2011

Orange County Sheriff's Department Business Plan



Dear Readers:

This 2011 Business Plan update is meant to provide information on the status of the **Performance Measures** included in the 2010 Business Plan. Beginning with the 2012 Business Plan, we will be utilizing Performance Measures developed during the creation of the Sheriff's Department's 5-year Strategic Plan that was finalized in December 2010.

The Orange County Sheriff's Department 5-year Strategic Plan will be our guiding vision in developing and improving the services we provide our residents and constituents. The Strategic Plan consists of twelve initiatives, accompanying goals, objectives, and performance measures.

First and foremost is the stabilization of the Sheriff-Coroner budget and planning for upcoming budget cycles. We will also be looking at staffing allocation and succession planning as well as personnel accountability and communication. We will also continue to incorporate industry best practices into our training and development, providing our personnel with the tools they need to provide the highest level of law enforcement services available.

Our Strategic Plan also points us in the direction of those we serve. We have renewed our efforts to develop and improve professional and community partnerships. In these difficult budget times, collaborative efforts will help all of us leverage our resources efficiently and responsibly.

Our Mission Statement reads: "The men and women of the Orange County Sheriff's 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." It is our goal each and every day to ensure that our Mission Statement is more than words on a piece of paper. Our Strategic Plan is another piece of accountability to insure that we are living out our Mission through the service we provide.

The 2011 Business Plan update reinforces the quality of life we strive for in Orange County. We want our residents to feel safe in their neighborhoods and our inmates and staff to be safe in our jails. We also want to ensure that we continue to provide a high level of service to all of our constituents. Our 5-Year Strategic Plan and the great work of our S.A.F.E. Division will allow us to provide real-time performance measurements in future Business Plans.

Thank you for your interest in the Orange County Sheriff's Department.

Sincerely,

Sandra Jutopene

KEY PERFMORANCE MEASURES & 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 the county continues to face, the Sheriff-Coroner Department concluded 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 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	How are we doing?
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 has remained consistent with previous years.	Within Sheriff's service areas, we expect that approximately 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.	Orange County Sheriff's Department crime rates remain some of the lowest in the nation. In addition, we continue to engage in many proactive efforts with respect to crime prevention and education, engaging our communities and collaborating with our law enforcement partners to keep our

^{*}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 & Associates in association with Chapman University's Henley Social Sciences Research Laboratory.

communities safe.

Performance Measure: Percentage of residents rating the quality of service 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 to the needs of our citizens in a timely and effective manner

			FY 10-11	
2005 Results*	FY 09-10 Results	FY 10-11 Plan	Anticipated	How are we doing?
			Results	
Survey to measure	Percentage of	Within Sheriff's	Percentage of	The Sheriff-Coroner
citizen satisfaction	citizens who rate	service areas,	citizens who	Department recently
indicates that in	the quality of our	we expect that	rate the quality	initiated a Complaint/
the Sheriff's	services as either	approximately	of our services	Commendation
service areas, 89%	good or excellent	89% will rate	as either good	process that will make
of the residents	has remained	the quality of	or excellent will	it easier for the
rated the quality	consistent with	our services as	remain stable	citizens we serve to
of services	previous years.	either good or	throughout FY	tell us how we're
provided as		excellent.	10-11.	doing. This
excellent or good.				information will
				provide valuable
				measurements
				regarding the quality
				of our services in the
				years to come.

^{*}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 & Associates 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

The Department's new S.A.F.E Division oversees Department policies and statistical information related to Department activities, with the focus on improving Department accountability. An automated system is used to compile statistics on jail violence, and the Personal History Index has been implemented to improve and enhance employee work performance.

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 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing?		
During FY 09- 10, there were a total of 411 inmate-on- inmate assaults reported in County jails, a 60 percent increase from FY 08-09.	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 fewer than 411.	Conduct ongoing review of operational procedures and classification system to ensure the best housing locations assigned to all County jail inmates.	Documenting jail violence statistics has improved substantially since the S.A.F.E. Division began compiling the statistics. This may be one explanation for the increase over FY 08-09. In addition, over the last two years, the Sheriff-Coroner Department has cut nearly \$53 million from our operating budget. To balance our budget, most of our savings was found in jail operations. We temporarily closed several County jail facilities and transferred inmates to other County jail facilities, filling them near capacity. Over the years, we have seen a dramatic increase in the number of inmates incarcerated with felony charges and/or those affiliated with street gangs. As our statistical analysis of these incidents continues, we will look for a variety of ways to enhance the safety of our inmates and staff.		

Performance Measure: Number of incidents in County jails involving inmate-on-staff violence What: Measure our commitment to providing a safe working environment for our employees

Why: To ensure the safety of our employees

FY 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing?
During FY 09-10,	Review all	The number of	Review all	While inmate-on-
there were 29	incidents and	inmate-on-staff	incidents and	inmate violence has
incidents in	identify any	assaults	identify any	increased, inmate-on-
County jails	commonalities.	reported in	commonalities.	staff violence has
involving inmate-		County jails will		remained relatively
on-staff violence, a	Continue to	be fewer than	Continue to	stable.
7 percent increase	provide training	29.	provide training	
from FY 08-09.	and staffing		and staffing	We will continue to
	levels necessary		levels necessary	look for a variety of
	to ensure a safe		to ensure a safe	ways to enhance the
	environment.		environment.	safety of our inmates
				and staff.

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 Attorney and Police Chiefs' opinion survey was conducted in 2006. Due to the financial issues the county continues to face, the Sheriff-Coroner Department concluded 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: Measure 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 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing?
A survey of Orange	Continue to	89% of Orange	Continue to	The Sheriff-Coroner
County Police	maintain	County Police	maintain	Department values
Chiefs found that	substantially	Chiefs will rate	substantially	the partnerships and
the overall quality	good or	the overall	good or	collaborative efforts
of scientific analysis	excellent	quality of	excellent	we maintain with
of evidence in 2006	satisfaction of	scientific	satisfaction of	local, state and
was rated good or	scientific	analysis services	scientific	national law
excellent by 89% of	analysis services	provided to law	analysis services	enforcement
the respondents.	provided to law	enforcement	provided to law	agencies.
	enforcement	agencies as	enforcement	
A survey of Orange	agencies.	either excellent	agencies.	It is our goal to
County District		or good.		provide exceptional
Attorneys found				services to local law
that the overall		93% of Orange		enforcement.
quality of scientific		County District		
analysis of evidence		Attorneys will		
in 2006 was rated		rate the overall		
good or excellent		quality of		
by 93% of		scientific		
respondents.		analysis of		
		evidence as		
		either excellent		
		or good.		

^{*}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: Measure 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 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing?
A survey of Orange	Continue to	96% of Orange	Continue to	The current DNA
County Police	maintain high	County Police	maintain high	backlog on violent
Chiefs found that	satisfaction of	Chiefs will rate	satisfaction of	crime cases is
the overall quality	DNA lab services	the overall	DNA lab services	consistently one of
of DNA lab services	provided to law	quality of DNA	provided to law	the lowest among
in 2006 was rated	enforcement	lab services	enforcement	national crime labs.
good or excellent	agencies.	provided to law	agencies.	Due to batching,
by 96% of the		enforcement		robotics, automation
respondents.		agencies as		and case triage, the
		either excellent		number of DNA
A survey of Orange		or good.		property crime cases
County District				completed per month
Attorneys found		86% of Orange		has increased 40%
that the overall		County District		within the most
quality of DNA lab		Attorneys will		recent 6 month
services in 2006		rate the overall		period.
was rated good or		quality of DNA		
excellent by 86% of		lab services as		
respondents.		either excellent		
		or good.		

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