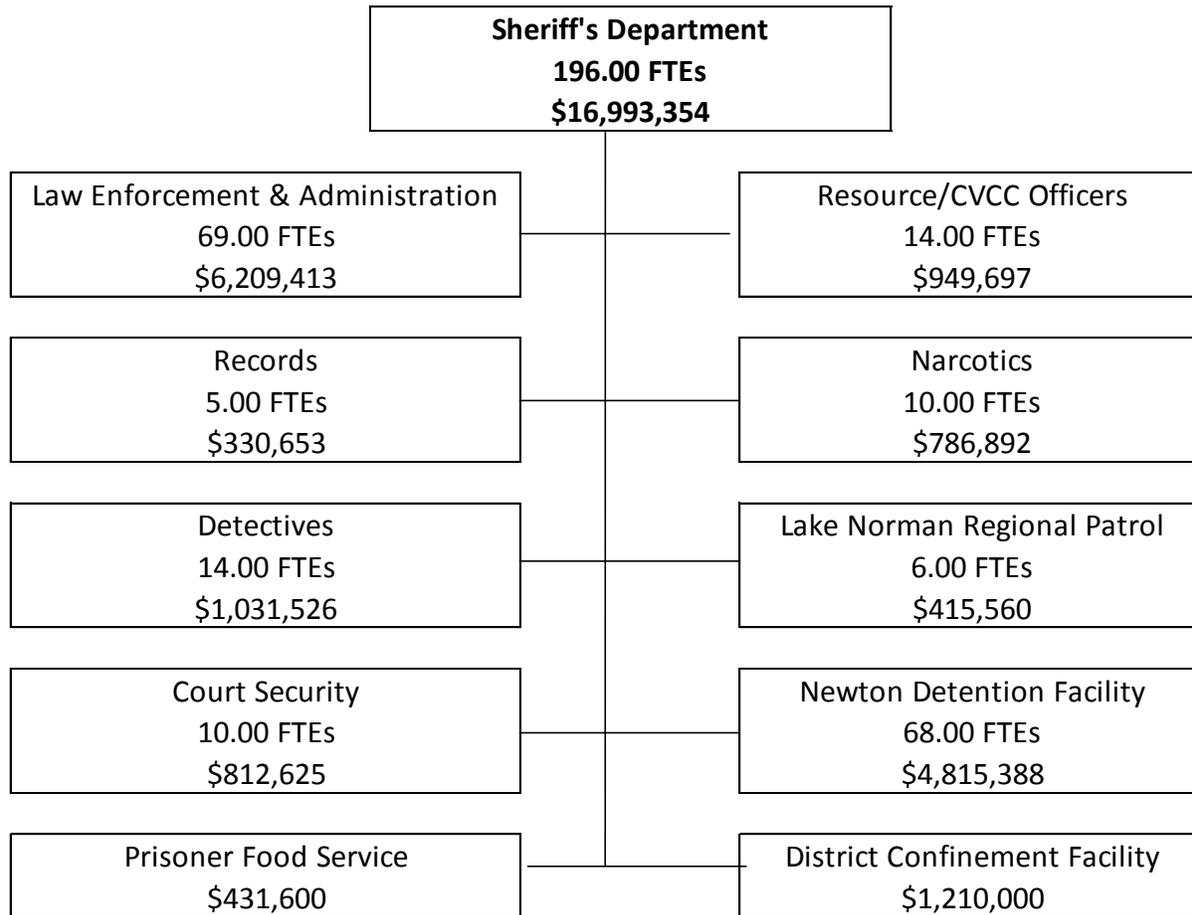


Catawba County Government



Sheriff's Department

Organizations: 210050 - 220250

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Federal	\$72,019	\$99,900	\$26,000	\$26,000	-74.0%
State	18,405	32,000	10,000	10,000	-68.8%
Federal & State	97,257	93,869	93,869	93,869	0.0%
Local	789,106	753,821	829,832	829,832	10.1%
Charges & Fees	438,174	472,200	472,200	472,200	0.0%
Miscellaneous	112,348	114,700	123,700	123,950	8.1%
General Fund	13,514,892	14,084,688	16,415,086	15,437,503	9.6%
Total	\$15,042,201	\$15,651,178	\$17,970,687	\$16,993,354	8.6%
Expenses					
Personal Services	\$10,688,674	\$11,317,253	\$12,731,037	\$12,499,441	10.4%
Supplies & Operations	3,757,476	3,819,823	4,160,257	3,900,466	2.1%
Capital	596,051	514,102	1,079,393	593,447	15.4%
Total	\$15,042,201	\$15,651,178	\$17,970,687	\$16,993,354	8.6%
Expenses by Division					
Law Enforcement & Admin	\$5,594,292	\$5,888,988	\$6,926,437	\$6,209,413	5.4%
CVCC Officers	167,983	172,648	187,096	187,102	8.4%
Resource Officers	681,301	704,849	762,574	762,595	8.2%
Records	293,530	305,172	329,613	330,653	8.3%
Narcotics	542,176	574,715	942,103	786,892	36.9%
Detectives	934,579	974,791	1,031,179	1,031,526	5.8%
Lake Patrol	373,483	405,817	439,374	415,560	2.4%
Court Security	546,348	593,665	835,713	812,625	36.9%
Newton Detention Facility	4,292,435	4,400,523	4,859,998	4,815,388	9.4%
Prisoner Food Service	423,588	431,600	446,600	431,600	0.0%
District Confinement Facility	1,192,486	1,198,410	1,210,000	1,210,000	1.0%
Total	\$15,042,201	\$15,651,178	\$17,970,687	\$16,993,354	8.6%
Employees					
Permanent	191.00	192.00	200.00	196.00	2.1%
Hourly	7.91	7.91	10.93	10.93	38.2%
Total	198.91	199.91	210.93	206.93	3.5%

Budget Highlights

The Sheriff's Office budget increased 8.6 percent from the current year's budget, driven primarily by additional personnel necessary to staff the expanded Justice / Public Safety Center and to enhance Narcotics enforcement, scheduled vehicle replacements, planned compensation increases in performance pay, health, and retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amount to \$430,505), normal operating increases equate to 5.3 percent.

The budget includes a partial year's salaries for 2 full-time Court Bailiffs and additional part-time wages as planned with the opening of the expanded Justice / Public Safety Center to cover the security station and cameras (since an additional security lane will be added) and increased volume in overall court operations.

Additionally, the Sheriff continues to place a high priority on drug enforcement, linking the vast majority of violent and property crimes in Catawba County directly to drugs. Accordingly, the budget funds two new Narcotics Investigators to further reinforce efforts to proactively target illegal drugs and drive down overall crime rates.

Performance Measurement

Fiscal Year 2016/17

The upcoming year will see the Sheriff's outcomes remain focused on serving and protecting citizens. Examples of outcomes include:

- Maintaining an index crime rate that is below the statewide rate and within the 1/3 lowest crime rates among the reporting law enforcement agencies.
- Maintaining an excessive force complaint rate less than 1 per 100 full-time officers.
- Serving at least 60 percent of all civil process within three business days of receipt.
- Disseminating at least 90 percent of all Turn in a Pusher (TIP) line messages within one day of receipt.
- Providing 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina law.
- Hosting at least 10 boater safety classes to promote safe boating practices and knowledge of State and local laws.
- Ensuring all prohibited materials are either surrendered or seized prior to citizens entering the Courthouse.
- Having at least 20 percent of all visitors use the Jail video visitation system from outside the jail rather than visiting in person.

A new outcome is being added for Fiscal Year 2016/17 related to publicizing the availability of incident reports via the web within two days of the incident.

Fiscal Year 2015/16

As of mid-year, the Sheriff's Office was on target with 38 of 40 of its outcomes. Examples of outcomes that are on-track include:

- 4,975 civil papers were served, with 66 percent served within 3 days.
- SROs accompanied School Social Workers on 46 home visits to provide safety and assess the living conditions of students in their schools.
- No prohibited materials had been discovered past Court Security's checkpoints.
- 44 percent of all Jail visitations have occurred from outside the Jail using the new video visitation system, ahead of the goal of at least 20 percent.

Fiscal Year 2014/15

Administration

Law Enforcement and Administration achieved all of its outcomes. The Division reduced the index crime rate by 21 percent to 1,529 for Catawba County Sheriff's Office. This progress is due in large part to the provision of over 4,800 training hours to sworn and unsworn deputies and 172 hours of additional training for the Special Tactics and Response (STAR) team. Also, at-fault accidents were limited to 1 per 308,006 miles driven.

Proactive community policing activities increased by 27 percent. Through all this enforcement, the Sheriff's Office had no complaints regarding excessive force. Civil matters were also conducted in a timely manner with 73 percent of civil papers served within 3 days, better than the 60 percent goal.

In order to prevent future crime, 126 events were conducted to enhance the existing relationship between the Sheriff's Office and the community. In addition, the Sheriff's Office hosted a Citizens Academy in which 9 citizens learned about Sheriff's Office services and how to improve their safety. Finally, over 13,000 calls to seniors were made as part of the "R U OK Program."

Resource/CVCC Officers

School Resource Officers (SROs) achieved all outcomes, providing 145 presentations to faculty, parents, and students in the areas of safety, drug and alcohol abuse, and North Carolina law. Additionally, SROs counseled 2,503 students through personal safety classes and conducted monthly school inspections to limit safety hazards. School social workers were accompanied by SROs on 98 home visits. They also provided security at 319 school extracurricular events. SROs limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes.

Records

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 1,293 concealed carry permits, with 1 denial without a single complaint. Finally, every employment background check (294) was completed within one business day.

Narcotics

One outcome associated with reducing drug use and trafficking was achieved, while the other outcome was not achieved. Despite a 25 percent decrease in tips, only 75 percent of tips were disseminated in one day. However, several relationships continue to exist between the County and municipalities to dismantle the drug trafficking network in a comprehensive way, which is the focus of the other outcome.

Detectives

Criminal Investigations achieved its three outcomes. The unit's investigations and follow-up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by nearly 20 percent (84 percent vs. 59 percent). Criminal Investigations also partnered with the Child Advocacy and Protection Center, Social Services, and the District Attorney's Office on child abuse cases. Finally, the detectives contributed criminal evidence to cases resulting in conviction of 14 sex offenders who were out of compliance with the stipulations of their sentences.

Lake Norman Area Patrol

The Sherrills Ford/Terrell area benefitted from having the Lake Norman Regional Patrol provide full law enforcement. 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, 11 boater safety classes were conducted increasing the public's awareness of State and local laws pertaining to the waters.

Court Security

The safety and protection of court officials, visitors, inmates, and the general public was maintained through Court Security's efforts. Nearly 300,000 people were processed through the Newton and Hickory Courts safely. All detainees were transported safely and efficiently with no escapes.

Newton Detention Facility

The safety and security of inmates was achieved as evident through all of their outcomes. Eighty employees received 4,360 hours of training. Furthermore, in order to control the cost of healthcare, most non-emergency health issues were taken care of in-house by contracted physicians. Additionally, nearly 6,500 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary for jail visitation. Finally, some efforts with the former District Attorney were made in order to control the rapidly growing population of the Jail.

Prisoner Food Service

The single outcome in Prisoner Food Service was achieved after a new kitchen manager was hired. Prisoner Food Service has right-sized meal portions ensuring a well-balanced meal for the prisoners.

LAW ENFORCEMENT AND ADMINISTRATION

Statement of Purpose

The Sheriff's Office is charged with protecting the public, investigating crimes, operating the Jail, providing court security, and serving civil process. Law Enforcement and Administration consists of Road Patrol, Civil, Warrant, and overall Administration for the Sheriff's Office. Patrol Officers provide protection and service to the County 24 hours a day, 7 days a week by responding to calls for service, enforcing laws, investigating crimes, and deterring crime by their presence. They also patrol problem areas in an attempt to curtail aggressive driving behaviors that contribute to accidents, or prevent crimes in areas of statistically proven trouble. Civil and Warrant Officers serve civil and criminal legal processes issued by the court.

Outcomes

1. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what Catawba County Sheriff's Office does for them and what they can do to be part of a safer community.
2. Continue to emphasize and improve officer and community safety on roadways by maintaining a ratio of at-fault accident to miles driven of less than 1 per 300,000 miles driven. (2015 actual was 1 per 308,006 miles driven).
3. Maintain an index crime rate that is below the statewide rate (2014 – 3287 per 100,000 population).
4. Maintain or improve the average response time for emergency calls.
5. Maintain or increase the amount of time spent on proactive community policing activities. Proactive duties can include church checks, senior checks, and public relations. (During Fiscal Year 2014/15 the Sheriff's Office had 119,758 calls for service, with 62,656 response-driven and 57,102 proactive. The hours on-scene were 6.06 reactive hours for every 1 hour of proactive)
6. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriffs' Training Standards mandates, the Sheriff's Office will provide at least 2,400 hours of in-service training for sworn officers and at least 600 hours of in-service training for non-sworn officers. (January 2016 - 141 sworn officers and 41 non-sworn officers)
7. To serve and protect people in Catawba County without the use of excessive force, Catawba County Sheriff's Office will maintain an excessive force complaint rate of less than 1 per 100 full-time sworn officers. This remains significantly lower than the national average of 3.4 complaints per 100 full-time sworn officers.
8. To enhance the existing relationship between the criminal justice system and the community, the Catawba County Sheriff's Office will:

- a. Provide 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis. All officers that patrol the area where the program is presented will be introduced as well.
 - b. Participate in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide those juniors and seniors selected for the internship with firsthand experience and knowledge of criminal justice careers.
9. Enhance the personal safety of senior citizens in Catawba County by:
 - a. Continuing to educate seniors by providing at least 20 Safe Senior presentations in areas of importance such as telemarketing fraud, flimflam schemes, and the Sheriff's Office Adopt-A-Senior Program. This program has several benefits for seniors with no family in the County, including assigning a patrol deputy to call or visit participating seniors each week, collecting personal information that may be needed by Emergency Responders, and providing seniors with an emergency beacon light in the event of distress in the residence.
 - b. Sending an officer to check on 100 percent of participants in the Are You Okay program if they need assistance or cannot be contacted. This automated program calls seniors or individuals with disabilities at their requested time to ensure they are okay.
10. To provide citizens with timely notification of all civil matters, the Catawba County Sheriff's Office will serve at least 60 percent of all civil process within three business days of receipt.
11. To remain trained and ready to handle high-risk call-outs, hostage rescue, and other tactical situations, each member of the Catawba County Special Tactics and Response (STAR) Team will receive at least 144 hours of additional specialized training each year. This multi-agency unit responds to events that may result in catastrophic effects on life and property.
12. To protect the community, Sheriff's Office will maintain at least a 95 percent conviction rate for sex offenders found to be not in compliance with the stipulations of their sentence.

SCHOOL RESOURCE OFFICERS (SROs)

Statement of Purpose

School Resource Officers (SROs) work in the Catawba County High Schools and Middle Schools as Law Enforcement Officers to maintain order by enforcing the laws and local ordinances. They also respond to law enforcement calls involving drugs, weapons or immediate threats at the Catawba County elementary schools within their school district during working hours. They investigate all criminal activity committed on all Catawba County school properties or involving students from the school to which the officer is assigned during working hours. They assist school officials with enforcement of applicable board of education policies and administrative regulations. They are a resource to teachers and parents in the areas of law enforcement. They act as 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.

Outcomes

1. Reduce victimization and improve students' perception of personal safety by providing at least 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina Law.
2. Improve safety in the school environment by:
 - a. Providing at least 40 educational presentations in the areas of child safety and drug prevention to the faculty and parents in area middle and high schools.
 - b. Assisting the School Safety Committee and other committees in safety procedures for the school.
 - c. Assisting the school administration with updates to the schools' crisis plan and attending training at least once a year for school crisis situations.
 - d. Promoting a safe and responsible prom night by providing at least one program for each high school to raise awareness of the dangers of drinking and driving.
3. Decrease fights, weapons, and illegal substances by:
 - a. Using the department's K-9 Unit to conduct random searches of the campuses, as well as at the request of the school when feasible. These searches help identify and eliminate the possession and use of illegal weapons and drugs.
 - b. Working with all students who have been identified for bullying and behavior problems by the school's Guidance Office.
 - c. Taking reports on all crimes committed at the schools and counseling the person committing the crime, if possible, at the time of the incident.
4. To ensure student and visitor safety, SROs will provide or schedule off duty officers for security during all extracurricular activities or sporting events as requested by the school administration at their respective school. Officers will additionally assist and provide security for field trips as requested by the school administration.

5. To provide safety for school social workers and assess the living conditions of students in their schools, SROs will accompany all school social workers as requested when making home visits to students.
6. To ensure a safe learning environment for students and faculty, SROs will conduct monthly inspections of their school, and make suggestions to the school safety committee and/or the principal on any issues they may find.

RECORDS

Statement of Purpose

The Records Division manages case reports for Road Patrol, Investigations, and the Newton Detention Facility. Additional responsibilities include central warrant repository, orders for arrest, juvenile summons, background checks for handgun purchase permits, alcohol and drug abuse, private attorney criminal history checks, officer criminal history checks for court, public fingerprints, County employment backgrounds, concealed carry permits, precious metal permits, domestic violence orders, and DCI entry/monitoring.

Outcomes

1. To provide consistent and reliable access to records, statistical information, and reports, the Catawba County Sheriff's Office Records Management System (RMS) will maintain at least a 99 percent uptime.
2. To ensure quality customer service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will maintain a substantiated complaint rate of less than 1 complaint per 500 permits issued.
3. To ensure the Sheriff's Office remains fully certified to access and enter data into the North Carolina Division of Criminal Information (DCI) database, Records will ensure the Sheriff's Office passes all State and Federal DCI audits, and administer bi-annual recertification tests to all registered users. The NC DCI database is the crime database used by all law enforcement agencies in North Carolina, and contains information such as current criminal activity and citizen criminal histories.
4. To allow the County to maintain a timely and thorough hiring process, the Sheriff's Office will complete 90 percent of requests from Human Resources for pre-employment background checks within one business day, with all requests completed within two business days.
5. To provide quality service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will either issue or deny all permits submitted per NC Statute 14-415.12. Requirements include, but are not limited to, a permit application, a nonrefundable permit fee, a full set of fingerprints, an original certificate of completion from an approved firearm safety course, and a release form that authorizes the Sheriff to review any records concerning the criminal history, substance abuse, or mental health capacity of the applicant.
6. In order to increase citizens' access to incident reports and to streamline reporting of SBI data, the Records Division will ensure web-based availability of incident reports within 2 business days of the incident.

NARCOTICS

Statement of Purpose

The Narcotics Division is responsible for the many aspects of drug eradication in Catawba County. Narcotics Officers investigate, interview, collect evidence, arrest, and present information to State and/or Federal Prosecutors. They further provide testimony in the prosecution of defendants for violation of the North Carolina Controlled Substance Act and in violation of United States Controlled Substances Act. This is done in an attempt to reduce drug use and trafficking in Catawba County. Working together with other agencies provides needed investigators to insure officer safety.

Outcomes

1. To effectively combat illegal drug use and sales, Narcotics will disseminate 90 percent of all Turn in a Pusher (TIP) information line messages within one day of receipt. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation.
2. Decrease drug trafficking in Catawba County by working to dismantle major drug trafficking organizations operating in the County or those drug organizations that do business in Catawba County.

CRIMINAL INVESTIGATIONS (CID)

Statement of Purpose

The Criminal Investigations Division (CID) is responsible for investigating and following up on serious misdemeanor and felony crimes. Some of these crimes include homicides, robberies, felony assaults, and major fraud including identity theft and embezzlement, and sex offenses.

Outcomes

1. To effectively investigate crime and enforce State and Federal laws, the Catawba County Sheriff's Office will exceed the North Carolina average case clearance rate for index violent crime. In 2014, the Catawba County Sheriff's Office index violent crime clearance rate was above 70 percent, while the State average was 58.6 percent.
2. To provide the best treatment and care to victims while gathering sufficient evidence to prosecute offenders, the Sheriff's Office will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse. Examples of this collaborative effort include stationing two Social Services employees within the Special Victims Unit offices, as well as working jointly when meeting with victims, families, and/or suspects during an investigation.

LAKE NORMAN REGIONAL PATROL

Statement of Purpose

The Lake Norman Regional Patrol serves the citizens of southeastern Catawba County. This is a full service law enforcement center that provides community policing, patrol of both land and water to protect lives and property by enforcing State and local ordinances, promotion of boater safety, and investigations of more serious property crimes, homicide, robberies, felony assaults, sex offenses, major fraud, identity theft, and embezzlement.

Outcomes

1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba County and safe boating practices by hosting at least 10 boater safety classes sponsored by the North Carolina Wildlife Resource Commission.
2. To improve community policing in Sherrills Ford/Terrell area by remaining highly visible, Lake Norman Regional Patrol Officers will:
 - a. Attend homeowner's association meetings in assigned work areas when requested and continue to work with area businesses to deter property crimes.
 - b. Follow up with all citizens who report an incident within 10 days of the initial complaint.

COURT SECURITY

Statement of Purpose

The Court Security Unit is responsible for ensuring the safety and protection of court officials, 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.

Outcomes

1. To ensure the safety of the court system and its participants, Court Security will ensure that all prohibited materials are either surrendered or seized prior to entering the Hickory Courthouse or the Catawba County Justice Center through the use of metal detectors at both facilities' main entrance. Examples of prohibited materials include weapons such as handguns, rifles, stun guns, knives, leaded canes, scissors, metallic knuckles, razor blades, or any sharp object that may be used as a weapon.
2. Continue to ensure the safety of court visitors through effective planning, evaluating, and proactive management of potential threats. Remain proactive in development for future security and minimal wait time at entrance as courthouse undergoes capital improvements and expansion.
3. Court Security will effectively and efficiently transport detainees from the Newton Detention Center to the applicable courtroom for which the inmate's case has been scheduled to be heard. Success will be measured by having no inmates escape during the transport or moving of the inmates.

NEWTON DETENTION FACILITY

Statement of Purpose

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

Outcomes

1. To ensure all Detention Center employees are appropriately trained, the Catawba County Sheriff's Office will meet or exceed all North Carolina Sheriff's Training Standards. This includes four to six weeks of shadowing for new employees, as well as 40 hours per year of continuing training for sworn detention officers and 16 hours per year for non-sworn detention officers (January 2016 – 26 sworn detention officers and 42 non-sworn)
2. To follow jail best practices and control the cost of inmate medical care, Newton Detention Facility staff will receive the Jail physician's approval prior to all non-emergency inmate visits to outside physicians.
3. To increase officer safety, improve facility security, and reduce the staff-time necessary for jail visitation, Catawba County Sheriff's Office staff will continue to promote the County's video visitation system to inmates and visitors. This system, which was implemented at no cost to the County, uses webcams to provide for virtual visitation rather than traditional in-person visitation. Success in this area will be measured by at least 20 percent of all visitors utilizing the new system from outside the jail rather than visiting in-person.
4. To control the rapidly growing detention center population, of which approximately 90 percent is awaiting trial, the Sheriff's Office will work with relevant stakeholders such as the District Attorney's Office, Repay Inc., the Clerk of Court, Judges, and Catawba County Social Services to reduce the average length of incarceration before a court date or disposition by 10 percent by June 30, 2017. With most sentenced offenders serving time in the State prison system rather than county jails, meeting this outcome will help reduce overcrowding in the Catawba County Detention Facility and ensure that the county's existing detention space is fully maximized. To achieve this, the following steps will be taken in Fiscal Year 2016/17:
 - a. Meet with all relevant stakeholders to discuss ways to effectively and expediently process defendants through the criminal justice system. Potential topics may include increased coordination of writs (moving defendants from another facility to serve trial in Catawba County), examining how cases are entered into the Court's docket, and expediting judge's orders and paperwork.
 - b. Work with the County's Information Technology department to develop reports to examine current jail population drivers and create a benchmark from which to determine success.

PRISONER FOOD SERVICE

Statement of Purpose

Jail food service will provide inmates in Catawba County custody well-balanced meals as required by the State of North Carolina Department of Human Resources.

Outcomes

1. Ensure inmates are receiving well-balanced meals at the least possible cost to the County. Monitor the progress of the food service contract vendor to ensure that the quality and quantity of meals served to our inmates meet State standards.