing kiosks at each justice center to assist the public with filing civil documents, including scanning paperwork and payment of filing fees and judgments
- d. Evaluate options for internet/kiosk access for the public to add funds to inmate accounts for commissary
- e. Upgrade payroll system
- f. Obtain security audio-visual system specifically designed to view digital video surveillance recordings and images from other video camera surveillance systems
- g. Purchase a Global Positioning Satellites (GPS) digital vehicle tracking system and control center for display of real-time tracking for investigations and surveillances
- h. Expand use of DNA collection and analysis for high-volume serial crimes
- i. Reduce the turnaround time for the laboratory analysis of DNA samples on all crimes
- j. Increase deployment of less lethal force options with Taser technology for field operations personnel
- k. Improve outstanding coverage issues for the 800 MHz system in the coastal Newport Beach/Laguna Beach area
- l. Continue working with Nextel to implement a localized FCC Rebanding Plan to resolve cellular interference with the 800 MHz system
- m. Plan video conferencing upgrades to link Sheriff-Coroner Department with other Emergency Operations Centers in Orange County
- n. 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
- o. 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
- p. Expand use and applications for 4.9 GHz technology, including the feasibility of a public safety mesh network
- q. Continue research and development efforts exploring viable applications for existing and emerging technologies in the Sound, Video and Security arena
- r. Provide ongoing replacement of County T-1/T-3 links with 4.9 GHz wireless providing improved reliability and a reduction in annual costs
- s. Evaluate and institute a stolen vehicle scanning system for use by Stanton Patrol Deputies
- t. Replace all Mobile Data Computers in patrol cars, according to the scheduled plans
- u. Implement better endpoint security and support for wireless Mobile Data Computers
- v. Expand the coverage of the existing VHF interoperability radio system, to provide better coverage in the Carbon Canyon area
- w. Support additional interoperability capabilities by implementing a VHF simulcast radio system
- x. Implement Patrol Video System for Sheriff's Department motorcycles

- y. Implement a microwave-based system between Orange County and San Diego County to facilitate interoperable communications
- z. Obtain a portable OASIS trailer that will be deployed to major emergency or disaster scenes, providing telephone and data via satellite
- aa. Expand the effective use of mobile computer systems to assist in timely completion of death reports, identification of decedents and notification of decedent next of kin

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

- a. 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
- b. Continue to evaluate the electronic subpoena process for methods of increasing efficiency while also reducing workload to a manageable level
- c. Consolidate Civil Process services by closing Sheriff's Civil windows at North and West Justice Centers, to provide better efficiency with reduced staff
- d. Continue development of Financial/Administrative Services Division web page to share financial data online, and enhance dissemination of information more efficiently to Department personnel
- e. Upgrade existing payroll system to create efficiencies and convert to current technology
- f. Complete design and begin construction for tenant improvements at the new Regional Narcotics Suppression Program (RNSP) facility
- g. Reorganize Research and Development Division to move all project management activities under the Facilities Planning Section, to allow Facilities Operations to focus on preventive maintenance and repair activities at Sheriff Facilities in an effort to improve focus and productivity in these areas

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 (Community Emergency Response Teams) Training to Professional Services Civilian Responders and eventually to professional staff and Reserve Deputy Sheriffs
- c. Continue to 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. 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
- f. Expand and prepare Orange County law enforcement agencies for mass disaster response related to forensic science evidence collection and analysis
- g. Facilitate revision of the previous Weapons of Mass Destruction Annex of the County/Operational Area Emergency Operations Plan

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

- a. Continue to develop strategies for long-term replacement of major equipment, e.g., helicopters, inmate transportation buses, computer main frames, video surveillance systems, 800 MHz mobile and portable 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
- j. Upgrade VHF and UHF interoperability base stations and repeaters so that they are capable of FCC mandated narrowband operation
- k. Upgrade Radio Amateur Civil Emergency Service (RACES) repeaters so that they are capable of operating in the P25 mode
- l. Develop strategies for replacement of the Control One Button & LED radio consoles, as they will soon be incompatible with the next generation 800 MHz CCCS infrastructure

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

- a. In the Special Victims Detail, further develop expertise in investigative techniques on all sexually-based crimes and related investigations, continue to provide specialized investigative services for the elder/dependant adults in both physical and financial abuse cases, and maintain involvement in sexual offender and sexual assault task forces
- b. Further enhance the Family Protection Detail by providing advanced training in domestic violence and dedicating a team skilled in all forms of family crimes and child abuse; building upon the partnership with Community Service Programs (CSP); and maintaining a Lead Victim Advocate within Family Protection
- 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. Continue in our partnership with the FBI's Orange County Regional Computer Forensics Laboratory (OCRCFL) through the assignment of three Investigators

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

1. Continue rehabilitation of County jail facilities and detention areas to maintain safe and secure facilities

- a. Continue preparation of annual updates to the five-year maintenance and repair plan to facilitate budgeting and long-term management of facility maintenance issues
- b. Install additional/replacement surveillance cameras in the inmate holding areas at the North, Harbor/Laguna Niguel and Central Justice Centers, as funding sources become available
- c. Continue the Central Jails Complex consolidated maintenance project, which includes major deferred maintenance projects
- d. Continue installation of replacement kitchen equipment in the jails
- e. Continue installation of new cameras and digital recording systems at all jail and detention facilities
- f. Complete execution of the Theo Lacy facility consolidated maintenance project, which includes major deferred maintenance projects
- g. Complete design and construction of security wall at the Theo Lacy facility
- h. Complete design for the overhaul of electric sliding doors in the Central Men's and Women's jails
- i. Complete the replacement of worn air-operated door locks at the Theo Lacy facility
- j. Complete design and construction of a flood protection system for Module A at the Theo Lacy facility
- k. Complete inmate barracks roofing and ducting projects at the Theo Lacy facility

2. Increase efficiency of County jail operations

- a. Continue to review staffing and technology issues, including implementation of the Correctional Services Assistant position, a cost-effective measure that assists in the deployment of staffing resources in accordance with the best practices within the law enforcement industry
- b. Continue working with Superior Court personnel to streamline and expand the Arraignment Court (CJ-1) currently in use at the Central Men's Jail
- c. Continue to provide Standards and Training for Corrections (STC), Advanced Officer Training and Emergency Response Team Training to safety and professional staff assigned to Custody Operations
- d. Upgrade Control System electronics in all areas of the Central Jails Complex

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 Re-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. Implement regional 700 MHz interoperability for Orange County
 - b. Purchase an emergency communications field support trailer to provide repair, programming, spare equipment/parts, audio/visual support, and facilities for technical personnel, that can be deployed to the scene of a major emergency or disaster, directly supporting the needs of first responders
- 2. Publicize, facilitate, coordinate, and support Countywide efforts to prepare for, respond to, and recover from disasters**
 - a. Conduct a full scale San Onofre Nuclear Generating Station (SONGS) Federal Emergency Management Agency (FEMA) graded Reception and Decontamination Exercise in FY 2010-11
 - b. Train the Emergency Operations Center (EOC) responders for individual EOC responsibilities during any type of EOC activations
 - c. Participate in the annual California Shake Out Earthquake Exercise
 - d. Conduct Operational Area functional exercise
 - e. Train the EOC responders for individual EOC responsibilities during SONGS activations
 - f. Assist in planning and training for all SONGS offsite jurisdictions via the Inter-jurisdictional Planning Committee
 - g. Continue the SEMS/NIMS working group to integrate the NIMS (National Incident Management System) structure into the California mandated SEMS (Standardized Emergency Management System) structure
 - h. Emergency Management Bureau to assist Orange County law enforcement agencies in developing a mass evacuation plan for Orange County to be integrated into the statewide plan
 - i. 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
 - j. 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
 - 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 the Communications Subcommittee
 - l. Coroner to participate in Urban Area Strategic Initiative (UASI) and Metropolitan Medical Response System (MMRS) exercise, training, equipment and planning funding opportunities
- 3. Enhance forensic science services provided to the public**
 - a. Implement Mobile ID – portable (handheld) livescan devices in the field for deputies and officers
 - b. Increase efficiency within the OC Crime Lab to reduce costs and shorten turnaround time

- c. Continue DNA Expansion to meet County needs by implementing and exploring grant funding opportunities
- d. Implement Work Request and Case Status (WRCS) website for fully electronic requests from all County police and law enforcement agencies
- e. Implement electronic distribution of all crime lab reports and eliminate paper handling
- f. Continue to promote a strong quality assurance program and maintain International Accreditation of the OC Crime Lab

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

- g. Address outstanding site issues in the coastal Newport Beach/Laguna Beach area, thereby closing outstanding coverage issues from initial 800 MHz implementation
- h. Develop comprehensive plan to upgrade 800 MHz system to ensure system longevity
- i. Evaluate the Motorola SmartZone 7X platform to determine feasibility and cost justification to support 700 MHz and enhanced system features
- j. Evaluate 700 MHz as a viable option to provide additional channels for the 800 MHz CCCS and an additional level of interoperability
- k. Complete all FCC-required rebanding requirements for the 800 MHz CCCS with all costs to be paid by Sprint-Nextel
- l. Upgrade (15) 800 MHz interoperable repeater stations to enable P25 capability
- m. Upgrade the security systems at 800 MHz backbone radio sites
- n. Enhance backbone reliability by installing a microwave hot standby system
- o. Complete design and construction of a dry fire suppression system at Loma Ridge to protect communication electronics

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. Continue to 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 (Community Emergency Response Teams) 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. Continue to provide in-service training for District Attorney's Office to facilitate increased awareness of Coroner's role and enhance working relationships
 - b. Continue to develop various training programs for the Coroner Reserve Unit to facilitate effective support and expertise in the event of a multiple fatalities incident
 - c. Continue to work with Curriculum Development Committee to evaluate expansion, certification and restructuring of POST-mandated training for Coroners
 - d. Continue to partner with established prevention groups to reduce violence, suicides and accidental injuries to 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. Establish a Countywide investigative marijuana dispensary protocol in collaboration with the District Attorney's office and other law enforcement agencies
 - e. Continue training and equipping a Sheriff's SWAT team in support of the Joint Hazardous Assessment Team (JHAT) in Orange County

KEY PERFORMANCE MEASURES & REPORTING

The Sheriff-Coroner Department has re-engineered its approach to measuring performance and the success of the Department. The S.A.F.E. (Strategy, Accountability, Focus and Evaluation) Division was established in October 2008 by shifting resources primarily from the Workers' Compensation Unit in the Professional Standards Division and the Crime Analysis Unit in the Investigations Division. The S.A.F.E. program will oversee Department policies and statistical information related to Department activities, with the focus on improving Department accountability. An automated system will be used to compile statistics on events such as use-of-force incidents, traffic accidents, officer-involved shootings, etc. A new employee review process to improve or enhance employees' work performance will also be implemented in the near future.

During the next year, S.A.F.E. program data will be evaluated for use in the Business Plan Performance Measures.

The following are descriptions of the most current Performance Measures and reporting.

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

In past years, resident opinion surveys were conducted biennially to measure performance of the Sheriff-Coroner Department in meeting Goal 1 and Goal 2. The surveys asked residents to report on how safe they felt in their neighborhoods, and how they rated the quality of services provided by the Sheriff-Coroner Department. The most recent resident opinion survey was conducted in 2005. Due to the financial issues faced by the County over the past several years, the Sheriff-Coroner decided that there were other, higher priority uses for the funding necessary to conduct the surveys.

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

2005 Results*	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan
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 FY 09-10.	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 FY 10-11.

* 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.

Performance Measure: Percentage of residents rating the quality of service provided by the Department as good or excellent

What: Measuring quality of service provided to community and effectiveness of meeting customer service demands

Why: Achieve our commitment to respond in a timely, effectively manner to the needs of our citizens

2005 Results*	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan
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 FY 09-10.	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 FY 10-11.

* 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.

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

As discussed above, the Department's new S.A.F.E. program oversees Department policies and statistical information related to Department activities, with the focus on improving Department accountability. An automated system will be used to compile statistics on jail violence, and the new employee review process to improve or enhance employees' work performance will also be implemented in the near future. During the next year, S.A.F.E. program data will be evaluated for use in Business Plan Performance Measures.

Performance Measure: Number of incidents in County jails involving inmate-on-inmate violence

What: Measure the level of safety and security the Department is providing to housed inmates

Why: Responsibility of inmate care while in Sheriff custody is a top priority of the Department.

FY 07-08 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan
During FY 07-08, there were a total of 247 inmate-on-inmate assaults reported in County jails, a 28% decrease from 2006.	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 247 or fewer.	Conduct ongoing review of operational procedures and classification system to ensure the best housing locations assigned to all County jail inmates

Performance Measure: Number of incidents in County jails involving inmate-on-staff violence.

What: Measure our commitment to provide a safe working environment for all Department employees

Why: To ensure the safety of our employees

FY 07-08 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan
During FY 07-08, there were 27 incidents in County jails involving inmate-on-staff violence, a 34% decrease from 2006.	Review all incidents and identify any commonalities. Continue to provide training and staffing levels necessary to ensure a safe environment	There will be 27 or fewer incidents in County jails involving inmate-on-staff violence	Review all incidents and identify any commonalities. Continue to provide training and staffing levels necessary to ensure a safe environment

GOAL 3: Lead and support Countywide law enforcement efforts

In past years, surveys of Orange County District Attorneys and Police Chiefs were conducted biennially to measure performance of the Sheriff-Coroner Department in meeting Goal 3. The surveys asked Police Chiefs and District Attorney staff how they rated the quality of scientific analysis of evidence and DNA lab services provided by the Sheriff-Coroner Department. The most recent District Attorneys and Police Chiefs opinion survey was conducted in 2006. Due to the financial issues faced by the County over the past several years, the Sheriff-Coroner determined that there were other, higher priority uses for the funding necessary to conduct the surveys.

Performance Measure: Percentage of law enforcement agencies in Orange County rating the overall quality of scientific analysis of evidence 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.

2006 Results*	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan
<p>A survey of Orange County Police Chiefs found that the overall quality of scientific analysis of evidence in 2006 was rated good or excellent by 89% of the respondents.</p> <p>A survey of Orange County District Attorneys found that the overall quality of scientific analysis of evidence in 2006 was rated good or excellent by 93% of the respondents.</p>	<p>Continue to maintain substantially good or excellent satisfaction of scientific analysis services provided to law enforcement agencies</p>	<p>89% of Orange County Police Chiefs will rate the overall quality of scientific analysis of evidence as good or excellent.</p> <p>93 % of Orange County District Attorneys will rate the overall quality of scientific analysis of evidence in FY 09-10 as good or excellent</p>	<p>Continue to maintain substantially good or excellent satisfaction of scientific analysis services provided to law enforcement agencies</p>

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

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

2006 Results*	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan
<p>A survey of Orange County Police Chiefs found that the overall quality of DNA lab services in 2006 was rated good or excellent by 96% of the respondents.</p> <p>A survey of Orange County District Attorneys found that the overall quality of DNA lab services in 2006 was rated good or excellent by 86% of the respondents.</p>	<p>Continue to maintain high satisfaction of DNA lab services that are provided to law enforcement agencies</p>	<p>96% of Orange County Police Chiefs will rate the overall quality of DNA lab services as good or excellent.</p> <p>86% of Orange County District Attorneys will rate the overall quality of DNA lab services as 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

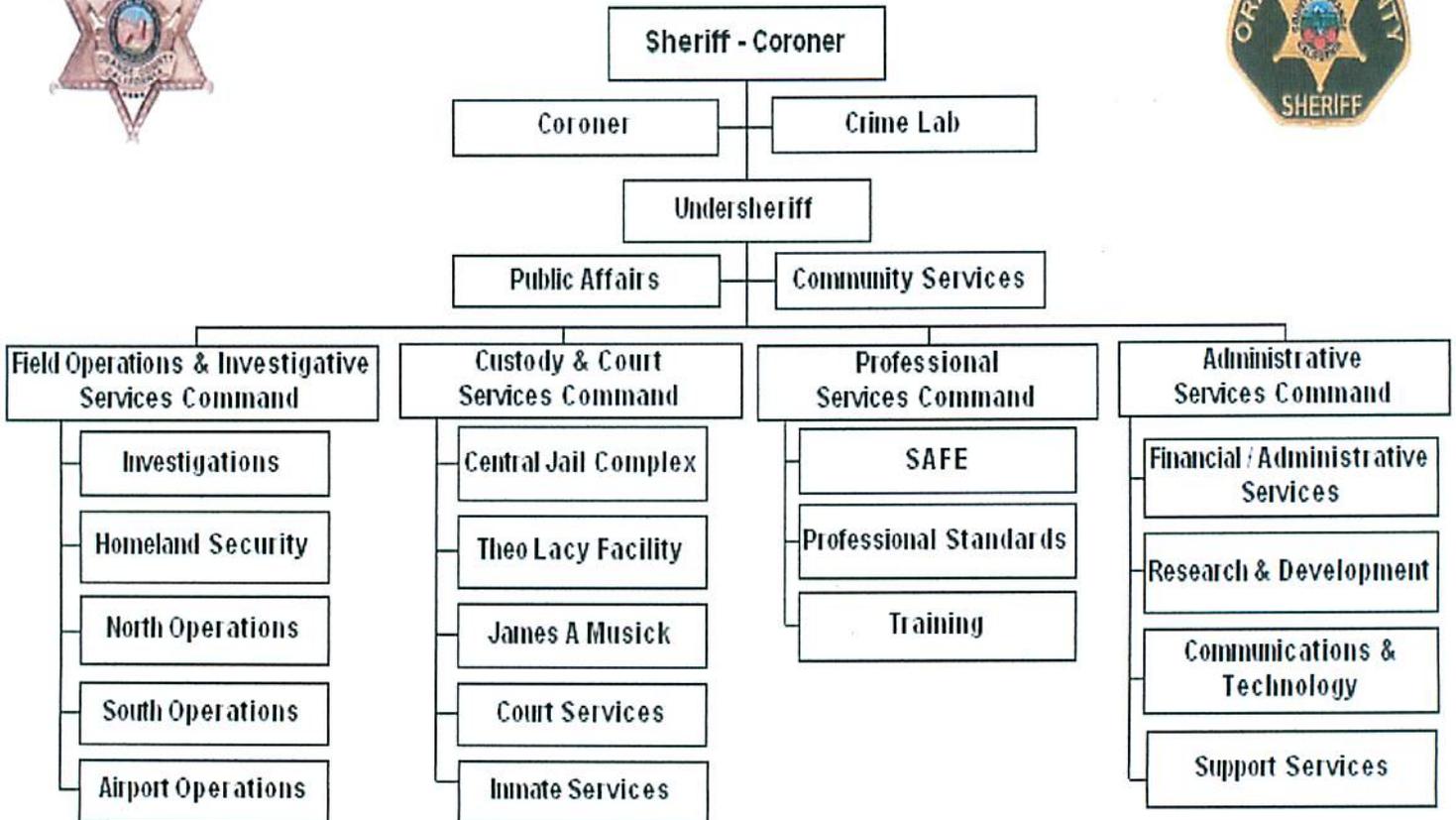
A. Organizational Chart

B. Significant Accomplishments

APPENDIX A

ORGANIZATIONAL CHART

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT



Services are provided through the following commands:

CORONER – Conducts investigations into circumstances surrounding deaths falling within the Sheriff-Coroner's jurisdiction

OC CRIME LAB – Provides Countywide forensic science services in support of the investigation and prosecution of criminal cases

FIELD OPERATIONS & INVESTIGATIVE SERVICES – Provides patrol and general 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. Homicide, narcotics and sex crime investigations are provided Countywide. Provides specialized services through Homeland Security, Airport Operations, Harbor Patrol, Hazardous Devices Squad and Security. 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.

CUSTODY & COURT SERVICES – Provides jail functions to hold up to 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. 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.

PROFESSIONAL SERVICES – Provides human resources services 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. The S.A.F.E. (Strategy, Accountability, Focus, Evaluation) Division creates and revises Department policies and procedures to ensure the Department meets or exceeds industry standards utilizing the best practices available. The Risk Management Bureau provides proactive investigation and management of claims and lawsuits, evaluates legislative mandates and provides training to mitigate risk to the Department and its employees.

ADMINISTRATIVE SERVICES – Provides financial, administrative, payroll, supply, fleet management, building maintenance, facilities planning and construction management to support the operation of the Department. Develops opportunities for Department growth through research, planning, and developing resources. 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 record keeping, information technology and evidence storage to support the operation of the Department, plus Countywide and regional law enforcement networking activities.

APPENDIX B

SIGNIFICANT ACCOMPLISHMENTS FROM JULY 2008 THROUGH JUNE 2009

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

- Over 275 Sheriff-Coroner personnel responded to the Freeway Complex Fire that burned 30,305 acres over a period of three days in November 2008. Department personnel provided evacuation, security, traffic safety, communications services/coordination and law enforcement support for the affected communities, Orange County Fire Authority and FEMA operations.
- A Homeland Security Division was established, utilizing existing Sheriff-Coroner Department resources, to ensure a collaborative approach in planning and preparing for a major terrorist incident. The Division encompasses Harbor Patrol; Mass Transit (OCTA); Special Enforcement including part-time SWAT, Air Support, Canines, and Hazardous Devices; Counter-Terrorism; Emergency Management; and Security Services.
- Incident Assessment/Training Teams were established to learn from incidents that have occurred in jurisdictions outside of Orange County, by monitoring the planning, operations and command related to the incidents and the implications for Orange County.
- The S.A.F.E. (Strategy, Accountability, Focus and Evaluation) Division was established, to review, enhance and create Department policies; improve safety through compliance with all mandates; reduce liability; decrease crime through statistical analysis and mapping; assist injured employees in their recovery and return to work; and track employee performance to improve and enhance service to the public.
- The S.A.F.E. Division established a new Use-of-Force policy and has updated policies regarding reporting procedures, vehicle pursuits, electronic control devices, computer use, cellular telephone use, appropriate email usage, inmate grievance procedures, inmate telephone recordings and proper weapon storage. In addition, the Division has updated the Department Rules and Regulations Manual and Operations Manual.
- The S.A.F.E. Division is developing a comprehensive employee tracking computer application that includes an early warning component.

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

- Reform of jail policies was instituted, including changes in command, management and supervision, plus changing the Department culture in the jails regarding use of force policies, unprofessional activities, and inmate interactions.
- Electronic logs have replaced paper logs in the jails, which cannot be changed after an entry is made and can be viewed by management in real time.
- The installation of a new closed circuit TV system was completed in the Theo Lacy Jail Facility including inmate barracks and the interiors of guard stations, to ensure the safety of those in custody as well as the health and welfare of all County personnel working in the facility. Digital video cameras have been placed in key facilities to provide documentation of the actions of inmates and movement of staff and supervisors.
- Lieutenants and sergeants have undergone ethics training based on lessons learned from recent jail deaths.
- The Sheriff-Coroner met with the District Attorney to ensure that all jail deaths or cases where injuries are life-threatening are investigated by the District Attorney's office.

- New policy has been enacted whereby if it is suspected that an inmate is intimidating other inmates, that inmate is to be transferred. Jail staff members are subject to discipline if they lend legitimacy to the role of an inmate leader or “shot caller”.
- Cots, bedding, televisions, most electronic entertainment devices and non-professional Internet access have been barred from use by jail staff.
- A new Use of Force policy requires that all staff witnessing use of force by a Department member must report the incident to their immediate supervisors as soon as practical.
- A consultant study of jail operations, including comprehensive assessments of each of the five facilities that make up the Orange County Jail System, was completed. The study found that in general the jail system is well run and effectively managed, and is a relatively safe place compared with other jurisdictions’ jail facilities. However, a few issues will need to be addressed in the near future. These issues include a changing inmate population that is becoming more violent, in poorer physical and mental health, and more drug addicted; jail facilities that are outdated, inappropriate and insufficient; and insufficient staffing.
- Jail schedule changes have been implemented to reduce overtime.
- The Theo Lacy Jail Facility Consolidated Maintenance Project was implemented, which includes electrical safety repairs, fire life/safety equipment improvements and various mechanical repairs required to support ongoing maintenance, maintenance access and general safety issues required for 24/7 operation. These projects, some of which were deferred for several years, were grouped to better control a logical progression of work and to provide efficiencies and cost savings by minimizing inmate movement and security escort requirements.
- The Central Jail Complex Consolidated Maintenance Project was implemented, which will repair and replace antiquated and malfunctioning equipment in the Central Men’s Jail, Central Women’s Jail and portions of the Sheriff’s Headquarters Building, the base of operations for North Patrol and the Investigations Division. These projects, some of which were deferred for several years, were grouped to better control a logical progression of work and to provide efficiencies and cost savings by minimizing inmate movement and security escort requirements.
- Obtained Board approval of a resolution prohibiting the possession of tobacco in any form by inmates in County correctional facilities, as it constitutes a health and safety risk both to inmates and to employees of County correctional facilities.

Goal 3: Lead and support Countywide law enforcement activities

- A 12,000 square foot three-story building was purchased on behalf of the Regional Narcotics Suppression Program (RNSP), to be occupied by RNSP for its program operations.
- As a result of Board of Supervisors directive, the DNA Stakeholders Panel was formed consisting of the Sheriff-Coroner, CEO, District Attorney, Public Defender, Orange County Police Chiefs Association and the Orange County City Managers Association.
- A grant-funded Qiagen BioRobot Universal DNA Investigator liquid handling system was purchased to increase the accuracy and speed of DNA analysis. Use of the BioRobot for the repetitive tasks associated with DNA analysis will free up DNA analysts’ time, resulting in increased amount of casework the DNA Lab can analyze and produce, improving turnaround time and workload efficiency.
- Executed a Memorandum of Agreement among the cities of Anaheim, Santa Ana, Irvine and Huntington Beach, the Orange County Fire Authority and the County of Orange for participation in the Orange County Intelligence Assessment Center, a multi-agency information and intelligence sharing network to collect, analyze and disseminate information on threats to the safety of residents, visitors and the critical infrastructure of Orange County.