



Clatsop County Sheriff's Office

STRATEGIC PLAN 2020



From the office of the Clatsop County Sheriff

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*Conserving the peace dedicated to the values of
integrity, duty, compassion and courage.*



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2020 Strategic Plan

Vision

A professional and trusted sheriff's office, enhancing public safety, through a culture of integrity, duty, courage and compassion.

Mission

Conserving the peace dedicated to the values of integrity, duty, compassion and courage.





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Who We Are

- ✦ Over 80 law enforcement and administrative professionals dedicated to public service.
- ✦ Five divisions: Enforcement, Corrections, Community Corrections, Animal Control and Support
- ✦ Provide Search and Rescue

Values

- ✦ **Integrity:** Ethical standards of honesty, transparency and trustworthiness. Doing the right thing for the right reason.
- ✦ **Duty:** Our primary responsibility is to protect the community by upholding the constitution and enforcing the laws fairly and impartially.
- ✦ **Courage:** The commitment and strength to fulfill our mission and duties even in the face of danger, scorn or ridicule.
- ✦ **Compassion:** Acknowledge the perspective of others by listening and demonstrating empathy.
- ✦ **Professionalism:** Well trained, educated, equipped, respectful personal service that builds partnerships within the public safety community and those we serve.

Reputation

- ✦ **Qualified:** CCSO staff are the best and most diversely trained local law enforcement.
- ✦ **Trusted:** CCSO staff are approachable and kind. We have high ethical standards and are accountable.
- ✦ **Innovative:** CCSO staff are agile in assessing situations and identifying solutions and practices for our growing community.

Priorities

1. **The Public:** Protect our community, public safety partners and our staff through timely response, sound decision making and consistent practices.
2. **The Office:** Promote and support professionalism within the agency. Support peers within and outside our agency.
3. **Our Staff:** Support the education, training and personal well-being of the staff and volunteers who serve our community.





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Sheriff's Office

The Clatsop County Sheriff's Office is a values-driven law enforcement agency consisting of more than 80 dedicated employees spread amongst five functional divisions. The Enforcement Division consists of 25.9 FTE, including the Sheriff and Undersheriff (.9 FTE). The Corrections Division consists of 33 FTE which includes deputies and two full time nurses. The Community Corrections Division consists of 13.1 FTE which includes 9 parole and probation officers, 2 pretrial staff and two staff assistants. The Support Division, consisting of 6 FTE provides accounting, records, clerical, civil and evidence management services. The Animal Control Division with 4.5 FTE provides a supervisor, staff assistant, animal control officer and kennel workers.

PRIORITIES	STATUS
<p>Prioritize development and training of all staff:</p> <ul style="list-style-type: none"> • Support career development through training, coaching and mentoring. Ensure culture is supportive of staff and Sheriff's Office mission and vision. • Continue to develop internal training and coaching for staff that incorporates routine practical application and skill demonstration • Ensure staff understand they are "in the people business," entrusted to care for wellbeing of people we serve. • Develop an employee wellness program. • Develop a firearms range for local law enforcement. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Complete Nov '21
<p>Establis stronger relationships with businesses, organizations and community.</p> <ul style="list-style-type: none"> • Social media marketing campaign to establish/maintain presence and reputation. • Community engagement such as shop with a cop, teaching in schools, attendance at social functions, etc. • Communicate to public the many services the Sheriff's Office provides. 	<ul style="list-style-type: none"> • Completed • Ongoing • Ongoing
<p>Secure and maintain funding sources to allow current or improved service delivery.</p> <ul style="list-style-type: none"> • Provide regular and clear communication to Board of County Commissioners regarding services provided and cost of doing so. • Annual program cost/benefit evaluation • Explore additional revenue streams 	<ul style="list-style-type: none"> • Ongoing • Ongoing





Enforcement Division

The enforcement division primarily provides law enforcement services in the unincorporated areas of Clatsop County and provides regular assistance to all the municipal agencies and Oregon State Police. Deputies perform a variety of specialized functions such as marine patrol, forest patrol, detectives and search and rescue.

PRIORITIES	STATUS
<p>Prioritize purchase and implementation of modern law enforcement technology to improve service delivery and reduce liability.</p> <ul style="list-style-type: none"> • Purchase of new records management system (RMS) which will interface with jail records, civil and other functions, reducing staff time. • Patrols directed and prioritized based on crime analysis- new RMS system required. • Purchase robust body worn cameras with appropriate data management program 	<ul style="list-style-type: none"> • In progress • In progress • In progress
<p>Establish stronger relationships with businesses, organizations and community.</p> <ul style="list-style-type: none"> • Increase high visibility patrols and professional appearance. • Community engagement such as shop with a cop, teaching in schools, attendance at social functions, etc. • Strategic outreach to partners and businesses by Sergeants. 	<ul style="list-style-type: none"> • Complete • Ongoing • Ongoing
<p>Strategic deployment of law enforcement resources to address and reduce crime.</p> <ul style="list-style-type: none"> • Develop problem-oriented policing program to effectively address community and neighborhood crime problems. • Develop collaborative multi-agency street crimes detective unit to investigate specific individuals and groups causing most harm to the community • Develop formal diversion system to address and correct poor behavior/choices with little to no stigma. 	<ul style="list-style-type: none"> • M110





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Corrections Division

The current jail, capped at 60 beds, serves a year around population of 39,000, which balloons in excess of 100,000 during peak summer months. Through the pretrial release program, the Sheriff's Office has significantly improved public safety by identifying the "right" people to keep in custody. In November of 2018, voters approved a \$20 million bond measure to renovate the shuttered Oregon Youth Authority building for a new jail. The new jail is critical to providing increased public safety, accountability, treatment and efficiency of the courts.

PRIORITIES	STATUS
<p>Prioritize purchase and implementation of modern correctional technology to improve service delivery and reduce liability.</p> <ul style="list-style-type: none"> • Purchase body scanner to reduce introduction of dangerous contraband • Purchase "pocket JMS" to ensure accurate and timely data for tracking • Implement pre-book programs for user agencies • Purchase robust body worn cameras with data management program 	<ul style="list-style-type: none"> • Complete • Complete Oct '22 • Feb '23 • Nov '22
<p>Opening of new jail:</p> <ul style="list-style-type: none"> • Substantial completion of construction/building commissioning • Training in new facility • Fully operational facility • Full opening of new facility 	<ul style="list-style-type: none"> • Dec. 2022 • Jan 2023 • Feb 2023
<p>Ensure community safety through effective inmate management and care:</p> <ul style="list-style-type: none"> • CBH partnership for AIC's with substance use disorder (SUD) and mental health (MH) concerns • "Soft handoff" procedure for AIC's who are at risk due to SUD/MH concerns • OHP re-instatement or initiation at time of release • Weekly access to MH counselor for AIC's • Provide effective treatment and education programming to reduce recidivism • Increase access to technology allowing AIC's access to attorneys, law library and family 	<ul style="list-style-type: none"> • Complete • Complete • Complete • Complete • Pending CDC Covid rules change • Partially complete





Community Corrections

The Community Corrections Division provides community-based supervision for clients who might otherwise be incarcerated or in the community with limited access to resources and lack of accountability. Allowing clients to remain in the community affords them the opportunity to maintain stabilizing factors already present in their lives and, at the same time, to engage in programming and therapies to address the root of their criminality. Community Corrections provides this platform for positive change while ensuring public safety through accountability and enforcement standards.

PRIORITIES	STATUS
<p>Prioritizing the development of in-house services for supervised clients:</p> <ul style="list-style-type: none"> • Employing a Dual-Diagnosis Clinician within Community Corrections focusing attention on high risk clients with severe Substance Use Disorder, the severely mentally ill and clients with both conditions. • Employing a recovery mentor to partner with in-house clinician to provide out-reach and support engagement. • Add an additional Sergeant Position for program management, staff development and community partner coordination. • Maintain on-going partnerships with outside training resources to support career development through training and coaching specific to the following areas: EPICS Proficiency, Effective Case Planning, Motivational Interviewing and working with Specialized Populations. • New fee system. 	<ul style="list-style-type: none"> • Complete July '22 • Complete Oct '22 • Complete July '22 • Ongoing • Fees removed by legislature
<p>Prioritize the development of transitional housing options for re-entry, pre-trial, female sex offenders, mentally ill and chronically homeless populations:</p> <ul style="list-style-type: none"> • Continue to work with current housing partners to develop contractual agreements to streamline our working relationship. • Develop county owned/leased housing options. • Explore possibility of creating a subsidy housing unit or area on the grounds of the new jail facility in Warrenton. 	<ul style="list-style-type: none"> • In Progress • In Progress • Not feasible at this time





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<p>Prioritize Implementation of the Sex Offender Leveling Notification process:</p> <ul style="list-style-type: none"> • Establish procedure and formal processes • Determine the back-log of those that require LSA to level. • Procedure to be implemented and estimated to have back-log leveled by April 2021. 	<ul style="list-style-type: none"> • Complete June '20 • Complete June '20 • Complete April '21
<p>Prioritize purchase and implementation of modern technology to improve service delivery, improve efficiency and safety:</p> <ul style="list-style-type: none"> • Installation and use of a video display for lobby providing information and resource options to supervised clients. • Seek out smart phone application technology for use in supervision. • Addition of a Kiosk or other similar platform in lobby for monthly check-in and fee payment. • Up-date the Community Corrections web page to add fee payment option and remote monthly check-in option. 	<ul style="list-style-type: none"> • Future project • Complete July '21 • No fees • Complete April '20
<p>Prioritize staff development and continued implementation of Community Corrections best practices:</p> <ul style="list-style-type: none"> • Ensure culture is supportive of staff and Sheriff's Office mission and vision. • Build an employee wellness program. 	<p>Ongoing</p> <ul style="list-style-type: none"> • Complete





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Animal Control

The Animal Control Division primarily provides animal services in the unincorporated areas of Clatsop County and operates the County Animal Shelter. Animal Control routinely assists municipal agencies and the State Police with Animal issues. The Shelter takes animals from all of Clatsop County. The Shelter has the largest volunteer base in the County to assist with the care & welfare of the animals. The Division consist of two Deputies, one Staff Assistant and three kennel workers.

PRIORITIES	STATUS
<p>Prioritize purchase and implementation of modern technology to improve service delivery, improve efficiency and reduce liability</p> <ul style="list-style-type: none"> • Online dog licensing/payment • Online adoption application 	<ul style="list-style-type: none"> • Both Complete October 2020
<p>Prioritize volunteer coordination:</p> <ul style="list-style-type: none"> • Support from county in volunteer coordination, training, etc. • Research grants 	<ul style="list-style-type: none"> • Complete June 2020 • Ongoing
<p>Revitalize current facility for future growth.</p> <ul style="list-style-type: none"> • Expanding dog adoption kennels into the current dog play yard • Expanding cat adoption into lobby area. • Enclosing front desk area for employee safety. • Remodeling office area to be more efficient • Expand parking area for staff and public 	<ul style="list-style-type: none"> • Still needed





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Support Division

The support division assists all divisions of the sheriff's office by greeting the public, completing processes, accounting, and maintaining records. Support staff process concealed handgun licenses, civil papers, judicial foreclosure sales, writs of execution, police reports and evidence. They work closely with courts, district attorney offices and other law enforcement partners to accomplish these tasks.

PRIORITIES	STATUS
<p>Prioritize purchase and implementation of modern technology to improve service delivery, improve efficiency and reduce liability.</p> <ul style="list-style-type: none"> • New RMS/Civil software to improve efficiency of records tracking, access and reporting. Also track civil and judicial foreclosure sales process. • Online portal for payment of records requests and other fees • Online availability of CHL applications/renewals to increase public access and staff efficiency • Obtain a new card printer for CHL's 	<ul style="list-style-type: none"> • In progress 2023/24 • Complete • Complete • Complete
<p>Increase ability to provide quality public service by developing and training of staff.</p> <ul style="list-style-type: none"> • Provide needed training and increase the cross training for each section • Establish a process/procedures manual for reference • Continue to encourage a culture of professionalism 	<ul style="list-style-type: none"> • Ongoing • Complete • Ongoing

