

PROPOSAL FOR CONTRACT POLICE SERVICES



ORANGE COUNTY SHERIFF'S DEPARTMENT | March 2012



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

**SANDRA HUTCHENS
SHERIFF-CORNER**

OFFICE OF SHERIFF-CORONER



March 15, 2012

Steve Rudometkin, City Manager
City of Yorba Linda
4845 Casa Loma Avenue
Yorba Linda, California 92885-8714

Dear Mr. Rudometkin,

The Orange County Sheriff's Department has a long history of providing custom-tailored police services to Orange County cities, as well as county, state and federal agencies. Our experience in delivering localized, cost-effective law enforcement and public safety services exceeds 120 years, including more than 50 years of contract police services experience.

The opportunity to serve the residents of Orange County in the communities they call home is of utmost importance to us. We are proud of the relationships we have forged with the communities we serve, and strive to collaborate and develop solutions to address their specific needs. Community participation in establishing police goals and objectives is critical in exceeding the public's expectations as their law enforcement provider.

As I am sure you are aware, the Sheriff's Department offers broad-based law enforcement services. This allows us to maximize the delivery of our services through an economy of scale that is unmatched in this county. More importantly, police services are tailored to meet the specific needs of the community and each of our contract partners.

The top priority of every law enforcement agency is to reduce crime, and the residents of each community have this expectation. The Orange County Sheriff's Department proudly provides direct law enforcement contract services to twelve cities throughout Orange County, in addition to John Wayne Airport, OCTA, our three harbors, the Superior Courts, other county and federal agencies, and the unincorporated areas. On average, cities patrolled by the Sheriff's Department have the lowest per capita crime rates in the County, and have been independently ranked as some of the safest communities in the nation.

I am proud to present our formal proposal for Yorba Linda Police Services for your consideration. I am confident that the outcome of your evaluation will ensure the residents of Yorba Linda will receive high quality police protection in the most cost effective and efficient manner. As a provider of your police service, we will be part of the Yorba Linda city family.

Sincerely,

Sandra Hutchens
Sheriff-Coroner

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1) INTRODUCTION

A. AGENCY NAME

The agency name is the Orange County Sheriff's Department, located at Sheriff's Headquarters, 550 N. Flower Street, Santa Ana, California, 92703.

B. BRIEF DESCRIPTION OF THE AGENCY

The Orange County Sheriff-Coroner Department is a large, multi-faceted law enforcement agency served by approximately 3,800 sworn and professional staff members and over 800 reserve personnel. Sheriff Sandra Hutchens delegates authority to her executive team made up of one Undersheriff, three Assistant Sheriffs, an Executive Director, three Commanders and one Senior Director who administer the daily activities of the captains and professional staff at the division head level.

The department consists of five organizational Commands comprised of twenty separate Divisions. The Executive Command includes Sheriff's Executive Management, Community Services and Media/Government Relations; the Administrative Services Command includes Communications, Financial/Administrative Services, Research & Development and Support Services; the Custody Operations and Court Services Command include the three Jail Facilities in Orange County, Inmate Services and Court Operations; the Field Operations Command includes Airport Operations, Homeland Security, North and South Patrol Operations and Investigations; and the Professional Services Command includes Coroner Services, Professional Standards, the Crime Lab, S.A.R.E., and Training.

Collectively, these Commands and Divisions provide services including air, land and sea based patrol and investigative services to unincorporated county areas and to contract and task force partners at the city and county level. Additional services and responsibilities include but are not limited to: state and federal task force participation, operation and management of the Orange County jail system including contract services for I.C.E. detainees, emergency communications, forensic and coroner services, Human Resources and personnel services, risk management and financial management.





2) RFP RESPONSE

A. AGENCY INFORMATION

The Orange County Sheriff's Department is a large, multifaceted police agency with a proud tradition of service to the residents of Orange County. It is the mission of the Sheriff's Department to provide responsive, professional and caring police services to all people. We respond to calls for service promptly, protect lives and property to the very best of our abilities, initiate and maintain crime prevention programs, and apprehend criminal offenders. In pursuit of this mission, each Deputy Sheriff protects lives and property, investigates crimes, responds to calls for service, and provides assistance to all people who live, work or travel within Orange County.

The Orange County Sheriff's Department is the police force for 12 cities and in the unincorporated County areas. The Sheriff's Department provides a full range of police services to over 670,000 Orange County residents through 24-hour police patrols, investigative units, parking control, and vehicle abatement services. In addition, the Sheriff's Department provides traffic and commercial vehicle enforcement details in our incorporated cities. Working in close cooperation with contract city officials, the Sheriff's Department develops tailor-made city police operations headed by sworn management personnel who ensure that each city's law enforcement needs are met efficiently and professionally. A Department organization chart is presented on the following page.

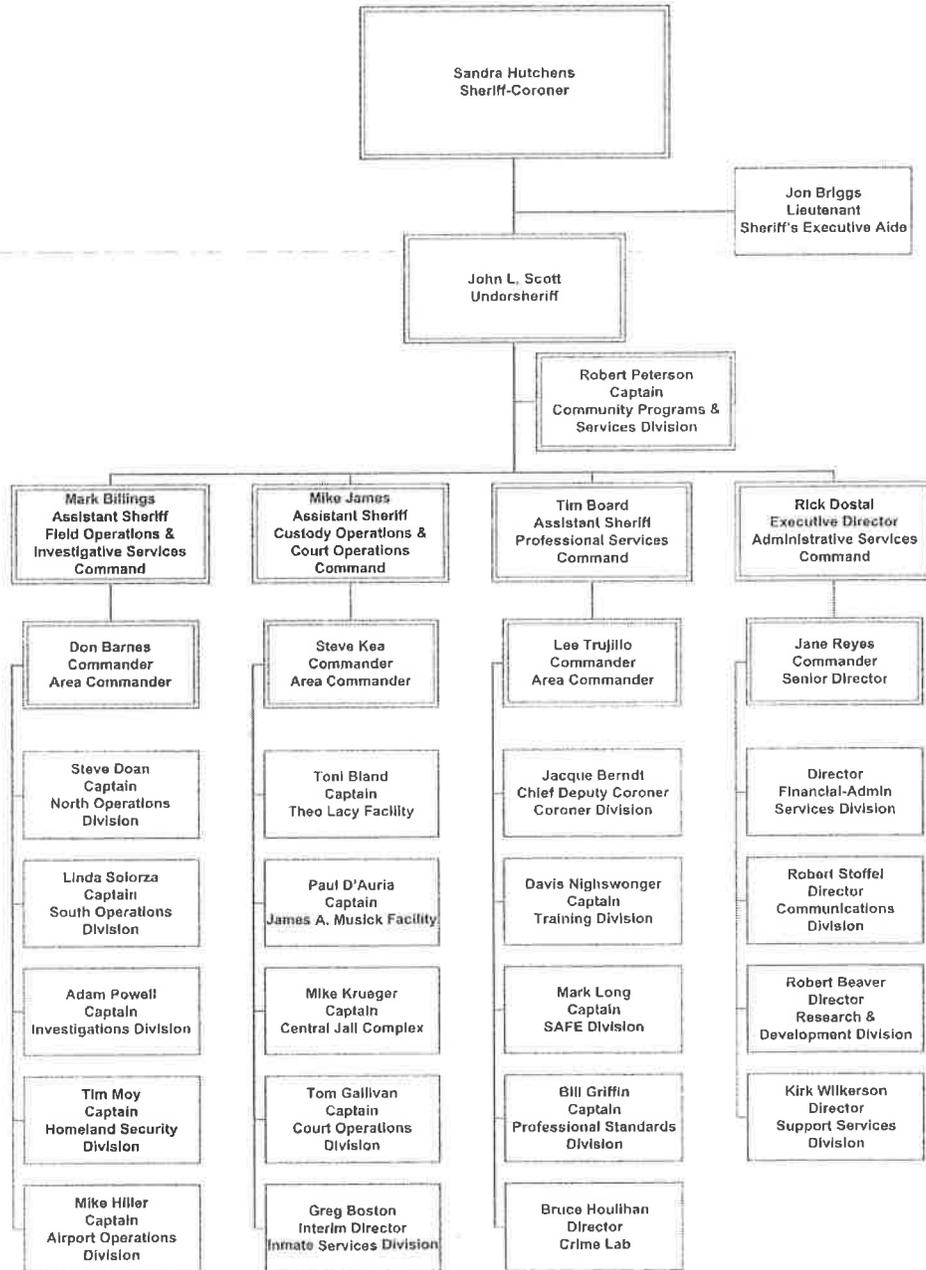
In addition to law enforcement services for the unincorporated areas and contract cities, the 3,800 employees of the Orange County Sheriff's Department provide the following services to the more than 3 million residents of the County of Orange: coroner, forensic science, correctional facilities, hazardous device squad, homicide detail, narcotics detail, helicopter response, dive team, cliff rescue team, emergency communications, court security, John Wayne Airport security, harbor patrol and many other services. The total operating budget for Fiscal Year 2011-12 is \$679,387,000. The capital improvement plan budget for Fiscal Year 2011-12 is \$20,045,697, which is included in the operating budget.





ORANGE COUNTY SHERIFF-CORONER DEPARTMENT

DIVISION ORGANIZATIONAL CHART





2. KEY PERSONNEL

Executive Management: Executive Management of the Sheriff's Department includes Sheriff-Coroner Sandra Hutchens, elected by the voters of Orange County, and her command staff consisting of Undersheriff John Scott, Assistant Sheriff Mark Billings and Commander Don Barnes – Field Operations and Investigative Services Command, Assistant Sheriff Tim Board and Commander Librado Trujillo – Professional Services Command, Assistant Sheriff Mike James and Commander Steve Kea – Custody and Court Operations Command, and Executive Director Rick Dostal and Senior Director Jane Reyes – Administrative Services Command. These five commands oversee 20 Divisions.

The North Operations Division under Captain Steve Doan would include Yorba Linda Police Services. Chief of Police Services: A Sheriff's lieutenant would be the Chief of Police Services for the City of Yorba Linda. A Sheriff's lieutenant is a police manager with command experience who would manage and direct the City's police personnel for the Sheriff. The lieutenant acts as the chief of police and provides an on-site department head who maintains daily contact with the City Manager, City officials and residents. The individual, chosen by the City Manager, facilitates the flow of communication between the City and the Sheriff, assures quality control, identifies community police needs, allocates resources to meet those needs, enhances community support and participation and encourages positive and responsive police behavior.

The net result of an "on site" police manager is an enhanced ability to tailor and implement police services as necessary. The police services chief attends City Council meetings if requested by the City Manager, attends traffic committee meetings, coordinates special events, conducts public speaking engagements and is the police representative at civic functions. The police services chief works from City Hall or a location chosen by the City and, at the direction of the City Manager, works closely with other City staff to address issues of mutual concern and benefit.

As a police manager, the police services chief is able to discuss policy and procedure issues, manage the police force and the deployment of personnel, identify and coordinate special enforcement needs, handle personnel issues and conduct other functions provided by a department head. In effect, the police services chief, housed at a location selected by the City, is a visible police administrator and representative for the City.

RFP Contact: The contact person for the purpose of the RFP is:

Commander Don Barnes
Orange County Sheriff's Department
550 N. Flower Street
Santa Ana, CA 92703
(714) 647-1804
ddbarnes@ocsd.org





CONTRACT PARTNERS

As stated above, the Sheriff Department provides the full range of law enforcement services to 12 Orange County cities and the Orange County Transportation Authority. In fact, the Sheriff's Department patrols eight of the ten cities in Orange County with the lowest Part-I crimes per capita¹ (Addendum A).

Please see Table 1 for a list of these contract partners including contact information. Table 2 is a map showing areas served by the Sheriff's Department.

In addition, the Department provides contract law enforcement services to the State of California for the annual Orange County Fair and intermittent events at the fairgrounds. The Sheriff's Department also maintains contracts with other governmental and private entities for the provision of a variety of services, including helicopter services, enhanced crime scene investigation services, supplemental autopsy services, law enforcement services for specific events, and housing federal inmates and ICE detainees in the County jail system. Table 3 presents a list of current contracts for law enforcement and other services provided by the Sheriff's Department.

TABLE 1: REFERENCES FOR POLICE SERVICES CONTRACTS
 Orange County Sheriff's Department Contract Partners | Law Enforcement Services

	<p>CITY OF ALISO VIEJO 12 Journey, Suite #100, Aliso Viejo, CA 92656 (949) 425-2500 Fax: (949) 425-3899 City Manager: Mark A. Pulone (949) 425-2510 mpulone@cityofaliso Viejo.com</p>	<p>www.cityofaliso Viejo.com Population*: 48,320 Area in Square Miles: 6.90 Year of Incorporation: 2001 Year of Initial Contract: 2001</p>
	<p>CITY OF DANA POINT 33282 Street of the Golden Lantern, Dana Point, CA 92629 Office: (949) 248-3500 Fax: (949) 248-9920 City Manager: Douglas Chotkevys (949) 248-3513 dchotkevys@danapoint.org</p>	<p>www.danapoint.org Population*: 33,429 Area in Square Miles: 6.80 Year of Incorporation: 1989 Year of Initial Contract: 1989</p>
	<p>CITY OF LAGUNA HILLS 24035 El Toro Road, Laguna Hills, CA 92653 Office: (949) 707-2600 Fax: (949) 707-2614 City Manager: Bruce E. Channing (949) 707-2610 bchanning@ci.laguna-hills.ca.us</p>	<p>www.ci.laguna-hills.ca.us Population*: 30,410 Area in Square Miles: 6.60 Year of Incorporation: 1991 Year of Initial Contract: 1992</p>

¹Source: FBI "Crime in the United States- 2010" (table 8) and FBI "Crime in the United States - 2010" table 10.





CITY OF LAGUNA NIGUEL

30111 Crown Valley Parkway,
Laguna Niguel, CA 92677
Office: (949) 362-4300 | Fax: (949) 362-4340
City Manager: Timothy J. Casey
(949) 362-4380 | manager@cityoflagunaniguel.org

www.cityoflagunaniguel.org
Population*: 63,228
Area in Square Miles: 14.70
Year of Incorporation: 1989
Year of Initial Contract: 1990



CITY OF LAGUNA WOODS

24264 El Toro Road, Laguna Woods, CA 92653
Office: (949) 639-0500 | Fax: (949) 639-0591
City Manager: Leslie Keane
(949) 639-0511 | lkeane@lagunawoodscity.org

www.lagunawoodscity.org
Population*: 16,224
Area in Square Miles: 3.30
Year of Incorporation: 1999
Year of Initial Contract: 1999



CITY OF LAKE FOREST

25550 Commercentre Dr., Ste. 100,
Lake Forest, CA 92630
Office (949) 461-3400 | Fax: (949) 461-3510
City Manager: Robert C. Dunek
(949) 461-3410 | rdunek@ci.lake-forest.ca.us

www.lakeforestca.gov
Population*: 77,490
Area in Square Miles: 16.80
Year of Incorporation: 1991
Year of Initial Contract: 1992



CITY OF MISSION VIEJO

200 Civic Center, Mission Viejo, CA 92691
Office: (949) 470-3000 | Fax: (949) 470-1386
City Manager: Dennis Wilberg
(949) 470-3051 | dwilberg@cityofmissionviejo.org

www.cityofmissionviejo.org
Population*: 93,483
Area in Square Miles: 17.40
Year of Incorporation: 1988
Year of Initial Contract: 1988



CITY OF RANCHO SANTA MARGARITA

22112 El Paseo, Rancho Santa Margarita, CA 92688
Office: (949) 635-1800 | Fax: (949) 635-1840
City Manager: Steven E. Hayman
(949) 635-1811 | shayman@cityofrsm.org

www.cityofrsm.org
Population*: 47,947
Area in Square Miles: 13.10
Year of Incorporation: 2000
Year of Initial Contract: 2000



CITY OF SAN CLEMENTE

100 Avenida Presidio, San Clemente, CA 92672
Office: (949) 361-8200 | Fax: (949) 361-8285
City Manager: George Scarborough
(949) 361-8322 | scarborough@san-clemente.org

www.san-clemente.org
Population*: 63,743
Area in Square Miles: 18.30
Year of Incorporation: 1928
Year of Initial Contract: 1993





CITY OF SAN JUAN CAPISTRANO

32400 Paseo Adelanto,
 San Juan Capistrano, CA 92675
 Office: (949) 493-1171 | Fax: (949) 493-1053
 City Manager: Karen P. Brust
 (949) 443-6317 | kbrust@sanjuancapistrano.org

www.sanjuancapistrano.org
 Population*: 34,734
 Area in Square Miles: 14.30
 Year of Incorporation: 1961
 Year of Initial Contract: 1961



CITY OF STANTON

7800 Katella Ave., Stanton, CA 90680-3162
 Office: (714) 379-9222 | Fax: (714) 890-1443
 City Manager: Carol Jacobs
 (714) 379-9222 x241 | cjacobs@ci.stanton.ca.us

www.ci.stanton.ca.us
 Population*: 38,317
 Area in Square Miles: 3.10
 Year of Incorporation: 1956
 Year of Initial Contract: 1988



CITY OF VILLA PARK

17855 Santiago Boulevard, Villa Park, CA 92861
 Office: (714) 998-1500 | Fax: (714) 998-1508
 Interim City Manager: Don Powell
 (714) 998-1500 | dpowell@villapark.org

www.villapark.org
 Population*: 5,823
 Area in Square Miles: 2.10
 Year of Incorporation: 1962
 Year of Initial Contract: 1962



**ORANGE COUNTY
 TRANSPORTATION AUTHORITY**

550 South Main Street, Orange, CA 92613
 Office: (714) 560-6282 | Fax: (714) 560-5796
 CEO: William Kempton

www.octa.net
 (714) 560-5584

**1/1/2011 California Department of Finance Population Estimates*





TABLE 2: SHERIFF'S SERVICE AREA MAP
Orange County Sheriff's Department Patrol Areas

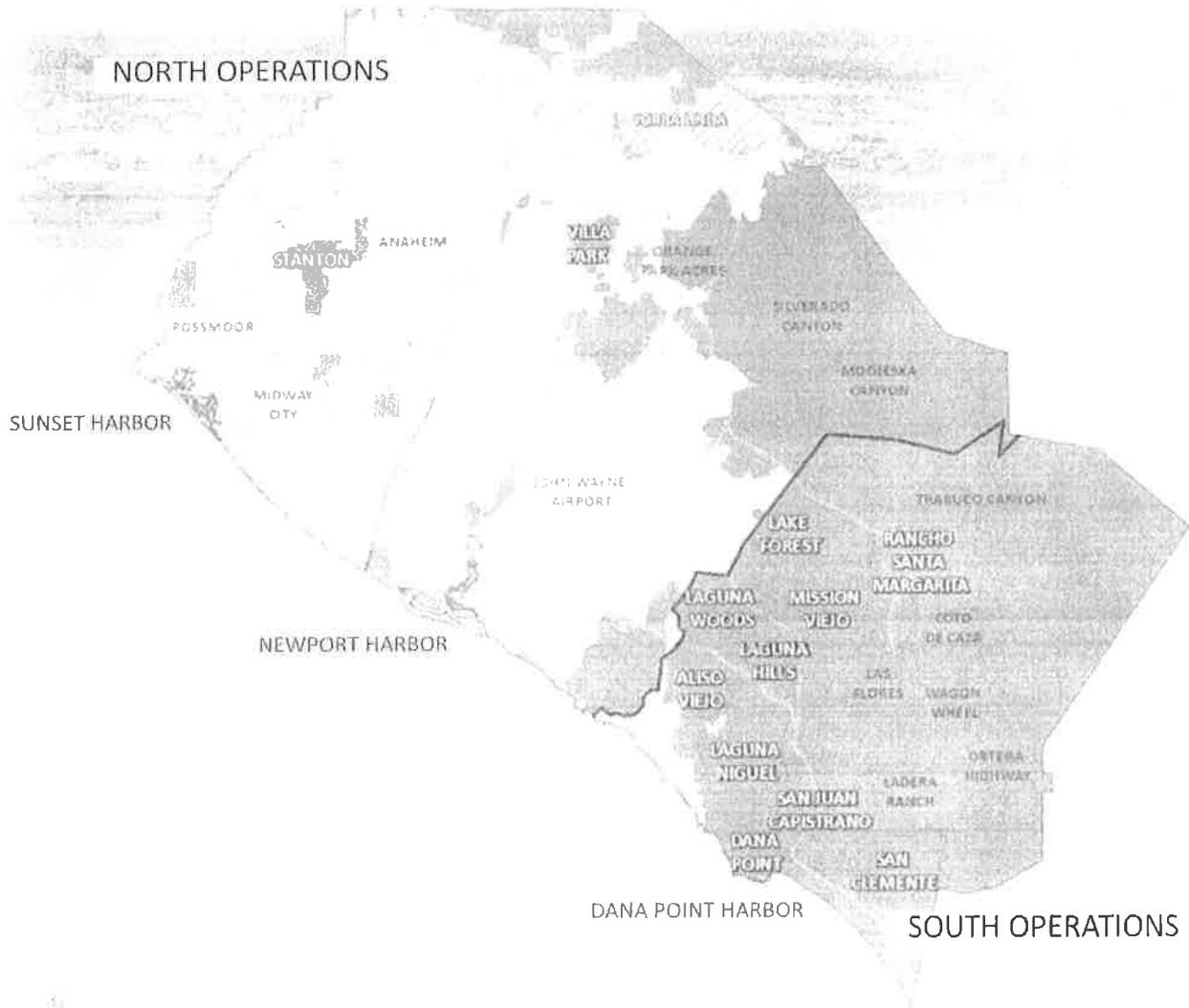
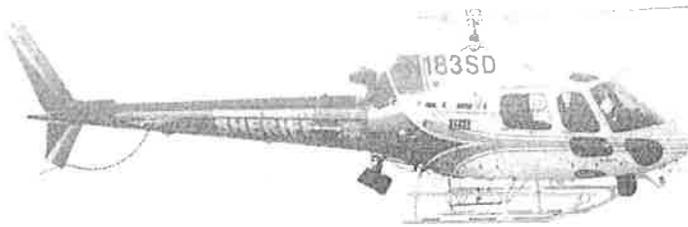




TABLE 3: LAW ENFORCEMENT CONTRACTS
Orange County Sheriff's Department

AGENCY	TYPE OF AGREEMENT	FY 2011-12 DOLLAR VALUE	EXPIRATION	DESCRIPTION
City of Aliso Viejo	Annual	\$6,303,716	6/30/12	Provision of full range of law enforcement police services
City of Dana Point	Annual	\$9,163,554	6/30/12	Provision of full range of law enforcement police services
City of Laguna Hills	Annual	\$6,540,385	6/30/12	Provision of full range of law enforcement police services
City of Laguna Niguel	Annual	\$9,172,429	6/30/12	Provision of full range of law enforcement police services
City of Laguna Woods	Annual	\$1,323,851	6/30/12	Provision of full range of law enforcement police services
City of Lake Forest	Annual	\$12,331,709	6/30/12	Provision of full range of law enforcement police services
City of Mission Viejo	Annual	\$15,169,689	6/30/12	Provision of full range of law enforcement police services
Orange County Transportation Authority (OCTA)	5-Year	\$5,102,579	6/30/15	Provision of full range of law enforcement police services
City of Rancho Santa Margarita	Annual	\$7,113,171	6/30/12	Provision of full range of law enforcement police services
City of San Clemente	5-Year	\$11,832,595	6/30/15	Provision of full range of law enforcement police service
City of San Juan Capistrano	5-Year	\$7,158,471	6/30/15	Provision of full range of law enforcement police services
City of Stanton	5-Year	\$8,291,862	6/30/13	Provision of full range of law enforcement police services
City of Villa Park	5-Year	\$1,138,671	6/30/13	Provision of full range of law enforcement police services
City of Garden Grove	5-Year	\$401,513	6/30/16	Major crime scene investigation services
Capistrano Unified School District	Annual/ billed per event	varies	6/30/13	Occasional supplemental law enforcement services as needed.
City of Newport Beach	Standard	\$31,326	6/14/14	Patrol services for 4th of July
City of Huntington Beach	Standard	\$12,940	6/30/16	Patrol services for 4th of July
Orange County Employees Retirement System (OCERS)	hourly rate provided	varies	6/30/12	Law enforcement services for meetings
County of Inyo	5-Year/billed per unit	varies	1/31/17	Supplemental autopsy services
County of Mono	5-Year/billed per unit	varies	1/31/17	Supplemental autopsy services
City of Santa Ana	Annual	\$345,632	6/30/12	Dedicated helicopter services (1 hour per day)
Agencies outside of Orange County	Joint Powers	varies	--	Supplemental crime lab services





TABLE 3: LAW ENFORCEMENT CONTRACTS (CONTINUED)

Orange County Sheriff's Department

AGENCY	TYPE OF AGREEMENT	FY 2011-12 DOLLAR VALUE	EXPIRATION	DESCRIPTION
State of California Department of Forestry and Fire Protection (Cal Fire)	Annual	\$5,000 est.	7/31/12	Call when needed helicopter services (lease for intermittent use)
State of California 32nd District Agricultural Association	Annual during OC Fair	\$425,000	8/14/11	Law enforcement services for annual Orange County Fair, 7/15/11-8/14/11
State of California 32nd District Agricultural Association	Annual	\$390,000	6/30/12	Law enforcement services for events held at the Orange County Fair and Events Center
State of California Dept. of Corrections & Rehabilitation	Agreement	\$901,346	terminated	Participation in the In-Custody Drug Treatment Program (ICDTP) 60 day drug treatment program
United States Forest Service	5-Year/Annual Financial Plan	Up to \$6,000	2014	Supplemental patrol services in the Cleveland National Forest within Orange County
US Department of Homeland Security	5-Year	\$35 million	2015	Housing of Immigration and Customs Enforcement (ICE) detainees in the County Jail System
United States Marshals Service	3-Year	\$12.2 million	2014	Housing of federal inmates in the County Jail System
Emerald Bay Community Association	Standard	\$18,185	n/a	Patrol services for 4th of July
Motive Media, Inc	Standard	\$4,732	n/a	Law enforcement services at Little Oaks Facility-Special Events (two events)
Golden Voice, LLC	Standard	\$5,607	n/a	Patrol services for Hootenanny Music Festival
Blue 44 Productions	License	\$27,930	n/a	Filming "Lock Up" series for MSNBC at OC Jail Facilities (July 2, 2010 - November 30, 2010)
The Do Lab	Agreement to pay Public Works	\$12,241	n/a	Oak Canyon Ranch - "Lightning in a Bottle" event May 28-30, 2010
Cameron Audia	Permit	\$926	n/a	Women's Jail film project by Chapman University student
CBS News	Standard	\$1,127	n/a	Media interview at Theo Lacy Jail
Born Free Show, LLC	Standard	\$5,654	n/a	Vintage car show
James Event Productions	Agreement to Pay	\$1,329	n/a	Law enforcement services for "JuJu Beats" event
Pacific Festival	Standard	\$11,972	n/a	Law enforcement services at Oak Canyon "Pacific Festival: OC"
Go Ventures, Inc.	Standard	\$15,097	n/a	Law enforcement services at Love Festival and Together as one event
Serrano Water District	Agreement to Pay	\$324	n/a	Law enforcement services at "Beer Fest" event
Stella Sands	Standard	\$616	n/a	Naposki Interview at Theo Lacy Jail
Irvine Valley College	Letter	\$981	n/a	First Lego League





5. SCOPE OF SERVICES

The following section describes the scope of law enforcement services to be provided for the City of Yorba Linda by the Sheriff's Department.

5.1. PATROL

The Sheriff's Department has more than 50 years of contract policing experience provided to a wide variety of service recipients. This experience has allowed us to present policing solutions that are tailored to the uniqueness of the community, while maximizing the return on investment for the government agencies who are our partners. For Yorba Linda, staffing allocation models were developed using information provided by the Brea Police Department in response to our Request for Information (RFI). Patrol staffing models are designed to meet the minimum staff to respond to emergency and non-emergency citizen demand. The models deploy forces according to calls for service (CFS) and workload demand to ensure maximum efficiency. The staffing plan must allow officers time for proactive patrol and daily administrative requirements.

Patrol personnel allocation was determined based on analysis using two methodologies: Patrol Activities (Non-Weighted Method) and Patrol Workload (Weighted Method). Using the Non-Weighted Method, the allocation of patrol personnel was determined to be just under 15 (14.9) units on average per day (based on a 12-hour deployment model). The deployment of these resources is contingent upon further analysis based on time-of-day and day-of-the-week service demand. Our proposal provides an average of fifteen (15) units scheduled per day.

The Weighted Method is based on five factors: Part I Crimes, Part II Crimes, Traffic Enforcement Data, Collision Reporting Data, and other Patrol Activities. This method takes into account scheduling factors, such as time off (vacation, sick, training, etc.), and administrative time (court time, report writing, officer breaks, briefing, etc.). Using the Weighted Method, the recommended minimum number of personnel required to meet service demand for emergency and non-emergency calls for service is 26.

In considering both methods, we propose the staffing allocation presented in the table below (Table 4). The personnel are listed based upon their respective assignment, and will be assigned specifically to the City of Yorba Linda. In addition, an option for a Special Enforcement Team (SET) has been included, as well as the option to hire the Emergency Services Program Coordinator as a City position rather than a contracted position through the County. The Special Enforcement Team is used to address specific community issues, targets high-crime areas, and monitors parolees and probationers who reside in the City. The SET model is used in most of our contract cities, and has proven to be a tremendous benefit in addressing crime trends and dealing with known criminals. The other positions identified as optional include a second School Resource Officer and an Investigative Assistant.





TABLE 4: STAFFING ALLOCATION
Direct Cost Full Time Equivalent (FTE) Positions

	Number of FTE Positions	Annual Hours
ADMINISTRATION		
Lieutenant (Chief of Police Services)	1.0	2,080
Sergeant (Administrative)	.5	1,040
INVESTIGATIONS		
Sergeant	.5	1,040
Investigator	3.0	6,240
PATROL OPERATIONS		
Sergeant – Patrol (Field Supervisors)	4.0	8,320
Deputy Sheriff II – Patrol	21.0	43,680
Deputy Sheriff II – Motor/Traffic Enforcement	3.0	6,240
Community Services Officer	2.0	4,160
COMMUNITY SERVICES UNIT		
Deputy Sheriff II – Community Services	1.0	2,080
Deputy Sheriff II – School Resource Officer (SRO)	1.0	2,080
Crime Prevention Specialist	1.0	2,080
RECORDS AND OTHER SERVICES		
Utility Driver	.5	1,040
Office Specialist	1.0	2,080
Total Direct Cost Positions	39.5	82,160
OPTIONAL POSITIONS		
Investigative Assistant	1.0	2,080
Emergency Management Program Coordinator ²	1.0	2,080
Deputy Sheriff II – 2nd School Resource Officer (SRO)	1.0	2,080
Deputy Sheriff II – Special Enforcement Team (SET)	2.0	4,160
Total Direct Cost Positions with Optional Positions	44.5	10,400
Shared Costs Positions		
		Pro-rata Costs
Regional Traffic Office		\$88,403
Regional Auto Theft		25,190
Centralized In-Custody Court Liaison		22,261
Motorcycle Program Supervision – Sergeant		13,665
Total Direct Cost Positions with Optional Positions		\$149,519³

¹ The City may choose to hire the Emergency Management Program Coordinator and fund it as a city position. If so, this position and its associated costs can be eliminated from the Optional Position Proposal shown in Addendum D. (See Section 13 - Emergency Operations Center for details on how a city-provided position would coordinate within the County's EOC.)

² See Addendum C for Shared Cost Position details.





8. SERVICE DELIVERY

Under the Sheriff's Department Service Unit Method of Contract Police Services, the contracting city is provided the agreed upon level of positions. The deployment of patrol resources is contingent upon data to determine the best use of those resources. For the purposes of this proposal, the deployment model was built using the two most recent years of calls for service data provided by the Brea Police Department. Calls for service were analyzed by day of the week and hour of the day to determine workload demand. Using the calls for service data analysis, various patrol personnel deployment models were constructed to maximize efficiency in meeting the customer's service demand. We determined the best deployment model is a schedule with two primary shifts, with an overlapping "Power Shift" to meet demand peaks.

For this proposal, the deployment of police personnel was determined to maximize the efficiency of the 26 allocated patrol units. Patrol personnel (those who would be the primary units assigned to respond to calls for service) would be assigned to one of the following three shifts:

- Day Shift – Three 12-hour shifts with an 8-hour makeup day every other week (3/12), for a total of 80 hours per two-week pay period.
- Evening Shift – Three 12-hour shifts with an 8-hour makeup day every other week (3/12), for a total of 80 hours per two-week pay period.
- Swing Shift – Four 10-hour power shifts that bridge the peak calls for service in the afternoon and into the evening, for a total of 80 hours per two-week pay period.

The End of Watch (EOW) of the evening shift would overlap with the Start of Watch (SOW) of the day shift, thus providing adequate patrol coverage during transition. Additionally, the power shift will be deployed during the EOW for the day shift in order to maintain coverage during the transition to evening shift's SOW.

In addition to the deployment of primary patrol personnel, traffic enforcement personnel and the School Resource Officer (SRO) will also be utilized (traffic enforcement personnel are referenced in Section ix below). The SRO will work five 8-hour days that mirror the schools' schedules. In the summer months, the SRO will be reassigned to patrol duties or designated as a POP (Problem-Oriented Policing) unit, designated to target and address specific problems in the community.

There will be four patrol beats serving the City of Yorba Linda. Initially, these beats will be the same as those that are currently defined by the Brea Police Department. After we have 12 months of data, an analysis will be performed to determine if the beats are defined correctly or if the patrol areas can be adjusted for increased efficiency and improved workload distribution. Most importantly, we would designate Individual Reporting Areas (also referred to as Reporting Districts) that are consistent with the unique land use designations of the community (i.e., commercial, industrial, high-, medium-, and low-density residential, parks, schools, etc.). This will enable us to monitor and evaluate areas within Yorba Linda that have an increased demand for service, identify crime trends, and afford the ability to incorporate solutions to problem areas.





Geographic Policing (Geo-policing) can be incorporated in the deployment of personnel in Yorba Linda. Whenever possible, deputies will be continually assigned to the same beat. This enables them to build relationships with area residents and partnerships with businesses and community organizations. These partnerships build trust between local communities and the police provider, and give deputies more insight when addressing recurring problems or recognizing developing trends in the area. Deputies are able to actively involve residents and business owners in the problem-solving process and they become more comfortable with familiar deputies.

DEPARTMENTAL SUPERVISION

As indicated above, police services for the City of Yorba Linda will be managed by a lieutenant serving as the City's Chief of Police Services, which is consistent with the contract model used in the other 12 city police service contracts. The Chief of Police Services, selected by the City Manager, will be an on-site department head for the City. Sergeants will perform the supervision of patrol, investigative, and professional staff assigned to Yorba Linda.

In addition to oversight provided by the Chief of Police Services, the Sheriff's Department management and executive team are available to assist the chief with its collective experience. All Chiefs of Police Services meet regularly to share successes, as well as discuss issues and challenges they may encounter. This allows managers the ability to draw from a pool of ideas and strategies, thus enabling them to implement solutions that have been proven successful.

Chief of Police Services Responsibilities

Direction, Planning and Coordinating. The Chief of Police Services plans, assigns and directs the activities of all contracted personnel assigned to the City of Yorba Linda. In addition, he or she coordinates with other managers in the Sheriff's Department who provide vital, ancillary services to the community. For example, the Chief of Police Services may require additional personnel for a special event. To provide this added manpower, he or she can call upon our Reserves Unit to augment the existing patrol contingent with Reserve Deputies. This planning and coordination provides the necessary added manpower, at a cost savings to the City. Additionally, the Chief of Police Services is the lead during critical incidents and major events, such as natural disasters and civil unrest. In this role as the Incident Commander, the Chief of Police Services directs responding personnel and implements an action plan. He or she assigns other lieutenants or managers to fill critical roles in the Incident Command System, and coordinates the emergency response to safeguard lives and property in Yorba Linda. In addition, the Chief of Police Services prepares preliminary budget requests, and prepares detailed, comprehensive reports. The Chief of Police Services administers inspection programs for personnel and equipment and premises and establishes and supervises training programs. He or she instructs command personnel in the performance of their assigned duties and in the proper methods and procedures of law enforcement work. He or she assigns personnel to a shift or function, interprets new policies and procedures, and recommends changes in operating policies. When directed, the Chief of Police Services conducts special studies and confers with superiors in coordinating programs with other divisions.





Communication – Communication is critical for law enforcement. As such, the Department places an emphasis on a shared vision, and communication of that vision through all facets of the Sheriff's Department. In addition, communication is fluid throughout the Department, and is also reliant on consistency. For that reason, information is regularly shared at all levels to ensure there is one message, alleviating misunderstandings and dissent. Communication is often best accomplished in person through briefings and department head meetings (both in Yorba Linda and within the Department). Information is disseminated through memos, e-mails, briefing items, and training bulletins, in addition to standards of performance such as the Department's Rules and Regulations Policy Manual and Patrol Operations Manual. The Department is also implementing Digital Signage messaging boards throughout the Commands and various deployment locations. These message boards allow instant communication of critical information, and information can be distributed from Sheriff's Administration down to Yorba Linda patrol personnel regarding information that is proprietary to Yorba Linda, such as wanted persons or crime trends. These message boards can also deliver briefing training, such as the Department's Core Functions of Patrol training series.

Training - Training is performed in several ways. First, as mentioned in the Training Section (see Section xiv), training is conducted on an ongoing, scheduled basis by the Sheriff's Department Training Division in accordance with California Commission on Peace Officer Standards and Training (POST) standards. In addition to meeting training mandates, training opportunities are conducted through briefing/role call training, and specialized training is provided as needed. For example, Traffic Enforcement (motors) train once a month with the Motor Sergeant to maintain their riding proficiency, Specialty units, such as the School Resource Officers, also receive training that is specific to their assignment.

Evaluation - Each employee is evaluated annually by his or her immediate supervisor (lieutenants complete evaluations on the sergeants, sergeants complete evaluations on deputies, etc.). The Captain (Division Commander) completes the evaluation of the city's assigned lieutenant, the Chief of Police Services. This is accomplished with discussion and dialogue with the City Manager. Employees who are not meeting performance expectations may be placed on a performance improvement plan with the goal of correcting their deficiencies. This is often accomplished through a mentor, additional training, or remediation. Employees are also encouraged to set short- and long-term goals for the next evaluation cycle.

Programs, crime statistics, trends, and performance outcomes are also regularly evaluated. This allows the Chief of Police Services to evaluate the effectiveness and efficiency of the various programs and strategies that have been implemented under his or her command.

Discipline – The Chief of Police Services enforces rules and regulations pertaining to Department personnel, and reviews and recommends discipline. Discipline is usually the result of a founded citizen complaint or act that was identified by a supervisor. All complaints are entered into the Sheriff's Department Commendations and Complaint System. Complaints that are minor can be investigated by the sergeant with oversight of the outcome and recommendation(s) provided by the lieutenant and his/her chain of command. More serious complaints are referred to the Department's Internal Affairs Unit.





The Sheriff's Department uses a decentralized discipline process. All incidents involving discipline are reviewed by the Chief of Police Services, who makes a recommendation to his/her chain of command. The recommended outcome is discussed with the Office of Independent Review, a separate County agency that provides review and oversight in disciplinary matters, resulting in consistency and equity. All discipline is reviewed by the Command to ensure that our personnel are being held accountable, while still focusing on improvement and corrective action, when necessary.

Sergeant Responsibilities

A patrol sergeant is the immediate field supervisor of the patrol force. These supervisors are on duty and in the field with the deputies. Patrol sergeants direct, plan, coordinate and provide training for the City patrol personnel. At the scene of major events, sergeants provide coordination among the various specialty units and provide the critical communication link during field incidents. They are also an information/expertise resource that is immediately available to field deputies while performing their duties. The patrol sergeants routinely monitor the daily performance of personnel under their supervision. The immediate availability of a field supervisor is paramount to ensure the quality of your police services.

Sergeants supervise deputies and/or investigators on an assigned shift in activities such as patrolling an assigned area to enforce laws, prevent crime and protect life and property. Sergeants coordinate and supervise the various units and programs that are implemented in Yorba Linda. They are responsible for the training of personnel and in-service programs. Sergeants also conduct preliminary investigations of citizens' complaints concerning Department employees. Sergeants assign and review the work of subordinates, issue instructions at the scene of activities, observe officers in the performance of their duties and review reports submitted, call subordinates' attention to errors and assist them in improving their work performance. Sergeants perform the more difficult work of the unit supervised, screen criminal complaints received from the public and determine appropriate action, and take charge of emergency operations until relieved by superiors.

Sergeants plan, organize and coordinate the work of the unit or activity supervised, write or supervise the writing of procedure manuals, review and evaluate procedures and forms and recommends their revision, coordinate the activity of personnel assigned within their span of control, and prepare budget requests and reports on unit activities.

Sergeants train their subordinates in their assigned duties, advising officers on law enforcement techniques, patrol procedures, preparing reports, investigative techniques, and procedures including the gathering, preservation and representation of evidence. Lastly, Sergeants coordinate the work of the units supervised with other Sheriff Department divisions, County agencies/departments and outside law enforcement agencies. He or she contacts other officers and employees to discuss problems such as scheduling, interpreting and requesting adherence to departmental policy and procedure, and arranging for the use of facilities and the maintenance of vehicles and equipment. He or she also testifies in court as required.





IX. PATROL RESPONSE TIMES

The Sheriff's Department's expected response time to Priority One (P-1) Calls for Service is five minutes. A P-1 call is defined as a response by a marked patrol unit using the lights and siren, such as a bank robbery in progress or an injury traffic collision. The Sheriff's Department's expected response time to Priority Two (P-2) Calls for Service is 12 minutes, and the expected response time to Priority Three (P-3) Calls for Service is 20 minutes.

X. PATROL TIME ALLOCATION

Patrol services are provided 24 hours per day/365 days per year. Each primary patrol unit is budgeted at 2,080 hours per year. After deducting Benefit Days Off (vacation, sick, etc.) and Non-Patrol Days (training, court time, etc.), the number of productive patrol hours is 1,783 hours per primary patrol unit (calculated as 2,080 FTE hours – 297 BDO & NPD hours = 1,783 annual productive hours). Using the current contract's 26 positions as an example, this is calculated as 149 productive hours per position per month. Patrol time allocation does not include the deployable productive hours for the sergeants, School Resource Officer, or, if selected as an option, the Special Enforcement Team. Our calculation also includes baseline costs for overtime to cover extended shifts, report writing, and special events/assignments, as necessary.

Patrol time is broken down into two general categories: Obligated Time (Consumed Time and Administrative Time) and Unobligated Time (Preventive Patrol Time). Consumed Time is the time a deputy typically consumes per shift responding to and handling calls for service, and self-initiated activities. Administrative Time is time spent for briefing, inspecting and servicing equipment, fueling the vehicle, report writing, returning phone calls, meal and officer breaks, and debriefing (returning "Out of Service"). Preventive Patrol Time is the remaining time a deputy is available to perform routine crime prevention and service tasks such as patrolling, conducting routine stops or field inquiries that are not required to be logged, and handling such tasks as citizen inquiries or events that do not fall within the previously described "activities".

In general, the Sheriff's Department uses a 60/40 patrol philosophy, aiming for 60% Obligated Time balanced with 40% Unobligated Time. Based on our proposed staffing allocation and deployment schedules, the Consumed Time for direct patrol services is 30%, Administrative Time is 30%, and Preventive Patrol Time is 40%.

XI. PATROL STAFF STABILITY

The Sheriff's Department does not require personnel to remain in an assignment for a determined amount of time; however, personnel most often prefer to remain in the same patrol assignment while assigned to patrol operations. As of March 2012, the average time a deputy is assigned to a contract city or unincorporated patrol area is four years and four months. The most senior patrol deputy has just under 20 years in the same assignment. It is important to note that almost all of the transfers from patrol assignments are the result of promotional opportunities to Investigator or Sergeant, or fulfilling the request of the deputy to be transferred to a special assignment or special investigative detail. It is uncommon for personnel to be transferred between patrol assignments or contract cities.





VII. MUTUAL AID AND EMERGENCY ASSISTANCE

Under the Sheriff's Department Service Unit Method of Contract Police Services, the contracting city is guaranteed the agreed upon level of patrol service. However, in an emergency in an adjoining city or area, patrol vehicles may be dispatched to supply mutual aid or emergency assistance. Similarly, a unit not normally assigned to the City may be dispatched into the City to handle emergency situations or supply mutual aid. This is a standardized working relationship with all police service agencies in Orange County.

In the event of a major incident, personnel will remain in the City to respond to Priority 1 and Priority 2 calls for service until additional personnel can be deployed to augment the patrol contingent. Based on the nature of the incident or event, this can be a matter of minutes to several hours. In any event, there will always be personnel available to respond to priority calls for service. Once personnel are replenished, patrol operations will continue to operate under normal operations staffing. One advantage of the Sheriff's Department is its ability to draw upon available personnel and specific expertise. In addition, the Department Operations Center is established during major incidents to focus on ensuring continuity of operations. This allows personnel assigned to Yorba Linda the ability to continue handling calls, while other resources are deployed to handle the incident or disaster. For example, during the Santiago Fire in 2007, personnel were placed on a tactical deployment schedule that allowed patrol personnel to continue handling all calls for service on their normal staffing deployment, while specific personnel were assigned and deployed to address the specific incident. On any given day, the Sheriff's Department has hundreds of on-duty sworn Deputy Sheriffs capable of responding to and addressing critical incidents.

VIII. VEHICLE AND UNIFORM IDENTIFICATION

The Sheriff's Department has a standardized vehicle and uniform appearance policy to maintain continuity in appearance that allows the public to identify them as Sheriff's Deputies. We have implemented several measures to ensure the communities we partner with are identified, too.

Vehicle Identification

Patrol units contracted to the City of Yorba Linda will be clearly identified with "YORBA LINDA" in gold lettering on the driver's and front passenger doors, with the Yorba Linda City seal centered directly above the lettering. Each vehicle will be specifically assigned to Yorba Linda. Patrol units designated for the City of Yorba Linda will bear the same marking as all other contract cities:



- Black Car with white driver and front passenger side doors
- Code-3 emergency response lighting package
- "YORBA LINDA" in reflective gold letters on the driver and front passenger doors, with City Seal centered above.
- "Sheriff" and "Orange County" in reflective gold letters on the trunk of the vehicle

Uniform Standards: Patrol Deputy Sheriff

- Class A uniform includes: forest green trousers with forest green short-sleeve or long-sleeve shirt. The insignias on the shirt are the City Seal on the nametag on right side and the Sheriff Badge on left side.





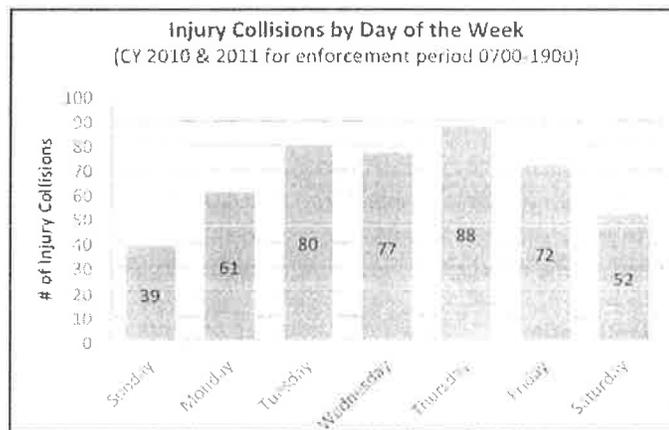
Uniform Standards: Alternative Deputy Sheriff Uniform

- Alternative uniform includes: forest green tactical trousers with black short-sleeve or long-sleeve polo. The insignias on the polo include the City seal and title/name embroidered on the right side and the Sheriff Badge and city name embroidered above it on the left side. "Orange County Sheriff" and the Sheriff's star are on each sleeve, with "SHERIFF" on the back.

These alternate uniforms are worn by the School Resource Officers, Special Enforcement Teams, and, when appropriate, by Investigative and Administrative personnel.

2.1. Traffic Statistics

The Department's traffic deployment model is built on data from the two most recent years (2010 and 2011). Analysis of the data found that 74% of injury traffic collisions occurred between 7:00 a.m. and 7:00 p.m. Further analysis determined that Thursdays were the days that most injury collisions occurred (88 out of a total of 469 average collisions per week, or 20%), followed by Tuesdays (80, or 17%) and Wednesdays (77, or 17%), respectively.

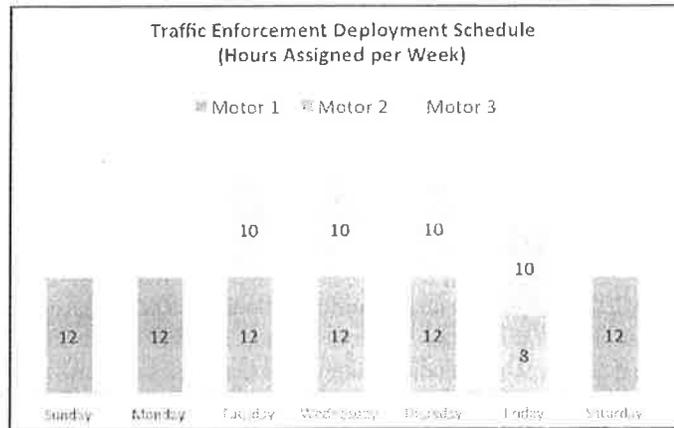


Using this information, we were able to deploy the traffic enforcement units in a manner that directly correlates to the enforcement times and days of the week to affect the best outcome. This deployment model will enable the traffic units assigned to the City to work varied hours in order to cover peak traffic periods. Additionally, actual data from traffic collisions in the City (time of day, day of the week, location, and primary collision factor) will be analyzed to improve performance outcomes. Using this data, we can deploy the officers to enforcement locations where injury





collisions are most likely to occur, based on a direct correlation between enforcement outputs (citations) and improvements in community safety. There will be three Traffic Enforcement deputies assigned to Yorba Linda. The deployment schedule for the motors (traffic enforcement) is:



	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Traffic Enforcement Motor 1	Off	Off	0630-1900	0530-1900	0530-1900	0630-1500 (Alternate Week A)	Off
Traffic Enforcement Motor 2	0630-1900	0630-1900	Off	Off	Off	1030-1900 (Alternate Week B)	0630-1900
Traffic Enforcement Motor 3	Off	Off	0730-1800	0730-1800	0730-1800	0730-1800	Off

These units will be police motorcycles that will be purchased, equipped and owned by the City. As an enforcement tool, the traffic units can be equipped with a LIDAR (Light Detecting and Ranging optical remote sensing technology) system. If traffic needs dictate, the LIDAR system can also be utilized by patrol units. The primary function of traffic units will be traffic enforcement with the goal of reducing traffic collisions. These units may be assigned to handle serious injury traffic collisions or those that have the potential to incur liability for the City due to their nature or location.

Regional Traffic Services – The Regional Traffic Office is responsible for the review of all traffic collision reports that occur in the Sheriff’s contract cities and service areas. The deputies assigned to the Regional Traffic Office issue citations from traffic collision reports and file criminal charges with the Orange County District Attorney’s Office if warranted.





The Regional Traffic Office deputies are frequently called upon to testify as expert witnesses in traffic-related matters at Traffic Court, Superior Court and during civil depositions. They frequently conduct extensive follow-up on traffic collision reports, including vehicle inspections, speed analysis, roadway factor analysis (working with the contract city's traffic engineer), and human factor analysis.

The Regional Traffic Office is also an integral part of the Sheriff's Traffic Collision Review Board (TCRB). The TCRB reviews and analyzes all traffic collisions that occur when a Sheriff's staff member is involved. The Regional Traffic Office frequently conducts follow-up for these cases at the request of the TCRB. The Regional Traffic Office also is a participant in the Superior Court's Countywide Law Enforcement Agency Meeting. This group is responsible for traffic-related matters at the County level.

The Regional Traffic Office manages and coordinates the activities of the California Office of Traffic Safety DUI enforcement grants that have been awarded to the Sheriff's Department (see Section xxi – Grants). This includes planning and coordination of DUI checkpoints, roving patrols, warrant sweeps and courthouse stings. In addition, the Regional Traffic Office serves as the lead public information contact for all traffic safety press information.

Major Accident Reconstruction Team (M.A.R.T.) - The Major Accident Reconstruction Team is a collateral duty for Deputy Sheriffs and Sergeants. These employees are highly trained in the area of traffic collision investigation and have committed to being available 24 hours per day, 7 days per week to respond to the scene of traffic collisions that meet the criteria for a M.A.R.T. response. M.A.R.T. members are trained as traffic collision reconstructionists. They are trained in vehicle dynamics, speed from crush, occupant kinematics, human factors, physics of motion, other traffic collision specialties. These deputies are also trained in the most up-to-date methods of scene documentation, vehicle inspection techniques, interviewing skills and case preparation. Many of the cases handled by M.A.R.T. are prosecuted as manslaughter or second degree murder cases by the Orange County District Attorney's Office. M.A.R.T. services are charged to the city where the incident occurred on an "as used" basis.

PARKING ENFORCEMENT

Civilian Sheriff's Community Services Officers (CSO) assigned to Yorba Linda will provide parking enforcement services in addition to conducting investigations and writing reports for non-injury and private property collisions. CSOs will assist sworn personnel in the field as needed. CSOs are under the direct supervision of a field or administrative sergeant. Deputies will respond to injury traffic collisions and other "non-traffic" reports.

The Sheriff's Department maintains an agreement with a private contractor to provide parking citation processing and management services. Yorba Linda will have the option to enter into a subordinate agreement with the same negotiated fees, terms and services. The current contractor is in year two of a five-year contract. The contractor would collect all parking fines for the City, and at the City's discretion, would make either daily or weekly deposits into the City's account at a banking institution. Other services provided by the contractor include mailing "overdue" notices; processing





appeals; scheduling and providing an independent hearing officer for administrative hearings; and placing and/or removing vehicle registration holds for unpaid citations. The contractor would provide the City with deposit transmittals and would submit a separate monthly invoice to the City for services. Reports are available to the City through the contractor's secure website on a 24/7 basis.

III. DISPATCH

The Sheriff's Department Dispatch Center is a 24/7 operation based at the Loma Ridge Emergency Operation Center. The Dispatch Center consists of the Emergency Communications Bureau (ECB) and Orange County Control One, which is part of the Countywide Coordinated Communications System (CCCS). The Emergency Communications Bureau is the Sheriff's Department radio dispatch center. Dispatchers receive 9-1-1 and other calls from the public for contract cities and unincorporated County areas, dispatch all calls for service, maintain two-way radio contact with deputies in the field and coordinate radio communications with allied agencies.

The Sheriff's Department emergency call-takers receive approximately 2,500 calls per day. Radio dispatchers ensure that deputy sheriffs are provided with the information necessary for them to respond and serve our contract city partners as well as all Orange County unincorporated areas.

The Emergency Communications Coordinators of Control One provide vital information to all Orange County law enforcement agencies and are responsible for coordinating radio traffic on Countywide and emergency frequencies.

The public safety radio and microwave systems are maintained by the Sheriff's Department Communications Division. Office space and technical service bays are located at the Loma Ridge Facility and utilized for the technical support and maintenance of the backbone radio systems utilized by law enforcement, fire service and local government agencies Countywide. The radio consoles and equipment utilized by ECB, Control One and the Emergency Operation Center (EOC) are also maintained by this Division.

The Loma Ridge Facility is located in unincorporated Orange County off Santiago Canyon Road, 14 miles from Sheriff's Headquarters. It is strategically built at an elevation of 1,320 feet, on 5.99 acres owned by the County of Orange.

IV. INVESTIGATIVE SERVICES

The manner in which investigative services are provided is dependent upon the crime or incident that is being investigated. In most cases, investigative services will be provided through Yorba Linda's contracted investigative positions. The Investigations Sergeant will oversee the investigative caseload and supervise the investigative personnel who are assigned to Yorba Linda. Yorba Linda Investigations will be staffed by the Administration/Investigations Sergeant, three Investigators, and an Investigative Assistant. The cases assigned to this detail include most persons and property crimes for both adult and juvenile offenders, as well as runaways and other minor offenses. The investigative staff will be assigned on a 9/80 work schedule, with alternating Fridays off. Investigators are available to respond after normal work hours to investigate cases that require immediate attention.





In addition to investigative services provided as part of the contracted law enforcement services to be provided, the Sheriff's Department has several Special Investigative Units, described below, that are a resource available to all contract sites.

Special Investigative Units

The Sheriff's Department has many specialized investigative units that would enhance the investigative services provided to Yorba Linda.

The Bank Robbery Apprehension Team (B.R.A.T.) – The Bank Robbery Apprehension Team (B.R.A.T.) is a federal program based in the Santa Ana FBI Office. The mission of the unit is to identify and arrest bank robbery suspects for crimes committed throughout Orange County. The Orange County Sheriff's Department is the only local law enforcement agency that provides BRAT with personnel.

The primary responsibility of the investigator assigned to this position is to function as the liaison between the federal and local agencies. The investigator responds to crime scenes, interviews witnesses, and works within the federal and local systems to obtain criminal complaints and arrest warrants.

Child Exploitation Task Force - Immigration and Customs Enforcement (ICE) created the task force, which is currently located in Santa Ana. The task force currently has one ICE supervisor, six ICE agents, one Sheriff's Department investigator, one Orange County District Attorney Investigator, one U.S Postal Inspector and one U.S Secret Service Agent. The task forces primary focus is to identify, locate and arrest child predators.

The task force investigates all violations of federal and state law as they relate to sex crimes with an emphasis on crimes against children and to prosecute those violations both in Federal Court and State Court, utilizing that venue which best addresses the task forces objectives. Those investigations include, but are not limited to violations of child sex crimes, child pornography, child abduction and other child exploitation crimes.

With the sophistication of the Internet, and with so many children now using the service, countless new challenges have surfaced. One alarming concern that has continued to intensify is the accessibility the Internet has given to sexual predators allowing them a greater opportunity to prey upon young children.

The task force investigates large-scale producers and distributors of child pornography, as well as individuals who travel throughout the state and country for the purpose of engaging in sex with minors. The task force employs the latest technology to collect evidence and track the activities of individuals and organized groups who sexually exploit children through the use of websites, chat rooms, newsgroups and peer-to-peer trading. The task force coordinates major investigations and conducts clandestine operations throughout the country to identify and apprehend sexual predators. Because child exploitation is a matter of global importance, the task force works closely with law enforcement agencies worldwide.

Computer Crimes – The Computer Forensics Detail conducts forensic examinations on all forms of digital media seized during criminal investigations. Digital media includes computers,





cell phones, PDA's, flash media, CD's, DVD's and a variety of other devices capable of storing electronic data. The primary role of this unit is to conduct examinations in support of other investigative details such as Homicide, Sex Crimes, Family Protection, Narcotics, Economic Crimes, and General Investigations. They also assist patrol operations and on occasion, other local law enforcement agencies.

The Detail is currently staffed by three highly trained investigators who have earned their Certified Forensics Computer Examiner certificate. In addition, they have each completed several advanced computer forensic courses recommended by the International Association of Computer Investigative Specialists (IACIS). One Investigative Assistant is assigned to this unit and is responsible for managing all complaints forwarded by the National White Collar Crime and Internet Fraud Complaint Center. A majority of these complaints originate from Internet auction sites such as E-bay and Craigslist.

The Computer Forensics Unit has also partnered with the FBI and other law enforcement agencies in the Regional Computer Forensics Laboratory (RCFL). The purpose of the RCFL is to:

- Increase law enforcement's capability to investigate a wide range of crimes
- Respond to the rapidly growing demand for digital forensic examination services
- Combine the talents and resources of law enforcement agencies at all levels.

The RCFL provides a key role in solving computer crimes through forensic analysis in Southern California where technology evolves rapidly and where cyber criminals focus much of their illegal activity.

Economic Crimes – The Economic Crimes Detail is responsible for investigating all financial crimes such as identity theft, credit card fraud, grand theft, and embezzlement. Other violations common to this unit are real estate fraud, fiduciary elder abuse, contractor fraud, investment scams, and Internet fraud. Economic Crime investigations tend to be drawn out over an extended period of time due to the complexity of the cases and the jurisdictional issues that often arise. Investigators assigned to this unit must work closely with the various financial institutions as well as other state and federal authorities in order to complete a successful investigation.

Family Protection Detail – There are six full-time investigators, one reserve investigator, one investigative assistant and a sergeant in the Family Protection Detail. The primary function of this unit is to investigate all cases of domestic violence, physical child abuse, child neglect, elder abuse, and adult dependent care abuse.

These investigations can include comprehensive interviews, collection and inventory of evidence, facilitation of medical exams or evaluations for evidence of physical abuse, and specialized interviews of children or dependent adults who are victims or witnesses. Investigators duties include planning and the implementation of covert surveillances, preparation of chronological investigative and background reports pertinent to each investigation, search warrants and arrest warrants, and presentation of criminal cases to the District Attorney's Office.





The emotional aspect of family-based violent incidents makes it essential that the investigative response includes a holistic approach to those who have been impacted by these crimes. Therefore, investigators working on cases in this discipline assist victims and witnesses with referrals to counseling and community based services to aid in their recovery and ability to negotiate the judicial system, and to prevent future victimization. This approach has improved the level of service to the residents of Orange County.

Fugitive Warrants – The Fugitive Warrant Detail currently consists of an Investigative Assistant and an Investigator. The North Investigation Detail’s sergeant is the direct supervisor for this detail.

This unit’s primary functions are to process extraditions and renditions, and to process and serve Governor’s Warrants.

Extraditions consist of transporting Orange County fugitives who have been arrested out of state back to Orange County. This involves arranging transportation of the fugitive back to Orange County by obtaining the warrant, making travel arrangements for the personnel picking up the fugitive, processing the appropriate paperwork for felony filing on escapees, and submitting the appropriate paperwork to the state for reimbursement.

Gang Enforcement Team (GET) – The North and South Gang Enforcement Teams proactively engage in street gang suppression activities in the unincorporated areas of the county and the Department’s twelve contract cities. Through the use of directed patrol and the gathering of gang-related information, deputies are then able to focus their attention on those gangs indigenous to, or routinely operating within the Sheriff’s Department service area.

Together North and South GET currently participate in the *Tri-Agency-Resource-Gang-Enforcement-Team (T.A.R.G.E.T.)* program along with the OC District Attorney’s Office and OC Probation Department. One Probation Officer, one Deputy DA and one DA Investigator work solely with GET members. The mutual cooperation among agencies has proven very effective in gang prosecutions.

The South GET Team currently maintains the Civil Gang Injunction, brought forth by the District Attorney’s Office, which targets two of the largest and most established criminal street gangs in south Orange County. It has been permanently in place since January 2008 and has greatly reduced the visible gang presence in the affected areas. The North GET Team also combines the resources of the District Attorney’s Office and the Sheriff’s Department and will address civil injunctions should it apply to the operational area. Each team compiles a thorough knowledge of the gangs and their members who are in the area. They can quickly respond to shifts in the structures of any of these groups, from adjustments in leadership to alterations in the targets of their criminal activities. They are immediately aware of developing gangs and are able to identify them. Members of each team prioritize and target those groups or individuals presenting the greatest threat to the peace in the community and develop the most effective strategies for dealing with them. In addition, the Unit is also responsible for the collection of all data concerning gang-related crime in our service area. This serves as a measure for the future impact of long-term programs within our communities and calculates any quantitative successes that occur.





Hazardous Devices Squad – The services provided by the Sheriff's Department Hazardous Devices Squad (HDS) are available to all law enforcement agencies in the County. HDS Investigators are sent to all explosions of suspicious origin and provide after-blast forensic examinations at the scene. The investigators also provide expert testimony in Court regarding hazardous devices. The investigators are assisted in some of these duties by two explosive detection dogs, a remote controlled robot and other highly sophisticated technical equipment.

Homicide – The responsibilities of the Homicide Detail consist of investigating death-related crimes, officer involved shootings, missing person reports, and internal criminal investigations. The detail, with the support of two Investigative Assistants, effectively responds to and processes an abundant amount of cases. In addition, the supervising sergeant is available at all times in order to coordinate and expedite crime scene response. Investigators interact constantly with the District Attorney's Office, the Crime Lab, the Identification Bureau, and the Coroner's Office, as well as other outside agencies.

The primary function of the homicide unit is the investigation of homicide related cases. These cases are sensitive, complex and often very labor intensive. The investigators assigned to this type of case must exemplify tremendous skill and experience in their field of work, in order to efficiently process these high profile assignments. Investigators assigned to a murder case work the investigation from crime scene to conviction. They write and execute search warrants, collect evidence, conduct extensive interviews and interrogations, attend autopsies, perform death notifications, and assemble all reports required for case filing and prosecution. Homicide investigators are also assigned death investigations in which the patrol deputies or coroner investigator believes suspicious circumstances exist. These cases may ultimately prove to be natural deaths, suicides, or accidental deaths. It is the function of the homicide investigator to either include or exclude criminal wrongdoing.

Joint Terrorism Task Force (JTTF). In partnership with federal, state and local law enforcement agencies, the mission of the Joint Terrorism Task Force is to prevent, investigate, and effectively respond to any potential terrorist threat. The JTTF is one of sixty-six JTTF's across the United States and the 3rd largest in the nation. This task force is an intricate influence in the war on terror. Team members are responsible for collecting, analyzing and sharing critical information and intelligence related to any investigation occurring in or affecting the Orange County area. The Orange County Sheriff's Department has one sergeant and four investigators assigned to the JTTF.

Methamphetamine Lab Task Force (PROACT) – In 1998, the Orange County Proactive Methamphetamine Laboratory Investigative Team was established. This team was established to provide support and enhance the existing efforts of the Bureau of Narcotic Clandestine Laboratory Program, with the interdiction and eradication of the small to medium size "stove top" methamphetamine labs. The mission of the Task Force is to develop a strategic plan to measurably impact the growing methamphetamine problem in Orange County and allows for local control over task force operations while being able to draw upon significant resources from the state.

Narcotics / Vice Units – The North Narcotics Detail is responsible for the investigation and suppression of narcotics activity in the unincorporated north, central and west Orange County areas. This includes the contract cities of Stanton and Villa Park and the John Wayne Airport.





The detail is comprised of five investigators, one investigative assistant and one sergeant. The sergeant and four investigators are assigned to Sheriff's Headquarters while an investigator and a narcotics canine are assigned to the airport.

The South Narcotics Detail is responsible for all contract cities south of the City of Irvine to the San Diego County border as well as all unincorporated communities in the south Orange County area. The detail consists of five investigators with one having a narcotics canine assigned to him, one investigative assistant, and one sergeant.

Also assigned to South Narcotics is the Sheriff's Highway Interdiction Team (HIT). This team consists of a deputy sheriff and a reserve deputy sheriff with a narcotics canine. They conduct high visibility interdiction patrols, targeting narcotic traffickers utilizing smuggling routes on Orange County highways and roads. HIT works closely with Homeland Security Investigations, the Drug Enforcement Administration and Border Patrol.

Investigations performed by the narcotic details require the use of an assortment of techniques such as surveillances, undercover operations, informant development, information gathering and analysis, and the service of search and arrest warrants. Although the investigators are involved in the arrest of numerous mid- and upper-level narcotic violators, the main focus of the detail is the deterrence and arrest of street level violators.

Narcotics interdiction is accomplished at the John Wayne Airport by evaluating passengers and ticket purchases along with other observations and information gathering. Airport interdiction includes random luggage searches, cargo searches and counter-to-counter parcel searches. Throughout the nation, airport narcotic officers share information they have uncovered or observed, resulting in frequent seizures and arrests nationwide.

Along with their other duties, the Narcotics investigators also work closely with State Parole and County Probation officers and the courts. They conduct probation and parole searches and are frequently called upon to testify as experts in the field of narcotics.

As noted, the Narcotics Detail has a large area of responsibility and on a daily basis addresses the concerns of the residents of Orange County. From the complex workings of the major narcotics traffickers to the methods and operations of the simple street user, the detail actively and aggressively pursues narcotics violators. The Vice Detail consists of two investigators and works closely with the North Narcotics Detail. They are responsible for the identification, investigation and arrest of crimes involving prostitution, illegal gambling, lewd conduct and issues with adult businesses. The vice investigators work closely with business licensing in the area of adult businesses, such as massage parlors and bars.

Orange County Intelligence Assessment Center (OCIAC). The mission of the Orange County Intelligence Assessment Center is to provide an integrated, multi-disciplined information and intelligence sharing network to collect, analyze, and disseminate information on all criminal risks and safety threats to law enforcement, fire, health, private sector and public sector stakeholders in a timely manner in order to protect the residents, visitors, and critical infrastructure of Orange County. The Orange County Intelligence Assessment Center (OCIAC) was built on the foundation





established by the OCSD's Terrorism Early Warning Group (TEWG) from 2001 to 2007, and is an Operational Area asset directed by the Orange County Sheriff's Department. The OCIAC is a proactive multi-agency, multi-discipline collaborative which provides comprehensive analysis, intelligence, timely information sharing, and infrastructure protection. The Orange County Intelligence Assessment Center is comprised of five units:

- **Critical Infrastructure Protection Unit (CIP).** This team is tasked with identifying locations of criticality and planning multi-agency/discipline prevention, deterrence, mitigation and response efforts. The CIP Unit is comprised of a core group of law enforcement personnel trained in conducting threat/vulnerability assessments of high-risk targets and protecting Orange County's critical infrastructure.
- **Terrorism Liaison Officer Unit (TLO).** The TLO Unit improves information sharing and communication capability between law enforcement, fire, health, as well as private and public sector partners. All of these partners have representation within the TLO unit. As of January 2012, there are over 1,500 officers countywide that are trained as Terrorism Liaison Officers.
- **Orange Shield.** Orange Shield (formally the "Private Sector Terrorism Response Group") liaison with local businesses forming an information network with the Orange County Intelligence Assessment Center and their first responder partners in the collection and dissemination of actionable intelligence.
- **Analysis Unit.** The Analysis Unit's primary function is the collection, evaluation, analysis and dissemination of crime and intelligence data while ensuring timely and accurate analytical products are produced and disseminated to information/intelligence consumers at the local, state and federal level. The information collected is processed to support efforts that address immediate and/or emerging threat-related circumstances and events.
- **Intelligence Unit.** The Intelligence Unit is the primary OCIAC representative on all criminal intelligence matters, as well as coordinating, monitoring and overseeing homeland security related incidents. The Intelligence Unit does not ordinarily perform enforcement activities, but rather is a source of intelligence and investigative assistance for operational units.

Regional Auto Theft – The Regional Auto Theft unit is responsible for the investigation and follow-up of all vehicles stolen or recovered within the Sheriff's service area. This unit also handles the reporting and documentation of rental vehicles that are past due and possibly stolen. The auto theft investigators have expertise in auto theft methods, trends, component theft and types of vehicles that are most often stolen. They work closely with the DMV and insurance companies, as well as with victims of auto theft. The auto theft investigators must constantly update their knowledge on vehicle types, vehicle identification methods and the trends of auto theft.

Regional Narcotics Suppression Program (RNSP) –The primary mission of the Regional Narcotics Suppression Program (RNSP) is to target, investigate, and prosecute individuals who organize, direct, finance, or otherwise engage in high-level (major) illicit drug trafficking enterprises or money laundering operations. A high priority is placed on those subjects who





are engaged in the importation of illegal drugs into or through the County of Orange and the interdiction of such illicit trafficking pipelines.

The Criminal Investigations Division Captain is the Program Manager of RNSP. The enforcement support dedicated to this Program is comprised of sworn law enforcement personnel from local and federal law enforcement agencies. The oversight for RNSP is performed by an Executive Board that is chaired by Santa Ana Police Chief Paul Walters. Other members include Orange County Sheriff Sandra Hutchens, Chief Jay R. Johnson (Newport Beach Police Department), Chief Scott Jordan (Tustin Police Department), Chief Corey Sianez (Buena Park Police Department), Chief Robert Gustafson (Orange Police Department); Special Agent in Charge Timothy Landrum (Drug Enforcement Administration) and Assistant Special Agent in Charge Robert W. Clark (F.B.I./Santa Ana).

In 2011, RNSP seized 734 kilograms of cocaine, 56 kilograms of methamphetamine, 9 kilograms of heroin, 35 firearms, and arrested 97 narcotics violators. In addition, RNSP seized \$19,502,475 in US currency and \$1,142,438 in other assets. RNSP staff monitors and validates all forfeiture applications and disbursements. The RNSP sharing percentage agreement is based on the level of participation by an agency at the time of a seizure. Since its inception 25 years ago, RNSP has dispersed the following:

Anaheim P.D.	\$3,393,855
Brea P.D.	\$1,351,053
Buena Park P.D.	\$468,878
Costa Mesa P.D.	\$1,874,674
Cypress P.D.	\$644,582
Dept. of Justice/BNE	\$1,387,913
Fountain Valley P.D.	\$345,955
Fullerton P.D.	\$1,923,308
Garden Grove P.D.	\$3,282,845
Huntington Beach P.D.	\$2,917,249
Irvine P.D.	\$1,318,508
Laguna Beach P.D.	\$1,239,283
La Habra P.D.	\$852,739
La Palma P.D.	\$82,546
Los Alamitos P.D.	\$105,068
Newport Beach P.D.	\$2,692,529
Orange P.D.	\$1,240,135
Placentia P.D.	\$1,397,416
Santa Ana P.D.	\$8,196,644
Seal Beach P.D.	\$445,854
Tustin PD	\$2,336,102
Westminster P.D.	\$3,199,151
Sheriff's Department	\$23,927,933
TOTAL	\$64,624,220





Sex Offender Notification And Registration (SONAR) - Of the approximately 3,500 registered sex offenders living in Orange County, approximately 500 live within the service area of the Sheriff's Department. The investigators assigned to the SONAR Team are responsible for risk assessment and monitoring of these registered sex offenders living within the community. Prevention is the SONAR Team's ultimate goal, and they utilize the following methods to supervise registered sex offenders: residence and workplace visits, family and neighborhood interviews, extensive criminal and civil background investigations, strict enforcement of the state's registration laws, covert surveillance, partnership with supervisory agencies such as probation and parole, preparation and service of search warrants and arrest warrants, maintenance of the "Megan's Law" data base for public information, and community notifications. In the event of re-offense, these investigators utilize the established methods in place within the Sex Crimes Detail to pursue criminal prosecution and the re-incarceration of the offender.

One of the safety measures used by the SONAR Unit to protect the public is the Community Notification. Upon learning of a registered sex offender living or working in an area served by the Sheriff, the SONAR Investigators conduct a thorough examination and evaluation of the offender's criminal history, as well as an in-depth interview of the sex offender. The decision to make a Community Notification is also based on two additional factors: "Are there residents/children in the area who are at risk?" and "Do those residents/children have the likelihood to encounter the offender?"

Special Operations / Intelligence Unit – The Special Operations/Intelligence Detail is staffed by one sergeant and four investigators. They are supported by a Telecommunications Engineer III, who supports the technical operations of the unit. The unit conducts specialty investigations of crimes such as murder for hire and illegal weapons sales, which often require intelligence gathering, resource networking, undercover operations and electronic surveillance. The unit gathers intelligence regarding organized criminal organizations, such as outlaw motorcycle gangs and organized hate groups.

Special Operations is tasked with performing threat assessments and threat management regarding threats against County and contract city employees. They perform dignitary protection, as needed, often in cooperation with the U.S. Secret Service (President of United States of America), California Highway Patrol (Governor), or Department of State (visiting foreign dignitaries).

Finally, this unit manages the Sheriff's Department special equipment pool – technical operations. They test and evaluate new technical equipment, maintain current equipment in a constant state of readiness, and assist other department units with technical surveillance.

Special Victims Detail – The Special Victims Detail is comprised of nine investigators, two office specialists and one sergeant. Six investigators are assigned to investigate reports of sexual assaults against adults and minors. The investigators assigned to Special Victims are responsible for in-depth follow-up investigations which are criminal allegation that are sexual in nature. The investigators are also tasked with investigating all Child Abuse Registry (CAR) reports forwarded by the County Social Services Agency. These cases include rape, sexual assaults, sexual abuse and molestation of children.



In addition to the above responsibilities, the investigations of all reports of indecent exposure that occur within the Sheriff's Department service area are assigned to this detail. The consistent review and tracking of indecent exposure reports has resulted in the identification of similarities between incidents whether they occurred in Sheriff's service area or in the jurisdiction of another law enforcement agency. When appropriate, identified suspects or crime trends can result in covert and overt surveillance.

XIII. EMERGENCY OPERATIONS CENTER

Local governments in California utilize the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) to manage disaster response and recovery in coordination with all levels of government. The County fulfills the role as the Operational Area (OA) and coordinates information and resources between the State and OA member jurisdictions, including activation of the County/Operational Area Emergency Operations Center during an emergency. The Sheriff's Department Emergency Management Bureau is responsible for undertaking the OA role for Orange County and works in a collaborative fashion with all 115 member jurisdictions, including all 34 cities, to ensure a robust and responsive emergency management program in the County. Cities have the responsibility to manage their own local emergency management program and coordinate with the OA to ensure a seamless working relationship for the benefit of its residents. In accordance with SEMS, city emergency management programs incorporate the use of local Emergency Operations Centers to manage response operations, emergency plan development, training for local responders, and the coordination of local emergency exercises. The city manages the local government responsibility for an emergency management program, which can be provided through provision of an Emergency Management Program Coordinator (EMPC) position in a negotiated contract with the County.

An EMPC position is an optional resource available to the City. The EMPC ensures that the City is progressively meeting the local responsibilities for emergency management at the City level, while also ensuring compliance with the California Emergency Services Act and Federal guidelines related to emergency management. The EMPC is responsible for developing and implementing a comprehensive local emergency management program, meeting each of the phases of emergency management: preparedness, response, recovery, and mitigation. The EMPC develops integrated disaster plans, adhering to the Federal Emergency Management Agency's (FEMA's) Comprehensive Preparedness Guide 101, which will include regular maintenance of the City's Basic Emergency Plan and Hazard Specific Annexes. The EMPC coordinates the response of City staff, including emergency notifications and mobilization, and ensures operational continuity during an emergency. The EMPC serves as a liaison between the City and the County Emergency Operations Centers, working closely with the City Chief of Police Services, Fire Authority Division Chief, and City staff on design and activation of the City's EOC. The EMPC is responsible for public outreach and education pertaining to disaster preparedness. The EMPC will ensure City Staff, including responders and policy makers, are trained in the California Standardized Emergency Management System, National Incident Management System, and all other required Emergency Operations Center training. The EMPC will develop annual Emergency Operations Center exercises for City Staff and contracted public safety officials. Additionally, the EMPC will bridge response procedures between the Orange County Fire Authority, OCSD, and the City. The OCSD EMPC classification is a highly skilled position focused on improving local emergency response capabilities.





If the City retains emergency management coordination through a City staffed position, the OCSO Emergency Management Bureau will continue to coordinate and collaborate with the City to ensure a successful comprehensive emergency management program.

2.1.3.3 Training

The Orange County Sheriff's Department is committed to delivering exceptional law enforcement training to both sworn and professional staff to prepare them for exemplary service to the communities we serve. The Training Division is comprised of 44 full-time Department members from varied backgrounds and with diverse expertise. We also utilize over 200 Subject Matter Experts as instructors for all facets of training. We have developed partnerships with Santa Ana College and the Commission on Peace Officer Standards and Training (POST) that include revenue and support to help us reach our training goals and objectives. The Sheriff's Department utilizes two state-of-the-art training sites to ensure the best learning environment possible. The first is the Katella Training Facility located in the City of Orange. This facility houses the Tactical Training Center (TTC), the Firearms Unit, the Advanced Officer Training (AOT) Unit, and the Standards and Training for Corrections (STC) Unit.

The Advanced Officer Training Unit develops, schedules, and presents continued professional training for law enforcement officers and professional staff throughout the State. Our programs assist agencies in meeting State mandates as required by POST. In 2009/10 the Advanced Officer Training Unit presented 158 POST-Certified Courses.

The Tactical Training Center consists of a mock town designed for training tactics in a safe and realistic environment. The TTC uses an Advanced Interactive System for Force Option Training and the latest driving simulators for driver training. Both systems are necessary to complete state-mandated Perishable Skills Training. The TTC is utilized by Patrol, SWAT, K-9, Narcotics Investigators, Hostage Negotiation Teams, Academy Recruits, and Advanced Officers from all over the state of California.

The Sheriff's Regional Training Academy is located on a 15-acre site in the City of Tustin. The facility is jointly occupied by Training Division staff as well as our training partners from the Santa Ana College Criminal Justice Academy. The 52,000-square foot facility boasts four classrooms, Arrest and Control Techniques Training area, a state-of-the-art weight room, a special events room with stage and seating for 1,300 guests, dual obstacle courses, formal inspection grounds, and a fully-equipped video production studio. The site is primarily used for recruit training and facilitates a minimum of four Basic Academy Courses a year. The facility is also used for Sheriff's Reserve Modular Academies, Sheriff's Special Officer Academies, Custodial Service Assistant Academies, and recruiting/testing of law enforcement candidates.

2.1.3.4 Support Services

The Sheriff's Department has the capability and resources to provide excellent administrative and support services that allow its law enforcement contract partnerships to function effectively and efficiently.

As noted in Response Item #2b – Key Personnel, a Sheriff's lieutenant would be the Chief of Police Services for the City of Yorba Linda and as such would be responsible for the on-site





management of police services including the incident reporting process under the Sheriff's policies, procedures and practices. As a police manager, the police services chief would be responsible for the periodic analysis and reporting of both emergency and non-emergency data. In addition, Sheriff's Department Divisions noted below provide analysis on crime data, contract expenditure data, and overtime usage data as examples.

The annual law enforcement services contract budget is prepared by the Sheriff's Financial/Administrative Services Division in coordination with the City's designated Police Services Chief and City staff. The first estimate of the annual budget for the upcoming fiscal year along with projections for each of the four subsequent fiscal years is presented to the City Manager of a contract city in January of each year. A more refined estimate is provided by March 15 of each year with the final budget amount being presented by April 15 or sooner. Contract documentation such as agreements, amendments or updated attachments is prepared for City review and presentation to its City Council by May 15 of each year. Sheriff's staff, such as a Contract Manager or Senior Director of the Administrative Services Command, is available as requested to attend City meetings such as internal budget meetings, Council Budget Workshops, or City Council meetings.

The collection of fines and forfeitures generated from the issuance of citations by contract law enforcement staff on behalf of the City would be handled by the Court System and the County Auditor-Controller in the same manner as currently handled for the Sheriff and the twelve current contract cities. The Sheriff's Department handles the issuance of citations, filing citations with the Courts, and attendance at Court as necessary. The processing of citations would be handled by professional staff assigned to the North Patrol Division. The Department maintains a contract with a citation management firm to provide parking citation processing and management services. The City would have the option to enter into a subordinate agreement with the same negotiated fees, terms and services. The City is responsible for adopting its own bail schedule.

All data and reports shall be provided to the City Manager or his/her designee.

The following Divisions within the Sheriff's Department provide administrative and support services to the Department and all law enforcement contract partners:

Financial/Administrative Services Division

The Financial/Administrative Services Division provides operational, administrative and business services through management of specialized functions. The Division develops and monitors the Department's Five Year Strategic Plan, annual Business Plan and 20 budgets; prepares and administers law enforcement contracts; operates jail cashing; directs financial operations; provides purchasing and real estate services; processes payroll for over 3,800 employees; orders and maintains supplies for the Department; and conducts multiple audits within the Department. Within the Financial/Administrative Services Division, the Sheriff maintains a full-time Contract Manager position to administer contracts and facilitate the flow of information between the Department, other County agencies, and the individual contract cities. In addition, the Law Enforcement Contracts Unit provides monthly analysis of overtime and services and supplies expenditures to the Police Services Chief for the contract city.





The Financial Operations Unit provides accounts payable and accounts receivable processing and oversight, Department travel arrangements and grants administration. Jail Cashiering staff serve the County jail system, including recording and disbursing inmate funds for an average daily population of approximately 5,000 inmates; processing bonds, bails and fines; and depositing, distributing and reconciling funds from inmate commissary orders.

This Unit also provides Departmental payroll activity for all employees including daily timekeeping, preparing biweekly payroll, preparing pay adjustments and supplements, distribution of pay checks, and completion of payroll information forms for personal loans, insurance claims, court cases, state claims, workers' compensations claims, CAL-ID claims and IRS audits.

Professional Standards Division

The Professional Standards Division (PSD) is responsible for providing a myriad of critical services that support the mission and operations of the Sheriff's Department. The units of the PSD provide a variety of support services to the other Divisions of the Department, which include recruiting, pre-employment background investigations and promotional functions; processing human resource referrals, job classification issues, and receiving discrimination complaints; investigating internal and citizen-generated complaints of alleged misconduct against employees; and providing a host of clerical support and functions that ensure the Department's sworn, reserve, and professional staff members are properly uniformed, equipped, and supported in their daily duties. The PSD also provides business licensing services and processes and approves the issuance of concealed weapons permits.

The 54 sworn and professional staff members of the PSD perform their duties in a collaborative environment. They work diligently with the other divisions along with County, State, and Federal governmental agencies to uphold employment and performance standards that ensure the Sheriff's Department continues to be staffed by the highest caliber of personnel in the law enforcement profession. The Division is also responsible for assuring non-discrimination and equal opportunity compliance.

Strategy. Accountability. Focus. Evaluation (S.A.F.E.) Division

The S.A.F.E. Division is comprised of the Risk Management Bureau and the S.A.F.E. Bureau. The Division strives to improve policies, reduce litigation, resolve injury claims, and audit specific functions for compliance and increase safety.

The Risk Management Bureau works in close collaboration on legal issues with County Counsel and the County's Risk Management Office (including insurance services), and acts as the Department's liaison to the Grand Jury. The Bureau evaluates legislative mandates and policy and procedures, provides training to mitigate risk to the Department and its employees, and facilitates civil litigation that arises. The Bureau's three, closely intertwined components include: the Civil Litigation Unit, the Workers' Compensation Unit and the Safety Unit. The Civil Litigation Unit processes and reviews liability claims made against the Department and its employees. These often include complaints of personnel injury and financial loss incurred during operations. This unit also works in





close collaboration with the County Risk Management Office and County Counsel, acts as liaison to the Grand Jury, evaluates policy and procedures, provides training to mitigate risk to the Department as well as to employees, and facilitates civil litigation. The Unit is also staffed with the Department's Safety Officer, who works to ensure the Department complies with California Occupational Safety and Health Administration (Cal/OSHA) regulations, County of Orange Safety and Loss Prevention policies, and other applicable regulations and standards.

The Workers' Compensation Unit processes, tracks, and monitors injuries/illness to ensure proper medical services are provided and employees are returned to duty in a timely manner. Interactive processes are undertaken when employees cannot perform their essential duties. The Unit also provides customer service, facilitates the handling of claims, and serves as an advocate for injured employees.

The Safety and Training Unit works to ensure the Department complies with all California Occupational Safety and Health Administration (Cal/OSHA) regulations, County of Orange Safety and Loss Prevention policies, and other applicable regulations and standards. Additionally, this Unit designs and conducts employee safety training, conducts facility inspections, and operates as an advisor for making needed corrections.

The S.A.F.E. Bureau is tasked with revision and creation of policies and procedures to bring the Department up to industry standards utilizing the best practices available. The ultimate goal of the unit is to reduce the Department's exposure to liability and create a database system to be utilized by supervisors and managers to oversee the successes and areas of needed improvement within their units and divisions. A quick overview of how the S.A.F.E. Bureau develops policy and procedure is listed below. It is an extensive process and ensures all Divisions and the different levels of personnel are consulted.

1. Sheriff assigns a project
2. Nation-wide research conducted for the best practices utilized
3. Policy is drafted
4. Division liaisons review and provide input
5. Draft policy is revised based on Division liaison input
6. Vertical user group reviews and provide input
7. Draft policy is revised based on vertical user group input
8. Risk Management Bureau, Office of Independent Review and County Counsel review and provide input
9. Draft policy is revised based on above input
10. Executive Command Staff reviews, revises as needed and approves policy

The Compliance Unit minimizes problems and related litigation by proactively monitoring, analyzing, and implementing strategies to comply with federal and state mandates and legislation.

Support Services Division

The Support Services Division consists of several service areas including Records and Information Services, Information Systems, and Property and Evidence. This Division deploys data services through a closed law enforcement-only wide area data network. This network connection is





protected by security firewalls from other County agencies, other law enforcement agencies and the public. In addition, Support Services maintains and supports the Department's mainframe computer.

Records and Information Services consists of eight separate details, employing over ninety civilian employees in a variety of support and technical functions. These employees work together performing such duties as: responding to California Public Records Act requests, processing Subpoenas Duces Tecum, tracking the division's budget, preparing purchasing requisitions, maintaining centralized record keeping systems, maintaining records management systems, conducting record searches for authorized agencies, releasing crime reports, providing applicant fingerprinting, reporting criminal statistical information to the public, department, and the Attorney General, maintaining and housing all warrants in Orange County, providing CLETS information to officers in the field and performing a multitude of other services.

Criminal Intelligence Analysis (CIA) Unit focuses on crime and criminal intelligence analysis. Crime Analysis is the most basic form of law enforcement analysis. Crime analysis allows an analyst to determine who is doing what to whom with its focus on crimes against persons and/or property. There are four types of analysis that are most often used by law enforcement analysts. They are Crime Analysis, Operations Analysis, Intelligence Analysis, and Investigative Analysis.

Information Systems consists of nine separate units. These units include Application Development and Mobile Data Computer Support, Mainframe Operations and Call Center, Web Development and Support, Desktop/Server/Blackberry Support, Network Administration, Security Administration, CAD/RMS and Mapping/GIS, System Operations and Support, and Systems Liaison.

Information Systems is responsible for designing, developing and supporting the Sheriff's regional networking infrastructure as well as over 100 law enforcement computer applications used Countywide, including the Automated Jail System and Automated Warrant Service System, and specialized systems including Dispatch/911, Commissary, and Crime Reporting. Over 20 million transactions per month travel through the Sheriff's mainframe computer. Access to local, state, federal, and international law enforcement databases is provided to over 50 local criminal justice agencies. Electronic Live Scan fingerprint submissions are processed from locations throughout the County. Information Systems hosts the state Disaster Recovery System and provides backup for the DMV's photo system. Information Systems manages a state-of-the-art data center which is in operation 24 hours a day, 7 days a week. The Sheriff's Information Technology Call Center, located in the Data Center, handles over 2,000 calls per month.





The Sheriff's Department is proposing two options for facilities. Each option has different associated costs over the five-year contract period.

OPTION 1: DEPLOY FROM YORBA LINDA FROM A CENTRALLY LOCATED LEASED FACILITY

Under Option 1 the Sheriff's Department will secure a building lease with a private sector building owner to house the Yorba Linda Police Services Station. Excluding tenant improvements, the current market rate for a full service gross lease varies from approximately \$1.50 to \$2.00 per square foot per month within the Yorba Linda city limits.

The Sheriff has located a building of approximately 4,828 square feet within the city limits of Yorba Linda that meets the requirements for a police services facility. The rent for this option would be approximately \$7,242 per month (\$1.50 per square foot) or \$86,904 per year. Tenant improvements totaling \$400,000 would be necessary to make the building suitable for a Police Services Station. The cost for tenant improvements will be amortized over the five-year contract term, resulting in a total cost of \$166,904 per year as indicated below.

Option 1—Centrally-Located Leased Facility in Yorba Linda

Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years
\$166,904	\$166,904	\$166,904	\$166,904	\$166,904	\$834,520

OPTION 2: DEPLOY FROM YORBA LINDA CITY HALL

Under this option the County will enter into a ground lease with the Placentia - Yorba Linda Unified School District (PYLUSD) regarding their property at 1301 E. Orangethorpe Avenue, Yorba Linda. The County will buy a 5,040-square foot modular building from Pacific Mobile Structures, Inc., and locate the building on the parking lot of the PYLUSD-owned site, which is located directly adjacent to the Yorba Linda City Hall.

Ground Lease

The terms of the ground lease will include the following:

- PYLUSD will make improvements to the parking, vehicle and pedestrian circulation, fencing, and major utilities to the site (I. e., gas, water, electric, and sewer).
- The term of the ground lease will be five years, with options to renew.
- The ground lease cost will not increase for Years One through Five.

The ground lease costs are below:

Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years
\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$610,000





Purchase of Modular Building

In addition to the ground lease with PYLUSD described above, the Sheriff's Department would purchase a modular unit from Pacific Mobile Structures, Inc., pursuant to the following terms and costs.

- The purchase price of the modular unit from Pacific Mobile Structures, Inc., is \$273,571, which will be amortized over five years.
- The set-up costs will be \$14,767.
- The annual utilities and janitorial costs will be \$17,237 for the first two years increasing to \$40,800 for years three through five for utilities, repair, maintenance, and janitorial services. There are no repair and maintenance costs for the first two years because the modular unit comes with a two-year repair and maintenance warranty.

The total costs over five years for Option 2, including ground lease and modular building costs, are below.

Option 2 - Yorba Linda City Hall Modular Unit					
Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years
\$208,718	\$193,951	\$217,514	\$217,514	\$217,515	\$1,055,212

The Sheriff's Department also researched the possibility of deploying from the existing Sheriff's Headquarters at 550 N. Flower Street, Santa Ana. This option was determined to be unfeasible and not cost-effective due to the distance from Santa Ana to Yorba Linda.

Furniture Costs: The furniture costs for both Option 1 and Option 2 are estimated at \$92,000. In addition, there are costs associated with the provision of 44 personal lockers for staff and 8 evidence lockers, which are estimated at \$97,580. The furniture and locker costs will be amortized over five years.

Arroyo Park Facility: In addition to the above options, upon City approval the Sheriff's Department may also utilize the 2,800-square foot facility at Arroyo Park, 20994 Yorba Linda Blvd. in Yorba Linda, as a Community Policing Center or for report writing.

Public Contact: All facilities used for Yorba Linda Police Services will include a public counter that will be staffed and open to the public during normal business hours. The public will also be able to utilize a general contact number that will be established for non-emergencies, or the 9-1-1 dispatch service for emergencies.

The Sheriff's Department has identified the equipment such as vehicles, radios, mobile data computers, and patrol video system that are required to begin police operations for the City of Yorba Linda. These item counts are shown on Start-up Costs (Addendum F).





COMMUNITY OUTREACH

The Sheriff's Department realizes the importance of developing and maintaining partnerships with the communities we serve. This collaboration brings law enforcement and residents together in an effort to address concerns and solve problems. The result is a proactive approach to identifying issues affecting the quality of life of residents and a timely solution.

This Community Oriented Policing model currently exists in all Sheriff's contract cities. Examples of community based activities and outreach include: drug and gang education, special enforcement teams, warrant arrests, crime analysis, special investigations, community meetings, public speaking engagements, and bicycle patrol programs. The true strength of the Community Oriented Policing model lies in its ability to enhance the cooperation between police services and the city's residents.

These programs are the responsibility of a Community Services Deputy, a position that would be available to the City of Yorba Linda. The duties of a Community Services Deputy may include:

- Planning and managing Senior Volunteer Programs that provide assistance or support to police services by staffing a public counter; answering phones; preparing flyers, brochures or promotional items for city events; conducting residential vacation checks; and assisting at city events.
- Coordinating and conducting Citizen Academies. This program introduces residents to the many facets of police services. The course is conducted over a 16 to 20-week period.
- Coordinating and conducting Disaster Preparedness Academies. This course is presented in partnership with the Orange County Fire Authority. The course offers basic first-aid training, information on how to prepare for a disaster/emergency, basic evacuation procedures and how to assist first responders in the event of a major or natural disaster in their neighborhood or surrounding community.
- Conducting research and contributing articles to a City/Community newsletter.
- Serving as Explorer Coordinator for Explorer Post 449 – Yorba Linda Division.

In addition, a Crime Prevention Specialist would be available to the City. The Crime Prevention Specialist position is generally responsible for the development and maintenance of community-based crime prevention and education programs, for example:

- Neighborhood Watch
- Business Watch
- Red Ribbon Week
- Bicycle Rodeos
- National Night Out
- City and community events

The Crime Prevention Specialist position may also be responsible for conducting presentations to groups such as: homeowners associations, civic groups and schools. They also serve in a support role for police services preparing statistical reports and crime trend analysis as needed.





100. SUPPORTIVE SERVICES

a. Countywide Services

According to Government Code Section 51350, counties providing services to cities shall not charge a city the costs of services that are provided countywide as determined by a resolution of the board of supervisors. Pursuant to Orange County Board of Supervisors Resolution 89-1160 (Addendum B), the Sheriff may provide certain listed services Countywide to all cities at no cost, and these services are not to be included in overhead rates that are charged to cities contracting for law enforcement services. The following are examples of services currently provided by the Sheriff's Department Countywide:

Helicopter Patrol (Aviation Support Unit) - The Sheriff's Department operates two helicopters, named "Duke One" and "Duke Two", in the airways above Orange County. The helicopters are a critical adjunct to our responsibilities in our patrol areas. They also assist the Fire Authority in fire observation and fire fighting responsibilities.

The Aviation Support Unit flies American Eurocopters AS350B2 (ASTAR) helicopters. The first ASTAR arrived in March of 2005 and the second in March of 2006. These helicopters are very technologically advanced. The Aviation Support Unit is staffed with one Sergeant and eight Deputy Sheriff II's. All are seasoned law enforcement veterans with a wide range of aviation and police experience. Each pilot holds a FAA Airline Transport Pilot or a Commercial Pilot's Certificate with a rotorcraft-helicopter rating and has an average of 7,400 hours total flight time.

These highly qualified personnel, supported by an experienced management team of senior staff officers, provide a professional and safety oriented Air Support Unit. Training of flight crews remain an on-going high priority and have contributed to an exemplary safety record and helped establish the helicopter's reputation in the aviation community as a safe and professional operation. Continuous intensive training and professional, safety oriented attitudes have enabled the "Duke" pilots to safely and efficiently react to all emergency situations encountered.

Sheriff's Department helicopters are based at John Wayne Airport. The American Eurocopter AS350B2 (ASTAR) helicopters are equipped with a Forward Looking Infra-Red thermal imaging device, a 50-million candle power Night Sun, a moving digital Thomas Brothers Mapping System, a Global Position System (GPS), a Public Safety Radio System for communications with all regional police and fire agencies and a complete public address/siren system. In addition, helicopters are equipped with a high-resolution video camera capable of transmitting a signal to a support ground vehicle, as well to certain facilities. This enables command personnel to have a birds-eye view of unfolding events, such as critical incidents or natural disasters.

Forensic Science Services – The Sheriff's Orange County Crime Lab (OCCL) Division is charged with the scientific examination, analysis and identification of evidence. The OCCL is available to provide all public law enforcement agencies in Orange County with services for the recognition, collection and evaluation of physical evidence from crime scenes. OCCL is





the only full-service, internationally accredited laboratory providing forensic analyses to all law enforcement and fire protection agencies in Orange County. The Division employs over 150 staff members, housed in a modern 100,000 square foot facility, serving the over 3 million residents of Orange County. Mobile units are provided for complete crime scene investigation, as well as field photographic services. Members of this Division testify in court as “expert witnesses” in numerous specialized fields. The Division also features both mobile and fixed laser technology for use in recovering latent prints at crime scenes and computerized searches of fingerprint records and handwriting examinations on criminal check and forgery cases. The OCCL began the first local automated fingerprint identification system in California. The OCCL includes the DNA laboratory, which was the first local law enforcement DNA lab in the Western United States. The DNA lab links criminals to crimes through “genetic fingerprinting”. The OCCL is a nationally recognized leader in the forensic science community.

Volunteer Services - The Sheriff's Department currently has over 800 volunteers providing 100,000 hours per year of unpaid services to the County of Orange, including contract cities. The volunteers consist of Reserve Deputy Sheriffs, youth Explorers, Professional Service Responders (PSRs) and Chaplains.

The Sheriff's Department has over 200 Reserve Deputies, who are assigned to several volunteer units that are used to supplement the Department in many areas. These units include: Aero Squadron, Community Programs, Harbor Operations, High-Tech Services, Investigations, Training, Patrol Operations, and Search & Rescue. These volunteer units can be utilized in the City for special events where additional staff is needed. A Reserve Inmate Transport unit is also available to assist patrol deputies in transporting suspects to jail. This allows for patrol deputies to remain in the field. Overall, in 2010 the Reserve Bureau volunteered 76,908 hours to the Department at an estimated cost savings of \$4,730,112. Most of these savings were realized in the contract cities we serve.

The Sheriff's Department also utilizes the Professional Services Responder (PSR) Program, which supplements traditional Reserve programs with more than 400 non-sworn volunteers. PSRs provide administrative and leadership support in the areas of emerging technologies, communications, industrial relations, graphic arts, healthcare, dignitary protection, firearm safety instruction, and legal and accounting services.

Chaplains are volunteers who are trained and utilized in counseling Department personnel and family members in a confidential manner in a wide variety of subjects, including spiritual matters, emotional difficulties, interpersonal conflict, family conflicts, and work stress related concerns.

Law Enforcement Explorers are young men and women between the ages of 14 and 21 years who wish to serve their community and pursue a career in law enforcement. Explorers from the Orange County Sheriff's Explorer Post 449 provide support and assistance in many areas, including special events, crowd and traffic control, public education, natural disasters, search missions and recruitment. The Sheriff's Explorer Post 449 is affiliated with Learning for Life,



which is a branch of Boy Scouts of America. Explorers are trained in law enforcement policies and procedures and attend weekly meetings with Sheriff's Department advisors.

Mounted Enforcement Unit – The Mounted Enforcement Unit (MEU) is an integral part of the Operations Division offering high profile patrol of parks, beaches and special events throughout the County. The MEU also provides a Color Guard component which honors our nation's flag at events, in parades and at funerals. The unit consists of three sergeants and thirty deputies comprised of regular, reserve and extra help personnel all working collaterally to their normal assignments.

The OCSD MEU participates in the Regional Mounted Enforcement Unit. This is a cooperative effort among OCSD, Anaheim PD, Buena Park PD, Garden Grove PD and Santa Ana PD. Together the Regional MEU can provide over 60 mounted members to address crowd control issues during times of civil unrest or high profile events throughout the County.

Warrant Bureau – The Warrant Bureau serves warrants of arrest related to persons who have committed crimes in the City or who live within the City. These warrants include those issued by local, state, or federal courts.

Special Weapons and Tactics (SWAT) – The Sheriff's Special Weapons and Tactics (SWAT) team is comprised of 40 members and provides a variety of specialized services for the Sheriff's Department, contract city partners and other law enforcement agencies throughout the County and State. The distinguishing characteristic of the SWAT team is that it provides refined tactical solutions in critical incidents that are so hazardous, complex or unusual that they may exceed the capabilities of first responders or investigative units.

The purpose of the SWAT team is to increase the likelihood of safely resolving critical incidents. The SWAT team is available on a 24/7 basis for handling barricaded suspects and hostage situations, sniper incidents, narcotics investigations, felony apprehension, and for serving arrest and search warrants in high-risk or hazardous situations. The team also has advanced capabilities in riot and crowd control, dignitary/site protection and jury or suspect security. In response to our country's war on terrorism, the SWAT team has also recognized that Orange County has numerous high profile targets. SWAT continues to enhance their capabilities and is currently able to respond to nuclear, biological or chemical threats. SWAT members provide expert instruction to members of the Sheriff's Department and other police agencies in areas such as patrol tactics, building search methods, warrant service techniques, advanced firearms, less lethal weapons and weaponless defense.

Crisis Negotiation Team (CNT) – The Sheriff's Crisis Negotiations Team (CNT) is a sub-component of the SWAT team which provides expertise in establishing and maintaining communications during crisis situations. CNT responds to incidents involving hostage situations, barricaded suspects and individuals threatening suicide who may have barricaded themselves. CNT utilizes expert negotiation skills to establish a rapport with individuals in





crisis in order to resolve incidents verbally. CNT has a team psychologist that is available for call-outs and provides the team with expert psychological profiling. CNT can also be deployed during high-risk arrest warrant service in order to provide an immediate crisis negotiation component.

b. Supplemental Services Provided by Separate Contract

Pursuant to Resolution 89-1160, the Sheriff's Department may provide the listed services to a city at a greater level of service than given to other cities free-of-charge, if requested by a city. The following are examples of such services that are provided at cost by the Sheriff's Department to cities through specific contracts.

- The City of Santa Ana contracts with the County for supplemental helicopter services to be delivered daily by the Sheriff's Department.
- The City of Garden Grove contracts with the County for enhanced crime scene investigation and related services including investigation for major crimes such as homicide, aggravated assault, and rape, as well as evidence processing for latent prints, latent/inked print comparisons and searches, and the photo lab. The contract with the City of Garden Grove provides for full-time Lead Forensic Specialist, Senior Forensic Specialist and Forensic Specialist positions to provide these services for the City.

c. Other Supplemental Services

The following are other supplemental services that are currently provided by the Sheriff's Department as a regional service:

Mutual Aid Bureau – The Mutual Aid Bureau provides emergency law enforcement mutual aid services to the Orange County Operational Area (OA) and supports an ongoing collaborative effort among Orange County law enforcement agencies for providing an effective and organized response to a wide range of emergencies. Its comprehensive structure facilitates the mobilization of law enforcement resources into a well coordinated response for addressing critical incidents including floods, fire, earthquakes and civil disorder.

Canine Patrol - Currently, seven patrol units are assisted in their duties by Canine Partners. The canine units work regular patrol areas and are deployed on all shifts. There are two canines in South County and five in North County. The canines are utilized for narcotic detection, building searches, locating lost or missing persons, apprehension of criminal offenders and for "Officer Friendly" assignments.





Community Programs and Services Division – The mission of this division is to foster community relations by providing essential programs and services that advance the quality of life for the residents of Orange County. The division is comprised of three separate offices, each sharing the common goal of providing effective and efficient services to the residents of Orange County.

- Public Affairs Office
- Community Programs Office
- Community Service Office

Public Affairs. The Public Affairs office is responsible for handling all media inquiries and the dissemination of honest, transparent, and professional communications to the residents of Orange County, while being mindful of public safety, news outlet deadlines, and the limitations of Department resources. This office is comprised of the following staff:

- Media Relations
- Government Relations
- Public Relations

Community Programs Office. The Community Programs Office provides and supports educational programs that primarily focus on school age populations. Additionally, they provide service to community based organizations, such as:



- Positively kNOW Drugs
- Positively kNOW Violence
- Next Step
- IMPACT
- Red Ribbon Week
- Prescription Drugs
- Take Back Day
- DreamLift
- National Leadership Conference on Substance Abuse (CADCA)
- Operation Santa Claus
- Orange County Fair
- Juvenile Justice Commission
- Blue Ribbon Commission

Community Services Office. The Community Services Office is designed to support and enhance existing programs and act as a drug education clearinghouse.



The following programs are supported by this office:

- **Drug Liaison Officer (DLO) Program** - This unique program is designed to create greater connectivity between the Sheriff's Department and the residents we serve by having a DLO assigned to each of our contract cities and unincorporated areas. The DLO is responsible for educating our youth, parents and educators about drug related issues and trends.
- **Juvenile Alcohol and Drug Education (JADE)** - Through innovative techniques and reality-based strategies based on the 12 step philosophy, JADE provides a drug and alcohol education program for youth ages 12-17. The parents/guardians that attend the program with the minor will be educated about current drug trends, symptoms of drug and alcohol abuse, and teen parenting tips.
- **The Parent Project** - The Parent Project is a parenting skills program designed specifically for parents with strong-willed or out-of-control children.
- **Juvenile Detention Alternative Initiative (JDAI)** - The Juvenile Detention Alternatives Initiative (JDAI) was designed to support youth who have been involved in the juvenile justice system so that they have opportunities to develop into healthy, productive adults.

Juvenile Services Bureau - The Sheriff's Juvenile Services Bureau (JSB) works to provide comprehensive investigative, counseling, rehabilitation and referral services to juveniles who come into contact with law enforcement. The JSB is comprised of multiple components that include Juvenile Investigations, School Resource Officers (SRO), the Juvenile Diversion Program (DCI), and the School Mobile Assessment Resource Team (SMART), described in more detail below. The JSB sergeant operates as the liaison between law enforcement and the Orange County Board of Education, Juvenile Justice Commission and several local school districts, including Tustin Unified, Saddleback Unified and Capistrano Unified, on a variety of projects, issues and programs. Services provided through JSB would complement the programs available to Yorba Linda, and work with the Investigator assigned to investigate juvenile crimes.

- **Juvenile Investigations:** The juvenile investigations team, comprised of sworn investigators and professional investigative assistants, works hand-in-hand with probation officers, the juvenile court and psychologists from the Juvenile Diversion Program in a collaborative effort to divert juvenile offenders away from the criminal justice system to alternative programs.
- **School Resource Officer (SRO) Program:** The JSB sergeant acts as a program coordinator for the SRO deputies assigned to the Sheriff's contract city partners and unincorporated County areas. The SROs collaborate on ongoing student trends, problems at schools, and efforts to provide appropriate services to the student and administrative customers they serve.





- **Juvenile Diversion Program (DCI):** The Juvenile Diversion Program is a grant-funded program that provides intake and risk assessment at the community level for juveniles determined to be at risk, and provides referrals for juveniles and their families to intervention programs, community resources, individual and family counseling or supervised probation. The DCI program is currently provided under contract with Pepperdine University through their Pepperdine Resource Youth Diversion and Education (PRYDE) program.
- **School Mobile Assessment and Resource Team (SMART):** SMART is a grant-funded program that is utilized in school situations or incidents related to violence, threats, possession and/or use of weapons, unstable behaviors, and suicidal actions or tendencies. SMART works in conjunction with school officials, the Probation Department, the District Attorney's Office, and mental health agencies to help resolve threats or safety issues and concerns involving all personnel associated with schools. The team responds at the request of law enforcement personnel or school administration to provide services and resources including threat assessments, criminal investigations and referrals to mandatory counseling when deemed appropriate. The goals of SMART are to evaluate and assess each incident individually, effectively resolve the matter through the least intrusive means available (while maintaining safety and security to the school) and ultimately return the staff and students to their routines.

The JSB team has conducted over 225 presentations that have reached over 15,600 parents, students, educators, law enforcement officers, health care professionals, community partners and civic groups. Topics have included Adolescent Subcultures and Current Drug Trends, Internet Safety, Driving Safety, Personal Safety, Runaways, Terrorism, Bullying and Cyber Bullying, Bicycle Safety and numerous other subjects as requested. JSB also provides the community with very successful and nationally recognized programs such as The Parent Project (a parenting class for the parents of strong-willed or out-of-control adolescents), Character Counts (six pillars of character) and GRIP (Gang Reduction and Intervention Partnership).

Two of our most successful programs are the "Is Your Teen at Risk" and the Teen Traffic Safety Program. Each is available to our contract City partners and school districts.

The "Is Your Teen at Risk?" community outreach program, is a collaboration among the Orange County Sheriff's Department, Orange County Fire Authority, Orange County District Attorney's Office, Orange County Probation, California Highway Patrol, California Youth Service, local school districts and others who serve our youth and are working together to educate the community on keeping our teens safe. The information is presented to parents and educators by subject matter experts from participating agencies. The topics for discussion are based on current issues and challenges facing our teens and their families.



The Teen Traffic Safety Program is designed to deter under-aged drinking and change the culture of drinking among student populations through educational programs, multi-media presentations, peer-to-peer programs and enforcement operations. The Program is intended to promote change within schools and educate parents, teachers and their communities on the consequences of alcohol use and risk-taking behavior while driving.

XX. ASSET SEIZURES

The Sheriff's Department has established a policy for distribution of forfeited and seized assets to cities that contract for law enforcement services. This is due to the likelihood that contracted patrol or investigative personnel may become involved in narcotic seizures, which could ultimately affect the law enforcement services provided by the Sheriff's Department to contract cities. The following is a description of the policy.

When assets (cash or property) are seized in a city by contracted patrol or investigative personnel, and subsequently forfeited to the Sheriff's Department, the forfeited assets are shared with the city as set forth below, for the purpose of augmenting law enforcement services in the city, subject to approval by the forfeiting agency (U.S. Attorney or State). A portion of forfeited assets may be retained by the Sheriff's Department, to pay for departmental expenses not recovered through law enforcement contracts.

In such cases, the Sheriff's Department will apply to the forfeiting agency for the return of a share of the assets to the County. In the application, the Department specifies the percentage of shared assets returned that will be used to augment law enforcement services in the contract city.

In those cases in which assets are seized within a city by personnel assigned to the contract city, without the involvement of other law enforcement personnel, and in which the seizure is a result solely of activities self-initiated by Sheriff's personnel assigned to the contract city or initiated by said personnel in response to calls for service within the city, the Sheriff's Department will apply to have all of the assets used to augment contract city law enforcement services.

In those cases in which personnel assigned to the contract city play an ancillary role in a seizure, or in which other law enforcement personnel are involved in a seizure, the Sheriff's Department will determine the percentage of the total forfeited assets which will be applied to augment the city's law enforcement services. This determination will be based on the circumstances of the seizure, including the pro-rata involvement of all personnel, including those assigned to the contract city.

These types of seizures will be evaluated on an individual and independent basis, and said evaluations will be available for review by the city manager. Examples of those incidents that would be evaluated as set forth in this section include situations in which a contract patrol deputy provides uniformed backup at a Sheriff's Department Narcotic Detail search warrant location or in which contract investigators participate in the service of a search warrant that was initiated by non-contract law enforcement personnel.





Assets (cash or property) that are returned to the Sheriff's Department by the forfeiting agency with the understanding that they will be used to augment contract city law enforcement services will be used by the contract city and the Sheriff's Department only for such purposes. If the forfeiting agency attaches additional or more specific conditions to the use of said assets, the contract city and the Sheriff's Department will also abide by those conditions. The Sheriff's Department and the city manager will determine the specific use of said assets within the conditions imposed by the forfeiting agency.

Asset Seizures Returned to Contract Cities

Forfeiture funds adjudicated and returned to the Department for disbursement to contract cities based on the above policy for the past two years are listed below. The majority of these seizures represent instances in which contract personnel arrested narcotic offenders with assets, and the Sheriff's Narcotics Detail conducted follow-up investigations relating to civil forfeiture – typically through state proceedings:

- Aliso Viejo\$46.32
- Dana Point\$883.53
- Laguna Hills\$6,481.94
- Laguna Niguel\$2,593.31
- Lake Forest\$7,032.53
- Mission Viejo\$1,974.64
- Rancho Santa Margarita\$2,992.47
- San Clemente\$2,950.81
- San Juan Capistrano\$12,843.47
- Stanton\$709.35

Asset Forfeiture Expenditures in Support of Contract Law Enforcement

The Sheriff's Department asset forfeiture fund, which consists of assets seized from non-contract city operations (i.e. task force participation, narcotic cases from unincorporated areas and outside jurisdictions, and the Highway Interdiction Team) have been used to enhance operations in our contract cities. These asset forfeiture funded items have included:

- Upgraded shotguns and shotgun vehicle mounting hardware
- Tactical ballistic vests for all contract patrol deputies
- Emergency entry equipment and entry training equipment for contract patrol supervisors
- Shooting trauma kits for all Operations personnel
- Six K-9's utilized in all Contract City Operations
- Narcotic detection training for all Department K-9's
- Online legal resources used for contract patrol operations (Legal Source Book, Copware, etc.)





- Drug Education materials including Red Ribbon Week wristbands and anti-drug comic books
- Audio-visual equipment used for Drug Education in our contract cities.
- Digital signage (multi-level information media centers) to be installed in contract police services buildings
- Narcotics test kits and training
- Virtual tactical training equipment and program

Task Force Support and Forfeiture Options

In the past a number of contract cities have elected to assign personnel to the Orange County Regional Narcotics Suppression Program (RNSP). Participation in RNSP results in increased forfeiture returns, and the contract city's deputy represents a full share of seized assets returned to the participating agencies.

Modeled after the multi-agency task force concept, the Sheriff's Department established a South County Marijuana Task Force. Two years ago, our city contract partners and the Sheriff's Narcotics Detail identified a significant problem with illegal medical marijuana dispensaries and the ancillary public safety issues associated with these businesses. Interested contract cities in South County assigned a deputy from their city's contracted allocation to this program on a temporary basis. Each deputy was assigned to the South Narcotics Team for the express purpose of investigating marijuana issues impacting the area – including dispensaries, indoor/outdoor growing enterprises, courier/trafficking investigations, money laundering and delivery service investigations.

Department asset forfeiture funds were utilized to equip and train the deputies, which included computers, cellular phones, undercover rental cars, radios, recorders, GPS units, and tactical gear. In addition forfeiture funds were used for specific training with the California Narcotics Officers Association, Los Angeles High Intensity Drug Trafficking Area, LACLEAR (a deconfliction clearinghouse for undercover operations) and California Attorney General's Office. While the focus of the program was to have a significant and immediate impact on marijuana issues, investigations have resulted in approximately \$1 million in currency and other assets seized pending forfeiture proceedings. Returned forfeitures that were seized by the program will be distributed back to the program's participating city based on the level or percentage of participation.





2.6. COUNTY

The Administrative Sergeant position will be responsible for coordinating with City staff to identify and apply for law enforcement-related grants that will benefit the City. Addendum J presents a list of examples of law enforcement-related grants that have been awarded within the past two years to cities or other entities that contract with the Sheriff's Department for law enforcement services, and with the assistance of Sheriff's police services staff.

The Sheriff's Department has personnel resources dedicated to the financial and programmatic administration of grants that support and enhance law enforcement services for the County. These resources are provided by three divisions of the Department: Research and Development, Homeland Security, and Financial/Administrative Services.

- The Research and Development Division supports the department's mission by developing and maximizing resources necessary to advance law enforcement objectives and department goals through cost effective, innovative opportunities and partnerships. The R&D Grants Unit provides grant writing and assistance, tracks legislation, procures available state and federal equipment and conducts research and special projects.
- The Homeland Security Division Grants Unit secures grant funding on behalf of Orange County jurisdictions in efforts to prepare, prevent, mitigate, respond to, and recover from all threats, while enhancing regional capabilities through collaboration.
- The Financial/Administrative Services Division dedicates personnel to supporting law enforcement grants across the grant life-cycle, from accurately budgeting grant submissions to accurate expenditure reconciliation and timely claim submission, to inventory tracking.

The Sheriff's Department applies for and administers grants that are of a regional nature and support and enhance law enforcement activities across Orange County, including our contract city partners. The list below provides a sample of these regional grants received for the past two years:

- Emergency Management Performance Grant:

2011.....\$687,703	2010.....\$667,071
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This grant provides assistance to state, local, tribal and territorial governments in preparing a comprehensive emergency preparedness system for all hazards.

- State Homeland Security Grant:

2011.....\$4,093,159	2010.....\$6,326,545
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This grant supports identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

- Urban Area Security Initiative (UASI):

2011.....\$1,256,745	<i>(County share of funding)</i>	2010.....\$958,648	<i>(County share of funding)</i>
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The UASI program funds address the unique planning, organization, equipment, training, and





- The “Avoid the 12” grant seeks to reduce the number of fatal and injury collisions in the Sheriff’s service area through DUI enforcement and education. Funded through the California Office of Traffic Safety, the \$874,852 grant runs from 10/1/2009 until 9/30/2012 and includes overtime funding for enforcement events including DUI checkpoints, DUI saturation patrols, multi-agency task force operations, court sting operations and warrant/probation operations. Another grant proposal for DUI enforcement will be submitted in early 2012, to begin October 1, 2012.
- The Juvenile Justice Crime Prevention Act (JJCPA) grant from the State of California, awarded to the County and administered through the County Probation Department, funds the Juvenile Diversion and School Mobile Assessment and Response Team (SMART) programs. JJCPA grant funding designated for the Sheriff’s Department for FY 2011-2012 is \$992,700.
- “What will you do? Orange County’s Alcohol Awareness and Safety Program” is the name of the grant awarded through the California Office of Traffic Safety to fund the Teen Traffic Safety Program. The goal of the program is to deter under-aged drinking and change the culture of drinking among student populations through educational programs. The grant funded a part-time extra help Administrative Manager position, equipment and educational materials to be utilized in the Program. The grant funding, totaling \$70,293, ran from 10/1/2010 through 9/30/2011. Another grant proposal for the Teen Traffic Safety Program was submitted in January 2012, to begin October 1, 2012.

The Sheriff’s Department proposes that there be two separate contract documents for the initiation of contract law enforcement services to be provided to the City of Yorba Linda. The first contract would have a term that begins on May 3, 2013 and would continue through June 30, 2013¹. The second contract would be a five-year agreement for the period July 1, 2013 through June 30, 2018. The contract would be renewable in five-year increments upon confirmation of the annual cost by the governing bodies for the City and the County. This would be in accordance with Government Code 51302 which provides that the contract may “continue for periods of five years each, unless the legislative body of either local agency votes not to continue the term at a meeting more than one year before the expiration of any five-year period.” The contract may also include a provision for an earlier termination. The contract would also provide for full cost recovery for any uncollected costs that had been amortized over the full five-year period if the contract is terminated before the end of the five-year period.

The County of Orange has risk management programs whereby it is self-insured for both Workers’ Compensation and Property & Casualty Risk and also purchases insurance to cover excess risk. Additionally, all law enforcement service agreements include mutual indemnification language.

The following summarizes the methods used by CEO/the County’s Office of Risk Management to calculate Workers’ Compensation and Property & Casualty Risk charges billed annually to County agencies/departments.

¹ Pricing for the approximate 8-week contract term that commences May 3, 2013 to ends June 30, 2013 will be a pro-rated amount based on the first year contract term pricing (July 1, 2013 to June 30, 2014).





Workers' Compensation Program: The method used to calculate charges assessed to County agencies/departments for the Workers' Compensation Program is based on the following components:

- 70% Claims Experience (7 years of actual claims paid – based on date paid)
- 30% Fiscal Premium (one pay-period earnings x Workers' Compensation rates)

The Workers' Compensation Program allocation method follows the State Controller's cost plan guidelines provided to California counties. Claims Experience is based on fiscal year-end reports produced by the County's Third Party Administrator in July/August. Fiscal Premium is based on payroll reports produced by Auditor-Controller IT in October/November. Workers' Compensation rates are based on annual reports published each January by the Workers' Compensation Insurance Rating Bureau of California (WCIRB).

Property & Casualty Risk Program: The method used to calculate charges assessed to County agencies/departments for the Property & Casualty Risk self-insured program is based on the following components:

- 70% Loss History (10 years of actual claims paid – based on date of loss)
- 30% Positions (payroll run report)

The Property & Casualty Risk Program allocation method follows the State Controller's cost plan guidelines provided to California counties. The allocation method for commercial insurance premiums is based on the type of insurance coverage. For instance, Crime Bond charges are based on the number of positions from the payroll run report, property charges are based on square footage, while specialized insurance is billed directly to departments.

The Sheriff's Department, in turn, allocates its cost for the two programs in the following manner:

Workers' Compensation Program – Sheriff Cost Allocation: A calculated percentage factor for various position classifications is applied to the salary (straight time only) cost on a fiscal year basis. All contracts and billable rates use the same workers' compensation percentage rates—no different rates by city. The Sheriff's Department Law Enforcement Cost Study uses Pure Premium Rates by Classification (based on risk exposure) that are established by the WCIRB as a component of the cost allocation methodology. The rates for FY 2012-13 were used in this proposal and are:

Percentage Factor	WCIRB Class	Position Titles
6.88%	03	Deputy, Investigator, Sergeant, Lieutenant
5.63%	03 – non safety	Community Services Officer
2.28%		Crime Prevention Specialist
10.43%	10	Investigative Assistant, Utility Driver
0.71%	05	Office Specialist





Property & Casualty Risk Program – Sheriff Cost Allocation: The Sheriff's Department Law Enforcement Cost Study calculates a per position cost to allocate the charge assessed to it by the County Risk Management. The per position rate for FY 2012-13 is \$3,698 per position. Special Dual Employees and Indemnification: For the City of Yorba Linda's review and consideration the following sample contract language is included with this proposal related to the County's status as an independent contractor and the indemnification language included in law enforcement service contracts.

STATUS OF COUNTY:

COUNTY is, and at all times shall be deemed to be, an independent contractor. Nothing herein contained shall be construed as creating the relationship of employer and employee, or principal and agent, between CITY and COUNTY or any of COUNTY's agents or employees. COUNTY and its SHERIFF shall retain all authority for rendition of services, standards of performance, control of personnel, and other matters incident to the performance of services by COUNTY pursuant to this Agreement. COUNTY, its agents and employees shall not be entitled to any rights or privileges of CITY employees and shall not be considered in any manner to be CITY employees.

INDEMNIFICATION:

COUNTY, its officers, agents, employees, subcontractors and independent contractors shall not be deemed to have assumed any liability for the negligence or any other act or omission of CITY or any of its officers, agents, employees, subcontractors or independent contractors, or for any dangerous or defective condition of any public street or work or property of CITY, or for any illegality or unconstitutionality of CITY's municipal ordinances. CITY shall indemnify and hold harmless COUNTY and its elected and appointed officials, officers, agents employees, subcontractors and independent contractors from any claim, demand or liability whatsoever based or asserted upon the condition of any public street or work or property of CITY, or upon the illegality or unconstitutionality of any municipal ordinance of CITY that SHERIFF has enforced, or upon any act or omission of CITY, or its elected and appointed officials, officers, agents, employees, subcontractors or independent contractors related to this Agreement, including, but not limited to, any act or omission related to the maintenance or condition of any vehicle or motorcycle that is owned or possessed, and maintained by CITY, and used by COUNTY personnel in the performance of this Agreement, for property damage, bodily injury or death or any other element of damage of any kind or nature, and CITY shall defend, at its expense including attorney fees, and with counsel approved in writing by COUNTY, COUNTY and its elected and appointed officials, officers, agents, employees, subcontractors and independent contractors in any legal action or claim of any kind based or asserted upon such condition of public street or work or property, or illegality or unconstitutionality of a municipal ordinance, or alleged acts or omissions. If judgment is entered against CITY and COUNTY by a court of competent jurisdiction because of the concurrent active negligence of either party, CITY and COUNTY agree that liability will be apportioned as determined by the court. Neither party shall request a jury apportionment. COUNTY shall indemnify and hold harmless CITY and its elected and appointed officials,





officers, agents, employees, subcontractors and independent contractors from any claim, demand or liability whatsoever based or asserted upon any act or omission of COUNTY or its elected and appointed officials, officers, agents, employees, subcontractors or independent contractors related to this Agreement, for property damage, bodily injury or death or any other element of damage of any kind or nature, and COUNTY shall defend, at its expense, including attorney fees, and with counsel approved in writing by CITY, CITY and its elected and appointed officials, officers, agents, employees, subcontractors and independent contractors in any legal action or claim of any kind based or asserted upon such alleged acts or omissions.

EXPENSE

Requirement for Cost Recovery & the Cost Model

The price, or cost, of contract law enforcement provided by a county sheriff is governed by California Government Code section 51350, which requires that

“[a] county which provides services through its appropriate departments, boards, commissions, officers or employees, to any city pursuant to contract or as authorized by law, shall charge the city all those costs which are incurred in providing the services so contracted or authorized. A county shall not charge a city contracting for a particular service, either as a direct or an indirect overhead charge, any portion of those costs which are attributable to services made available to all portions of the county, as determined by resolution of the board of supervisors, or which are general overhead costs of operation of the county government. General overhead costs, for the purpose of this section, are those costs which a county would incur regardless of whether or not it provided a service under contract to a city.

Any determination of general overhead costs shall be subject to court review as to the reasonableness of such determination.

This section does not apply to a contract or agreement in effect on December 31, 1983, made by a county.”

The cost of the law enforcement contract is based on this legal requirement. The formulas used to develop the cost are a combination of actual usage statistics, actual and budgeted rates, and agreed upon formulas. The cost principles and methodologies are reviewed annually. The final cost study is sent annually to the County’s Auditor-Controller for review.

The County adopted Resolution 89-1160 in August 1989 to identify the Countywide services. The proposal does not include costs related to these services other than \$902 per Deputy Sheriff for an enhanced level of helicopter services provided since 1996 to all contract cities.

For the response to the City of Yorba Linda’s RFP dated January 3, 2012, and as amended in RFP Addendums 1 through 3, the Orange County Sheriff’s Department has used Fiscal Year 2012-13 as the effective date of the costs and rates used.





The price of a first full year of a proposed five-year term to provide the full scope of law enforcement services to the City of Yorba Linda would be \$9,335,906 using FY 2012-13 rates. This amount is exclusive of annual facility costs, one-time facility start-up costs which will be amortized over five years and one-time service start-up costs which will also be amortized over the five year contract. Further details and descriptions of cost components, along with options for enhanced service, facility, and start-up amortization costs are included in Addendums C through I.

This proposal is contingent on Board of Supervisors' approval of a final contract.

Overhead / Indirect Costs. The Sheriff's Department Law Enforcement cost study includes four categories of indirect cost (overhead). The indirect costs are charged as either a per position rate or as a percentage applied to salary costs. Examples of the rates used in the study are as follows:

Category of Indirect Cost	Rate
Departmental Overhead	\$4,750 per position
Division Overhead – North	\$17,284 per patrol position
Division Overhead - Investigations	\$46,404 per Investigative position
Division Overhead - Professional	\$816 per professional position
Training Overhead - Sworn	\$2,481 per sworn position
Countywide Cost Allocation Plan	2.18% applied to Salaries

Departmental OH

Cost for Sheriff's Department:

- Financial
- Administration
- Professional Standards (HR)
- Supply
- Director of Public Affairs (Civilian)

Departmental Overhead is the allocation of administrative and technical support function costs. The cost is apportioned on a per person basis. The cost of Executive Command are excluded with the exception of a portion of the cost for the Field Operations Assistant Sheriff and office support. The Contract Manager and office support is excluded from overhead since it is included as a direct charge.

Division OH

Division Categories:

- North Operations
- South Operations
- Investigation
- Department Commander
- Emergenc Comm. Bureau (ECB)

Division Overhead is the allocation of managerial and supervisory costs. The overhead cost depends on the level of supervision required by the city. For example, if a city has purchased a direct managerial or supervisor position (Lieutenant or Sergeant), then the OH is calculated to exclude that type of position. The overhead is allocated on a per person basis.





TRAINING COSTS

Training

Training costs reflect mandated POST basic and ongoing training for each position contracted by cities and OCTA. Reimbursements received by the Training Division reduce costs.

- Recruit Salaries and Benefits (S&EB)
- Advanced Officer Training Costs (AOT)
- Less Revenue/Fees/Reimbursement

Agreements:

- College
- Range Fees
- Laser Village
- POST Reimbursement/Materials
- Narcotics Training
- Coroner Training
- ABC Training

COUNTY-WIDE TRAINING COSTS

**CWCAP
County-Side Cost
Allocation**

CWCAP is developed annually by the Auditor-Controller and a consultant. The CWCAP is based on the apportionment of costs to agencies and organizations within an agency. The costs are two years in arrears. CWCAP is expressed as a percentage applied to total salaries.

- County Overhead
- Rates developed by A-C
- Rates include costs for County Provided services:
 - Accounting/Payroll
 - CEO: Budget/Records
 - CEO: Administration
 - Human Resources
 - Employee Benefits
 - Purchased Utilities
 - Treasury
 - Internal Audit
 - Data Systems
 - County Counsel - legal
 - Communications
 - Depreciation: Building
 - Depreciation: Equipment

The following diagrams show the areas of expense included in the calculation of each indirect cost. **Overtime.** The Sheriff's Department recovers overtime costs by applying the contract fiscal year rates to overtime usage statistics from the calendar year prior to the contract fiscal year. Overtime Tracking is a contract compliance tool as well as a management tool to assist the Police Services Chiefs to ensure that:

- Overtime is coded correctly both by activity and agency
- Overtime hours are justified to the City
- Overtime hours expended for special events are billed as supplemental services





Chargeable overtime includes the following purposes:

- Training
- Training, Vacant
- Vacation
- Sick Leave
- Leave of Absence net of vacancy credit
- Special Events/Requests
 - o (may be removed from chargeable category if billed as supplemental service)
- Other (Comp. Time, complete assignment, report writing, court, mutual aid, investigations)
- Backfill vacancy net of vacancy credit
- Backfill workers' compensation vacancy net of vacancy credits

The County of Orange pays time and one-half the hourly rate for overtime based on the actual hours worked over 40 hours within a work period. If an employee's actual hours worked is less than 40 hours within a work period, the County of Orange pays the employee for the hours at a straight time hourly rate.

Annual Price Adjustments and "Fixed Price". The pricing for the contract is based on the annual calculation of the anticipated actual cost to be incurred by the County to provide the service. There is not a "fixed" price option. Within a five-year agreement, there would be annual updates to the law enforcement cost model. Additionally, the contract would include language which acknowledges that there may from time to time be unknown factors related to labor costs due to pending negotiations. The language would obligate the city to pay for the costs when it became known as it relates to County employees assigned to provide services to the city as part of the contract. Annual price adjustments are based on the Sheriff's Departments current law enforcement cost study. A city may choose to change service levels and the related cost—increase or decrease - at the beginning of a fiscal year or even mid-year - by executing an amendment to the contract.

In Kind. The RFP has requested that we "indicate the 'in kind' value provided in the proposal." While the County may not make a gift of public funds to the City, it may provide resources as detailed in Resolution 89-1160 or may use asset forfeiture funds to support law enforcement efforts where its deputies need resources. In this proposal, the Sheriff's Department has identified approximately \$28,000 of equipment outfitting which may be funded by asset forfeiture funds.

Start-up Costs. The Sheriff's Department has estimated that total start-up costs for equipment, supplies and services to be provided by the Sheriff's Department will be \$1,400,804; and it is proposed that the costs be recovered over a five-year term agreement at the rate of \$280,161 per year. The details on items included in the start-up cost are shown on Addendum F.

Start-up costs related to a station facility are provided in the Section xvi.





Also shown on Addendum G and below is start-up equipment that the City will be required to provide in order for the Sheriff's Department to provide services. The City of Yorba Linda may have options to negotiate for equipment transfers from the City of Brea or may need to purchase new equipment.

Equipment to be provided by the City of Yorba Linda:

Equipment	Purpose	Quantity
Motorcycle, acquisition	To be used by Deputy Sheriff II for Traffic Enforcement function	3
800 MHz Radio – mobile	Radio communication capability within designated vehicles	24
800 MHz Radio – handheld	To provide a pool of radios to be assigned to on-duty staff requiring communication capability.	31

Additionally, the City of Yorba Linda will need to be prepared to take on the direct cost of maintenance for the motorcycles and the 800 MHz radios. Especially important for the City to be aware of is the cost impact related to the 800 MHz CCCS Next Generation System and required equipment:

- Repair and Maintenance Fees for law enforcement radios. Choice of:
 - o Flat rate fees at \$8/radio/month; \$11/control station/month
 - o Time & Materials = \$88 per hour
- Programming fees
- 800 MHz CCCS Next Generation System

Cost Recovery Programs

Contract city partners may receive credit for revenue reimbursement from the following three programs:

- Reimbursements received from the State Commission on Peace Officer Standards and Training for Deputies or other employees assigned to work within a city.
- False Alarm Fee Program. Reimbursement of amounts collected in a city that has adopted the County's program. Current rate is \$85 for the third and subsequent false alarm per calendar year.
- Traffic Violator Apprehension Program. Funding for traffic related expenditures derived from tow and impound fees in a city that has adopted the County's program.





ADDENDUM A

2010 California Part I Crimes per 1000 Residents													
All Orange County Cities sorted by Crime per 1000 Residents													
Crimes per 1000 residents was calculated using this formula: Reported Crimes x 1000 / Population													
Ranking	City	Population*	Violent crime	Murder and non-negligent manslaughter	Forcible rape	Robbery	Aggravated assault	Property crime	Burglary	Larceny-theft	Motor vehicle theft	Total Part I Crimes	Crimes per 1000 Residents
1	Laguna Woods	18,286	15	2	0	7	6	104	14	82	8	119	6.51
2	Rancho Santa Margarita	49,665	26	3	4	5	14	364	83	272	9	390	7.85
3	Laguna Niguel	64,812	40	2	0	10	28	641	107	504	30	681	10.51
4	Aliso Viejo	41,989	37	0	4	8	25	439	87	324	28	476	11.34
5	OCSU Unincorp. Areas	120,088	187	0	8	32	147	1,275	255	910	110	1,462	12.17
6	Villa Park	5,991	6	0	0	1	5	69	20	48	1	75	12.52
7	Mission Viejo	94,679	70	0	5	19	46	1,135	168	917	50	1,205	12.73
8	Yorba Linda	66,813	58	0	3	9	46	804	150	621	33	862	12.90
9	San Clemente	62,796	61	3	1	24	33	782	199	526	57	843	13.42
10	Irvine	217,193	120	0	24	40	56	2,798	480	2,197	121	2,918	13.44
11	Lake Forest	75,780	92	0	8	32	52	959	161	736	62	1,051	13.87
12	La Palma	15,733	9	0	0	5	4	218	65	141	12	227	14.43
13	San Juan Capistrano	35,241	41	0	3	15	23	503	116	348	39	544	15.44
14	Laguna Hills	31,909	43	0	4	14	25	510	78	404	28	553	17.33
15	Cypress	47,320	63	0	2	37	24	787	121	584	82	850	17.96
16	Dana Point	35,888	66	0	2	13	51	595	129	438	28	661	18.42
17	Placentia	50,237	85	0	5	23	57	844	158	614	72	929	18.49
18	Orange	137,606	150	3	3	56	88	2,569	404	1,944	221	2,719	19.76
19	Stanton	37,912	156	2	1	63	90	643	151	405	87	799	21.08
20	Laguna Beach	24,147	78	0	5	8	65	474	82	379	13	552	22.86
21	Tustin	72,982	128	1	9	56	62	1,567	237	1,186	144	1,695	23.22
22	Seal Beach	24,225	47	1	4	5	37	524	122	374	28	571	23.57
23	La Habra	59,355	169	0	18	60	91	1,236	258	846	132	1,405	23.67
24	Santa Ana	340,240	1,510	28	88	719	675	6,580	1,116	4,189	1,275	8,090	23.78
25	Garden Grove	166,287	539	3	22	184	330	3,590	810	2,318	462	4,129	24.83
26	Fountain Valley	166,287	539	3	22	184	330	3,590	810	2,318	462	4,129	24.83
27	Garden Grove	166,287	539	3	22	184	330	3,590	810	2,318	462	4,129	24.83
28	Fountain Valley	166,287	539	3	22	184	330	3,590	810	2,318	462	4,129	24.83
29	Los Alamitos	11,993	14	0	1	7	6	273	71	178	26	293	25.05
30	Huntington Beach	193,346	449	2	32	109	305	4,673	757	3,621	289	5,123	26.46
31	Newport Beach	81,882	117	0	4	32	71	2,176	423	1,617	134	2,293	28.00
32	Buena Park	78,922	241	0	11	32	116	2,007	356	1,270	382	2,248	28.12
33	Anaheim	338,492	1,161	7	98	492	374	8,473	1,594	5,859	1,010	9,634	28.46
34	Costa Mesa	110,424	240	1	34	93	112	3,194	428	2,454	282	3,434	31.10
35	Westminster	89,504	259	2	17	101	133	2,539	419	1,848	172	2,798	31.23
36	Fullerton	133,139	425	7	26	145	251	3,847	630	2,828	342	4,272	32.09
37	Brea	38,725	71	1	2	28	39	1,471	197	1,200	74	1,542	39.82
	COUNTY TOTALS	3,030,491	6,876	67	447	2,573	3,790	59,961	10,806	43,141	6,014	66,837	22.05
	SHERIFF'S AREAS	675,036	840	12	40	243	345	8,019	1,568	5,914	537	8,859	11.12
	CITY PD'S AREAS	2,355,455	6,036	55	407	2,330	3,245	51,942	9,238	37,227	5,477	57,978	24.61

*Source for crime rates was FBI "Crime in the United States - 2010" (table 8)

*Source for crime rates for unincorporated areas (excluding population) was FBI "Crime in the United States - 2010" (table 10)

*Unincorporated population was estimated from "California Department of Finance 2010"





ADDENDUM B

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RESOLUTION OF THE BOARD OF SUPERVISORS OF
ORANGE COUNTY, CALIFORNIA

August 8, 1989

On motion of Supervisor Vasquez, duly seconded and carried, the following Resolution was adopted:

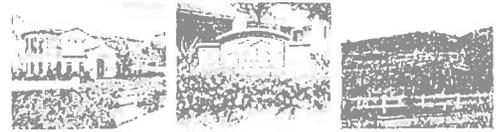
BE IT RESOLVED this Board does hereby specify Sheriff-Coroner services given county-wide to all Orange County cities at no-cost. These services, listed as follows, are to be excluded from the Sheriff-Coroner Department overhead rates and County General overhead rates, for cities contracting for County law enforcement services:

- Career Criminal Apprehension Team, Cliff Rescue Team, Coroner,
- Crime Prevention Detail, Correctional Facilities, Dive Team,
- Explorers, Forensic Science Services, Fraud/Checks Detail, Fugitive
- Warrant Detail, Hazardous Device Squad, Helicopter Response,
- Homocide Detail, Hostage Negotiation, Mounted Patrol, Narcotics
- Detail, Orange County Criminal Activity System, Jail Inmate
- Transportation, Central Records, Reserve Forces, Sex Crimes/Child
- Abuse Detail, Tactical Support Team and Recruit Training, with the
- exception of net salaries of the recruits.

BE IT RESOLVED this Board does hereby authorize the Sheriff-Coroner to charge as a direct service to a city, including the contract cities, any of the above listed services, to the extent that the level-of-service requested by the city is greater than that given to the other Orange County cities free-of-charge.

Resolution No. 89-1160
Sheriff-Coroner Services Provided to
all Orange County Cities at no cost.
BLS:yb 1





ADDENDUM B

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Thomas F. Riley
Chairman of the Board of Supervisors

SIGNED AND CERTIFIED THAT A COPY OF THIS DOCUMENT HAS BEEN DELIVERED TO THE CHAIRMAN OF THE BOARD

Linda D. Ruth
LINDA D. RUTH
Clerk of the Board of Supervisors
County of Orange, California

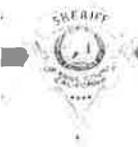
- AYES: SUPERVISORS GADDI H. VASQUEZ, HARRIETT M. WIEDER, ROGER R. STANTON, DON R. ROTH AND THOMAS F. RILEY
- NOES: SUPERVISORS NONE
- ABSENT: SUPERVISORS NONE

STATE OF CALIFORNIA)
) ss.
COUNTY OF ORANGE)

I, LINDA D. RUTH, Clerk of the Board of Supervisors of Orange County, California, hereby certify that the above and foregoing Resolution was duly and regularly adopted by the said Board at a regular meeting thereof held on the 8th day of August, 19 89, and passed by a unanimous vote of said Board.

IN WITNESS WHEREOF, I have hereunto set my hand and seal this 8th day of August, 19 89.

Linda D. Ruth
LINDA D. RUTH
Clerk of the Board of Supervisors
of Orange County, California





ADDENDUM C

ORANGE COUNTY SHERIFF'S DEPARTMENT
 LAW ENFORCEMENT CONTRACTS
 YORBA LINDA PROPOSAL
 COST SUMMARY
 FY 2012-13

DIRECT STAFF	BASE SERVICE LEVEL	
	FTE's	Total Cost
ADMINISTRATION	1.50	\$409,198
INVESTIGATIONS	3.50	\$890,677
PATROL OPERATIONS	30.00	\$6,414,147
COMMUNITY SERVICES UNIT	3.00	\$519,025
OTHER SERVICES	1.50	\$115,970
Direct Staff Total	39.50	\$8,349,017
SHARED STAFF		\$149,519
TOTAL (Direct and Shared)		\$8,498,536
ADDITIONAL COSTS		\$837,370
PROPOSED SERVICE COST		\$9,335,906
Yearly Amortized Start-up Cost (5 Years)		\$280,161
CONTRACT PROPOSAL TOTAL (Including Start-up Cost)		\$9,616,067

(FTE's) - Full Time Equivalents





ADDENDUM D

**ORANGE COUNTY SHERIFF'S DEPARTMENT
LAW ENFORCEMENT CONTRACTS
YORBA LINDA PROPOSAL
COST SUMMARY DETAIL | FY 2012-13**

DIRECT STAFF	BASE SERVICE LEVEL	
	FTE's	Total Cost
ADMINISTRATION		
Lieutenant	1.00	\$281,181
Sergeant - Administrative	0.50	128,017
Subtotal	1.50	\$409,198
INVESTIGATIONS		
Sergeant - Investigations	0.50	\$128,017
Investigator	3.00	762,660
Subtotal	3.50	\$890,677
PATROL OPERATIONS		
Sergeants - Patrol (Field Supervisors)	4.00	\$1,024,100
Deputy Sheriff II - Patrol	21.00	4,517,604
Deputy Sheriff II - Motor (Traffic Enforcement)	3.00	660,273
Community Service Officer (CSO)	2.00	212,170
Subtotal	30.00	\$6,414,147
COMMUNITY SERVICES UNIT		
Deputy Sheriff II - Community Services	1.00	\$215,124
Deputy Sheriff II - School Resource	1.00	215,124
Emergency Management Program Coordinator (EMPC)	-	-
Crime Prevention Specialist	1.00	88,777
Subtotal	3.00	\$519,025
OTHER SERVICES		
Office Specialist	1.00	\$80,702
Utility Driver	0.50	35,268
Subtotal	1.50	\$115,970
Direct Staff Total	39.50	\$8,349,017
SHARED STAFF		
Regional Traffic Office		\$88,403
Regional Auto Theft		\$25,190
Centralized In-Custody Court		\$22,261
Motorcycle Program Supervision - Sergeant		\$13,665
Shared Staff Total		\$149,519
TOTAL (Direct and Shared)		\$8,498,536
ADDITIONAL COSTS		
On Going Cost		\$837,370
PROPOSED SERVICE COST		\$9,335,906
Start-up Cost Excluding Facility (\$1,400,804 / 5 years)		
1st Year Amortized Amount		\$280,161
CONTRACT PROPOSAL TOTAL (Including Start-up Cost)		\$9,616,067

(FTE's) - Full Time Equivalents





ADDENDUM E

ORANGE COUNTY SHERIFF'S DEPARTMENT
 LAW ENFORCEMENT CONTRACTS
 YORBA LINDA PROPOSAL
 ADDITIONAL COSTS | FY 2012-13

DESCRIPTION	BASE SERVICE LEVEL	
	FTE's	Total Cost
Ongoing Costs		
Annual/Vacation/Sick Leave Balance Costs		-
Bilingual Pay		18,984
Contract Administration		31,293
Data Line		2,395
Direct Services & Supplies		27,870
Holiday Pay: Compensation & Straight Time		141,254
Integrated Law & Justice Agency of Orange County (ILJAO)		3,119
On-Call Pay		24,041
Patrol Training Cost Allocation		93,028
Transportation		384,038
Mobile Data Computer (MDC) Recurring & Replacement:		
Mobile	Unit Count 16	\$4,070
Laptop	Unit Count 3	2,353
Patrol Video System (PVS)		
Recurring & Replacement Unit Count 13	3,013	39,169
TOTAL		\$837,370





ADDENDUM G

ORANGE COUNTY SHERIFF'S DEPARTMENT
 LAW ENFORCEMENT CONTRACTS
 YORBA LINDA PROPOSAL
 START-UP COST CITY'S RESPONSIBILITY
 FY 2012-13

DESCRIPTION	BASE SERVICE LEVEL		
	Unit Count	Unit Cost	Total Cost
800 MHZ - Mobile Radios * (in car)			
XTL Hot Red Mobile (Patrol Vehicles)	21	\$6,046	\$126,966
XTL Hot Red Mobile (Motorcycles)	3	6,244	\$18,732
800 MHZ - Pac Set Radios * (hand held)			
XTS 5000 Portable Radio Model III Encryption** (Model currently used within the Sheriff's Department)	31	\$3,386	\$104,966
Motorcycles*	3	TBD	
Total Start-up Cost			\$250,664

* The Chief of Police Services will work with the City to determine the motorcycle model needed and whether the fourth (back-up) motorcycle is needed for relief in the event an assigned motorcycle is out-of-service.

** New generation radio, the APX 6000 Model III with Encryption is at \$3,620.07/radio.





ADDENDUM F

ORANGE COUNTY SHERIFF'S DEPARTMENT
 LAW ENFORCEMENT CONTRACTS
 YORBA LINDA PROPOSAL
 START-UP COSTS - EXCLUDING FACILITY COST
 FY 2012-13

DESCRIPTION	BASE SERVICE LEVEL		
	Unit Count	Unit Cost	Total Cost
Laptop Computer	4	\$1,600	\$6,400
Desktop Computer	9	1,300	11,700
Network Connection		5,400	5,400
Uniform		6,389	6,389
Bullet Proof Vest (Concealed)	37	445	16,465
Bullet Proof Vest (Tactical)	34	427	14,507
Digital Recorder	8	350	2,800
Digital Camera	9	200	1,800
Digital Video	1	500	500
Department Overhead Startup			35,000
Taser, battery, holster	25	1,000	25,000
Shot Gun	21	500	10,500
CIRT Rifle	5	1,080	5,400
Class A - Black & White Patrol (Vehicle plus Equip)	13	41,500	539,500
Class B - Full Side Sedans (Vehicle plus Equip.- Non-code 3)	1	29,000	29,000
Class B - Full Side Sedans (Vehicle plus Equip.- Code 3)	8	31,200	249,600
800 MHZ * (in car)	24	-	-
800 MHZ - Pac Set Radio * (hand held)	31	-	-
Motorcycle*		-	-
Mobile Data Computer (MDC) Acquisition:			
Mobile	16	10,181	162,896
Laptop	3	1,685	5,055
MDC Infrastructure (router, switch, etc)		15,500	15,500
Patrol Video System (PVS) - Acquisition	13	6,030	78,390
Standalone Substation Server (PVS)		137,782	137,782
Hand-held Breathalyzer with Case	8	700	5,600
Hand-held Speed Monitoring Devices	3	3,540	10,620
Office Supplies/Machinery		15,000	15,000
Patrol Supplies		10,000	10,000
Total Start-up Cost			\$1,400,804
Yearly Amortized Amount (5 Years)			\$280,161

* See Start-up Cost City's Responsibility Addendum G





ADDENDUM H

**ORANGE COUNTY SHERIFF'S DEPARTMENT
LAW ENFORCEMENT CONTRACTS
YORBA LINDA PROPOSAL
FACILITY OPTIONS
FY 2012-13**

OPTION 1 - DEPLOY FROM A CENTRALLY LOCATED LEASED FACILITY

	Cost	Amortized Schedule				
		FY 2012-13 1st Year	FY 2013-14 2nd Year	FY 2014-15 3rd Year	FY 2015-16 4th Year	FY 2016-17 5th Year
Facility Cost	\$834,520	\$166,904	\$166,904	\$166,904	\$166,904	\$166,904
Furniture/Lockers	189,580	37,916	37,916	37,916	37,916	37,916
Total Facility Cost	\$1,024,100	\$204,820	\$204,820	\$204,820	\$204,820	\$204,820
Current Proposal (Including Start-up Cost)			\$9,616,067			
Total Proposal Including Facility Cost			\$9,820,887			

OPTION 2 - DEPLOY FROM CITY HALL

	Cost	Amortized Schedule				
		FY 2012-13 1st Year	FY 2013-14 2nd Year	FY 2014-15 3rd Year	FY 2015-16 4th Year	FY 2016-17 5th Year
Facility Cost	\$1,055,212	\$208,718	\$193,951	\$217,514	\$217,514	\$217,515
Furniture/Lockers	189,580	37,916	37,916	37,916	37,916	37,916
Total Cost	\$1,244,792	\$246,634	\$231,867	\$255,430	\$255,430	\$255,431
Current Proposal (Including Start-up Cost)			\$9,616,067			
Total Proposal Including Facility Cost			\$9,862,701			





ADDENDUM I

ORANGE COUNTY SHERIFF'S DEPARTMENT
 LAW ENFORCEMENT CONTRACTS
 YORBA LINDA PROPOSAL
 ENHANCED STAFFING OPTIONS
 FY 2012-13

# of Position	Deputy Sheriff II SET	Emergency Mgmt Program Coordinator (EMPC)	Deputy Sheriff II Additional SRO	Investigative Assistant
	2	1	1	1
Direct Cost	\$430,248	\$119,639	\$215,124	\$143,119
Start-up Cost*	13,807	6,120	13,969	6,230
Position Total	\$444,055	\$125,759	\$229,093	\$149,349
Contract Proposal	\$9,616,067	\$9,616,067	\$9,616,067	\$9,616,067
Total	\$10,060,122	\$9,741,826	\$9,845,160	\$9,765,416

* The first year of the five years amortized amount.
 SET - Special Enforcement Team
 SRO - School Resource Officer





ADDENDUM J

Contract Partner	Name of Grant	Term of Grant	Grantor Agency	Purpose	Amount
City of Aliso Viejo	Supplemental Law Enforcement Services Fund (SLESF)	Annually	California State Budget (State Assembly Bill 3229)	Offset Operating for police services	\$100,000
City of Dana Point	Supplemental Law Enforcement Services Fund (SLESF)	Annually	California State Budget (State Assembly Bill 3229)	Backfill vacancy School Resource Officer; Project Stop; Hike it, Lock it, or Loose it	\$100,000
City of Laguna Hills	2009 Recovery Act Justice Assistance Grant	3/1/09-2/28/13	U.S. Department of Justice	Law Enforcement equipment (pac-sets, ear pieces, FLIR, cameras, GPS, computer)	\$22,354
City of Laguna Niguel	Supplemental Law Enforcement Services Fund (SLESF)	Annually	California State Budget (State Assembly Bill 3229)	Supplemental Law Enforcement funding	\$100,000
City of Laguna Woods	OTS Click it or Ticket	2010	State of California, Office of traffic Safety	Belt Safety Enforcement	\$3,000
City of Lake Forest	2009 Justice Assistance Grant	7/1/11-9/20/12	U.S. Department of Justice	Parolee Compliance Team	\$9,305
City of Lake Forest	2010 Justice Assistance Grant	10/1/09-9/30/13	U.S. Department of Justice	Parolee Compliance Team	\$15,000
City of Mission Viejo	OTS - Click it or Ticket	9/1/10 - 8/30/11	State of California Office of Traffic Safety	Belt Safety Enforcement	\$15,000
Orange County Transportation Authority (OCTA)	2007 TSGP VIPR Grant	10/1/07-9/30/10	State of California Emergency Management Agency	Strengthen critical Infrastructure including public transit agencies, against risks associated with potential terrorist attacks	\$186,500
Orange County Transportation Authority (OCTA)	2007 TSGP VIPR Grant	12/22/10-2/28/12	State of California Emergency Management Agency	Strengthen critical Infrastructure including public transit agencies, against risks associated with potential terrorist attacks	\$186,500





ADDENDUM J

Contract Partner	Name of Grant	Term of Grant	Grantor Agency	Purpose	Amount
City of Rancho Santa Margarita	FY 2009 Recovery Act Justice Assistance Grant	3/1/09-2/28/13	U.S. Department of Justice	Purchase of additional police staffing overtime AED batteries, camera for investigators	\$13,989
City of Rancho Santa Margarita	Justice Assistance Grant (JAG)	8/31/2010	U.S. Department of Justice	Mobile Data computer (MDC) and Patrol Video System (PVS)	\$41,922
City of Rancho Santa	FY 2007 Public Safety Interoperable Communications (PSIC) Grant	8/18/2009	U.S. Department of Justice	Purchase of 3 patrol portable radios with chargers	\$10,159
City of San Clemente	Justice Assistance Grant (JAG)	2009-2013	U.S. Department of Justice	Police services community policing, training, video surveillance system, digital cameras, computer, GPS units and satellite phones	\$39,779
City of San Clemente	OTS-UC Berkeley Click it or Ticket Mini Grant	2010-2011	State of California Office of Traffic Safety	Seat belt enforcement	\$3,541
City of San Juan	Gang Reduction Intervention Partnership (GRIP)	4/1/10-3/31/12	State of California Emergency Management Agency	Reducing gangs and gang membership by creating and maintaining programs, education awareness, targeted enforcement	\$382,639
City of Villa Park	Supplmental Law Enforcement Services Fund (SLESF)	Annually	California State Budget (State Assembly Bill 3229)	Offset operating costs for police services	\$100,000





ADDENDUM K

ADDENDUM RECEIPT CERTIFICATION
REQUEST FOR PROPOSAL
FOR THE PROVISION OF LAW ENFORCEMENT SERVICES

Proposer acknowledges receipt of this Addendum and inclusion of its conditions in his/her proposal by signature below and attachment of this Addendum to his/her final submitted proposal.

Addendum No. 1 Date: 1/13/12

Received by: [Signature] Date: 1/13/12
(Signature)

Name: DON BARNES Title: COMMANDER
(Print)

Proposer: [Signature]
(Authorized Signature)

Name: DON BARNES Title: COMMANDER
(Print)





ADDENDUM L

ADDENDUM RECEIPT CERTIFICATION
REQUEST FOR PROPOSAL
FOR THE PROVISION OF LAW ENFORCEMENT SERVICES

Proposer acknowledges receipt of this Addendum and inclusion of its conditions in his/her proposal by signature below and attachment of this Addendum to his/her final submitted proposal.

Addendum No. 2 Date: 1/20/12

Received by: [Signature] Date: 1/20/12
(Signature)

Name: DON BARNES Title: COMMANDER
(Print)

Proposer: [Signature]
(Authorized Signature)

Name: DON BARNES Title: COMMANDER
(Print)





ADDENDUM M

ADDENDUM RECEIPT CERTIFICATION

REQUEST FOR PROPOSAL

FOR THE PROVISION OF LAW ENFORCEMENT SERVICES

Proposer acknowledges receipt of this Addendum and inclusion of its conditions in his/her proposal by signature below and attachment of this Addendum to his/her final submitted proposal.

Addendum No. 3 Date: 2-17-12

Received by: *D. Barnes* Date: 2-17-12
(Signature)

Name: DONALD BARNES Title: COMMANDER
(Print)

Proposer: *D. Barnes*
(Authorized Signature)

Name: DONALD BARNES Title: COMMANDER
(Print)





ADDENDUM N

ADDENDUM RECEIPT CERTIFICATION
REQUEST FOR PROPOSAL
FOR THE PROVISION OF LAW ENFORCEMENT SERVICES

Proposer acknowledges receipt of this Addendum and inclusion of its conditions in his/her proposal by signature below and attachment of this Addendum to his/her final submitted proposal.

Addendum No. 4 Date: 3-13-12

Received by: [Signature] Date: 3-13-12
(Signature)

Name: DON BARNES Title: COMMANDER
(Print)

Proposer: [Signature]
(Authorized Signature)

Name: DONALD T. BARNES Title: COMMANDER
(Print)



City of Yorba Linda



ORANGE COUNTY SHERIFF'S DEPARTMENT

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SANTA ANA, CA 92703

(714) 647-1804
