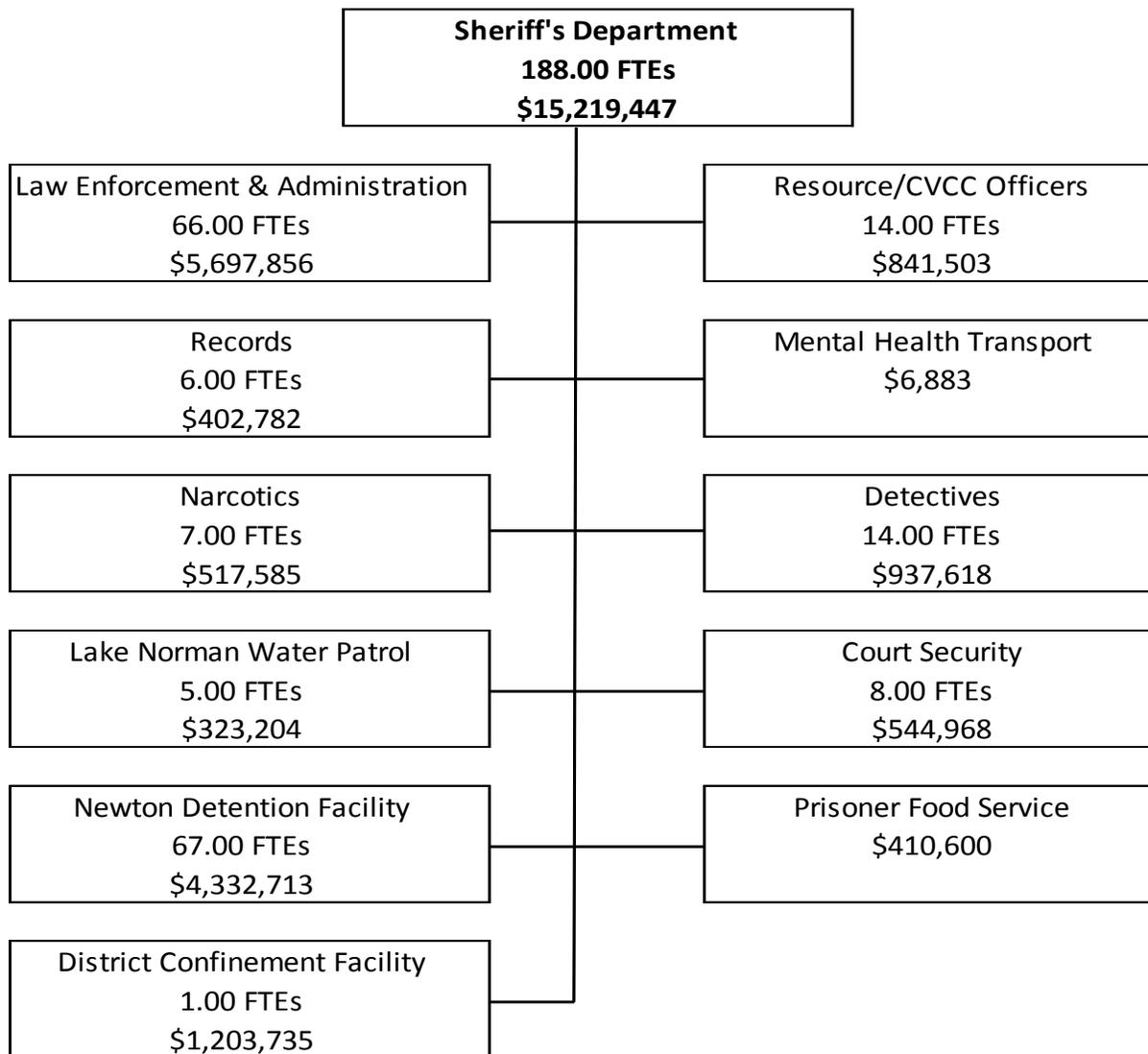


Catawba County Government



Sheriff's Department

Organizations: 210050 - 220250

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
Revenues					
Federal	\$136,970	\$33,706	\$9,000	\$9,000	-73%
State	36,597	39,000	37,000	37,000	-5%
Federal & State	89,416	83,387	86,078	86,078	3%
Local	677,843	693,410	714,489	714,489	3%
Charges & Fees	509,766	512,270	493,744	493,744	-4%
Miscellaneous	92,615	77,200	112,200	112,200	45%
General Fund	12,154,324	12,816,076	14,125,062	13,766,936	7%
Total	\$13,697,531	\$14,255,049	\$15,577,573	\$15,219,447	7%
Expenses					
Personal Services	\$9,478,475	\$10,120,174	\$10,664,547	\$10,599,673	5%
Supplies & Operations	3,714,104	3,634,461	4,088,830	3,933,282	8%
Capital	504,952	500,414	824,196	686,492	37%
Total	\$13,697,531	\$14,255,049	\$15,577,573	\$15,219,447	7%
Expenses by Division					
Law Enforcement & Admin	\$4,643,148	\$4,833,718	\$6,005,848	\$5,697,856	18%
CVCC Officer	157,015	160,240	164,625	165,447	3%
Resource Officers	642,395	653,134	670,861	676,056	4%
Records	357,337	393,546	421,757	402,782	2%
Mental Health Transport	4,829	6,877	6,883	6,883	0%
Crime Prevention	2,317	0	0	0	0%
Narcotics	479,340	501,781	514,347	517,585	3%
Detectives	867,257	918,684	935,442	937,618	2%
Lake Patrol	290,899	367,536	325,815	323,204	-12%
Court Security	529,170	558,167	542,692	544,968	-2%
Newton Detention Facility	3,999,741	4,237,589	4,354,968	4,332,713	2%
Prisoner Food Service	369,190	423,100	425,600	410,600	-3%
District Confinement Facility	1,354,893	1,200,677	1,208,735	1,203,735	0%
Total	\$13,697,531	\$14,255,049	\$15,577,573	\$15,219,447	7%
Employees					
Permanent	180.00	183.00	190.00	188.00	3%
Hourly	10.05	9.39	8.23	7.91	-16%
Total	190.05	192.39	198.23	195.91	2%

Budget Highlights

The Sheriff's Office budget increases 7 percent, driven by the addition of five new road patrol deputies beginning in July. Call volume in the Sheriff's Office is up approximately six percent from the prior year. Additionally, benchmarking reveals that the Catawba County Sheriff's Office is currently behind in terms of sworn officers per 1,000 service population when compared to the average of Sheriff's Offices in counties with over 100,000 population and all Sheriff's Office in the State. These five new officers will help protect officer safety, increase the amount of time that can be dedicated to proactive policing duties, and put Catawba County in line with the state average for sworn officers per 1,000 service population.

Funds are also included to replace 17 vehicles and purchase 5 new vehicles for the additional road patrol deputies. Additionally, the following equipment is included to meet state regulations and maintain jail security:

- 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.
- Upgrade to the hardware and software in the Jail's main control system. This system controls Jail doors, cameras, intercom, etc., and was originally installed in 2006.

Performance Measurement

Fiscal Year 2013/14

The Sheriff's Department outcomes remain focused on serving and protecting citizens. Examples of new outcomes or changes to existing outcomes include:

- Maintaining a complaint rate less than 1 per 100 full-time officers.
- Increasing the amount of time spent on proactive community policing.
- Serving at least 60 percent of all civil process within three business days of receipt.
- Maintaining or improving the emergency call response time.
- Implementing a new digital imaging software system, that will both ensure on-going data integrity and provide the public with web-access to common records such as incident reports.
- Disseminating at least 90 percent of all Turn in a Pusher (TIP) line messages within one day of receipt.
- Hosting at least 10 boater safety classes to promote safe boating practices and knowledge of State and local laws.
- Ensuring all prohibited materials are either surrendered or seized prior to citizens entering the Courthouse.
- Having at least 20 percent of all Jail visitors use the new Jail video visitation system from outside the jail rather than visiting in person.

Fiscal Year 2012/13

The Sheriff's Office was on target with 31 of 35 of its outcomes. As of mid-year, the following had been accomplished:

- 2,174 man hours of training was provided to sworn officers, and 572 hours were provided to non-sworn officers.
- No complaints were received related to excessive use of force.
- Safety programs have been presented to 120 seniors.
- 76 percent of all civil process was served within three business days.
- Student Resource Officers have presented 100 classes in the areas of safety, drug/alcohol abuse, and bullying to Middle School and High School students.
- Two Social Services Investigators relocated to the Sheriff's Office Special Victims Unit to enhance investigations into child assault.
- No incidents or accidents occurred as Court Security processed 142,512 people through the Newton Courthouse and 60,979 people through the Hickory Courthouse.

Of the 35 total outcomes for the Sherriff's Office, four are not on target to be achieved at year-end. These relate to:

- Crafting a policy for penalizing multiple false alarms at a single property. The Sheriff's Office examined this policy and a potential ordinance; however, after further analysis, decided not to pursue.
- Providing online RMS/Police Reports and on-line incident reporting. While the department does not believe it is on track to complete this by year-end, handgun purchase permits should be on-line this year with the remaining reports going on-line next fiscal year.
- Issuing or denying all firearm concealed carry permits within 45 days of receipt of all materials. The Sheriff's Office plans to continue trying to meet this outcome, but has been not been able to meet this 100 percent of the time in the first half of the year due to an increase of over 300 applications year-to-date from the previous year.
- Disseminating all Narcotics TIPS (Turn in a Pusher) messages within one week of receipt. The department has been effective in this area, disseminating 96 percent within one day. One tip was not disseminated until the 8th day however, missing the outcome of 100 percent within one week. For the upcoming year, this outcome has been refocused on disseminating at least 90 percent of tips within one day.

Fiscal Year 2011/12

The Sheriff's Office achieved 26 of its 28 outcomes for Fiscal Year 2011/12.

Training and maintaining professionalism were two of the Sheriff's top priorities. The Office's employees received a total of 7,818 hours of training (sworn officers received 6,300 hours while

detention officers received 1,518 hours). The Sherriff's Office also did not receive any complaints in relation to excessive use of force, well below the national benchmark compliant rate of 3.4 complaints per 100 fulltime sworn officers and 7.1 complaints per 100 officers responding to calls.

The Sheriff's Office had a robust civic engagement effort that sought to enhance the existing relationship between the Office and the community. In Fiscal Year 2011/12 the Office conducted/facilitated 95 educational meetings with 980 attendees, 11 Lady Beware classes with 135 attendees, 35 Pill Stopper meetings with 524 attendees, and 44 Safe Senior presentations with 805 senior attendees. The department also had six summer interns, three from Appalachian State University and three high school interns from Catawba County Schools.

Resource/CVCC Officers

School Resource Officers (SROs) strove to reduce victimization and improve students' perception of personal safety by presenting 90 classes on safety, drug/alcohol abuse, and bullying last fiscal year. SROs worked toward improving school safety by providing 51 educational classes to faculty and parents, attending 3 Parent Teacher Organization meetings, assisting 811 parents or students with car issues, participating in 35 School Safety Committee meetings, updating school safety plans, and hosting 6 programs prior to prom concerning drinking and driving.

SROs decreased fights, weapons, and illegal substances on Catawba County Schools' campuses. SROs conducted 51 searches using a K-9 unit, made 41 drug arrests, and made 271 other arrests for charges including assault, arson, and larceny. Guidance counselors assisted with the counseling of 3,189 students with behavior problems, including 66 bullying situations.

SROs have dedicated significant time to enhancing security measures by providing security at 455 extracurricular school activities, accompanying School Social Workers on 76 home visits, and inspecting their schools at least once a month.

An outcome to achieve a satisfaction rating of 90 percent or better from faculty and staff was not achieved as the School System did not approve the survey.

Records

Records enhanced public safety and homeland security efforts with the purchase and installation of VIPER 800 MHz mobile devices in all of the department's primary response vehicles. An outcome to archive digital copies of incidents and send a copy to the web for public viewing (using Laserfiche technology) was not achieved. The County's Information Technology Department and Records staff have been working on the Laserfiche product but have experienced software issues.

Narcotics

Narcotics continued to decrease drug trafficking in Catawba County, partnering with local, state, and Federal law enforcement resulting in the seizure of \$9.2 million of illegal drugs.

Detectives

Criminal Investigations improved its services with a 16.5 percent increase in the clearance rate during Fiscal Year 2011/12. The annual clearance rate increased from 54.5 percent last year to 71 percent overall. The highest clearance rate, 92 percent, came from domestic violence cases. This was a result of the Domestic Violence Unit working closely with victims and the District Attorney's Office, as well as focusing on evidence-based prosecution by collecting evidence and interviewing witnesses.

Lake Norman Area Patrol

Lake Norman Area Patrol increased the public's awareness of State and local laws by offering 10 Boater Safety classes, with 75 students in attendance. Officers attended community meetings/homeowner association meetings, conducted property checks, and responded to an increased number of calls to improve community policing. The Lake Norman Area Patrol maintained a clearance rate of 57.8 percent, exceeding their goal of achieving the State's clearance rate of 54.5 percent.

Court Security

Court Security processed 314,300 people through the Catawba County Justice Center, and 102,363 through the Hickory Courthouse. Part-time officers were effectively managed and were within budget parameters to meet needs when additional Courts were scheduled.

Newton Detention Facility

Newton Detention Facility staff provided training that ensured the safe and efficient operation of the Jail facility, which exceeded the North Carolina Sheriff's Training & Standards requirements. Additionally, the Detention Facility made officers aware of training offered through the County and online through the community college system. Staff worked closely with contracted Jail medical staff to identify ways to reduce costs. Some cost savings measures include partnering with a company that negotiates better rates on each medical or dental invoice to save 10 to 30 percent per invoice and working with local pharmacies to purchase generic prescriptions when available. The Detention Facility also succeeded in revamping the inmate release procedure by having the shift supervisor fill out a checklist when an inmate is released. This will avoid the need to re-arrest a recently released inmate on pre-existing charges.

Prisoner Food Service

After a successful re-bid process, the cost per meal decreased from \$1.58 to \$1.37. Additionally, staff and inmate satisfaction with the food service improved.

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 (Fiscal Year 2011/12- 13.88 reactive hours for every 1 hour of proactive). Proactive duties can include church checks, traffic stops, and investigating suspicious vehicles.
3. Continue to emphasize and improve officer and community safety on roadways by increasing the average miles safely driven between at-fault accidents involving deputies. (2012 actual = 251,978 miles between each accident).
4. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriffs' Training Standards mandates, the Sheriff's Office will provide at least 2,400 hours of in-service training for sworn officers and at least 600 hours of in-service training for non-sworn officers.
5. To serve and protect people in Catawba County without the use of excessive force, Catawba County Sheriff's Office will maintain complaint rate of less than 1 per 100 full-time sworn officers. This remains significantly lower than the national average of 3.4 complaints per 100 full-time sworn officers.
6. Maintain or improve the average response time for emergency calls.
7. To enhance the existing relationship between the criminal justice system and the community, the Catawba County Sheriff's Office will:

- a. Provide 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis. All officers that patrol the area where the program is presented will be introduced as well.
 - b. Participate in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide 12 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 by providing at least 20 Safe Senior presentations in areas of importance to seniors, such as telemarketing fraud, flimflam 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. Sending an officer to check on 100 percent of participants in the Are You Okay program if they need assistance or cannot be contacted. This automated program calls seniors or individuals with disabilities at their requested time to ensure they are okay.
9. To provide citizens with timely notification of all civil matters, the Catawba County Sheriff's Office will serve at least 60 percent of all civil process within three business days of receipt.
10. Maintain an index crime rate that is below the statewide rate (3,919.8 per 100,000 population) and remain within the 1/3 lowest crime rate among the reporting law enforcement agencies.
11. To remain trained and ready to handle high-risk call-outs, hostage rescue, and other tactical situations, each member of the Catawba County Special Tactics and Response (STAR) Team will receive at least 144 hours of additional specialized training each year. This multi-agency unit responds to events that may result in catastrophic effects on life and property.

SCHOOL RESOURCE OFFICERS (SROs)

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 counselors 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 50 educational presentations per semester to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina Law.
2. Improve safety in the school environment by:
 - a. Providing at least 20 educational presentations per semester in the areas of child safety and drug prevention to the faculty and parents in area middle and high schools.
 - b. Assisting the School Safety Committee and other committees in safety procedures for the school.
 - c. Assisting with updates to the schools' crisis plans 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 for each high school to raise awareness of the dangers of drinking and driving.
3. Decrease fights, weapons, and illegal substances by:
 - a. Using the department's K-9 Unit to conduct random searches of the campuses, as well as at the request of the school when feasible. These searches help identify and eliminate the possession and use of illegal weapons and drugs.
 - b. Working with all students who have been identified for bullying and behavior problems by the schools' Guidance Offices.
 - 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 all extracurricular activities and sporting events that occur at their respective school. Officers will additionally assist and provide security for field trips at their schools as requested.
5. To provide safety for school social workers and assess the living conditions of students in their schools, SROs will accompany all school social workers as requested when making home visits to students.
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. To provide consistent and reliable access to records, statistical information, and reports, the Catawba County Sheriff's Office Records Management System (RMS) will maintain at least a 99 percent uptime.
2. To reduce file storage size, enhance accessibility, and ensure on-going data integrity for records that cannot be destroyed, Records will work with the Technology Department to implement a new digital imaging software system. This will not only improve internal record-keeping but provide the public with web-access to common records such as incident reports.
3. 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 Act. 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 disseminate 90 percent of all Turn in a Pusher (TIP) information line messages within one day of receipt. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation.
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.

CRIMINAL INVESTIGATIONS

Statement of Purpose

The Criminal Investigations Division (CID) 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.

Outcomes

1. To effectively investigate crime and enforce State and Federal laws, the Catawba County Sheriff's Office will exceed the North Carolina average case clearance rate for violent crime. In 2011, the Catawba County Sheriff's Office violent crime case clearance rate was 68 percent, while the state average was 60 percent.
2. The Criminal Investigations Division will leverage technology, save time, and improve service by implementing an electronic evidence scanning inventory system. This system uses barcodes and scanners rather than traditional evidence cataloging, and aides in both current evidence management and expunging evidence when it is no longer needed.
3. To provide the best treatment and care to victims while gathering sufficient evidence to prosecute offenders, the Sheriff's Office will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse. Examples of this collaborative effort include stationing two Social Services employees within the Special Victims Unit offices, as well as working jointly when meeting with victims, families, and/or suspects during an investigation.

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 at least 10 boater safety classes sponsored by the North Carolina Wildlife Resource Commission.
2. To improve community policing in the Sherrills Ford/Terrell area by remaining highly visible, Lake Norman Regional Patrol Officers will:
 - a. Attend all homeowner's association meetings in assigned work areas when requested and work with area businesses to deter property crimes.
 - b. Follow up with all citizens who file a criminal report within 10 days of the initial report.
 - c. Use citizen complaints and crime locations to establish defined check-points, and increase officer patrolling within these areas.

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. Court Security also ensures the smooth and safe movement of inmates between the Newton and Burke-Catawba Detention Facilities, the courtroom areas, and other detention facilities.

Outcomes

1. To ensure the safety of the court system and its participants, Court Security will ensure that all prohibited materials are either surrendered or seized prior to entering the courthouse. Examples of prohibited materials include weapons such as guns and knives, as well as more common materials such as clippers, scissors, and lighters.
2. Court Security will effectively and efficiently transport detainees from their detainment facility to the applicable courtroom or facility. Success will be measured by having no inmates escape during their transport.

NEWTON DETENTION FACILITY

Statement of Purpose

The purpose of the Newton Detention Facility is to provide for the safety and security of inmates by fairly and humanely ensuring their physical, mental, and medical welfare is provided for as required by State and Federal law.

Outcomes

1. To ensure all Detention Center employees are appropriately trained, the Catawba County Sheriff's Office will meet or exceed all North Carolina Sheriff's Training Standards. This includes four to six weeks of shadowing for new employees, as well as 40 hours per year of continuing training for sworn officers and 16 hours per year for non-sworn officers.
2. To follow jail best practices and control the cost of inmate medical care, Newton Detention Facility staff will receive the Jail Physician's approval prior to all non-emergency inmate visits to outside physicians.
3. To increase officer safety, improve facility security, and reduce the staff-time necessary for jail visitation, Catawba County Sheriff's Office staff will continue to promote the County's video visitation system to inmates and visitors. This system, which was recently implemented at no cost to the County, uses webcams to provide for virtual visitation rather than traditional in-person visitation. Success in this area will be measured by at least 20 percent of all visitors utilizing the new system from outside the jail rather than visiting in-person.

PRISONER FOOD SERVICE

Statement of Purpose

To provide inmates in Catawba County custody 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.