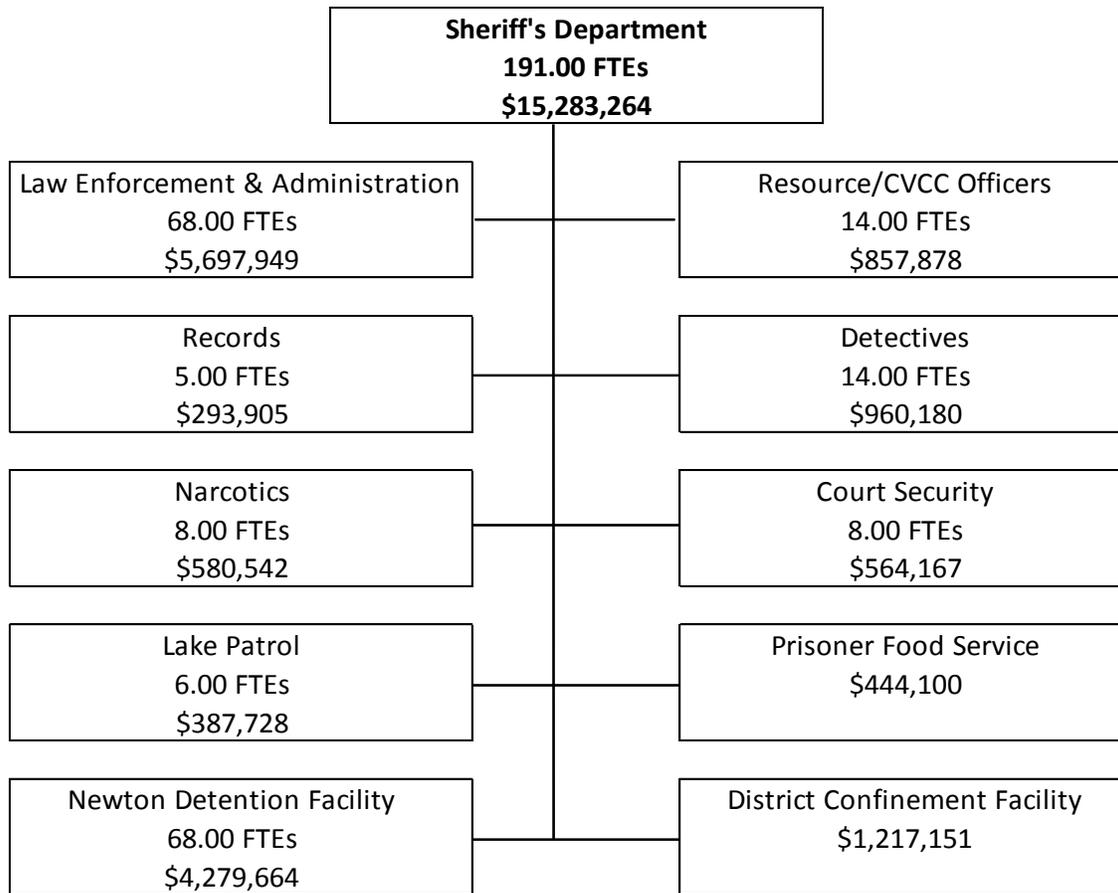


Catawba County Government



Sheriff's Department

Organizations: 210050 - 220250

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Federal	\$57,356	\$9,000	\$73,660	\$74,296	726%
State	18,554	37,000	35,000	35,000	-5%
Federal & State	85,994	86,078	86,688	86,688	1%
Local	671,517	714,489	733,176	759,967	6%
Charges & Fees	527,662	493,744	465,700	465,700	-6%
Miscellaneous	108,301	112,200	72,300	67,300	-40%
General Fund	12,527,981	13,766,936	14,741,813	13,794,313	0%
Total	\$13,997,365	\$15,219,447	\$16,208,337	\$15,283,264	0%
Expenses					
Personal Services	\$9,876,739	\$10,599,673	\$11,197,256	\$10,882,321	3%
Supplies & Operations	3,607,528	3,933,282	4,210,175	3,900,918	-1%
Capital	513,098	686,492	800,906	500,025	-27%
Total	\$13,997,365	\$15,219,447	\$16,208,337	\$15,283,264	0%
Expenses by Division					
Law Enforcement & Admin	\$4,934,524	\$5,697,856	\$6,061,696	\$5,697,949	0%
CVCC Officers	159,234	165,447	169,444	170,240	3%
Resource Officers	645,745	676,056	685,477	687,638	2%
Records	381,722	402,782	295,569	293,905	-27%
Mental Health Transport	167	6,883	0	0	0%
Narcotics	482,849	517,585	787,072	580,542	12%
Detectives	889,415	937,618	1,187,715	960,180	2%
Lake Patrol	354,324	323,204	388,656	387,728	20%
Court Security	528,784	544,968	577,817	564,167	4%
Newton Detention Facility	4,057,812	4,332,713	4,378,640	4,279,664	-1%
Prisoner Food Service	383,543	410,600	454,100	444,100	8%
District Confinement Facility	1,179,246	1,203,735	1,222,151	1,217,151	1%
Total	\$13,997,365	\$15,219,447	\$16,208,337	\$15,283,264	0%
Employees					
Permanent	183.00	188.00	198.00	191.00	2%
Hourly	9.39	7.91	7.91	7.91	0%
Total	192.39	195.91	205.91	198.91	2%

Budget Highlights

The Sheriff's Office budget increases \$63,817, driven by the addition of two road patrol deputies. These new deputies will allow two officers to be in each County zone 24/7, and will help protect officer safety and increase the amount of time that can be dedicated to proactive policing duties. In addition to these road patrol deputies, the budget converts \$55,000 in existing part-time wages and \$30,000 in additional county funding to create two new full-time detention officer positions. These positions will be used during the busy M-F 11 am to 8 pm time period to assist with bookings and releases, and will help

address the growing workload coming from a 29 percent increase in average daily population over the past three years.

In Fiscal Year 2013/14, the County stopped accepting federal inmates at the Burke Catawba District Confinement Facility due to a growing inmate population and the need for additional space. Because of this, a deputy position assigned to transporting these federal inmates is eliminated.

Funds are also dedicated to replace 15 vehicles and purchase 2 new vehicles for the additional road patrol deputies.

Performance Measurement

Fiscal Year 2014/15

The Sheriff's Department outcomes remain focusing on serving and protecting citizens. Examples of outcomes include:

- Maintaining an excessive force complaint rate less than 1 per 100 full-time officers.
- Serving at least 60 percent of all civil process within three business days of receipt.
- Maintaining an index crime rate that is below the statewide rate and within the 1/3 lowest crime rates among the reporting law enforcement agencies.
- Disseminating at least 90 percent of all Turn in a Pusher (TIP) line messages within one day of receipt.
- Providing 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina law.
- 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 visitors use the Jail video visitation system from outside the jail rather than visiting in person.

New for next fiscal year, the Sheriff's Office has established a multi-year outcome to reduce the average length of inmate incarceration before a court date or disposition by 10 percent by June 30, 2017. With approximately 90 percent of inmates in the Catawba County Detention Facility awaiting trial, this outcome will significantly help the department in controlling inmate population growth in the coming years.

Fiscal Year 2013/14

As of mid-year, the Sheriff's Office was on target with 31 of 33 of its outcomes. Examples of accomplishments include:

- The Office did not receive any complaints related to excessive use of force.
- 5,947 civil papers were served, with 63 percent served within 3 days.
- SROs accompanied School Social Workers on 50 home visits to provide safety and assess the living conditions of students in their schools.

- 5 boater safety courses were hosted, with an additional 5 planned in the second half of the year.
- No prohibited materials had been discovered past Court Security's checkpoints.
- 30 percent of all Jail visitations have occurred from outside the Jail using the new video visitation system, ahead of the goal of at least 20 percent.

Of the 33 total outcomes, 2 were not on target to be achieved at year end. These relate to:

- Due to a 51 percent increase in the number of TIP line messages, the department had not been able to disseminate at least 90 percent of all messages within 1 day. This is an area the department plans to increase focus in the second half of the year.
- The Lake Normal Area Patrol had not yet been able to establish defined check-points due to call volumes and other law enforcement duties being performed.

Fiscal Year 2012/13

Administration

The Sheriff's Office continues to emphasize customer service and proactive engagement with the citizenry. The Community Relations Division sent out 19 scam alerts to community watches, church watches, and county employees; hosted two Sheriff's Office Citizens Academy (28 attendees); and met with the Tri-City Christian School faculty for a school safety program. These activities informed the public on the duties and benefits of the Sheriff's Office, while simultaneously educating the public on what they can do to make their community safer. The activities also resulted in an increase in Sheriff's Office proactive community policing hours. The hours increased from 2,279 in Fiscal Year 2011/12 to 3,085 in Fiscal Year 2012/13.

The department kept the number of complaints well below the Bureau of Justice's benchmark of 3.4 per 100 fulltime sworn officers and 7.1 per 100 officers responding to calls for service. Last fiscal year, the Sheriff's Office received only one compliant in relation to use of force. It was investigated and found to be unsubstantiated.

Resource/CVCC Officers

School Resource Officers (SROs) presented 100 classes (a 10 percent increase from the previous year) in safety, drug/alcohol abuse, and bullying in middle and high schools to reduce victimization and improve students' perception of personal safety. In an effort to improve safety in the school environment, the SROs updated the school safety plans in each school and each SRO spent four hours training on School Shooting Crisis. Outside of the normal school day, SROs also ensured the safety of students, teachers, parents, and citizens by providing security for 486 extracurricular activities at the schools.

The School Resource Officers conducted monthly inspections and made suggestions to the school safety committee on how to correct any issues, if any were found. SROs accompanied school social workers on 73 home visits to ensure the safety of the social worker and of the student. These visits are conducted at the request of the social worker.

Records

The Records division achieved one of its four outcomes. The lone success was working with other Sheriff's Office divisions to implement the new upgraded Records Management System (RMS).

Two of the outcomes not achieved were collaborative efforts with Technology. The first outcome was to improve customer service by providing RMS/police reports online. Both departments were unable to meet this goal; however, significant strides were made toward accomplishing this outcome. The other collaborative outcome not achieved was digitizing present and past records. Again, this was not achieved but strides were made and will continue in the upcoming budget year.

The third outcome not achieved was providing quality customer service by issuing or denying all firearm concealed carry permits within 45 day of receipt of all required materials. Increased volume in concealed carry permits (from 245 permit applications a month in 2010 to 542 per month since 2011) precluded the Records division and the Clerk of Court from achieving this outcome.

Narcotics

The Narcotics division achieved both of its outcomes in Fiscal Year 2012/13. The first outcome achieved was reviewing all "Turn in a Pusher" (TIP) information. Narcotics acted on 93.5 percent of information received, resulting in a documented outcome. The next outcome Narcotics achieved was decreasing drug trafficking in Catawba County. The division focuses on dismantling drug trafficking organizations, which includes methamphetamine (meth) labs. In Fiscal Year 2012/13, the division dismantled 30 meth labs in the County, a 275 percent increase from Fiscal Year 2011/12. Narcotics also held primary responsibility for two separate Federal Law Enforcement Drug Investigations resulting in multiple arrests, seized narcotics, guns, money, and vehicles.

Detectives

The Detectives division achieved all three of its outcomes. Detectives continued to provide a high level of service by exceeding the State's average clearance rate for violent crimes (59.4 percent) and increasing its property crime's clearance rate by three percentage points from the previous year (13 percent). The division closed out the fiscal year with clearance rates of 79 percent and 16 percent respectively.

The Sheriff's Office and Social Services also continued to investigate all claims of child sexual assault. The intradepartmental partnership has allowed for more consistent investigation of those cases and increased communication between agencies. One of the many impacts of this partnership is that over twenty sex offenders have been sent back to prison for violations preventing them from committing additional acts.

Lake Norman Area Patrol

Lake Norman Area Patrol increased the public's awareness of State and local laws by offering 4 Boater Safety classes during boating season, with 100 students in attendance. The Patrol continued to be proactive in its interactions with the Sherrills Ford/Terrell community. The unit worked to foster relationships with community leaders in the area by frequently visiting businesses and interacting with citizens.

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

To continue Newton Detention Facility's safe and efficient operations, Jail staff reviewed operational procedures. This resulted in an "equalization" of duties between night and day shifts to accommodate the ever increasing daily population. Staff training has met or exceeded North Carolina Sheriff's Training Standards. Detention Facility personnel received 572 hours of training in the following areas: Stressors of shift work, Career Survival, Social Media, Blood-borne pathogens, Inmate Movement procedures, and Booking Procedures. Staff worked closely with contracted Jail medical staff to maintain essential medical health care standards for inmates. During the fiscal year, medical staff saw 6,135 inmates for sick call or intakes. Detention Facility personnel was also successful in improving its booking release procedures. These procedures are essential in ensuring accuracy of all entries and exits of inmates.

Prisoner Food Service

Jail staff has successfully worked with the kitchen manager to create a better menu, with the new contract term incurring no increase in cost to the County.

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. Continue to emphasize and improve officer and community safety on roadways by maintaining a ratio of at-fault accident to miles driven of less than 1 per 300,000 miles driven. (2013 actual = 1 per 251,978 miles driven).
3. Maintain an index crime rate that is below the statewide rate (2012 - 3767.2 per 100,000 population) and remain within the 1/3 lowest crime rate among the reporting law enforcement agencies.
4. Maintain or improve the average response time for emergency calls.
5. Maintain or increase the amount of time spent on proactive community policing activities. Proactive duties can include church checks, senior checks, and public relations.
6. 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. (January 2014 - 138 sworn officers and 39 non-sworn officers)
7. To serve and protect people in Catawba County without the use of excessive force, Catawba County Sheriff's Office will maintain an excessive force 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.

8. 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.

9. 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 such as telemarketing fraud, flimflam schemes, and the Sheriff's Office Adopt-A-Senior Program. This program has several benefits for seniors with no family in the County, including assigning a patrol deputy to call or visit participating seniors each week, collecting personal information that may be needed by Emergency Responders, and providing seniors with an emergency beacon light in the event of distress in the residence.
 - b. 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.

10. 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.

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 Law Enforcement Officers to maintain order by enforcing the laws and local ordinances. They also respond to law enforcement calls involving drugs, weapons or immediate threats at the Catawba County elementary schools within their school district during working hours. They investigate all criminal activity committed on all Catawba County school properties or involving students from the school to which the officer is assigned during working hours. They assist school officials with enforcement of applicable board of education policies and administrative regulations. They are a resource to teachers and parents in the areas of law enforcement. They 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 are 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 100 educational presentations 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 40 educational presentations 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 the school administration 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 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 school's 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 or schedule off duty officers for security during all extracurricular activities or sporting events as requested by the school administration at their respective school. Officers will additionally assist and provide security for field trips as requested by the school administration.

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, orders for arrest, juvenile summons, 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, precious metal permits, domestic violence orders, and DCI entry/monitoring.

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 ensure quality customer service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will maintain a substantiated complaint rate of less than 1 complaint per 500 permits issued.
3. To ensure the Sheriff's Office remains fully certified to access and enter data into the North Carolina Division of Criminal Information (DCI) database, Records will ensure the Sheriff's Office passes all State and Federal DCI audits, and administer bi-annual recertification tests to all registered users. The NC DCI database is the crime database used by all law enforcement agencies in North Carolina, and contains information such as current criminal activity and citizen criminal histories.
4. To allow the County to maintain a timely and thorough hiring process, the Sheriff's Office will complete 90 percent of requests from Human Resources for pre-employment background checks within one business day, with all requests completed within two business days.
5. 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 submitted per NC Statute 14-415.12. Requirements include, but are not limited to, a 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 criminal history, substance abuse, or mental health 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 (CID)

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 index violent crime. In 2012, the Catawba County Sheriff's Office index violent crime clearance rate was 79.4 percent, while the State average was 59.4 percent.
2. 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.
3. To protect the community, Criminal Investigations will maintain at least a 95 percent conviction rate for sex offenders found to be not in compliance with the stipulations of their sentence.

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 Sherrills Ford/Terrell area by remaining highly visible, Lake Norman Regional Patrol Officers will:
 - a. Attend homeowner's association meetings in assigned work areas when requested and continue to work with area businesses to deter property crimes.
 - b. Follow up with all citizens who report an incident within 10 days of the initial complaint.

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 detention officers and 16 hours per year for non-sworn detention officers (January 2014 – 26 sworn detention officers and 39 non-sworn)
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 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.
4. To control the rapidly growing detention center population, of which approximately 90 percent are awaiting trial, the Sheriff's Office will work with relevant stakeholders such as the District Attorney's Office, Repay Inc., the Clerk of Court, Judges, and Catawba County Social Services to reduce the average length of incarceration before a court date or disposition by 10 percent by June 30, 2017. With most sentenced offenders serving time in the State prison system rather than county jails, meeting this outcome will help reduce overcrowding in the Catawba County Detention Facility and ensure that the county's existing detention space is fully maximized. To achieve this, the following steps will be taken in Fiscal Year 2014/15:
 - a. Meet with all relevant stakeholders to discuss ways to effectively and expediently process defendants through the criminal justice system. Potential topics may include increased coordination of writs (moving defendants from another facility to serve trial in Catawba County), examining how cases are entered into the Court's docket, and expediting judges' orders and paperwork.
 - b. Work with the County's Information Technology department to develop reports to examine current jail population drivers and create a benchmark from which to determine success.

PRISONER FOOD SERVICE

Statement of Purpose

Jail food service will 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.