

# Clatsop County Sheriff's Office



Strategic Plan 2006-2011

Thomas J. Bergin, Sheriff

# Purpose

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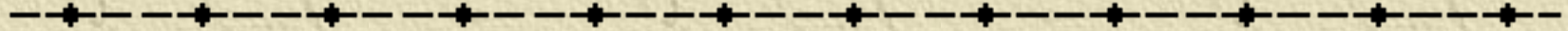
The purpose of the strategic plan is to reevaluate the Sheriff's Office Mission and Vision Statement, Core Values and Goals for the next five years.

The process involved seeking input from all members of the Sheriff's Office. More importantly, the process involves seeking direct input from the citizens we serve concerning the Sheriff's Office performance, and their service priorities, expectations and concerns.

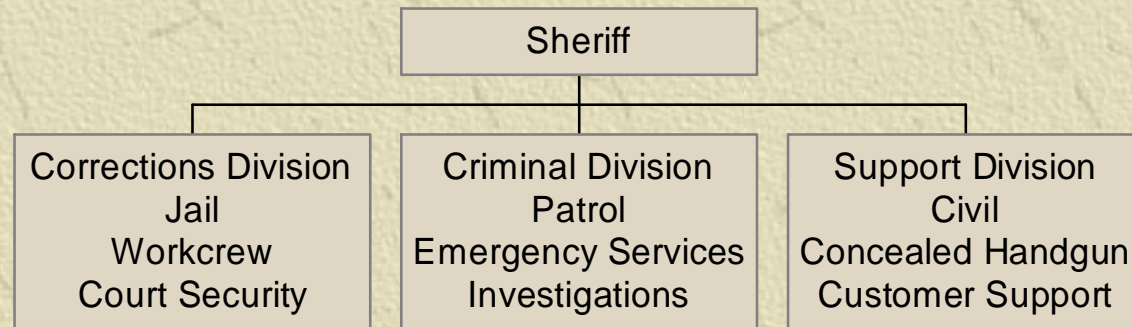


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# What does your Sheriff's Office provide now?



Sheriff's Office Organization Chart



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# Criminal Division

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- ✦ RLED: 3 Resident Dep., 7 Central Dep., 2 Detectives, 2 Sergeants, 2 DTF Investigators.
- ✦ General Fund: 5 Central Dep., 1 Sergeant
- ✦ Dedicated Outside Funding: 2 Marine Dep (\$45,000 from local funding), 1 Forestry Dep. (fully funded by ODF)
- ✦ Search and Rescue (Dive Team, High Angle Team)
- ✦ Posse (primarily composed of volunteers)
- ✦ Reserves (volunteers)
- ✦ Cadets (volunteers)



# Criminal Division

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## **Mandated Services:**

- ◆ Civil service
- ◆ Transport-Adult/Juvenile/Mental/Medical
- ◆ Statutorily mandated investigations
- ◆ Search and Rescue
- ◆ Attend upon the court
- ◆ Emergency Services by Charter



# Criminal Division

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## ✦ Police Services:

- ✦ Respond to emergency calls for service
- ✦ Respond to non-emergency calls for service
- ✦ Criminal investigations
- ✦ Crime prevention education and services
- ✦ Traffic safety in response to citizen complaints with emphasis on education and citizen cooperation not ticket revenue



# Criminal Division

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## ✦ Police Services:

- ✦ Assistance to other agencies
- ✦ Deterrent and preventative patrol
- ✦ Directed patrol at specific problems
- ✦ 11,800 dispatch activity logs in 2005



# Corrections Division

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- ✦ General Fund-Jail: 18 Deputies, 1 Administrator
- ✦ General Fund-Workcrew: 2 Deputies
- ✦ Court Funds-Court Security: 1 Deputy
- ✦ 60 bed Jail, with 12 rented beds through Special Projects and 8 additional beds paid for by Community Corrections



# Corrections Division

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## Services:

- ◆ Care and Custody of inmates
  - Sentenced/Sanctioned
  - Pre-sentenced
- ◆ Court and Medical Transports
- ◆ Facility Security
- ◆ Record keeping and warrant confirmation
- ◆ Facilitate limited programs
- ◆ Monitor & notify OEM disaster alert system



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# Support Division

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✦ General Fund: 3 Support staff at Central Office

- ◆ 1 Supervisor

- ◆ 2 Staff

✦ RLED: 1.7 positions

- ◆ 1 position Central Office

- ◆ .5 staff position at Columbia Valley Substation

- ◆ .2 staff position and Nehalem Valley Substation



# Support Division

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## **Services:**

- ◆ Customer requests and service
- ◆ Civil process
- ◆ Concealed handgun permits
- ◆ Restraining and protective orders
- ◆ Report preparation and distribution
- ◆ Warrant entry
- ◆ Crime statistics
- ◆ Program coordination & development



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# Mission Statement

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The Mission of the Sheriff's Office is to provide efficient innovative public safety services to our citizen partners, with the highest level of integrity and accountability.



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# Vision Statement

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The Sheriff's Office will set standards of conduct and service through professionalism, integrity, accountability, education and training. The Sheriff's Office will foster productive partnerships with citizens, businesses, other members of the criminal justice system, and emergency responders, so the community will be best served.



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# Core Services

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- ✦ Protect life and property
- ✦ Maintain order
- ✦ Create a sense of safety and security
- ✦ Secure and safe custody of inmates
- ✦ Plan for, mitigate, and respond to disasters



# Direct Services

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- ✦ Enforce the laws
  - ✦ Prevent crime
  - ✦ Support community services
  - ✦ Respond to calls for service
  - ✦ Disaster response and recovery
  - ✦ Investigate crimes
  - ✦ Promote safe operation of all vehicles
  - ✦ Crime prevention
  - ✦ Provide a jail



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# Core Values

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- ✦ Law Enforcement with *Discretion* and *Respect*
  - ✦ Protection of individual rights
  - ✦ Effectively communicate with all citizen partners
    - ◆ Treat suspects with dignity and civility
  - ✦ Ensure accountability to the public
  - ✦ Innovation in service
  - ✦ Integrity
    - ◆ Do the right thing for the right reason, every time
  - ✦ Personal customer service



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# Core Values

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- ✦ Trusted stewards of public funds
- ✦ Loyalty to those we serve
- ✦ Professional delivery of services
- ✦ Positive public image
- ✦ Committed to problem solving



# Goals

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- ✦ Protect the public from those who endanger us
  - ✦ Use technology to improve service delivery
  - ✦ Provide personal service to all requests for service
  - ✦ Provide responsive service to citizens
  - ✦ Provide a high level of professional services



# Protect the public from those who endanger us

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## ✦ Increase Offender Accountability

- ✦ Detain dangerous high risk offenders prior to sentencing
- ✦ Hold convicted inmates in custody for their entire sentences
- ✦ Provide sanctions to those who violate terms of probation/parole
- ✦ Provide sanctions to those who fail programs



# Protect the public from those who endanger us

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## ✦ Improve operations of existing facility and programs

- ◆ Increase the number of beds available for sentenced and sanctioned inmates
- ◆ Use alternative custody for pre-sentenced individuals
- ◆ Develop a work release program
- ◆ Enhance work crew program



# Protect the public from those who endanger us

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## ✦ Increase revenue and reimbursement

- ✦ Develop booking fees
- ✦ Develop housing fees
- ✦ Reevaluate work crew inmate fees
- ✦ Develop revenue from those who use the work crew program
- ✦ Aggressively pursue collection of money due



# Protect the public from those who endanger us

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## ✦ Increase Bed Space

- ✦ Make the current facility as efficient and effective as possible
- ✦ Short term lease of outside county beds
- ✦ Re-evaluate existing studies of jail expansion
- ✦ Discuss options with the community and stakeholders



# Protect the public from those who endanger us

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## Expansion Options

- ◆ Develop additional beds in first floor of current facility
- ◆ Use current facility and build additional minimum security facility
- ◆ Build onto current facility
- ◆ Build new jail
- ◆ Build facility in Columbia County and rent the beds there



# Use technology to improve service delivery

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## **Develop reverse 911**

- ◆ Research completed by December 2006, grants sought and in place December 2007

## **Use Mobile Data Terminals to improve field effectiveness**

- ◆ Use interoperability study to develop plan to integrate MDT's into communication plan. Seek grants and have operational December 2009

## **Improve Jail to Courts communication**

- ◆ Develop VOIP system to conduct in custody court business without the need to transport inmates to court by June 2007



# Use technology to improve service delivery

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## ✦ Improve Crime Reporting System to improve operational effectiveness

- ◆ Work with Central Services to develop crime tracking, crime mapping, trend analysis, and multiple searchable reports. Budget for and implement changes in 2007

## ✦ Improve communication with citizens

- ◆ Develop interactive web-site in fiscal year 2007/2008
- ◆ Develop crime watch email alert by December 2007
- ◆ Proactively involve the media in disseminating information to our citizens



# Use technology to improve service delivery

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## Improve reliability and effectiveness of communication system

- ◆ Complete grant funded interoperability study by July 2006
- ◆ Analyze needed infrastructure improvements
- ◆ Submit grants seeking replacement and improvements on current system by June 2007
- ◆ Phased improvements to be completed by December 2010



# Provide personal service to all requested calls for service

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- ✦ All requests for service handled in person
  - ◆ 95% of all requested calls for service handled face to face
- ✦ Initial follow-up conducted within three days
  - ◆ 80% of initial follow-up initiated within 3 days
- ✦ Follow-up completed within 11 days
  - ◆ 80% of cases completed within 11 days
- ✦ Calls for service first priority response of 30 minutes
  - ◆ 80% of all dispatched calls answered within 30 minutes



# Provide responsive service to citizens

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## Supervisors conduct post contact surveys

- 80% of all citizens contacted rate deputies meet or exceed expectations

## Uniformly gather, track, and respond to citizen requests for service

- 90% of requests logged, analyzed, acted on, and citizen advised of findings



# Provide responsive service to citizens

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- ✦ Routinely hold community education and input meetings throughout the county
  - ◆ Minimum of 4 community meetings/12 educational presentations per year
- ✦ Proactively seek comment from our citizens
  - ◆ Determine desired programs with our schools
  - ◆ Encourage deputies to attend community events
    - Seek informal input
    - Report and take action on recommendations



# Provide high level of professional service to our citizens

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## ✦ Rapidly identify criminal/community trends

- ✦ Work with central services and GIS to develop reports that automatically identify trends and map them

## ✦ Analyze trends and develop deployment options

- ✦ Supervisors and deputies use innovation and non-traditional means to affect a positive outcome

## ✦ Evaluate all support, non law enforcement activities, and remove them from the deputies

- ✦ Conduct JTA, determine non-enforcement duties, adjust support division duties or budget for additional FTE in fiscal 2007/2008



# Provide high level of professional service to our citizens

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- ✦ Work with area agencies to develop policies and plans to more effectively deal with critical issues
  - ◆ Develop a committee among area agencies to develop county-wide understanding and practices on high liability/critical incident response
- ✦ Increase public awareness of illegal drugs and their risks
  - ◆ Increase level of participation in Drug Task Force
  - ◆ Provide educational resources to all interested groups



# Strengths, Weaknesses, Opportunities, Threats

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## ★ Strengths:

- ◆ Loyal, professional, approachable, compassionate, and well-trained workforce
- ◆ Dedicated funding for law enforcement mission
- ◆ A distinct sense of pride in the Office of Sheriff
- ◆ High level of face to face service
- ◆ High degree of investigative skill
- ◆ A workforce who uses discretion and common sense to enforce the spirit of the law, not the letter of the law, unless such action is mandated



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# Strengths, Weaknesses, Opportunities, Threats

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## **Weaknesses:**

- ◆ Lack of the full use of technology
- ◆ Lack of adequate training facilities
- ◆ Jail is overcrowded and unable to hold offenders accountable
- ◆ Facility deficiencies
- ◆ Communication system outdated and unreliable



# Strengths, Weaknesses, Opportunities, Threats

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## **Opportunities:**

- ◆ Development of Westport Marine Park
- ◆ Increase in rural development
- ◆ Potential LNG development in Bradwood
- ◆ Technology development and utilization
- ◆ Miles Crossing development
- ◆ Increased willingness to seek grants
- ◆ New outlook at potential solutions for jail bed space



# Strengths, Weaknesses, Opportunities, Threats

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## Threats:

- ◆ Reduction in general fund allocation
- ◆ Reduction in RLED contingency
  - Currently spending more than we are receiving in new revenue
  - Have instituted cost control measures and developing fiscal plan
- ◆ Lack of jail capacity
- ◆ Methamphetamine epidemic, related crime and effect on children and communities.



# Strengths, Weaknesses, Opportunities, Threats

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## Threats:

- ◆ Lack of jail beds and alternative sanctions for misdemeanor offenders
- ◆ Potential of overwhelming natural disasters
- ◆ Further un-funded mandates from state government
  - Recent legislation requires the arrest of no-contact orders violations on all release agreements, currently no way of tracking no contact orders
- ◆ Cost of personnel and benefits rising faster than the tax base



# Customer/Citizen Expectations

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- ✦ 24 hour law enforcement patrol
- ✦ Develop Jail Plan that remains in this county
- ✦ Work towards full development of the Drug Task Force
- ✦ Consistently meet with the public so that grievances can be aired

