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STRATEGIC PLAN



Clackamas County Sheriff's Office

A MESSAGE FROM THE SHERIFF

The one thing I can say for sure about the future is that it's going to happen — and we can either shape events or be shaped by them. There will always be unforeseen circumstances that will require us to adapt and change, but I would rather follow a course consistent with our values than be pushed around by the random unfolding of history.

To achieve that goal, we have developed this strategic plan to build on our strengths as an organization and the individual talents of our members, while increasing our capacity to serve the community.

In assembling it, we worked with members of the Sheriff's Office, our external partners, citizens living in the communities we serve and many, many others. This plan will function as a framework and guide for administering the organization through 2013.

We did not initiate this planning process because we're concerned that the Sheriff's Office is headed in the wrong direction. Instead, we view this as an opportunity to build on what is great and make it even better. We examined our strengths, our weaknesses and the opportunities and challenges we face, with the goal of extending our leadership in the 21st century.





We will use the Strategic Plan to:

- ▶ Guide us to successfully complete our mission
- ▶ Educate the public about the challenges facing law enforcement
- ▶ Increase the personal and professional growth of all members of the organization
- ▶ Establish best practices and quality standards throughout the Sheriff's Office
- ▶ Guide the choices we make, aligning them with our mission and values
- ▶ Improve accountability for the organization and its individual members
- ▶ Achieve a more stable funding base and expand understanding for our budget
- ▶ Demonstrate the public value delivered by the Sheriff's Office by meeting clear performance goals
- ▶ Implement additional information technology to improve efficiency
- ▶ Develop the Sheriff's Office and its employees to achieve their maximum potential

My intent is for this strategic plan to function as a “living document” that we will update and adjust throughout its expected three-year duration. I look forward to receiving input from members of the Sheriff's Office, the citizens of Clackamas County and others about how we can further refine and improve it.

Assembling this plan has been a difficult and time-consuming process. My sincere thanks go out to every member of our organization, most especially the command staff and the administration, as well as the Clackamas County Peace Officers' Association, our external partners and the citizens who contributed to its development. Your input and assistance have been a great help.

Working together, we can make a difference.

Sincerely,

Craig Roberts
Clackamas County Sheriff



EXECUTIVE SUMMARY

Strategic planning is a study that an organization completes of itself, with the goal of shaping future decisions and actions so that they reflect its mission, goals and values, as well as contributing to its continued success. It is also a tool that organizations use to successfully navigate change.

The Clackamas County Sheriff's Office embarked upon a formal strategic planning process with the help of an external consultant. The purpose behind this effort was to identify the factors that have made the Sheriff's Office a success, then to use that information in a systematic way to meet future opportunities and challenges successfully. Like a good tactical plan, it is flexible and will be updated as necessary to reflect changing circumstances.

However, flexibility does not mean that this plan offers only vague guidance or can

be disregarded. Beginning on page 13, it identifies 47 specific objectives, each with quantifiable performance targets to be met by the six divisions of the Sheriff's Office: patrol, support services, investigations, civil, the jail and community corrections. Each of these objectives is tied to one of four broad goals:

- ▶ Enhancing the safety of our community
- ▶ Increasing resources for future growth and stability of the Sheriff's Office
- ▶ Promoting a proactive, innovative and efficient organization
- ▶ Growing and enhancing community and stakeholder partnerships

As this plan is implemented over the next three years, those responsible for achieving each of the objectives will develop the meth-



ods, resources and timelines to fulfill them.

Moving ahead, this plan will serve as the central business document for the organization, and will support and guide other activities, such as implementing new information technology, facilities planning and budgeting.

During the strategic planning process, Sheriff Craig Roberts and the command staff re-examined the stated vision, mission and values of the Sheriff's Office. While the essential beliefs that bring men and women forward to serve and defend their communities have changed little through the centuries, and much of the oath sworn by sheriffs in England 1,000 years ago is still relevant to this office today, this review was necessary to clarify these fundamental ideas as they apply to Clackamas County at the dawn of the 21st century.

Another key component in the preparation of this plan was an examination of the Sheriff's Office in the context of the community it serves. Clackamas County and the

world beyond are witnessing demographic, economic and technological changes that are unprecedented in human history.

Today, the Sheriff's Office investigates crimes that were not possible 10 years ago, because the technology to commit those crimes did not exist. The population that it serves is growing more diverse, bringing new languages and new cultural norms into the community. The county is set to grow dramatically in the coming decade, even as a serious economic downturn puts pressure on government budgets and the finances of individual citizens alike.

Assembling this strategic plan has been a time-consuming process. Through many hours of conversation with members of the Sheriff's Office, its external partners and the citizens it serves, the organization's strengths, weaknesses, opportunities and challenges have been identified. This information has been distilled into the goals and objectives contained in this plan. By achieving them, the Sheriff's Office will continue to achieve success.





VISION, MISSION AND VALUES

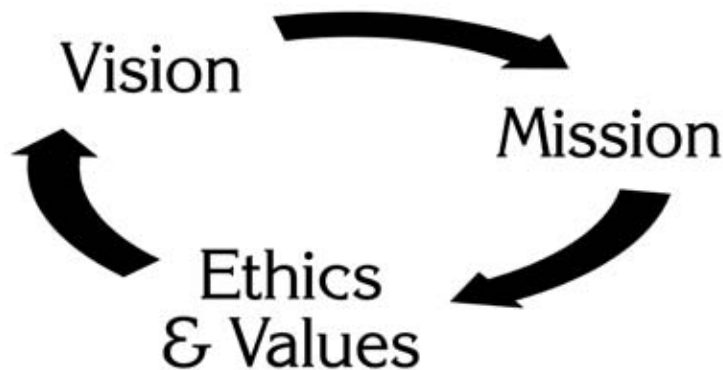
As a public safety organization, the Clackamas County Sheriff's Office recognizes its unique role in the community. While first and foremost a law enforcement organization, its mandate goes well beyond traditional police functions:

- ▶ It is responsible for all search and rescue operations within a county almost the size of Delaware, which includes North America's most-climbed mountain.
- ▶ It maintains a jail that serves the state's third most-populous county, and which booked 13,232 persons in 2009.
- ▶ It is accountable directly to the public through an elected leader — Sheriff Craig Roberts, who has made it his mis-

sion to hold offenders accountable, protect vulnerable citizens, create partnerships and promote excellence.

These are a few of the traits that set this Sheriff's Office apart from other elements of the law enforcement community, and they are reflected in its vision, its mission and its values — but most importantly in its members. Without people who believe in the vision, who fulfill the mission and who live the values, even the best plan is useless.

A key finding of the strategic planning process is that the members of this organization are highly motivated, dedicated and capable. This plan will succeed only through their efforts.



VISION

As members of the Clackamas County Sheriff's Office, our vision is:

“To Become a World-Class Sheriff's Office.”

MISSION

Our mission is to preserve life, uphold the law, prevent crime, hold offenders accountable, and promote safety while finding innovative solutions and building partnerships with the community.

We fulfill the mission of the Clackamas County Sheriff's Office through teamwork and partnerships, as reflected in our motto:

“Working Together to Make a Difference.”

VALUES

We will fulfill our vision and complete our mission by adhering to these core values:

Honesty

*We will be truthful in all we do and say,
acting with character and principle
and serving the community in an open,
transparent and professional manner.*

Courage

*We will serve the community with
compassion and commitment,
lending our strength to those
who are most vulnerable and
unable to protect themselves.*

Justice

*We will always be fair and impartial,
enforcing the law without bias or favoritism.
We will treat each person we meet with courtesy
and honor their rights, beliefs and diversity.*



ENVIRONMENTAL FACTORS

The Sheriff's Office does not exist in isolation, but as part of a larger community — a community with its own unique history, strengths, problems and potential. By understanding the community and how it changes and grows through time, the Sheriff's Office is better prepared to serve its future needs.

Clackamas County was established on July 5, 1843 — 16 years before Oregon joined the union and 18 years before the start of the Civil War. It is home to the first incorporated city west of the Rockies and was the capital of the territorial government and the meeting place of the first state legislature. For centuries before the westward expansion of the United States, it was the site of important Native American gatherings. It takes its name from the Clackamas Indians, an Upper Chinook tribe that made their home around the Willamette Falls.

Encompassing 1,893 square miles — a land area almost the size of Delaware — Clackamas County has a diverse geography: from densely populated urban neighborhoods and bustling commercial districts to the glacier-covered slopes of Mt. Hood, from more than 50 miles of navigable rivers to national

forests that draw more than 4 million visitors annually.

In 2010, approximately 380,000 people lived in Clackamas County, with roughly half the population residing in rural areas, and the balance making their homes in one of 17 incorporated cities. By 2013, the county's population is expected to grow by more than 35,000 persons — the equivalent of adding a city the size of Lake Oswego.

As the population grows, every part of the Sheriff's Office will be affected, leading to increased calls for service, additional civil process, more contacts with Community Service Officers, as well as expanded records processing and distribution. Likewise, additional people will mean additional traffic, requiring more traffic enforcement. As congestion increases, the public will seek alternative transit options, leading to additional ridership and expansion of the MAX light rail network in Clackamas County, making rider safety a growing concern.

The Clackamas County Jail, which already lacks sufficient beds for the population it serves, will become ever more overburdened until a larger facility incorporating a more modern design becomes available. In



2010, the jail had a 434-bed capacity — or 1.14 beds for every 1,000 county residents. According to the Oregon Sheriff's Jail Command Council, the average across Oregon is 1.9 beds per 1,000 residents. To meet this state average, which is lower than the national average, Clackamas County would require a total of 722 beds. That number will rise rapidly as the population continues to grow in the coming years. Studies indicate that an additional 1,423 beds will be needed by 2030.

Along with its growing population, Clackamas County is more diverse and more connected to the rest of the world than at any time in its history — and these changes will accelerate in the years ahead. Instantaneous communications and new transit systems are blurring jurisdictional boundaries:

- ▶ An informal contact on a light rail platform leads to a multi-jurisdictional drug investigation.
- ▶ Elderly citizens are targeted by scammers who move quickly from state to state.
- ▶ Internet sex predators contact children in Clackamas County from thousands of miles away, intending to victimize them during an upcoming trip.

Meeting these threats will require the Sheriff's Office to be more creative, dynamic and progressive than ever before. Demographic changes will also alter the face of the

organization, as it seeks to attract, recruit, hire and retain the best individuals from among a population that is aging and growing more ethnically and racially diverse.

The economy, still struggling in 2010 with the damage inflicted by the worst downturn since the Great Depression, poses another potential challenge. Reported crime rates in Clackamas County have declined every year since 2005. However, increased unemployment and a lack of legitimate economic opportunities could lead to increasing crime rates — a challenge the Sheriff's Office must be prepared to meet.

As the strategic planning process revealed, the Sheriff's Office is building on a solid foundation as it moves ahead. The past five years have brought several notable successes, including:

- ▶ Winning voter support for a five-year public safety levy in 2006 that increased current jail capacity by re-opening closed beds, allowed for the creation of inmate work crews and provided additional funding for patrol deputies and drug enforcement throughout the county;
- ▶ Securing additional funding from the Board of County Commissioners to pay for consolidation of Sheriff's Office operations at the Sunnybrook building, improvements and expansion of the existing jail and other priorities;



- ▶ Establishing strong partnerships with other law enforcement agencies around the region — including forming cooperative enforcement efforts such as the Clackamas County Interagency Task Force and the Interagency Child Exploitation Prevention Team — to address crimes that transcend jurisdictional boundaries;
- ▶ Forming a constructive relationship with the Clackamas County Peace Officers Association;
- ▶ Strengthening the relationship between the Sheriff's Office and Clackamas County Community Corrections, to streamline and improve operations while doing a better job of holding offenders accountable;
- ▶ Providing Crisis Intervention Team training to members of the Sheriff's Of-

fice, as well as other law enforcement agencies, to better prepare deputies and officers for encounters with persons suffering from serious mental illness;

- ▶ Reducing the number of jail inmates force-released due to overcrowding;
- ▶ Achieving national acknowledgement for the Corrections Substance Abuse Program operated by Community Corrections, which provides high-risk parole and probation clients with intensive substance abuse and cognitive behavioral treatment; and,
- ▶ As previously noted, achieving a four-year decline in reported crime rates.

By adhering to the goals and objectives laid out in this strategic plan, as well as the vision, mission and values that it describes, the Sheriff's Office will continue to enjoy success in the years ahead.





SHERIFF CRAIG ROBERTS STRATEGIC DIRECTION

Four-Point Platform:

1. Holding offenders accountable.
2. Protecting all citizens – especially children, seniors, the disabled and the mentally ill.
3. Creating partnerships with other law enforcement agencies and the community.
4. Developing standards of excellence for the Sheriff's Office, and improve efficiency.



STRATEGIC GOALS

Goal #1

Enhance the Safety of Our Community

Goal #2

**Increase Resources for Future Growth
and Stability of the Sheriff's Office**

Goal #3

**Promote a Proactive, Innovative
and Efficient Organization**

Goal #4

**Grow & Enhance Community
and Stakeholder Partnerships**

Goal #1

Enhance the Safety of Our Community

Office-Wide Objectives

- Deploy available resources in the most effective manner possible.

Patrol Division

- Identify and maintain optimal response times for priority one and two calls.
- The Motor Unit will assign resources to address top ten crash locations in Clackamas County.
- Identify crime trends and target locations with heavy demand for service in an effort to deter future crime.
- Hold offenders accountable for court appearances and compliance with release conditions.

Support Services

- Build and grow relationships with the community.

Investigations Division

- Ensure investigative case assignments result in criminal prosecutions wherever possible.

Jail Division

- Reduce the number of inmates forced release into the community.
- Reduce jail recidivism by 1 percent per year for five years.

Community Corrections

- Increase the use of validated risk tools by 50 percent for the management of medium- and high-risk offenders.

- Apply 90 percent of intervention resources to medium- and high-risk offenders.

- Develop a plan for capturing data to enable effective deployment and use of resources based on crime trends.

Goal #2

Increase Resources for Future Growth and Stability of CCSO

Office-Wide Objectives

- Create a strategy to provide long-term, stable funding for the organization, in addition to developing a plan to replace the existing public safety levy.
- Achieve full authorized staffing levels in each division.
- Charge reasonable fees to maximize cost recovery.

Patrol Division

- Add qualified reserve deputies each year with a target program strength of 50 reserve deputies.

Support Services

- Continue to meet state Department of Public Safety Standards and Training mandated training requirements.
- The Public Safety Training Center will work to maintain and grow revenue through the private range.
- Work toward full staffing levels in all Divisions.
- Develop and maintain an up-to-date attrition plan.



Investigations Division

- Implement Regional Automated Property Information Database at area pawn shops to reduce investigative time and free up data-entry resources.
- Decrease time to complete the Professional Standards Unit complaint process due to manpower-intensive process currently in place.
- The Policy Analyst position will deliver division-specific procedures to employees via use of software designed to track issuance and understanding of topic areas.

Jail Division

- Increase annual revenue.

Community Corrections

- Implement incentive-based and amnesty programs to increase the collections rates of assessed fines and fees.

Goal #3

Promote a proactive, innovative and efficient organization

Office-Wide Objectives

- Establish administrative controls to ensure that the Strategic Plan is implemented.
- Improve communications between Divisions to enhance the organization's overall effectiveness.
- Complete construction projects to consolidate and streamline the operations of the Sheriff's Office.
- Ensure the implementation of best practices throughout the organization.

- Use limited resources in the most effective and efficient way possible.

- Further integrate Community Corrections into the Sheriff's Office at both the operational and administrative level.

Patrol Division

- Improve the ability to collect data and crime statistics to be used in the deployment of patrol manpower.

Support Services

- Build revenue at the Public Safety Training Center and create efficiencies in operations.

Investigations Division

- Assess the effectiveness of personnel allocation within the Division.

Jail Division

- Reduce the cost of meals served to inmates.

- Create a statistical, evidence-based computer reporting system.

- Identify evidence-based programs with Community Corrections staff to reduce future criminal behavior by inmates.

Community Corrections

- Identify evidence-based programs with jail staff, such as Moral Reconciliation Therapy and Thinking for a Change, to reduce future criminal behavior by inmates.

- Educate partners within the criminal justice system and the public at large about the Division's programs and operations.

Goal #4

Grow & Enhance Community and Stakeholder Partnerships

Office-Wide Objectives

- Increase public outreach and education, to build public awareness and understanding of Sheriff's Office operations.
- Develop tighter integration with other regional Sheriff's Offices.

Patrol Division

- Maintain communication and a positive image with community groups and the public.

Support Services

- Maintain training partnerships with surrounding agencies to provide greater training opportunities for staff.
- Enhance our relationship and response with the community by seeking feedback on the services the Sheriff's Office provides.

Investigations Division

- Improve the Professional Standard complaint/inquiry process.

Jail Division

- Increase volunteers for inmate programming.
- Combine certain functions and resources of the Jail and Community Corrections work crew programs.
- Reduce the number of fail to appear warrants issued.

Community Corrections

- Improve the effectiveness and efficiency of jail utilization and other sanction practices by implementing the use of video sanctioning, analyzing sanction data and increasing the use of alternative sanctions.





CONCLUSION

The purpose of this strategic plan is to guide the Clackamas County Sheriff's Office in its service to the community from 2010 until 2013. It is a road map for the future. Its goal is to build on the strengths of the organization and the talents of its individual members to better serve the community and effectively manage change.

This plan is a "living document" that will never be entirely complete, because it will adapt and change as unforeseen events create new challenges and opportunities for the organization. However, it also contains

clear and specific objectives for each of its divisions and programs to meet. As the plan is fulfilled in the coming years, the specific steps taken to achieve these goals will be provided by those tasked with meeting them.

To ensure that the plan is implemented and its goals are achieved, oversight will be provided by a newly developed Strategic Planning Steering Committee. This group will make regular reports to the organization's executive team, highlighting the objectives that have been met and the steps yet to be taken.