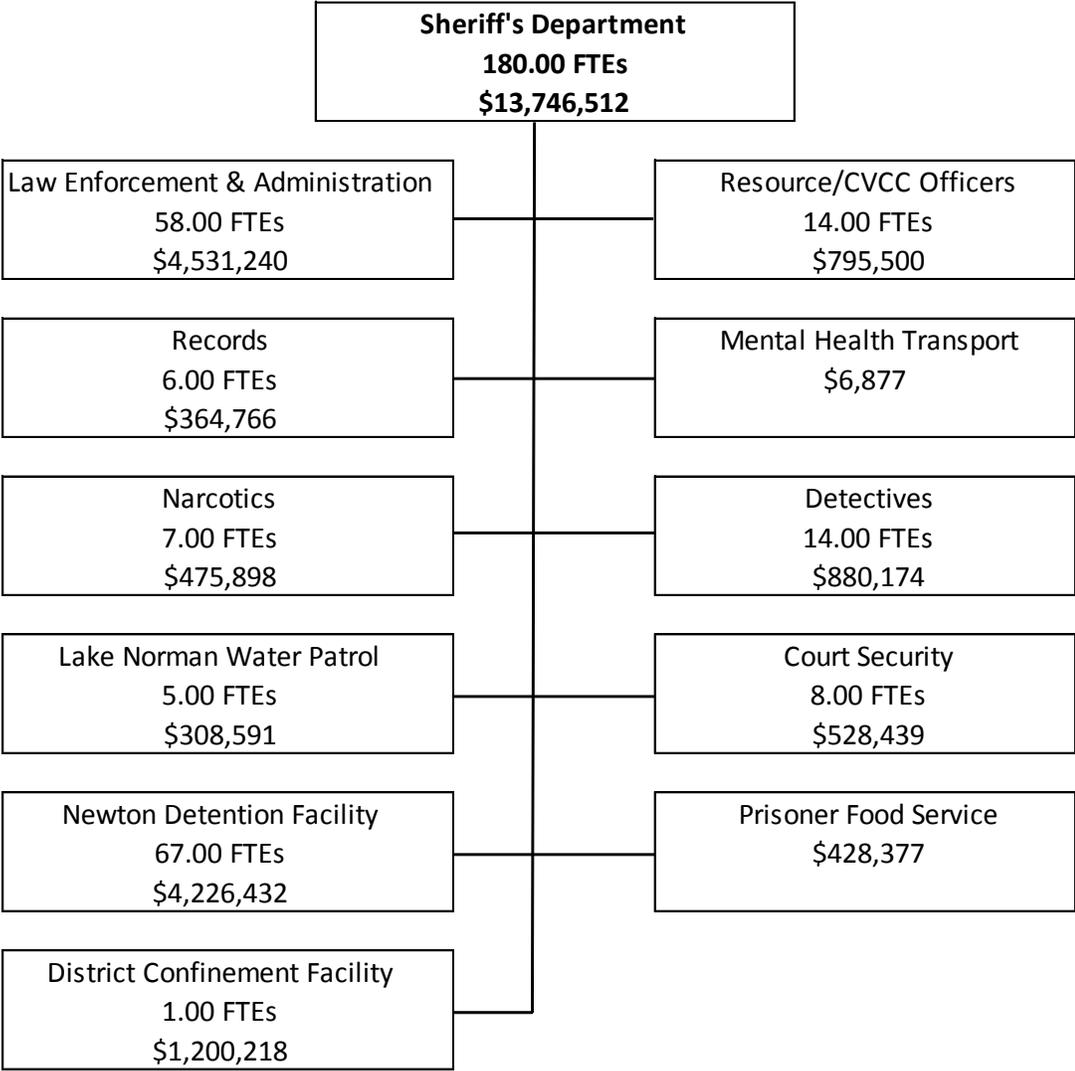


**Catawba County Government**



# Sheriff's Department

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Recommended	Percent Change
<b>Revenues</b>					
Federal	\$343,753	\$168,698	\$104,957	\$104,957	-38%
State	47,712	35,000	37,000	37,000	6%
Federal & State	95,298	81,402	84,594	84,594	4%
Local	646,421	905,827	899,951	674,951	-25%
Charges & Fees	428,349	387,150	428,334	428,334	11%
Miscellaneous	118,456	82,650	77,100	77,100	-7%
From Narcotics Seized Fund	0	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
General Fund	11,755,701	12,105,801	12,260,501	12,339,576	2%
<b>Total</b>	<b>\$13,435,690</b>	<b>\$13,766,528</b>	<b>\$13,892,437</b>	<b>\$13,746,512</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$9,136,631	\$9,705,037	\$9,827,061	\$9,768,858	1%
Supplies & Operations	3,907,633	3,644,836	3,699,476	3,585,546	-2%
Capital	391,426	416,655	365,900	392,108	-6%
<b>Total</b>	<b>\$13,435,690</b>	<b>\$13,766,528</b>	<b>\$13,892,437</b>	<b>\$13,746,512</b>	<b>0%</b>
<b>Expenses by Division</b>					
Law Enforcement & Admin	\$4,158,944	\$4,301,579	\$4,474,924	\$4,531,240	5%
CVCC Officer	147,137	154,742	156,950	157,879	2%
Resource Officers	614,723	635,166	635,465	637,621	0%
Records	361,958	380,404	389,322	364,766	-4%
Mental Health Transport	5,370	9,697	6,877	6,877	-29%
Crime Prevention	114,282	130,381	0	0	0%
Narcotics	333,526	358,228	375,561	475,898	33%
Detectives	806,155	860,467	901,032	880,174	2%
Lake Patrol	305,565	394,521	396,103	308,591	-22%
Court Security	476,682	518,862	536,687	528,439	2%
Newton Detention Facility	3,939,949	4,300,187	4,273,925	4,226,432	-2%
Prisoner Food Service	442,971	486,377	486,377	428,377	-12%
District Confinement Facility	1,728,428	1,235,917	1,259,214	1,200,218	-3%
<b>Total</b>	<b>\$13,435,690</b>	<b>\$13,766,528</b>	<b>\$13,892,437</b>	<b>\$13,746,512</b>	<b>0%</b>
<b>Employees</b>					
Permanent	180.00	177.00	177.00	180.00	2%
Hourly	7.34	11.07	10.05	10.05	-9%
<b>Total</b>	<b>187.34</b>	<b>188.07</b>	<b>187.05</b>	<b>190.05</b>	<b>1%</b>

## Budget Highlights

The Sheriff's Department budget is relatively flat compared to Fiscal Year 2010/11. The budget reflects reductions in part-time, overtime, uniforms, equipment and juvenile housing based using School Resource Officers during summer months in other divisions to save money and on historic under spending in these areas. Reductions are also made to contractual food services as

a result of rebidding inmate meals at less cost. The cost to operate the Burke Catawba District Confinement Facility (BCDCF) is reduced as a result of paying off the debt.

The budget includes funds for two new Road Patrol Deputies which could be hired in January subject to response time and call volume analysis. Additionally, Sheriff Reid reassigned the Lieutenant in charge of Crime Prevention to Road Patrol along with a Lieutenant in the Jail to increase Road Patrol staffing. He further consolidated the remaining officer in Crime Prevention and operating expenses into the Law Enforcement and Administration budget.

Federal funds are decreased next year as a result of a grant for a Domestic Violence Investigator ending. The department has experienced an 81.7 percent increase in the number of Domestic Violence Orders (DVOs) served since 2007. This position will be funded locally now that the grant has ended.

The budget includes one new Narcotics Investigator to help the department address drug tips received from the public. A Criminal Investigator previously assigned to the Lake Norman Regional Patrol will be reassigned to Narcotics as well.

Funds to replace 17 vehicles and purchase two new vehicles for the new Road Patrol Deputies, if hired, are included in the budget.

## **Performance Measurement**

### ***Fiscal Year 2011/12***

The Sheriff's Department response time outcome for emergency calls is increased from 8 minutes to 10 minutes based on last year's response times. Call volume and response times will be reviewed this summer in comparison to other similarly sized counties to aid in future decision making about road patrol needs. The department will also work with Technology to provide online access to police report online and allow citizens to report select crimes online such as lost or stolen cellular phones. The department will also continue to try to enhance personal safety by offering educational programs.

### ***Fiscal Year 2010/11***

The Sheriff's Department is on target to meet most of its outcomes. As of December 2010, the Sheriff's Department has accomplished the following:

- Processed a total of 4,944 hours of training. This includes both sworn and non-sworn officers.
- School Resource Officers have presented 99 classes in areas of safety, drug and alcohol abuse, and bullying to the students in middle and high schools and participated in 19 student club meetings.
- Field Base Reporting (FBR) is working very well at this time. Reports are uploaded daily from FBR to the Department's Records Management System (RMS) and reports are available within 24 hours after upload completed.

- 538 cases were assigned to the Investigations Division with 279 of those cases closed for an overall clearance rate of 51.4 percent. All homicides during the period were solved. The overall average suggests that the outcome for violent and property crime has been exceeded.

### ***Fiscal Year 2009/10***

The Sheriff's Department achieved 33 of its 39 outcomes for Fiscal Year 2009/10.

Courtroom and courtroom area security was enhanced by using court security personnel to patrol hallways and lobby areas when court is not in session and adding electronic security locks to the hallway doors leading to Judges' Chambers.

The Criminal Investigations Division has been successful in improving services to victims of domestic violence serving 810 DVOs this year, an increase of 7 percent. Since the federally grant funded unit began two years ago, there has been 9 percent increase in the number of incident reports compared to domestic violence related calls for service and more importantly cases investigated as a percentage of calls for service increased from 0 percent to 13 percent. At the same time, domestic violence calls remained steady compared to a 42 percent increase in the year prior to the unit's inception.

The Sheriff's Office did not achieve its outcome to respond to emergency calls within seven minutes. Actual emergency response time averaged 10 minutes 21 seconds, up from seven minutes eight seconds the prior year. Much of this increase is attributed to increased total call volume of 2,198 calls or 4 percent last year. The call volume increase was actually driven by priority 3 calls which include breaking and entering, disorderly conduct, missing person, indecent exposure, mental subject, and stolen property. These calls appear to be delaying emergency responses. This outcome is also probably too aggressive based on the amount of time it takes to travel from one end of a zone to the other. The outcome was increased to eight minutes in Fiscal Year 2010/11 but will have further review.

## **LAW ENFORCEMENT AND ADMINISTRATION**

### **Statement of Purpose**

The Sheriff's Office is charged with protecting the public, investigating crimes, operating the Jail, providing court security, and serving civil process. Law Enforcement and Administration consists of Road Patrol, Civil, Warrant, and overall Administration for the Sheriff's Office. Patrol Officers provide protection and service to the County 24 hours a day, seven day a week by responding to calls for service, enforcing laws, investigating crimes, and deterring crime by their presence. They also patrol problem areas in an attempt to curtail aggressive driving behaviors that contribute to accidents, or prevent crimes in areas of statistically proven trouble. Civil and Warrant Officers serve civil and criminal legal processes issued by the court.

### **Outcomes**

1. Strive to achieve a 10-minute response time to priority 1 emergency law enforcement calls from the time of dispatch to arrival on scene. Actual emergency response time for Fiscal Year 2009/10 was 10 minutes, 31 seconds (monthly average of 4,843 calls for service). Three administrative positions were moved to Road Patrol to handle the growing call number.
2. Maintain the professionalism of the department and enhance officer knowledge and skills by providing monthly in service training for all the officers of the Sheriff's Office. This will ensure the North Carolina Sheriffs' Training and Standards' mandates are met, as well as sending as many officers as possible to specialized schools to enhance their job knowledge, abilities, and performance. In-service is 24 hours sworn, and 16 hours for non-sworn justice officers (estimated annual 2,400 plus jail staff 1,952 hours).
3. Serve and protect people in Catawba County without the use of excessive force by law enforcement officers as evidenced by maintaining a complaint rate well below the national average for Sheriff's Offices. Bureau of Justice Statistics reports that Sheriffs' offices received complaint rates of 3.4 per 100 fulltime sworn officers and 7.1 per 100 officers responding to calls for service.
4. Provide Security and Safety for the employees and visitors to the Catawba County Justice Center by active participation with the safety committee. Two annual fire drills, tornado drills, and a lock down drills will be performed and evaluated for improvement. Security access will be maintained for Sheriff's Office and all Justice Center employees, including Repay, Clerk of Courts, Vital Records, judges and lawyers.
5. Enhance the existing relationship between the criminal justice system and the Community by:

- a. Providing 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis, and introducing the officers that patrol the particular areas where the programs take place.
  - b. Participating in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide 15 rising seniors annually with firsthand experience and knowledge of criminal justice careers.
6. Enhance the personal safety of senior citizens in Catawba County by:
- a. Continuing to educate seniors through Safe Senior presentations and promote the Triad program, (a program that involves senior citizens, Sheriffs, and Chiefs of Police, working together in areas of importance to seniors, such as telemarketing fraud, flimflams schemes, etc.).
  - b. Continuing to promote and expand the Adopt-A-Senior Program (program for any senior in Catawba County that has no family living in the County) by registering interested seniors with the Crime Prevention Office and working with the Patrol Division to assign a patrol deputy who will call or visit the senior each week. Officers will collect personal information from the senior that might be needed by Emergency Responders in the event of a call to the residence as well as providing them with an emergency beacon light to signal distress at the residence. This program gives seniors a sense of security and that someone locally does care about them and will help them with their problems or needs.
  - c. Continuing to promote and expand the Are You OK Program. This program calls seniors or individuals with disabilities each morning Monday through Friday from 7 am to 11 am to make sure they are OK.

## **SCHOOL RESOURCE OFFICERS**

### **Statement of Purpose**

School Resource Officers (SROs) work in the Catawba County High Schools and Middle Schools as peace officers to maintain order by enforcing the laws and local ordinances. They will also respond to law enforcement calls at the County elementary schools within their school district during working hours. They will investigate all criminal activity committed on all County school properties or involving students from the school to which the officer is assigned during working hours. They will assist school officials with enforcement of applicable board of education policies and administrative regulations. They will be a resource to teachers and parents in the areas of law enforcement. They will act as a counselor in some instances when listening to and assisting students, faculty and parents with various problems and concerns in the law enforcement field. They will be aware of available resources in the County for referral to collaborating agencies.

### **Outcomes**

1. Reduce victimization and improve students' perception of personal safety by giving students the knowledge they need to keep themselves safe and free from abuse and damage to their bodies by providing at least five educational presentations, per semester to the students in our area middle and high schools, in areas of safety, drug and alcohol abuse, and North Carolina Law.
2. Improve safety in the school environment by:
  - a. Providing faculty and parents with the knowledge they need to assist their students and children to grow up safe and drug free by providing at least two educational presentations, per semester to the faculty and parents in our area middle and high schools.
  - b. Participating in School Safety Committee and other committees as requested by the principal at their respective school assisting the committees in safety procedures for the school.
  - c. Assisting with updates to the schools' crisis plan and attending training at least once a year for school crisis situations.
  - d. Raising awareness on drinking and driving through programs to students that will be attending the prom in the spring to make sure we have a safe prom night.
3. Decrease fights, weapons, and illegal substances by:
  - a. Deterring the possession and use of unlawful weapons and drugs on the campuses of the schools in the Catawba County School System utilizing the departments K-9 Unit to conduct searches of the campuses, selecting days of

search on a random basis, as well as, upon request from the principal of the school, when feasible.

- b. Assisting Guidance Counselors with students who have been identified for bullying and behavior problems. They will work with students as needed or suggested through the Guidance Office.
  - c. Will take reports on all crimes committed at the schools and counsel with the person committing the crime, if possible, at the time of the incident.
4. Enhance security measures by:
- a. Providing security service during extracurricular activities to ensure students' safety. SROs will coordinate security for all ball games and events that occur at their perspective school, and will assist and provide security for field trips at their schools as requested.
  - b. Accompanying School Social Workers as requested to make home visits to students of their perspective schools. This has a two-fold purpose with one being the safety of the social worker and the other for the officer to check out living conditions or other issues that may be at the home.
  - c. Will make security inspections of the school every month and make suggestions to school safety committee and/or principal on issues that they may find.
5. Each School Resource Officer will achieve a satisfaction rating of 90 percent or better from faculty and staff at their respective schools based on the Department of Justice's indicators of school crime and safety.

## **RECORDS**

### **Statement of Purpose**

The Records Division manages case reports for Road Patrol, Investigations, and the Newton Detention Facility. Additional responsibilities include central warrant repository, child support show cause papers, orders for arrest, background checks for handgun purchase permits, alcohol and drug abuse, private attorney criminal history checks, officer criminal history checks for court, public fingerprints, County employment backgrounds, concealed carry permits, domestic violence orders, and sex offender registrations.

### **Outcomes**

1. Enhance public safety and homeland security efforts by establishing radio interoperability of Catawba County with surrounding counties and cities by:
  - a. Continuing to work with the Piedmont Area Communications Council to implement its 11 county Voice Interoperable Plan for Emergency Responders (VIPER).
  - b. Continuing pursuit of any available budget or grant funding to purchase additional 800 Mhz mobile and portable equipment for this ongoing project.
2. Improve customer service by working with Information Technology to provide online RMS/police reports, online incident reporting for selected crimes such as lost or stolen cellular phones, and application for handgun purchase permits. Work with the Information Technology Center to provide better citizen interaction in these areas.
3. Work with Information Technology Center and vendors to provide access to digital imaging of present and past records that cannot be destroyed. This will reduce storage size; enhance record accessibility, ease of dissemination, and no loss of data quality through time.

## **NARCOTICS / VICE DIVISION**

### **Statement of Purpose**

The Narcotics Division is responsible for the many aspects of drug eradication in Catawba County. Narcotics Officers investigate, interview, collect evidence, arrest, and present information to State and or Federal Prosecutors. They further provide testimony in the prosecution of defendants for violation of the North Carolina Controlled Substance Act, and in violation of United States Controlled Substances. This is done in an attempt to reduce drug use and trafficking in Catawba County. Drug Task Force operations afford the opportunity for all local departments to participate in a joint effort to reduce drug activity.

### **Outcomes**

1. Improve criminal investigation communication and information sharing between divisions of Sheriff's Office and other law enforcement agencies by receiving and dissemination of TIP information.
2. Decrease drug trafficking in Catawba County by working through the Catawba Valley Drug Task Force to dismantle major drug trafficking organizations operating in the County or those drug organizations that do business in Catawba County.

## DETECTIVES

### Statement of Purpose

The Detective Division is responsible for investigating and following up on serious misdemeanor and felony crimes. Some of these crimes include homicides, robberies, felony assaults, and major fraud including identity theft and embezzlement, and sex offenses. Suicides are not crimes, but they are worked like homicides until determined that it is a self-induced death.

### Outcomes

1. The Criminal Investigations Division will continue to improve services through maintaining an above average number of cases closed (current clearance rate is 51.4 percent). Many cases do not result in arrest, but are handled through other peace keeping means. Success is measured through maintaining a high ratio of cases closed to those that are assigned. Investigator statistics are being kept showing:
  - a. Number of Cases Assigned
  - b. Number of Cases Closed (by arrest, arrest by another agency, unfounded, prosecution declined, victim's refusal to cooperate)
  - c. Number of Cases Inactivated
  - d. Number of Cases Closed by Leads Exhausted
2. Domestic Violence Unit will continue to provide comprehensive services to victims of domestic violence, dating violence, sexual assault, and stalking by:
  - a. Continuing to provide proactive victim referrals including: written service providers' materials; Crisis Line number to First Step; and Lead Court Advocates contact information. Unit will continue to respond to the domestic violence cases, as they occur.
  - b. Working closely with victims and District Attorney's Office to increase the prosecution rate of cases. Unit will continue to promote a positive atmosphere to assist victims of domestic violence.
  - c. Focusing on "evidence based prosecution" which relies on physical and circumstantial evidence in lieu of victim testimony. Early and follow-up photographs of injuries, victim/witness interviews, and suspect interviews provide the state the opportunity to prosecute cases with hesitant victims with the expectation that prosecution will begin to deter offenders.
3. Child Sexual Assault Investigations will continue to provide investigative services in association with Social Services to provide the best treatment and care of victims, while gathering sufficient evidence to prosecute offenders.

## LAKE NORMAN REGIONAL PATROL

### Statement of Purpose

The Lake Norman Regional Patrol serves the citizens of southeastern Catawba County. This is a full service law enforcement center that provides community policing, patrol of both land and water to protect lives and property by enforcing State and local ordinances, promotion of boater safety, and Investigations of more serious property crimes, homicide, robberies, felony assaults, sex offenses, major fraud, identity theft, and embezzlement

### Outcomes

1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba county and safe boating practices by:
  - a. Host boater safety classes sponsored by the North Carolina Wildlife Resource Commission. As of May 1, 2010, the State mandates attendance of a boater's safety class to obtain a certificate to operate a vessel with a motor of 10 horsepower or greater on the waterways of North Carolina. G.S. 75A-16.2.
  - b. Certifying new Lake Patrol employee (Brandon Styers) with the North Carolina Resource Commission to instruct and certify new vessel operators on the waters of Lake Norman.
2. Improve community policing in Sherrill's Ford-Terrell area by continuing to enforce State and local laws, respond to calls for service, assist victims, investigate crimes and deter crime by being highly visible. Officers will:
  - a. Reach the public sector by attending homeowners' association meetings in assigned work areas.
  - b. Reach the private sector by working with area business to deter property crimes, and work on crime prevention efforts.
  - c. Document and investigate reported crimes that need further investigation and follow up with the reported victim.
  - d. Set up checking stations in problem areas of the area to be visible for concerned citizens and deter the criminal element for continuing undesirable conduct.
3. Maintain an average clearance rate above the State's clearance rates, which are 54.5 percent on violent crimes (murder, rape, robbery, assault), and 23.3 percent on property crime (burglary, larceny, vehicle theft).

## **COURT SECURITY**

### **Statement of Purpose**

The Court Security Unit is responsible for ensuring the safety and protection of court officials, visitors, inmates, and the general public in both the Newton and Hickory Courtroom areas, and ensuring the smooth and safe movement of inmates between the Newton and Burke-Catawba Detention Facilities, the courtroom areas, and other detention facilities.

### **Outcomes**

1. Ensure the courts operate without incident by applying an integrated approach that ensures the safety of the court system and its participants by:
  - a. Effectively evaluating, planning, and pro-actively managing threats and potential threats directed toward the court system, implementing steps to correct the threats or developing plans for future security improvements.
  - b. Continuing to seek improvements to ensure the safety of people coming into both the Justice Center and Hickory Courthouse. During the calendar year 2009, a total of 348,261 people were processed thru the Justice Center front door security station, and 116,625 people through the Hickory Courthouse.
  - c. Working closely with the Officers to evaluate personnel and/or equipment needs to minimize wait time at entrance, and facilitate staffing to courtrooms. Will continue to use part time officers until planned courtrooms expansion.
2. Provide law enforcement representation on the Catawba County Drug Treatment Court Council by attending staffing meetings, overseeing the Drug Court security, and running criminal histories for program applicants. Will assist the Coordinator and Probation Officer when requested in arresting a client.

## **NEWTON DETENTION FACILITY**

### **Statement of Purpose**

The purpose of the Newton Detention Facility is to provide for the safety and security of inmates who are incarcerated there by fairly and humanely ensuring that their physical, mental, and medical welfare is provided for within the framework of statutes, rules, and procedures as required by State and Federal government.

### **Outcomes**

1. Continue to ensure safe and efficient operation of the Jail facility by addressing operational procedures, regulations, and manpower. Work with Jail supervisors to ensure the manpower requirements are met, which includes over 30 days of mandatory training. Work with vendors and maintenance to ensure upkeep and safety. Teams will work on ways to prevent damages to Jail property by inmates, such as tampering with sprinkler system, graffiti, and any destruction to Jail property.
2. Continue to train staff and meet or exceed North Carolina Sheriff's Training Standards. Detention Field Officer Training program ensures that all new employees receive the proper training to work in the facility. In-service is 40 hours sworn and 16 hours for non-sworn Detention Officers (estimated annual 1,952 hours).
3. Work closely with the contracted Jail medical staff to identify ways to save money on inmate medical costs while maintaining essential medical health care standards. Medical staff will provide after hours care for our inmates' mental and physical health. Other avenues include identifying less expensive drugs, and obtaining discounted rates for medical services. Staff will also follow protocol for Jail Physician's approval on all non-emergency referrals requiring outside physician and Jail transportation.
4. Protect the community and improve efficiencies by checking for local warrants as well as State and National wants on all inmates as soon as possible after incarceration, and before release in an attempt to make sure all charges are settled at time of release. This will avoid the need for re-arrest on pre-existing charges, and save time and money due to less processing time of inmates. Will be updating the policy and procedure manual to ensure uniformity in the operation of each shift.

## **PRISONER FOOD SERVICE**

### **Statement of Purpose**

To feed the inmates well-balanced meals as required by the State of North Carolina Department of Human Resources.

### **Outcomes**

1. Ensure inmates are receiving well-balanced meals at the least possible cost to the County. Monitor the progress of the food service contract vendor to ensure that the quality and quantity of meals served to our inmates meet State standards.