Clackamas County Sheriff's Office

Strategic Business Plan 2020

Updated 6/15/2020

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Note: Words and phrases followed by the '♦' symbol are defined in the Glossary of Terms on page 50.

Mission Statement

The mission of the Clackamas County Sheriff's Office is to provide public safety and law enforcement services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

Issue Statements

1. Demand for Services

The increased demand for services driven by population growth, increased urbanization, traffic congestion, homelessness, drug use and addiction, a growing mental health crisis, and increased complexity of the criminal justice system, if not properly addressed, will result in:

- Diminished community safety and quality of life
- An increased number of unsolved and uninvestigated crimes
- An increased risk of victimization
- An increased number of traffic fatalities and injuries
- A decreased ability to deliver justice and hold offenders accountable

2. Aging Jail

The rapidly increasing demand for jail space and the inability to meet current demand, combined with an aging and out-of-date facility with an insufficient number of jail beds based upon the current and growing population, if not properly addressed, will result in:

- An increased risk to the safety of staff and inmates
- Forced releases of offenders into the community, causing an increased risk to public safety
- A diminished ability to remove criminals from the community
- An increased rate of failures to appear in court and a corresponding increased demand on resources to re-apprehend those offenders who fail to comply with court orders

3. Holding Offenders Accountable

The expectation to hold offenders accountable, combined with the increasing instances of offenders with addiction issues and/or a mental health diagnosis and the demand for specialized, innovative treatment, if not properly addressed, will result in:

- Diminished public trust
- An increased number of repeat offenders in the criminal justice system
- An increased rate of victimization by repeat offenders
- An increased workload on first responders to address repeat offenders

Issue Statements (continued)

4. Criminal Justice System

The continued lack of overall direction and integration of services across Clackamas County's criminal justice system, if not properly addressed, will result in:

- A limited understanding of the range of Sheriff's Office functions and services
- Sheriff's Office receiving calls for service in lieu of other County departments
- A drain on Sheriff's Office human and financial resources
- A lack of coordination among providers of wrap-around services to reduce recidivism (mental health, housing, victim services, etc.)

5. Aging Workforce and Demand for Qualified Applicants

The aging workforce,[1] combined with the increased regional demand and competition for qualified line-level applicants, if not properly addressed, will result in:

- Unanswered calls for service, increased response times, and uninvestigated crimes
- Increased crime rates and risk of victimization
- Increased citizen complaints and negative deputy-citizen interactions
- An inability to meet customer demands and the demands of our contract cities
- Insufficient technical knowledge, reducing the ability to perform effectively
- Negative impacts on staff morale and wellness

6. Administrative Support Partners

The increasing difficulty utilizing County core services, which negatively impacts the ability of the Sheriff's Office to effectively deliver services to Clackamas County residents, if not properly addressed, will result in:

- Duplication of services and inefficient service delivery
- Inconsistent direction and a lack of adequate representation
- Cumbersome processes that negatively impact efficiency and business needs
- Rising costs, project delays, and a lack of transparency related to the cost of services

[1] About 24% of employees are eligible to retire between December 2019 and December 2024.

Issue Statements (continued)

7. Leadership at Every Level

A lack of strong, consistent, and clear leadership at every level within the organization, if not properly addressed, will result in:

- A lack of performance measures achieved
- A lack of emerging leaders
- Diminished staff morale
- A lack of internal trust between different levels of the organization
- A diminished ability to deliver the quantity and quality of desired services to the public

8. Complex Job of Law Enforcement

The job of law enforcement becoming more professionally complex and personally demanding, requiring additional ongoing training, maintenance, and certifications, if not properly addressed, will result in:

- A decrease in professionalism leading to public dissatisfaction
- Diminished morale causing lower efficiency and productivity in delivering services to the public
- An increased risk of Use of Force incidents
- An increased risk of injuries to employees and the public
- Increased costs related to the loss of experienced employees due to medical issues and early attrition
- An increased risk of work-related stress, potentially resulting in employee suicide

9. Understanding of Services Provided

The community's lack of understanding of the functions of Clackamas County Sheriff's Office and the services it provides, if not properly addressed, will result in:

- Unmet expectations of the public
- Delayed delivery of services to the public
- Individuals not seeking available services
- A lack of overall confidence in and support for law enforcement

Strategic Results

1. Delivery of Justice[2]

By 2023, Clackamas County residents will experience safe communities through the delivery of justice and apprehension of criminals when crime has occurred, as evidenced by:

- The crimes against persons rate will be at or below 8.0 per 1,000 residents (Patrol)
- The property crime rate will be at or below 35.0 per 1,000 residents (Patrol)
- *% of Investigations cases will be referred to the District Attorney's Office for a prosecution decision (Investigations)
- *% of community survey respondents will report they feel safe in Clackamas County (Office of the Sheriff)
- Sheriff's Office leadership will engage with County Administration to create a plan to address key inefficiencies that are negatively impacting the ability to provide quality law enforcement and public safety services (Office of the Sheriff)

2. Crimes Involving Vulnerable Victims[3]

By 2025, Clackamas County residents will experience the collective benefits of a Sheriff's Office led Family Justice Center that prioritizes efforts to reduce high-risk incidents involving vulnerable victims, including victims of domestic violence, sexual assault, stalking, human trafficking, child abuse, elder abuse, and vulnerable adult abuse, as evidenced by:

- The Clackamas County FJC will be operating in an adequate facility with appropriate staff capacity to deliver needed services to residents (Family Justice Center)
- *% of FJC cases will be referred to the District Attorney's Office for a prosecution decision (Family Justice Center)
- 35% of new visitors will be referred by law enforcement (Family Justice Center)

[2] Aligns with Issue Statements 1, 3, 6, 8.
[3] Aligns with Issue Statements 1, 3, 9.
* Performance target will be set when baseline is established.

Strategic Results (continued)

3. Capacity to Hold Offenders Accountable[4]

By 2025, Clackamas County residents will experience safe communities through the capacity to hold offenders accountable, as evidenced by:

- An updated plan and funding strategy will be proposed for a new Clackamas County Jail facility that has adequate capacity and ensures the safety and security of inmates and staff (Jail)
- 30% reduction in forced released inmates (Jail)

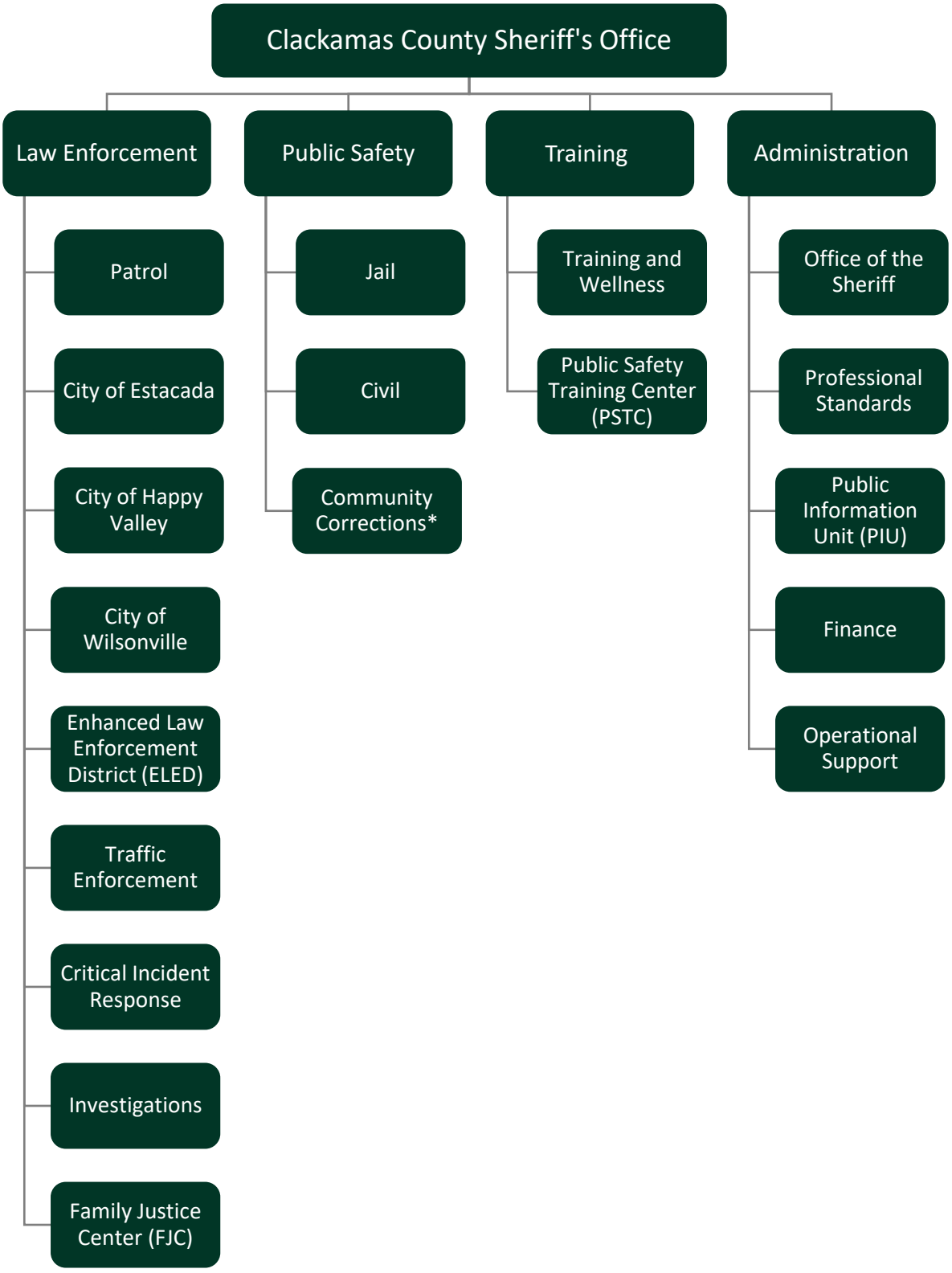
4. Leader in Law Enforcement[5]

By 2024, Clackamas County residents and Sheriff's Office employees will experience a Sheriff's Office that is a leader in law enforcement with a healthy, engaged workforce and the capacity to respond to emergencies and provide quality law enforcement services, as evidenced by:

- *% of employees will report they are in good or excellent mental health (Training and Wellness)
- *% of employees will report they are in good or excellent physical health (Training and Wellness)
- *% of employees will participate in professional development training (Training and Wellness)
- *% of employees will report they feel valued at work (Training and Wellness)

[4] Aligns with Issue Statements 2, 3, 4.
[5] Aligns with Issue Statements 5, 7, 8, 9.
* Performance target will be set when baseline is established.

Office Organization



* Community Corrections maintains a separate Strategic Business Plan.

Law Enforcement Line of Business

Law Enforcement

Purpose Statement:

The purpose of the Law Enforcement Line of Business is to provide law enforcement and offender accountability services to the people of Clackamas County so they can experience and contribute to a safe and secure community.

Key Results:

- % of deputy activity that is self-initiated (Patrol, City of Estacada, City of Happy Valley, City of Wilsonville, ELED)
- % change in traffic crashes occurring in the five highest accident-risk areas (Traffic Enforcement)
- % of Special Weapons and Tactics (SWAT), Crisis Negotiation Team (CNT), Corrections Emergency Response Team (CERT), and Explosive Device Unit (EDU) responses that result in no serious physical injury or death (Critical Incident Response)
- % of Search and Rescue (SAR) and Dive/Rescue Team responses that result in the subject being rescued or recovered (Critical Incident Response)
- By 2023, *% of Investigations cases will be referred to the District Attorney's Office for a prosecution decision (Investigations; Strategic Result 1)
- By 2025, *% of FJC cases will be referred to the District Attorney's Office for a prosecution decision (Family Justice Center; Strategic Result 2)

* Performance target will be set when baseline is established.

Law Enforcement Line of Business

Patrol Program

Purpose Statement:

The purpose of the Patrol Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Clackamas County so they can enjoy safe, livable communities.

Strategic Results:

- % change in reported crimes against persons (Strategic Result 1)
- % change in reported property crimes (Strategic Result 1)

Results:

- % of deputy activity that is self-initiated
- % of inlying area♦ Priority 1 and Priority 2♦ Calls for Service that receive a response time within 5 minutes
- % of outlying area♦ Priority 1 and Priority 2 Calls for Service that receive a response time within 20 minutes

Outputs:

- # of Calls for Service responses provided
- # of Self-Initiated Activities♦ conducted

Demand:

- # of Calls for Service responses requested

Services:

See pages 32-33 for the list of services.

Law Enforcement Line of Business

City of Estacada Program

Purpose Statement:

The purpose of the City of Estacada Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Estacada so they can enjoy safe, livable communities.

Results:

- % change in reported crimes against persons
- % change in reported property crimes
- % of deputy activity that is self-initiated
- % of Priority 1 and Priority 2♦ Calls for Service that receive a response time within 5 minutes

Outputs:

- # of Calls for Service responses provided
- # of Self-Initiated Activities♦ conducted

Demand:

- # of Calls for Service responses requested

Services:

See pages 33-34 for the list of services.

Law Enforcement Line of Business

City of Happy Valley Program

Purpose Statement:

The purpose of the City of Happy Valley Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Happy Valley so they can enjoy safe, livable communities.

Results:

- % change in reported crimes against persons
- % change in reported property crimes
- % of deputy activity that is self-initiated
- % of Priority 1 and Priority 2♦ Calls for Service that receive a response time within 5 minutes

Outputs:

- # of Calls for Service responses provided
- # of Self-Initiated Activities♦ conducted

Demand:

- # of Calls for Service responses requested

Services:

See pages 34-35 for the list of services.

Law Enforcement Line of Business

City of Wilsonville Program

Purpose Statement:

The purpose of the City of Wilsonville Program is to provide public safety, community partnership, education, and law enforcement services to those who live, work, and play in Wilsonville so they can enjoy safe, livable communities.

Results:

- % change in reported crimes against persons
- % change in reported property crimes
- % of deputy activity that is self-initiated
- % of Priority 1 and Priority 2♦ Calls for Service that receive a response time within 5 minutes

Outputs:

- # of Calls for Service responses provided
- # of Self-Initiated Activities♦ conducted

Demand:

- # of Calls for Service responses requested

Services:

See pages 35-36 for the list of services.

Law Enforcement Line of Business

Enhanced Law Enforcement District (ELED) Program

Purpose Statement:

The purpose of the Enhanced Law Enforcement District (ELED)♦ Program is to provide enhanced public safety, community partnership, education, and law enforcement services to those who live, work, and play within the ELED so they can enjoy safe, livable communities.

Results:

- % change in reported crimes against persons
- % change in reported property crimes
- % of deputy activity that is self-initiated
- % of Priority 1 and Priority 2♦ Calls for Service that receive a response time within 5 minutes

Outputs:

- # of Calls for Service responses provided
- # of Self-Initiated Activities♦ conducted

Demand:

- # of Calls for Service responses requested

Services:

See pages 36-37 for the list of services.

Law Enforcement Line of Business

Traffic Enforcement Program

Purpose Statement:

The purpose of the Traffic Enforcement Program is to provide traffic enforcement and education services to those who live, work, and play in Clackamas County so they can enjoy safe roadways.

Results:

- % change in fatalities that result from traffic crashes occurring on County roadways
- % change in traffic crashes occurring in the five highest accident-risk areas[6]
- % of traffic crash Calls for Service responded to by the Traffic Enforcement Unit

Outputs:

- # of traffic stops conducted
- # of Calls for Service responses provided

Demand:

- # of Calls for Service responses requested

Services:

See page 38 for the list of services.

[6] These areas are identified by Oregon Department of Transportation (ODOT) and are based on Safety Priority Index System (SPIS) scores.

Law Enforcement Line of Business

Critical Incident Response Program

Purpose Statement:

The purpose of the Critical Incident Response Program is to provide specially equipped and trained personnel and emergency response services to the public and other law enforcement agencies so they can experience safe resolutions to extraordinary, critical situations.

Results:

- % of Special Weapons and Tactics (SWAT), Crisis Negotiation Team (CNT), Corrections Emergency Response Team (CERT), and Explosive Device Unit (EDU) responses that result in no serious physical injury or death
- % of Search and Rescue (SAR) and Dive/Rescue Team responses that result in the subject being rescued or recovered

Outputs:

- # of SWAT, CNT, CERT, and EDU responses conducted
- # of SAR and Dive/Rescue Team missions conducted

Services:

See page 38 for the list of services.

Law Enforcement Line of Business

Investigations Program

Purpose Statement:

The purpose of the Investigations Program is to provide comprehensive investigative services and secure evidence storage for prosecutors, other law enforcement agencies, and victims of crime so they can hold offenders accountable and achieve justice.

Strategic Result:

- % of Investigations cases[7] that are referred to the District Attorney's Office for a prosecution decision (Strategic Result 1)

Result:

- % compliance with the annual property room audit

Outputs:

- # of cases investigated by Detectives
- # of drug crimes cases completed
- # of items stored in the property room

Services:

See pages 38-39 for the list of services.

[7] Includes property and financial crimes cases, crimes against children cases, and violent crimes against persons cases (except for sex crimes involving victims aged 16 years and older or non-homicide domestic violence; these cases are investigated by the FJC).

Law Enforcement Line of Business

Family Justice Center (FJC) Program

Purpose Statement:

The purpose of the Family Justice Center (FJC) Program is to provide comprehensive and coordinated victim services from public and non-profit agencies to vulnerable victims of crime so they can live a life free of violence.

Strategic Results:

- By 2025, the Clackamas County FJC will be operating in an adequate facility with appropriate staff capacity to deliver needed services to residents (Strategic Result 2)
- % of FJC cases[8] that are referred to the District Attorney's Office for a prosecution decision (Strategic Result 2)
- % of new visitors who are referred by law enforcement (Strategic Result 2)

Results:

- % of protective orders filed at the FJC that are granted
- % of FJC survey respondents who report they were treated with respect

Outputs:

- # of cases investigated by FJC
- # of law enforcement advocacy outreaches conducted
- # of protective orders filed

Demand:

- # of expected visits

Services:

See pages 39-40 for the list of services.

[8] Includes domestic violence cases investigated by the Domestic Violence Enhanced Response Team (DVERT), sexual assault cases involving victims aged 16 years and older investigated by the Adult Sex Crimes Unit (ASCU), and human trafficking cases.

Public Safety Line of Business

Public Safety

Purpose Statement:

The purpose of the Public Safety Line of Business is to provide security and protection through offender accountability services and court order enforcement to the people of Clackamas County so they can experience and contribute to a safe and secure community.

Key Results:

- By 2025, there will be a 30% reduction in forced released inmates (Jail; Strategic Result 3)
- % change in security incident rate (Civil)
- % of process delivered for service that are attempted within 7 business days (Civil)

Public Safety Line of Business

Jail Program

Purpose Statement:

The purpose of the Jail Program is to provide a secure custody environment and social, medical, food, and education services to inmates so they can be safe while they are held accountable, prepare for release, and become productive members of the community.

Strategic Results:

- By 2025, an updated plan and funding strategy will be proposed for a new Clackamas County Jail facility that has adequate capacity and ensures the safety and security of inmates and staff (Strategic Result 3)
- % change in forced released♦ inmates (Strategic Result 3)

Results:

- Zero reported Prison Rape Elimination Act (PREA)♦ violations that are sustained
- Zero inmate suicide deaths

Output:

- # of Bookings completed

Demand:

- # of forced releases required

Services:

See pages 41-42 for the list of services.

Public Safety Line of Business

Civil Program

Purpose Statement:

The purpose of the Civil Program is to provide court security services and to execute the process and orders of the court[9] for court employees and members of the public so they can experience a safe court environment and have process served in a proper and timely manner.

Results:

- % change in security incident[10] rate
- % of process delivered for service that are attempted within 7 business days
- % of process delivered for service that are entered or rejected within 3 business days

Outputs:

- # of new arrests at the courthouse conducted
- # of process attempts conducted

Demand:

- # of process attempts required

Efficiency:

- $ program expenditure per process served

Services:

See pages 42-43 for the list of services.

[9] Oregon Law mandates the Sheriff, as an officer of the court system, perform certain duties, to include executing orders of the court and delivering service notice. Examples: small claims, notices, evictions, criminal and civil subpoenas, writs of garnishment, protective orders, and foreclosures of real or personal property as ordered by the court.

[10] Any incident that requires a Deputy Sheriff to take action.

Training Line of Business

Training

Purpose Statement:

The purpose of the Training Line of Business is to provide training, professional development, and personal wellness services to Sheriff's Office employees so they can achieve professional and personal fulfillment and deliver quality law enforcement and public safety services throughout their career.

Key Results:

- By 2024, *% of employees will report they feel valued at work (Training and Wellness; Strategic Result 4)
- % change in public range visits (Public Safety Training Center)

* Performance target will be set when baseline is established.

Training Line of Business

Training and Wellness Program

Purpose Statement:

The purpose of the Training and Wellness Program is to provide professional risk mitigation training to Sheriff's Office employees and personal wellness services to employees and their families so they can maintain physical and mental well-being throughout their career.

Strategic Results:

- % of employees who report they are in good or excellent mental health (Strategic Result 4)
- % of employees who report they are in good or excellent physical health (Strategic Result 4)
- % of employees who participate in professional development training (Strategic Result 4)
- % of employees who report they feel valued at work (Strategic Result 4)

Result:

- % change in the readiness rate♦ of employees

Outputs:

- # of professional development training hours offered
- # of wellness classes offered

Services:

See page 44 for the list of services.

Training Line of Business

Public Safety Training Center (PSTC) Program

Purpose Statement:

The purpose of the Public Safety Training Center (PSTC) Program is to provide facilities, skills development, and education services to Sheriff's Office employees, other law enforcement agencies, and the public so they can enhance their public safety knowledge and skills to build a more secure community.

Results:

- % change in individual public class registrations
- % change in public range visits
- % change in hours of training room utilization

Outputs:

- # of training room hours rented
- # of individual public students instructed
- # of public range lanes rented
- $ in avoided training costs

Demand:

- # of training room hours reserved

Efficiencies:

- $ program expenditure per range visit
- $ program expenditure per training room hour rented

Services:

See page 45 for the list of services.

Administration Line of Business

Administration

Purpose Statement:

The purpose of the Administration Line of Business is to provide executive leadership, administrative support, and operational support services to Sheriff's Office employees so they can deliver quality law enforcement and public safety services to the community.

Key Results:

- % of Strategic Result measures achieved (Office of the Sheriff)
- % of Internal Affairs Investigations that are completed within 90 days (Professional Standards)
- % of community survey respondents who report they have a positive view of the Sheriff's Office (Public Information Unit)
- % of operational programs that are on or under budget (Finance)
- % of positions that are filled (Operational Support)

Administration Line of Business

Office of the Sheriff Program

Purpose Statement:

The purpose of the Office of the Sheriff Program is to provide executive leadership, management, and communication services to Sheriff's Office employees and the community so they can benefit from strong, visionary leadership and work together to advance the Sheriff's Office mission to provide trusted public safety and law enforcement services.

Strategic Results:

- % of community survey respondents who report they feel safe in Clackamas County (Strategic Result 1)
- By 2023, Sheriff's Office leadership will engage with County Administration to create a plan to address key inefficiencies that are negatively impacting the ability to provide quality law enforcement and public safety services (Strategic Result 1)

Results:

- By 2025, law enforcement re-accreditation will be awarded
- % of employees who understand and can articulate their contribution to the Strategic Business Plan
- % of Strategic Result measures achieved
- % of Key Result measures achieved

Outputs:

- # of Performance Clackamas Progress Briefings conducted
- # of program measures reported
- # of policies and procedures created, reviewed, and updated

Services:

See pages 46-47 for the list of services.

Administration Line of Business

Professional Standards Program

Purpose Statement:

The purpose of the Professional Standards Program is to provide internal investigative services to the Sheriff, Sheriff's Office employees, and the public so they can continually improve the professional standards of the Clackamas County Sheriff's Office and receive thorough, impartial, and timely responses to complaints.

Results:

- % of Internal Affairs Investigations♦ that are completed within 90 days
- % of Service Investigations♦ that are completed within 30 days

Outputs:

- # of complaints reviewed
- # of investigations conducted

Services:

See page 47 for the list of services.

Administration Line of Business

Public Information Unit (PIU) Program

Purpose Statement:

The purpose of the Public Information Unit (PIU) Program is to provide information, multimedia communications, community outreach, and education services to Sheriff's Office employees, community partners, and the public so they can learn about Sheriff's Office activities, be informed about public safety matters, and engage with the Sheriff's Office mission.

Results:

- % of community survey respondents who report they have a positive view of the Sheriff's Office
- % change in social media[11] followers
- % change in Sheriff's Office website visits

Outputs:

- # of social media posts produced
- # of press releases provided
- # of multimedia projects managed

Services:

See pages 47-48 for the list of services.

[11] Includes Facebook, Instagram, and Twitter.

Administration Line of Business

Finance Program

Purpose Statement:

The purpose of the Finance Program is to provide financial management services to the Sheriff, Sheriff's Office employees, Advisory Committees, and County decision-makers so they can effectively manage public funds and tie resources to expected results in the interest of public safety.

Results:

- Zero audit findings that result from CCSO Finance staff errors
- % of operational programs that are on or under budget
- % of contract and procurement requests that are completed within the established timelines

Outputs:

- # of formal budget planning sessions conducted
- # of contract and procurement requests completed

Services:

See page 48 for the list of services.

Administration Line of Business

Operational Support Program

Purpose Statement:

The purpose of the Operational Support Program is to provide essential human resources, technology, records, and fleet services to Sheriff's Office employees so they have the resources they need to protect and maintain safe communities.

Results:

- % of positions that are filled
- % of time that critical technology is available
- % of records requests that are fulfilled within 5 calendar days

Outputs:

- # of positions filled
- # of background investigations completed
- # of Information Technology (IT) service requests fulfilled
- # of records requests fulfilled

Demand:

- # of expected vacancies

Services:

See page 49 for the list of services.

Services – Law Enforcement Line of Business

Patrol Program

Adult Welfare Checks
Agency Referrals
Alarm Responses
Arrests
Behavioral Health Unit Responses
Cadet Academy
Calls for Service Responses
Child Protective Custodies
Child Welfare Checks
Citizen Complaint Investigations
Citizens Academy
Collateral Duties
Courtroom Testimonies
Crime Prevention Consultations
Crime Prevention Presentations
Criminal Investigations
Criminal Offense Reports
Death Investigations
Dispute Mediations
Drug Investigations
Emergency Protective Orders
Emergency Responses
Incident Reports
Incident Scene Management Coordinations
Interagency Law Enforcement Assists
Interagency Transit Systems Patrols
K-9 Patrols and Drug Detections
Location Threat Assessments
Mental Health and Medical Transports
Neighborhood Livability Project Cases
Office of Emergency Management (OEM) Disaster Management Responses
Park Patrols
Parking Issue Responses
Peace Restorations
Proactive Patrols
Processes Services
Public Assists
Public Counter Contacts
Reports
Reserve Academy
River Patrols and Marine Enforcements

Services – Law Enforcement Line of Business

Patrol Program (continued)

School Resource Officers (SROs)
School-Based Threat Assessments
Suspicious Activity Responses and Investigations
Warrant Arrests and Clearances
Witness Testimonies
Workplace-Based Threat Assessments

City of Estacada Program

Adult Welfare Checks
Agency Referrals
Alarm Responses
Arrests
Behavioral Health Unit Responses
Cadet Academy
Calls for Service Responses
Child Protective Custodies
Child Welfare Checks
Citizen Complaint Investigations
Citizens Academy
Collateral Duties
Courtroom Testimonies
Crime Prevention Consultations
Crime Prevention Presentations
Criminal Investigations
Criminal Offense Reports
Death Investigations
Dispute Mediations
Drug Investigations
Emergency Protective Orders
Emergency Responses
Incident Reports
Incident Scene Management Coordinations
Interagency Law Enforcement Assists
Interagency Transit Systems Patrols
K-9 Patrols and Drug Detections
Location Threat Assessments
Mental Health and Medical Transports
Neighborhood Livability Project Cases
Office of Emergency Management (OEM) Disaster Management Responses
Park Patrols
Parking Issue Responses

Services – Law Enforcement Line of Business

City of Estacada Program (continued)

Peace Restorations
Proactive Patrols
Processes Services
Public Assists
Public Counter Contacts
Reports
Reserve Academy
River Patrols and Marine Enforcements
School Resource Officers (SROs)
School-Based Threat Assessments
Suspicious Activity Responses and Investigations
Warrant Arrests and Clearances
Witness Testimonies
Workplace-Based Threat Assessments

City of Happy Valley Program

Adult Welfare Checks
Agency Referrals
Alarm Responses
Arrests
Behavioral Health Unit Responses
Cadet Academy
Calls for Service Responses
Child Protective Custodies
Child Welfare Checks
Citizen Complaint Investigations
Citizens Academy
Collateral Duties
Courtroom Testimonies
Crime Prevention Consultations
Crime Prevention Presentations
Criminal Investigations
Criminal Offense Reports
Death Investigations
Dispute Mediations
Drug Investigations
Emergency Protective Orders
Emergency Responses
Incident Reports
Incident Scene Management Coordinations
Interagency Law Enforcement Assists

Services – Law Enforcement Line of Business

City of Happy Valley Program (continued)

Interagency Transit Systems Patrols
K-9 Patrols and Drug Detections
Location Threat Assessments
Mental Health and Medical Transports
Neighborhood Livability Project Cases
Office of Emergency Management (OEM) Disaster Management Responses
Park Patrols
Parking Issue Responses
Peace Restorations
Proactive Patrols
Processes Services
Public Assists
Public Counter Contacts
Reports
Reserve Academy
River Patrols and Marine Enforcements
School Resource Officers (SROs)
School-Based Threat Assessments
Suspicious Activity Responses and Investigations
Warrant Arrests and Clearances
Witness Testimonies
Workplace-Based Threat Assessments

City of Wilsonville Program

Adult Welfare Checks
Agency Referrals
Alarm Responses
Arrests
Behavioral Health Unit Responses
Cadet Academy
Calls for Service Responses
Child Protective Custodies
Child Welfare Checks
Citizen Complaint Investigations
Citizens Academy
Collateral Duties
Courtroom Testimonies
Crime Prevention Consultations
Crime Prevention Presentations
Criminal Investigations
Criminal Offense Reports

Services – Law Enforcement Line of Business

City of Wilsonville Program (continued)

Death Investigations
Dispute Mediations
Drug Investigations
Emergency Protective Orders
Emergency Responses
Incident Reports
Incident Scene Management Coordinations
Interagency Law Enforcement Assists
Interagency Transit Systems Patrols
K-9 Patrols and Drug Detections
Location Threat Assessments
Mental Health and Medical Transports
Neighborhood Livability Project Cases
Office of Emergency Management (OEM) Disaster Management Responses
Park Patrols
Parking Issue Responses
Peace Restorations
Proactive Patrols
Processes Services
Public Assists
Public Counter Contacts
Reports
Reserve Academy
River Patrols and Marine Enforcements
School Resource Officers (SROs)
School-Based Threat Assessments
Suspicious Activity Responses and Investigations
Warrant Arrests and Clearances
Witness Testimonies
Workplace-Based Threat Assessments

Enhanced Law Enforcement District (ELED) Program

Adult Welfare Checks
Agency Referrals
Alarm Responses
Arrests
Behavioral Health Unit Responses
Cadet Academy
Calls for Service Responses
Child Protective Custodies
Child Welfare Checks

Enhanced Law Enforcement District (ELED) Program (continued)

Citizen Complaint Investigations
Citizens Academy
Collateral Duties
Courtroom Testimonies
Crime Prevention Consultations
Crime Prevention Presentations
Criminal Investigations
Criminal Offense Reports
Death Investigations
Dispute Mediations
Drug Investigations
Emergency Protective Orders
Emergency Responses
Incident Reports
Incident Scene Management Coordinations
Interagency Law Enforcement Assists
Interagency Transit Systems Patrols
K-9 Patrols and Drug Detections
Location Threat Assessments
Mental Health and Medical Transports
Neighborhood Livability Project Cases
Office of Emergency Management (OEM) Disaster Management Responses
Park Patrols
Parking Issue Responses
Peace Restorations
Proactive Patrols
Processes Services
Public Assists
Public Counter Contacts
Reports
Reserve Academy
River Patrols and Marine Enforcements
School Resource Officers (SROs)
School-Based Threat Assessments
Suspicious Activity Responses and Investigations
Warrant Arrests and Clearances
Witness Testimonies
Workplace-Based Threat Assessments

Services – Law Enforcement Line of Business

Traffic Enforcement Program

Commercial Motor Vehicle Safety Enforcements
Community Events
Impaired Driving Education Sessions
Impaired Driving Enforcements
Safety Details for Community Events
School Zone Safety Details
Traffic Control Details
Traffic Crash Investigations
Traffic Enforcement Details
Traffic Safety Education Sessions
Traffic Stops

Critical Incident Response Program

Active Shooter Response Trainings
Aviation Unit Missions
Corrections Emergency Response Team (CERT) Responses
Crisis Negotiation Team (CNT) Responses
Crowd Control Responses
Dive/Rescue Team Responses
Emergent Agency Assists
Explosive Disposal Unit (EDU) Responses
High-Risk Search Warrants
Search and Rescue (SAR) Missions
Special Weapons and Tactics (SWAT) Responses
Surveillance Follows and Pursuits

Investigations Program

Alternative Light Source (ALS) Examinations
Audits of Investigations Unit/Sections
Cell Phone Examinations
Cold Case Investigations
Crash and Crime Scene Reconstructions
Detective Division Reports
Detective Investigations

- Crimes Against Children
- Drug Crimes
- Property and Financial Crimes
- Violent Crimes Against Persons

DHS Report Reviews
Drug Overdose Death Investigations

Services – Law Enforcement Line of Business

Investigations Program (continued)

Drug Trafficking Organizations Investigations
Forensic Child Interviews
Forensic Computer Examinations
Forensic Sketches
Forensic Video Examinations
Forfeited Criminal Proceeds
Internet Child Pornography Investigations
Latent Print Examinations
Law Enforcement Agency Collaborations
Major Crime Investigation Assists
Multidisciplinary Team (MDT) Case Staffing
Officer-Involved Shooting Investigations
Patrol Investigation Consultations and Assists
Preservation Orders
Property Destructions, Diversions, Donations, and Releases
Property Room Audits
Property/Evidence Chain of Custody
Property/Evidence Facility Management
Property/Evidence Search Warrant Support Services
Registered Criminal Informants
Search Warrants (Prepare and Execute)
Secondhand Dealer/Pawn Shop Permits
Sex Offender Sting Operations
Technical Evidence Examinations
Tip Responses
Undercover Drug Investigations
Wire Tap Investigations

Family Justice Center (FJC) Program

Adult Protective Services Referrals
Agency Collaboration and Information Sharing
Art Therapy Sessions
Camp Hope
Children Monitoring Sessions
Court Accompaniments
Crime Scene Responses
DHS Child Welfare Accompaniments
DHS Report Outreach Calls
Domestic Violence Advocate Consultations
Domestic Violence Incident Reviews
Domestic Violence Investigations

Family Justice Center (FJC) Program (continued)

Domestic Violence Protective Order Referrals
Domestic Violence Report Reviews and Recommendations
Firearms Dispossessions
High-Risk Response Team (HRRT) Collaborations
Informational Brochures
Intakes and Referrals
Medical Accompaniments
Mental Health Therapy Sessions
National Family Violence Apprehension Details
Orientations for Law Enforcement Agencies and Community Partners
Partner Responses
Patrol Outreach Calls (Lethality Assessment Program)
Police Reports
Protective Order Coordinations
Protective Order Filings
Protective Order Outreach
School-Based Threat Assessments
Training Sessions

- Elder Abuse Trainings
- Lethality Assessment Protocol (LAP) Trainings
- Partners Trainings
- Recruit Trainings
- Strangulation Trainings

Victim Advocacy Contacts
Victim Advocacy Safety Plans
Violence Prevention Presentations in Schools
Voices Survivor Groups

Services – Public Safety Line of Business

Jail Program

ADA Assessments
Arrests
Biohazard Responses
Civil Commitment Hearing Security Sessions
Classification Assessments
Contraband Investigations
Court Consultations and Testimonies
Crime Reports
Crisis Intervention Sessions
Data Analysis Reports
Detainers
Drug Alerts and Drug Tests
Emergency Grievance Responses
Emergency Responses
Extraditions
Facility Safety Training Hours
Field Training Sessions
Forced Release Assessments and Reports
General Education Diploma (GED) Programs
Home Detentions
Incident/Accident Reports (Staff and Inmates)
Inmate Bookings
Inmate Discipline Hearings
Inmate Fund Disbursements
Inmate Interpretation Services
Inmate Mail Deliveries
Inmate Releases
Inmate Telephone Calls
Inmate Transports
Intake Assessments
Jail Security Patrols
Jail Tours
Jail Training Sessions
K-9 Drug Searches
Kite Responses
Laundry Services
Law Library Visits
Medical and Dental Services
Mental Health Assessments, Classes, and Referrals
Notary Services
Oregon Health Plan (OHP) Enrollments

Services – Public Safety Line of Business

Jail Program (continued)

Pretrial Assessments
Prison Rape Elimination Act (PREA) Investigations
Programming Hours
Religious Services
Searches and Security Checks
Suicide Assessments and Watches
Transition Plans
Veteran Services Referrals
Video Arraignments and Sanctions
Visitations
Warrants

Civil Program

After Hours Alarm Responses
Arrests
Bilingual Services
Child Pick-Ups
Civil Notice Processes
Concealed Handgun Licenses
County Surplus Land Auctions
Court Access Background Checks
Court Order Enforcements
Court Video Surveillance Sessions
Courthouse Access Visits
Courthouse ID Badges
Courthouse Security Screenings
Courtroom Security Sessions
Crime Reports
Emergency Medical Transports
Emergency Responses
Enhanced Judicial Security Training Sessions
Evacuation and Lockdown Drills
Evictions
Executed Sentences
Inmate Background Checks
Inmate Holding Services (Court Appearances, Supervision, Meals, Medication)
Inmate Transports
Judicial Investigations
Judicial Security Details
Judicial Threat Assessments
Juvenile Transports

Services – Public Safety Line of Business

Civil Program (continued)

Panic Alarm Responses
Parking Enforcement Patrols
Public Auctions
Sheriff's Civil Division Records
Sheriff's Deeds
Subpoenas
Warrants
Web Postings

Services – Training Line of Business

Training and Wellness Program

Active Shooter Training Sessions
Career Development Plans
Case Presentations Training
Child Abuse Summit Planning and Coordination
Civilianized Training Classes
Crisis Intervention Team (CIT) Training Sessions
Critical Incident Counseling Sessions
Critical Incident Reintegration Programs
Defensive Tactics Training Sessions
Department of Public Safety Standards and Training (DPSST) Certifications
Department of Public Safety Standards and Training (DPSST) Sessions

- CPR/First Aid
- Crisis Intervention Team (CIT) Updates
- Ethics
- General Training Hours
- Law Enforcement Data Systems (LEDS)
- Leadership

Emergency Vehicle Operators Course (EVOC) Training Sessions
Employee Assistance Program (EAP) Referrals
Family Home Security Classes
Field Training and Evaluation Program (FTEP) Sessions
Financial and Retirement Planning Classes
Firearms Training Sessions
Leadership Training Sessions
Medical Screenings
Mentorship Programs
Paid Wellness/Fitness Sessions
Patrol Tactics Training Courses
Peer Support Sessions
Personal Health Program Sessions
Post Academy Agency Training Courses
Specialized Unit Training Classes
Uniform Requests and Orders
Voluntary Fitness Classes
Voluntary Military Reintegration Programs
Wellness Programs

Services – Training Line of Business

Public Safety Training Center (PSTC) Program

Advertisements and Promotions
Ammunition Disposals and Sales
Building Maintenance and Security Actions
Community Engagements
Conference Consultations
Contracts
Cop Shop Orders and Sales
Cross Trainings
Deck/Range Rentals
Facilitate Meetings
Federal Firearms License Retentions and Notifications
Fee Collections
Financial Reports
Fingerprint Cards
Firearm Consultations, Disposals, and Recommendations
Firearm Release Background Investigations
Firearm Safety and Skills Classes
Firing Range Rentals and Retail Sales
Law Enforcement Range Training Sessions
Marketing Consults and Reports
Meeting Rooms
Oregon Liquor Control Commission (OLCC) Background Investigations
Passport Photos
Petition Preparations
Program Proposals
Project Budget Reports
Public Firearms Range Sessions
Retiree Range Qualifications
Room Rentals
Safety Equipment Sales
Telephone Directions/Referrals
Training Reports
Vendor Consults and Screenings
Walk-In Receptions

Services – Administration Line of Business

Office of the Sheriff Program

Accreditation Applications
Accreditation Standards Coordinations
ADA/Title VI Program Coordinations
Annual Reporting Requirements Facilitations
Blue Ribbon Citizen Committee Coordinations
Board Participation/Representations
County Board Presentations
County Counsel Litigation Support Sessions
Executive Team Meetings
Grant Application and Program Assistance Sessions
Intergovernmental Agreement/MOU Drafts, Reviews, and Recommendations
Leadership (Feedback) Consultations
Legislator Contacts
Performance Clackamas Progress Briefings
Policy Analyses
Policy Manuals
PowerDMS Entries
Procedure Manuals
Professional Research and Analyses
Program Performance Meetings
Program Performance Reports
Public Records Request Exemption Reviews
Research Reports
Sheriff's Executive Administration Representations and Liaisons

- Association of Threat Assessment Professionals
- Clackamas 800 (C800) Radio Group
- Clackamas County 911 (C-COM) Board
- Clackamas County Safe Schools Group
- Clackamas Emergency Services Foundation
- Command Staff Association
- Community
- County Chiefs of Police
- County Departments and Partners
- County Executive Management Team
- High Intensity Drug Trafficking Area Committee
- Identifying Barriers Implementing Solutions (IBIS)
- Independent Retiree Medical Trust
- Joint Terrorism Task Force Executive Committee
- Law Enforcement Partners
- Local Public Safety Coordinating Council
- National Sheriff's Association

Services – Administration Line of Business

Office of the Sheriff Program (continued)

Sheriff's Executive Administration Representations and Liaisons (continued)

- Oregon State Sheriff's Association
- Regional Sheriff's
- School Safety Task Force
- State and Federal Legislators

State and Federal Law Analysis Findings
Strategic Business Plan
U Nonimmigrant (U Visa) Decisions

Professional Standards Program

Annual Professional Standards Unit Report
Complaint Reviews
Informal Training Bulletins
Internal Affairs Consultations
Internal Affairs Investigations
Internal Affairs Resolutions
Internal Training Sessions
Mandated Profiling Complaint Reports
Prison Rape Elimination Act (PREA) Investigations
Recommended Findings
Records Management Updates and Documentation
Service Level Investigations
Supervisory and Management Training Sessions

Public Information Unit (PIU) Program

Articles and Publications
Command Staff Emails
Committee Representations
Community Goodwill Events
Community Presentations
Community Training Events
Community Work Events
Conference and Training Registrations
Conference Materials
Crisis Communications
Internal Leadership Communications
Media Interviews
Media Relations Contacts
News Organization Contacts
Patrol Community Interactions and Representations

Services – Administration Line of Business

Public Information Unit (PIU) Program (continued)

Placed Stories
Press Releases
Public Correspondence
Public Tours and Demonstrations
Recruitment Presentations
Sheriff Position Statements
Sheriff's Citizens Academy
Social Media Engagements
Training Videos
Video Productions
Website Inquiry Responses

Finance Program

Accounting Reports
Administration of Contracts and Other Agreements
Agency Partner Payments
Annual Budget Presentation Preparation
Authorized Signatory Approvals
Budget
Budget Adjustments
Budget Planning Sessions
Budget Presentations
Cash Fund Audits
Cash Handling Training Sessions
City Police Service Contracts
Cost Analysis Reports
County Audit Reports
Drug Buy Money
ELED Budget Committee Preparations
Financial Management Training Sessions
Financial Reports
Forfeiture Fund Administrations
Grant Administrations
Internal Audits
Invoice Payments and Receipts
Journal Entries
Payroll Reports
Procurement Training Sessions
Sheriff's Office Representations and Liaison with County Departments
Trust Account Administrations

Services – Administration Line of Business

Operational Support Program

Alarm Appeals
Alarm Permits
Alarms Public Educations Sessions
Applicant Communications
Background Investigations
Computer Installations
Employee Disciplinary Documentations
Employee Onboarding, HR, and, Personnel Actions, and Terminations
Employee Performance Evaluations and Approvals
Employee Recognition Events
Expungement and Set-Aside Orders
Facilities Access Cards
Facilities Construction Projects
Facilities Repairs
False Alarm Notifications
Fee Collections
Fleet Assignments
Fleet Purchases
Fleet Repairs and Maintenance Oversight
Hiring Interviews
Protective Order Entries, Updates, and Removals
Records Request Responses
Records Support Services
Records Validations (LEDS, NCIC)
Report Accuracy Validations (NIBRS)
Records Management System Personnel and Reporting Updates
Secure Citizens Courses
Secure/ID Access Permissions
Service Request Responses
Sheriff's Office Commissions
Sheriff's Office Events
Software Applications and Integrations
Systems Infrastructure
Technical Training Sessions
Technology Research Projects
Towed Vehicle Notifications
Warrant Entries, Updates, and Removals

Glossary of Terms

Enhanced Law Enforcement District (ELED): The Clackamas County ELED was approved by voters in November 1994. The ELED provides an improved level of patrol services in the unincorporated area of Clackamas County within the Metropolitan Urban Growth boundary.

Forced release: When the number of inmates to be lodged exceeds the number of available jail beds, the jail must release (force release) those individuals that pose the least risk to the public. Jail classification staff complete an in-depth assessment that measures potential risk to public safety on each inmate booked into the jail. The assessment produces a matrix score. The lower the score, the less perceived risk the inmate poses to public safety. Inmates whose public safety scores are the lowest are released to prevent overcrowding.

Inlying area: Patrol districts that are generally urban (82nd, 99E, and West).

Internal Affairs Investigations: Investigations that typically involve allegations of serious misconduct.

Outlying area: Patrol districts that are generally rural (Boring, East, Metro, Mountain, and South).

Priority 1 and Priority 2: Categories assigned to Calls for Service by call takers and dispatchers based upon a call's seriousness, complexity, and potential to escalate. Priority 1 and Priority 2 calls are typically dispatched to multiple units and more urgently than lower priority calls.

Prison Rape Elimination Act (PREA): A United States federal law enacted in 2003 that applies to all correctional facilities and is intended to protect persons in custody from experiencing sexual abuse by other inmates or staff.

Readiness rate: The number of positions filled by employees who have completed any necessary training and who are available/deployable (not injured or on medical leave, military leave, administrative leave, etc.).

Self-Initiated Activities: Law enforcement activities that are not originated by emergency calls for service, to include traffic stops, subject stops, and premise checks.

Service Investigations: Investigations that typically involve allegations related to employee behavior, such as rudeness, offensive language, procedural errors, or general misconduct.

MFR Glossary

To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Issues: A circumstance that will have a major impact on the customers served by the department.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results: An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A balanced "family of measures" that includes at least one of the following:
Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.
Output: measures the amount of service provided or number of units produced or processed.
Demand: total units of a service expected to be demanded, requested or required by the customer.
Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.