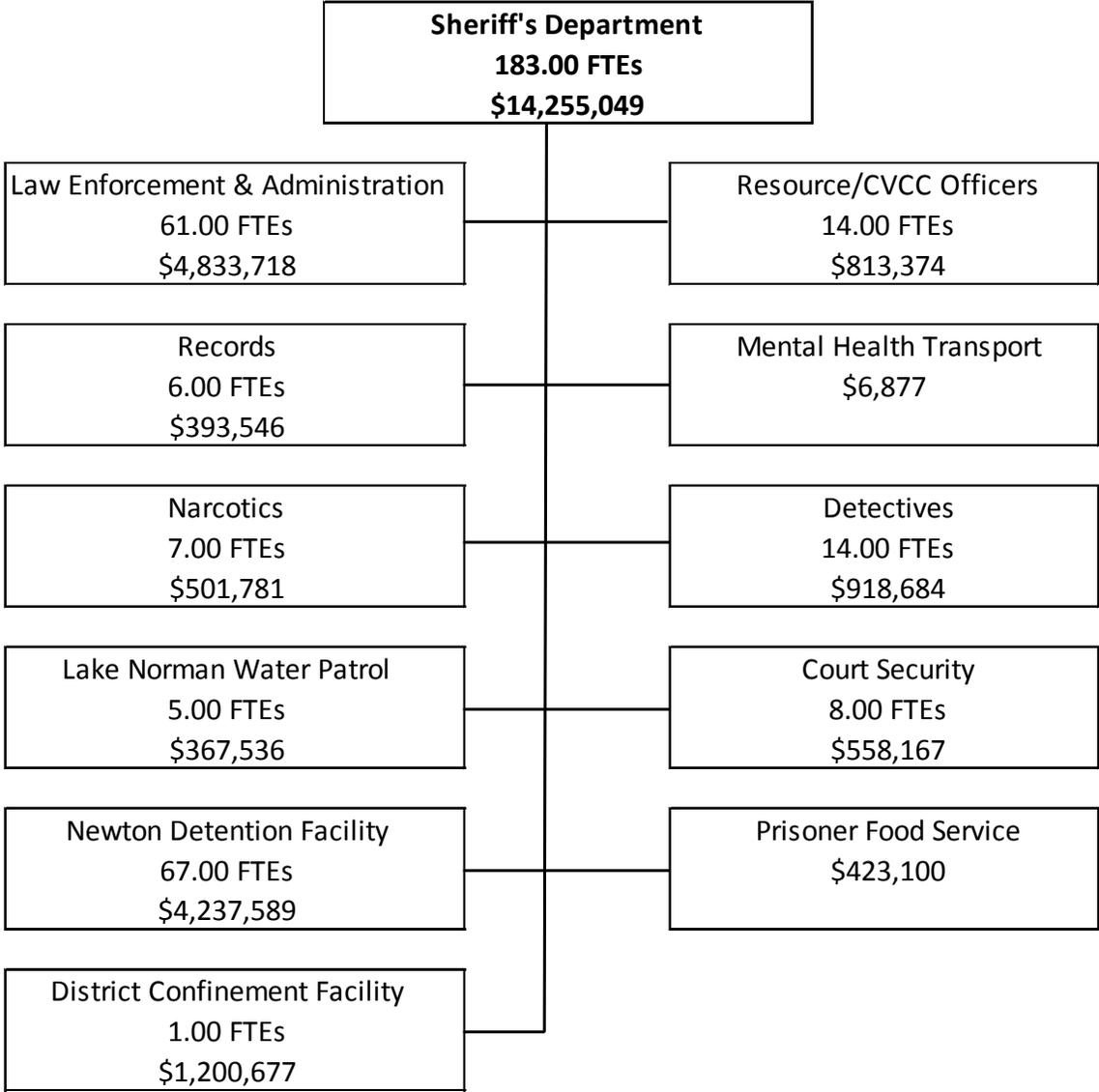


Catawba County Government



Sheriff's Department

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Federal	\$196,391	\$104,957	\$18,000	\$33,706	-68%
State	26,001	37,000	39,000	39,000	5%
Federal & State	85,126	84,594	83,387	83,387	-1%
Local	677,652	674,951	693,410	693,410	3%
Charges & Fees	653,329	428,334	487,270	512,270	20%
Miscellaneous	77,869	77,100	77,200	77,200	0%
From Narcotics Seized Fund	0	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
General Fund	11,044,640	12,339,576	12,779,749	12,816,076	4%
Total	\$12,761,008	\$13,746,512	\$14,178,016	\$14,255,049	4%
Expenses					
Personal Services	\$9,371,849	\$9,768,858	\$10,010,932	\$10,120,174	4%
Supplies & Operations	3,366,009	3,585,546	3,632,255	3,634,461	1%
Capital	23,150	392,108	534,829	500,414	28%
Total	\$12,761,008	\$13,746,512	\$14,178,016	\$14,255,049	4%
Expenses by Division					
Law Enforcement & Admin	\$3,898,091	\$4,531,240	\$4,787,894	\$4,833,718	7%
CVCC Officer	152,984	157,879	160,240	160,240	1%
Resource Officers	619,573	637,621	651,690	653,134	2%
Records	362,274	364,766	400,461	393,546	8%
Mental Health Transport	3,116	6,877	6,877	6,877	0%
Crime Prevention	89,279	0	0	0	0%
Narcotics	351,973	475,898	494,169	501,781	5%
Detectives	839,640	880,174	940,806	918,684	4%
Lake Patrol	359,292	308,591	367,331	367,536	19%
Court Security	532,559	528,439	554,999	558,167	6%
Newton Detention Facility	4,023,556	4,226,432	4,187,272	4,237,589	0%
Prisoner Food Service	402,162	428,377	425,600	423,100	-1%
District Confinement Facility	1,126,509	1,200,218	1,200,677	1,200,677	0%
Total	\$12,761,008	\$13,746,512	\$14,178,016	\$14,255,049	4%
Employees					
Permanent	179.00	180.00	183.00	183.00	2%
Hourly	11.01	10.05	9.39	9.39	-7%
Total	190.01	190.05	192.39	192.39	1%

Budget Highlights

The Sheriff's Department budget increases 4 percent. The budget funds three new road patrol deputies (two starting in July and one in January). The Sheriff's Department has done an excellent job optimizing existing staff resources, as deputies spend more time on patrol than

industry averages. However, total call volume has increased by 11.23 percent, and the number of calls requiring the response of multiple officers to ensure officer safety has risen significantly. At the same time, increased requests for proactive activities like participation in neighborhood/community meetings and residential/church checks have increased, straining available manpower. An analysis of call volume versus current available staffing reflects little time for proactive enforcement efforts and raises concerns for officer safety. The addition of three new road patrol deputies will begin to address this issue.

Federal funds are decreased next year as a result of a grant for a Domestic Violence Investigator and Deputy ending. Last year, the department responded to 4,929 domestic violence related calls or an average of 411 calls per month. Domestic Violence related calls have increased 43.8 percent since 2008. The budget maintains these positions from local funds now that the grant has ended.

Funds to replace 14 vehicles and purchase one new vehicle are included in the budget. A secondary boat used to patrol Lake Norman will also be replaced. Additionally, the following equipment is included to improve investigations and law enforcement operations:

- Automated Fingerprint Identification System (AFIS) palm-print equipment, partially funded by narcotics seizure funds, to allow the department to meet a State mandate for sex offender registration.
- Evidence Scanning Equipment, partially funded by narcotics seizure funds, to improve inventory control and efficiency in processing evidence.
- Two-Factor Identification Equipment to meet a State mandate to provide a second form of identification besides a password to access State Division of Criminal Information (DCI) records from mobile units.
- Universal Forensic Extractor funded by a Justice Assistance Grant (JAG) to extract evidence from cell phones, vehicle GPS systems, and tablets.
- Handheld Through-wall Sensor funded by JAG used in the field by SWAT during a manhunt, hostage situations, or stand offs and for search & rescue in disasters, fire, or other situations to detect movement where fast location is critical.

The budget includes a \$75,000 increase in Civil Process fees as a result of a State fee increase that took affect August 1, 2011.

Performance Measurement

Fiscal Year 2012/13

The Sheriff's Department outcomes remain focused on serving and protecting the citizens. New outcomes were added and some existing outcomes were revised related to the department's continuing emphasis on customer service, increasing the amount of time spent on proactive community policing activities, continuing to emphasize and improve officer and community safety, reducing the time spent responding to "false alarms, improving safety in the school environment, and disseminating anonymous leads on potential drug activity.

Fiscal Year 2011/12

The Sheriff's Department is on target with most of its outcomes. As of December 2011, the Sheriff's Department has accomplished the following:

- At this point the Sheriff's Department has processed a total of 4,944 hours of training. This includes both sworn and non-sworn officers.
- The School Resource Officers have presented 99 classes in areas of safety, drug and alcohol abuse, and bullying to the students in our middle and high schools so far this year. They participated in 19 student club meetings.
- Field Base Reporting (FBR) with new upgrade is working very well at this time. Reports are uploaded daily from FBR to RMS and reports are available within 24 hours after upload completed.
- 538 cases assigned 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 2010/11

The Sheriff's Department achieved 27 of its 30 outcomes for Fiscal Year 2010/11.

Training was enhanced in the department, with 84 detention officers receiving 1096 hours of training and 160 Uniformed Sworn Officers receiving 3,872 man hours of training. The Sheriff's Department was able to show their professionalism as well by not receiving any complaints in relation to use of force for Fiscal Year 2010/11, well below the national average of 3.4 per 100 sworn officers and 7.1 per 100 officers responding to calls for service.

School Resource Officers (SROs) presented 186 classes in areas of safety drug/alcohol abuse and bullying to middle and high school students. SROs sought to enhance safety in the schools by delivering 49 educational programs to faculty and parents in the middle and high schools, attending 14 PTO meetings, participating in 34 School Safety Committee meetings, hosting 7 programs prior to prom concerning driving while impaired and texting. Security was provided for 451 extracurricular activities at schools and SROs have accompanied School Social Workers on 35 home visits. The SROs helped decrease fights, weapons, and illegal substances by conducting 106 searches using a K-9 unit, made 42 drug arrests, and have made 392 other arrests for a number of charges including assault, arson, and larceny. Guidance Counselors were assisted with counseling 2,378 students with behavior problems including 92 bullying situations.

The Records division obtained grant funding to cover 50 percent (\$121,624) of the cost of new portable 800 MHZ radios, which began receiving all calls January 12, 2011. The Records Management System was also upgraded and reports have been built for the Civil area. A problem in the software prevented the development of additional reports but these are

anticipated to be repaired with upgrades this Fall. Incident reports are now available within 24 hours.

The Crime Prevention division of the Sheriff's Department conducted 42 safe senior presentations and reached out to approximately 550 seniors in Catawba County. They also had 3 seniors on the Adopt A Senior program and visited or called them 72 times. The division also has 93 seniors on the RUOK program that are called each morning. Crime Prevention met with 105 existing Community Watch programs and established 5 new programs in order to make citizens more aware of potential crime in their neighborhoods. The division also distributed 35 electronic e-mail alerts to 350 citizens and 1200 county email recipients. Officers delivered over 210 educational programs to social, civic, school, business, and religious organizations reaching over 4,200 youth and adults. Crime Prevention remained active in the Catawba County Drug Court, attending 22 Drug Courts and overseeing security and criminal histories of the applicants. The division did not achieve their goal for adding 12 new participants in the Project Lifesaver program. They were able to add only 9 bringing the total participants to 17, despite presenting 11 programs to approximately 100 people.

The Catawba County Narcotics Division received 151 tips regarding drug usage/sale through their TIPS program (Turn in Pushers), and worked with other jurisdictions if the information received was relevant. Narcotics Investigators also seized over \$0.79 million in illegal substances and assisted other agencies in seizing \$3.6 million.

Detectives maintained an overall clearance rate of 54.5 percent. The Domestic Violence Unit was successful in meeting its goal of providing at least 60 victims per month with referrals to relevant information including Crisis Line numbers, Lead Court Advocate contact information etc. Detectives was also successful in increasing the number of cases that are referred to prosecutors, referring an average of 23 cases per month or 20 percent more than the prior year.

Lake Norman Area Patrol conducted 1,107 boater safety inspections, which fell short of its goal of 2054. Factors contributing to a lower number of inspections include turnover; an increased focus on water safety with classes taught to all 5th grade classes at Sherrills Ford, Balls Creek, and Catawba Elementary Schools; and less boater traffic on the lake. The division also conducted 6 boater safety classes. Officers improved community policing efforts in the area by attending homeowner association meetings and rotary meetings.

Court Security screened 334,339 visitors to the Justice Center and 112,176 visitors to the Hickory Courthouse with no incidents or accidents and with minimal wait times. Newton Detention Facility staff continued to provide training to new employees that meet or exceed the North Carolina Sheriff's Training Standards. Teams worked together to identify ways to prevent damage to jail property and improve safety in the facility. Actions taken as a result include: eliminating commissary items used to damage jail property and for gambling; limiting the number of inmates allowed in the dayroom; and confining inmates to their cells during mealtimes. Detention staff has also revamped the release process for inmates by instituting a

new checklist shift supervisors must examine to see if inmates have any holds or warrants prior to their release.

The Prisoner Food Service division was successful in rebidding prison food services, saving an estimated \$0.21 per meal as compared to the previous year.

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, 7 days 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. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what Catawba County Sheriff's Office does for them and what they can do to be part of a safer community.
2. Increase the amount of time spent on proactive community policing activities by increasing the ratio of proactive to reactive times.
3. Continue to emphasize and improve officer and community safety on roadways by increasing the average miles safely driven between accidents involving deputies. (2011 actual = 220,255 miles between each accident.)
4. 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).
5. 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.
6. Maintain an average response time for all priority 1 emergency calls of 15 minutes or less, responding to 50% of priority 1 emergency calls within 10 minutes.

7. 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 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. 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.
8. 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 7:00 a.m. to 11:00 a.m. to make sure they are OK.
9. Attempt service of 60 percent of all civil process within three business days of receipt.
10. Maintain an index property crime rate that is below the statewide rate (2,380.1 per 100,000 population) and below the rate of counties with over 100,000 total population (2,506.6 per 100,000 population).
11. Reduce the time spent responding to "false alarms" in businesses and residences by researching and recommending a policy with fees or other penalties for multiple false alarms within a given period of time.

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 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. Promoting a safe and responsible prom night by providing at least one program per high school to raise awareness of the dangers of drinking and driving.
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. SROs will utilize the department's K-9 Unit to conduct random searches of the campuses, 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. Taking reports on all crimes committed at the schools and counseling the person committing the crime, if possible, at the time of the incident.
- 4. To ensure student and visitor safety, SROs will provide security service during extracurricular activities and all ball games and events that occur at their respective school. Officers will additionally assist and provide security for field trips at their schools as requested.
- 5. SROs will accompany all school social workers as requested to make home visits to students of their respective 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.
- 6. To ensure a safe learning environment for students and faculty, SROs will conduct monthly inspections of their school, and make suggestions to the school safety committee and/or the principal on any issues they may find.

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. Records staff will continue to work closely with all Sheriff's Office divisions as the Records Management System (RMS) is upgraded to build reports that provide statistical information on agency functions and divisions, budget information, or public information.
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 Information Technology to provide better citizen interaction in these areas.
3. Work with Information Technology 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.
4. To provide quality service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will either issue or deny all permits within 45 days of receipt of all required materials. These required materials include, but are not limited to, a gun permit application, a nonrefundable permit fee, a full set of fingerprints, an original certificate of completion from an approved firearm safety course, and a release form that authorizes the Sheriff to review any records concerning the mental health or capacity of the applicant.

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. Working together with other agencies provides needed investigators to insure officer safety.

Outcomes

1. To effectively combat illegal drug use and sales, the Narcotics Division will review all Turn in a Pusher (TIP) Information line messages and respond appropriately. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation. All TIPs will be disseminated within one week of receipt.
2. Decrease drug trafficking in Catawba County by working 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 provide high quality service by exceeding the State average for case clearance rate for violent crime and seek to improve the property crime clearance rate by at least 2 percent. Catawba County Sheriff's Office case clearance rate was 63 percent for violent crimes and 14 percent for property crimes in 2010 compared to the State case clearance rate of 59.2 percent for violent crimes and 25 percent for property crimes.
2. The Domestic Violence Unit will continue to provide comprehensive services to victims of domestic violence, dating violence, sexual assault, and stalking by:
 - a. Providing 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. The Sheriff's Office will continue to partner with Social Services to investigate all claims of child sexual assault and 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 hosting boater safety classes sponsored by the North Carolina Wildlife Resource Commission. As of May 1, 2010, 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.
2. Improve community policing in Sherrills 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 by attending homeowner's association meetings in assigned work areas and working with area businesses to deter property crimes
 - b. Document and investigate reported crimes that need further investigation and follow up with the reported victim within 10 days of the initial report.
 - c. Set up checking stations in problem areas to be visible for concerned citizens and deter criminal elements from continuing undesirable conduct.

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 proactively 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 Fiscal Year 2010/11, a total of 334,339 people were processed through the Justice Center front door security station and 112,176 people through the Hickory Courthouse security station.
 - 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. The Detention Field Officer Training program ensures that all new employees receive the proper training to work in the facility through four to six weeks of shadowing. In-service training requirements are 40 hours for sworn officers and 16 hours for non-sworn Detention Officers.
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.

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.