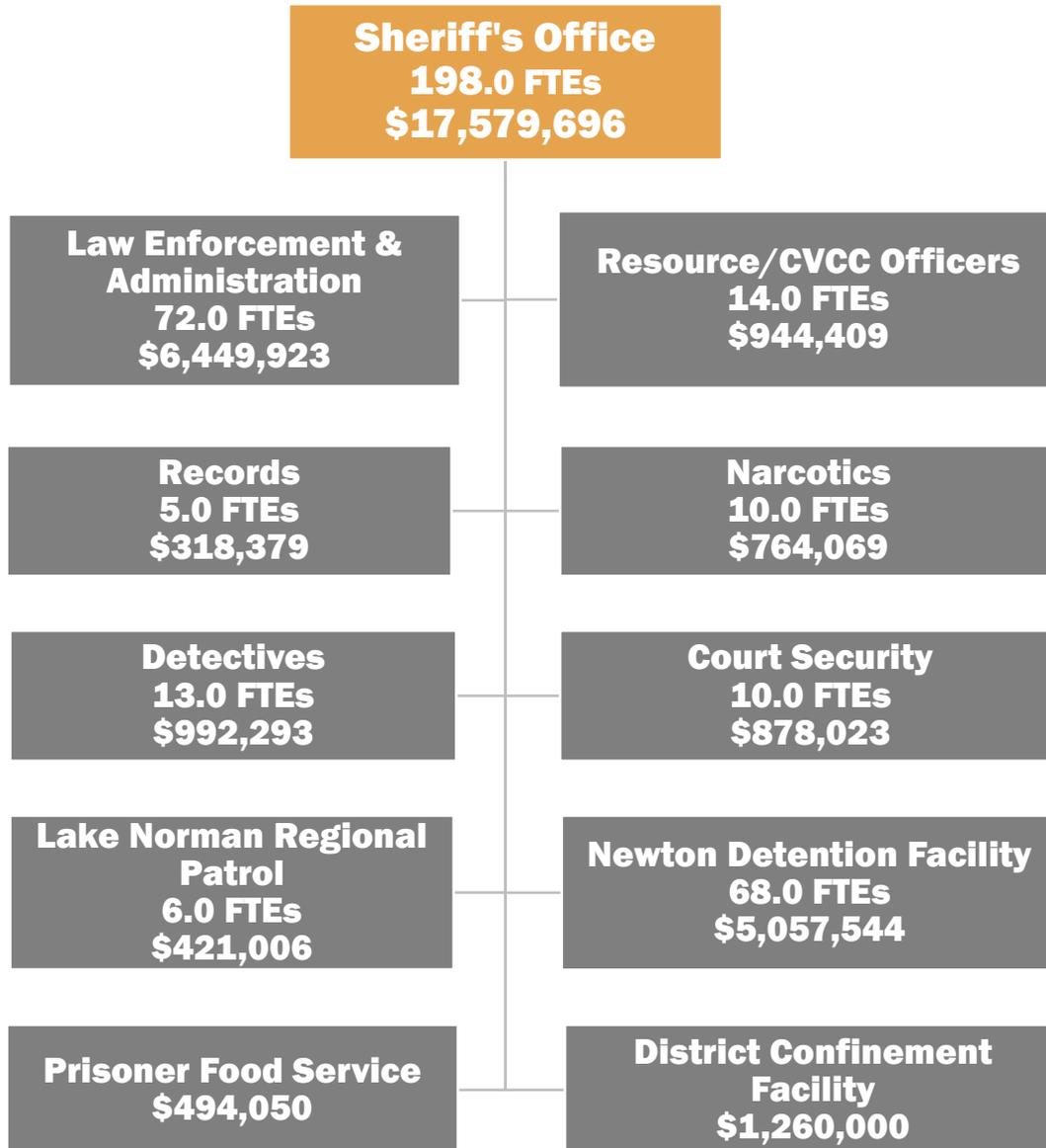


SHERIFF'S OFFICE

Key Function Organization Chart



Department Services

LAW ENFORCEMENT & ADMINISTRATION

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.

SCHOOL RESOURCE OFFICERS (SROs)

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 counselors 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.

RECORDS

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.

NARCOTICS / VICE DIVISION

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.

CRIMINAL INVESTIGATIONS (CID)

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.

LAKE NORMAN REGIONAL PATROL

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.

COURT SECURITY

The Court Security Unit is responsible for ensuring the safety and protection of court officials, employees, visitors, inmates, and the general public in both the Catawba County Justice Center

and Hickory Courthouse. Court Security also ensures the smooth and safe movement and transport of inmates between the Newton Detention Center and Hickory Courthouse.

NEWTON DETENTION FACILITY

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.

PRISONER FOOD SERVICE

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.

Budget Highlights

SHERIFF'S OFFICE

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	\$58,073	\$26,000	\$29,000	\$204,000	684.6%
State	32,642	10,000	10,000	10,000	0.0%
Federal & State	83,074	93,869	93,869	93,869	0.0%
Local	768,591	829,832	867,780	826,029	-0.5%
Charges & Fees	491,008	472,200	443,680	443,680	-6.0%
Miscellaneous	121,749	123,950	140,300	140,300	13.2%
General Fund	14,173,752	15,437,503	16,484,694	15,861,818	2.7%
Total	\$15,728,889	\$16,993,354	\$18,069,323	\$17,579,696	3.5%
Expenses					
Personal Services	\$11,228,308	\$12,499,441	\$12,765,727	\$12,748,366	2.0%
Supplies & Operations	3,819,709	3,900,466	4,420,757	4,202,245	7.7%
Capital	680,872	593,447	882,839	629,085	6.0%
Total	\$15,728,889	\$16,993,354	\$18,069,323	\$17,579,696	3.5%
Expenses by Division					
Law Enforcement & Admin	\$5,922,575	\$6,209,413	\$6,756,258	\$6,449,923	3.9%
CVCC Officers	173,944	187,102	193,084	193,260	3.3%
Resource Officers	702,138	762,595	750,505	751,149	-1.5%
Records	304,854	330,653	318,086	318,379	-3.7%
Narcotics	582,206	786,892	767,460	764,069	-2.9%
Detectives	959,289	1,031,526	1,095,399	992,293	-3.8%
Lake Patrol	396,197	415,560	420,655	421,006	1.3%
Court Security	579,276	812,625	877,438	878,023	8.0%
Newton Detention Facility	4,497,990	4,815,388	5,136,388	5,057,544	5.0%
Prisoner Food Service	412,010	431,600	494,050	494,050	14.5%
District Confinement Facility	1,198,410	1,210,000	1,260,000	1,260,000	4.1%
Total	\$15,728,889	\$16,993,354	\$18,069,323	\$17,579,696	3.5%
Employees					
Permanent	192.00	196.00	197.00	198.00	1.0%
Hourly	7.91	10.93	10.93	10.93	0.0%
Total	199.91	206.93	207.93	208.93	1.0%

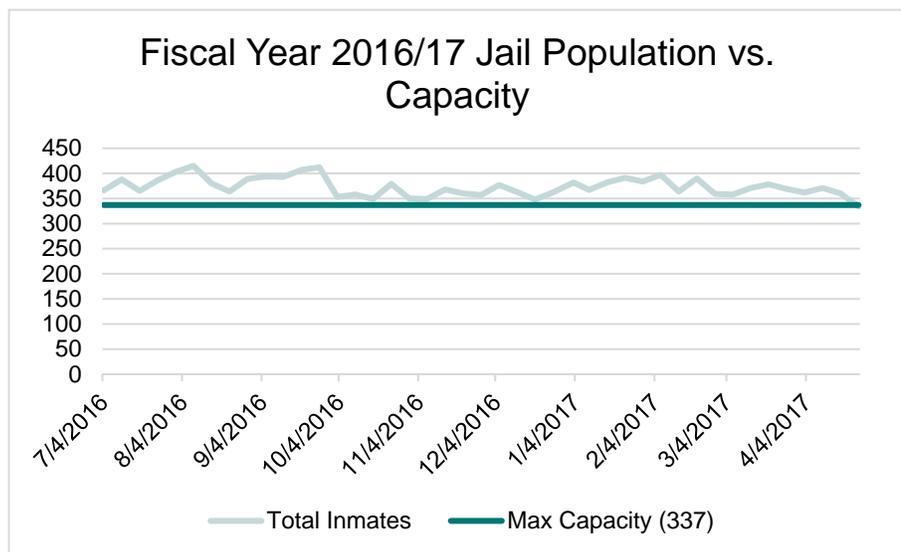
The budget is a 3.5 percent increase, largely driven by expenses related to the growing jail population (which will be partially offset by federal bed rental revenue). A Sergeant position with vehicle and related equipment is included to supervise the School Resource Officer (SRO) division. Additionally, contractual costs associated with the Burke-Catawba District Confinement Facility (BCDCF) are increased driven by increased costs for inmate care and pay study adjustments. The budget also includes the annualized costs of three deputy positions added in Fiscal Year 2016/17, two to provide court security for the new Justice Public Safety Center and one to augment security at the Social Services building, which is partially funded by Social Services.

REVENUE HIGHLIGHTS

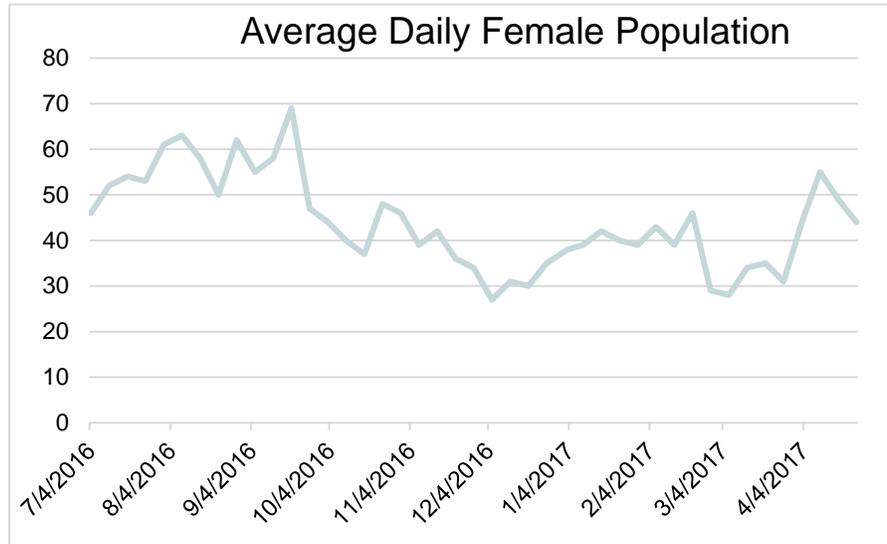
- *Federal Bed Rental (\$175,000)*: the budget applies \$175,000 in Federal bed rental revenue to offset \$242,622 in costs associated with increasing inmate population instead of continuing to reserve these funds in the jail expansion project.
- *Catawba County Schools SRO Reimbursements (\$66,217)*: The budget reflects a reduction in the high school SRO reimbursement from Catawba County Schools from 100 percent of salary and benefits to 10 months, as requested by the school system to help alleviate its budget pressures. Historically, Catawba County Schools has paid 100 percent of the salary and benefit costs of the high school SROs and 40 percent of the middle school SROs. Hickory Public Schools and Newton-Conover City schools pay the respective cities to provide SROs for the middle and high schools, with each negotiating different rates. This reduction brings Catawba County Schools closer in line with the other systems.

EXPENSE HIGHLIGHTS

- *Jail Population Pressures (\$242,622)*: This adopted amount is a 22 percent increase from the current year. The increasing Jail population impacts several accounts, such as off-site housing, medical services, and contractual food services. Off-site housing is 43 percent of the adopted amount at \$104,500. The average daily female population has driven off-site housing costs as the number of female inmates has exceeded capacity at the Newton facility for much of the year. As a result, the Office entered into an agreement with Alexander County to pay \$40 a day for



each inmate sent to its facility. Over a 20 week period the County has spent over \$40,000 to house inmates off-site. Cost for overcrowding in the current year has been covered with lapse salary in the office. While the addition of court dockets and specialty courts



has helped alleviate some pressure, an estimated 3 percent growth in daily jail population is expected next year (based on average percentage growth over 10 years).

- *Jail Part-time (\$25,525)*: The budget includes funds to add 1,565 of part-time hours (the equivalent of .75 FTE) in the jail. The high inmate population has made routine operations, such as completing rounds at least twice an hour, problematic. The Sheriff's Office should have capacity within its budget to augment these part-time wages if necessary with salary savings associated with normal turnover.
- *BCDCF Contract (\$50,000 increase)*: A \$50,000 (4.1 percent) increase in the contract with Burke County is included, primarily driven by increased salary and benefit costs. Burke County completed a pay study that increased salaries for detention positions in its downtown jail significantly. In order to remain competitive, funds are included to increase the base salaries for BCDCF staff to align with the Burke County pay plan and to provide existing staff with pay adjustments commensurate with years of service consistent with Catawba County's pay study methodology. Additionally, funds are included for 2 percent performance pay and expected health insurance premium increases.
- *Deputy Sergeant-SRO: \$64,839 ongoing plus one-time \$55,157 for vehicle and equipment*. This position will assist the Lieutenant and Captain in pursuing the Sheriff Office's community outreach goals by helping to ensure consistent coverage at Catawba County Schools' middle and high schools and providing a presence at the elementary schools.

Performance Measures

FISCAL YEAR 2017/18

Sheriff's outcomes remain focused on serving and protecting citizens. The Office will maintain an index crime rate that is below the statewide rate and within the 1/3 lowest crime rates among the reporting law enforcement agencies. Lake Patrol will host 10 boater safety classes to promote safe boating practices and knowledge of State and local laws. Criminal Investigations will continue to provide the best treatment and care to victims while gathering sufficient evidence to prosecute

offenders and will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse. Court Security will ensure all prohibited materials are either surrendered or seized prior to citizens entering the Courthouse. School Resource Officers will provide 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina law.

MID-YEAR FISCAL YEAR 2016 /17

At mid-year the Sheriff's Office was on target to achieve or had achieved 32 of 33 outcomes:

Law Enforcement & Administration: Law Enforcement and Administration was on target or achieved 10 of 11 outcomes. At-fault accidents were limited to 1 per 177,522 miles driven. Proactive community policing activities remained a priority. The Sheriff's Office had 56,498 proactive calls for service (e.g. church checks, senior checks, and public relations). The office achieved a proactive to reactive ratio of 1 hour to 6.5 hours during the first half of the year. Through all this enforcement, the Sheriff's Office had 2.11 complaints per 100 full-time officers regarding excessive force. This was below the national average of 3.4 complaints per 100 full-time officers. Civil matters were also conducted timely with 69 percent of civil papers (3,494) served within 3 days, better than the 60 percent goal. The Sheriff's Office hosted a Citizens Academy in which 20 citizens learned about Sheriff's Office services and how to improve their safety. Finally, over 7,000 calls have been made to "R U OK" program participants.

School Resource Officers (SROs): SROs were on target to achieve all of their outcomes at mid-year. They improved safety by providing 78 presentations to faculty, parents, and students in the areas of safety, drug and alcohol abuse, and North Carolina law. Additionally, staff counseled 2,566 students through personal safety classes and inspected the school monthly to limit safety hazards. School social workers were accompanied by SROs on 14 home visits, providing safety for social workers and assessing the living conditions of students. The SROs provided security for 204 extracurricular school events. School Resource Officers limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes

Records: The Records Division was on target to meet all of its outcomes at mid-year. Records has maintained a 99 percent uptime for the Sheriff's Office Records Management System, providing consistent and reliable access to records, statistical information, and reports. Records issued 1,484 concealed carry permits with a less than 1 to 500 complaint ratio. Every employment background check was completed within one business day, allowing the County to maintain a timely and thorough hiring process.

Narcotics: Outcomes associated with reducing drug use and trafficking were on target at mid-year. All 265 tips received through the tip line were disseminated. Approximately, 90 percent of all tips have been closed. Also, several relationships continue to exist between the County and public sector (e.g. municipalities) and private sector (e.g. FedEx) entities to dismantle the drug trafficking network in a comprehensive way.

Criminal Investigations (CID): Criminal Investigations was on target to achieve both of its outcomes. Their investigations and follow up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by over 20 percentage points (77 percent vs. 53.6 percent). The Sheriff's Office continued to provide office space for two DSS

investigators to maintain its partnership with Social Services in the investigation of physical and sexual abuse of children.

Lake Norman Regional Patrol: The Sherrills Ford/Terrell area benefitted from having the Lake Norman Regional Patrol provide law enforcement services. All outcomes were on target through mid-year. Officers kept in consistent contact with community leaders and business owners and where an incident occurred, it was followed up within 10 days. Additionally, 3 boater safety classes were conducted for 75 attendees, increasing the public's awareness of State and local laws pertaining to the waters.

Court Security: The Court Security division had achieved or was on-target with all of its outcomes at the mid-year. To ensure the safety of the court system and its participants, as of December 31st, 161,200 people were processed through the Justice Center, and 6,206 through the Hickory Courthouse, and 100 percent of prohibited materials (handguns, knives, scissors, razor blades, etc.) were seized.

Newton Detention Facility: Newton Detention Facility outcomes were all on target at mid-year. In order to control the cost of healthcare, most (96.3 percent) non-emergency health issues were taken care of in-house by contracted physicians. Additionally, over 5,750 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary to manage jail visitation.

Prisoner Food Service: The single outcome in Prisoner Food Service was on target. The department continued to monitor the quality and quantity of food served to the inmates.

FISCAL YEAR 2015/16

Law Enforcement and Administration achieved all of its outcomes toward protecting the public,

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	40	39	1	98%
2014/15	36	35	1	97%
2013/14	33	29	4	88%

despite a 7 percent increase in calls for service. The Division reduced the index crime rate by 6 percent to 1,433 for Catawba County Sheriff's Office. This progress is due in part to the increase in training hours (7,234 hours) to sworn and unsworn deputies. At-fault accidents increased to 1 per 179,693 miles driven. Two employees that were involved in accidents are no longer in driving positions.

Proactive community policing activities remained similar to last year: 6 reactive hours for every 1 proactive hour. Through all this enforcement, only 1 excessive force complaint was substantiated. Civil matters were also conducted timely with 65 percent of civil papers served within 3 days, better than the 60 percent goal.

In order to enhance the existing relationship between the criminal justice system and the community, 119 events were conducted. In addition, the Sheriff's Office hosted an Explorer's Program in which 28 young men and women learned about Sheriff's Office services and provided them an opportunity to train and work with the Sheriff's Office. Finally, senior citizens' personal safety was looked after through several programs like the Safe Seniors and the RUOK program.

School Resource Officers continue to improve improved safety at schools. They provided counseling for nearly 600 parents and 600 staff in the areas of safety, drug and alcohol abuse, and North Carolina law. Additionally, they counseled 3,746 students through personal safety classes and inspected the school monthly to limit safety hazards. School social workers were accompanied by SROs on 97 home visits. They also provided security at 358 school extracurricular events. All in all, SROs limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes.

Case reports and all related outcomes were managed appropriately through the year, especially by maintaining a 99 percent uptime for the Sheriff's Office Records Management System. Records issued 2,016 concealed carry permits with no citizen complaints registered. They also administered 20 tests to access and enter data into the North Carolina Division of Criminal Information (DCI), ensuring the statewide crime database is current with criminal activity and citizen criminal histories. Also, every employment background check was completed within one business day. Finally, incident reports were made available online within 2 business days.

Both outcomes associated with reducing drug use and trafficking were achieved. There was a 14 percent increase in tips (501) in Fiscal Year 2015/16 and all of these tips were closed with some sort of investigation within 1 day. The Sheriff has been aggressive in dismantling the drug trafficking organizations in the County, increasing the search warrants executed by the division by 89 percent.

Criminal Investigations achieved its three outcomes. Its investigations and follow up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by over 10 percent (71 percent vs. 59 percent). The unit also partnered with the Social Services department on child sexual assault and physical abuse cases. Finally, a new computerized inventory has helped maintain 100 percent proper evidence management.

Law enforcement services were provided to lake front residents and boaters in the Sherrills Ford/Terrell area. All outcomes were achieved. Officers kept in consistent contact with community leaders and business owners and where an incident occurred, it was followed up within 10 days. Additionally, 10 boater safety and education classes were conducted, bringing the total students educated during the year to 115.

The safety of the court system and its participants were ensured through Court Security's efforts. Over 485,000 people were processed safely through the Newton and Hickory Courts. All detainees were transported safely and efficiently, with no escapes.

The Newton Detention Center's outcomes were all achieved starting with the appropriate training of detention officers. Eighty employees received 4,360 hours of training. Furthermore, in order to control the cost of healthcare, every non-emergency health issue except dental extractions, were taken care of in-house by contracted physicians. Additionally, nearly 9,500 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary to manage jail visitation. Finally, efforts with the District Attorney continue to be initiated in order to control the rapidly growing population of the Jail.

The single outcome in Prisoner Food Service was achieved. They have met the standards cost-effectively and satisfied the inmates.

Outcomes

LAW ENFORCEMENT AND ADMINISTRATION

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. Maintain an index crime rate that is below the statewide rate (2015 – 3,169 per 100,000 population).
3. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriff's Training Standards mandates, the Sheriff's Office will provide at least 4,000 hours of in-service training for sworn and detention officers.
4. 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 those juniors and seniors selected for the internship with firsthand experience and knowledge of criminal justice careers.
5. 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 R U OK 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.
6. 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.

7. To protect the community, the Sheriff's Office will maintain at least a 95 percent conviction rate for sex offenders found to be out of compliance with the stipulations of their sentence.
8. 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)

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 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 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

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 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.
4. To ensure public transparency and access to information, Records will maintain incident reports daily and have the reports available within 2 business days of the incident.

NARCOTICS / VICE DIVISION

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)

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.
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.

LAKE NORMAN REGIONAL PATROL

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.

COURT SECURITY

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 Hickory Courthouse or the Catawba County Justice Center through the use of metal detectors at both facilities' main entrances. Examples of prohibited materials include handguns, rifles, stun guns, knives, leaded canes, scissors, metallic knuckles, razor blades, or any sharp object that may be used as a weapon.

NEWTON DETENTION FACILITY

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 224 hours of field training for new employees, as well as 22 hours per year of in-service training for sworn deputies and 16 hours for non-sworn detention officers. (As of January 2017 – 28 sworn detention officers and 39 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 to manage 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 system from outside the jail rather than visiting in-person.

PRISONER FOOD SERVICE

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.