

Lane County Sheriff's Office: Five-Year Strategic Plan 2006-2011

FINAL REPORT

**Report Prepared For:
Lane County Sheriff's Office**

**Prepared by:
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Executive Summary

This report contains the 2006- 2011 Strategic Plan for the Lane County Sheriff's Office. The plan articulates the Sheriff's Office vision and is intended to provide a framework for addressing key strategic issues the Office faces over the next five years.

Background

The Lane County Sheriff's Office has recently experienced many changes in leadership. These include the election of a new Sheriff, the hire of three new Captains and the promotion of five new lieutenants.

The Sheriff's Office is also facing the possible sunset of the Secure Rural Schools and Community Self-Determination Act of 2000 in 2007. This would mean a significant loss in funding. Budgets Countywide also continue to shrink.

These changes in leadership and possible funding shortages led the Lane County Sheriff's Office to contract with the Community Planning Workshop (CPW) to develop a strategic plan to guide the Office's operations over the next five years.

The Sheriff's Office developed a Steering Committee consisting of 25 employees of the Sheriff's Office who are both formal and informal leaders from the organization. This Steering Committee oversaw the development of the strategic plan.

The strategic plan matrix

The strategic plan matrix (next page) is intended to serve as an easy reference guide to the strategic plan. The matrix includes the strategies and actions for each goal. It also includes a brief description of each strategy, and the target timeline. The actions are generally classified as short-term (1- 2 years) or mid-term (3- 5 years). Some actions are ongoing throughout the plan implementation period. The matrix is intended to serve as a tool to review the annual action plan. Staff will be responsible for monitoring progress towards strategic plan goals.

Table S-1. Strategic Plan Matrix

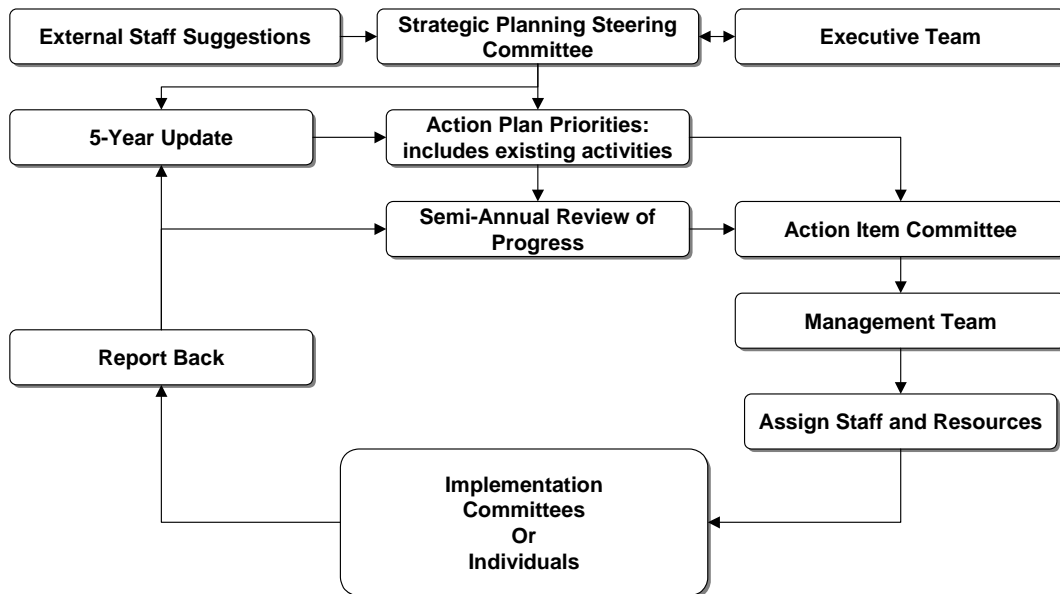
Goal	Strategies	Timing
GOAL 1: THE SHERIFF'S OFFICE WILL WORK TOWARD SECURE AND SUSTAINABLE SOURCES OF FUNDING		
	<i>Strategy 1.1: Work to build public support through public education about the various issues that the Sheriff's Office faces.</i>	Ongoing
	<i>Strategy 1.2: Develop contingency plans for potential future funding shortfalls, utilizing existing plans, policies and procedures.</i>	ST
	<i>Strategy 1.3: Explore the possibility of an allocated funding source to ensure stable funding.</i>	ST
	<i>Strategy 1.4: Proactively seek additional funding sources and resource development opportunities.</i>	Ongoing
GOAL 2: THE SHERIFF'S OFFICE WILL FOSTER CLEAR AND EFFECTIVE COMMUNICATION THROUGHOUT THE ORGANIZATION		
	<i>Strategy 2.1: Explore the potential for an internal information campaign that will inform employees through existing mechanisms, about current issues facing the Sheriff's Office.</i>	ST
	<i>Strategy 2.2: Increase the visibility of command staff throughout the Sheriff's Office.</i>	Ongoing
	<i>Strategy 2.3: Provide communication training for management.</i>	ST
	<i>Strategy 2.4: Develop an internal communications protocol.</i>	LT
GOAL 3: THE SHERIFF'S OFFICE WILL CONTINUE TO PROVIDE HIGH QUALITY AND PROFESSIONAL SERVICE		
	<i>Strategy 3.1: Continue to work toward providing the services desired by the community.</i>	LT
	<i>Strategy 3.2: Focus on prevention and education as crime reduction strategies as resources allow.</i>	LT
	<i>Strategy 3.3: Utilize technology where appropriate to enhance services delivery.</i>	LT
GOAL 4: THE SHERIFF'S OFFICE WILL PURSUE AND MAINTAIN A MOTIVATED, KNOWLEDGEABLE AND HIGHLY TRAINED STAFF		
	<i>Strategy 4.1: Develop training plans suitable for all employees.</i>	Ongoing
	<i>Strategy 4.2: Maintain a positive work environment by providing positive feedback and recognition to all employees.</i>	Ongoing
	<i>Strategy 4.3: Educate the staff about the Sheriff Office's mandates.</i>	ST
	<i>Strategy 4.4: Promote employees who demonstrate the strengths and abilities to do well in advanced positions.</i>	Ongoing

Goal	Strategies	Timing
GOAL 5: THE SHERIFF'S OFFICE WILL MAINTAIN A POSITIVE AND PROFESSIONAL PUBLIC IMAGE		
	<i>Strategy 5.1: Make the Sheriff's Office more visible to the public.</i>	Ongoing
	<i>Strategy 5.2: Invite the public in through programs and events such as jail tours and the Citizen's Academy.</i>	ST
	<i>Strategy 5.3: Utilize the media to improve public perception and promote the good that the Sheriff's Office does.</i>	Ongoing
GOAL 6: THE SHERIFF'S OFFICE WILL BUILD AND MAINTAIN EFFECTIVE PARTNERSHIPS		
	<i>Strategy 6.1: Build partnerships with the private sector.</i>	LT
	<i>Strategy 6.2: Partner with community-based programs.</i>	LT
	<i>Strategy 6.3: Continue and enhance the intergovernmental relations program to work with other departments in Lane County.</i>	ST
	<i>Strategy 6.4: Partner and communicate with the unions within the Sheriff's Office.</i>	ST
GOAL 7: THE SHERIFF'S OFFICE WILL CLEARLY AND EFFECTIVELY COMMUNICATE WITH THE PUBLIC AND OTHER COMMUNITY PARTNERS		
	<i>Strategy 7.1: Develop a public communications plan.</i>	ST
	<i>Strategy 7.2: Improve technological resources for community members, such as improving the Sheriff's website.</i>	Ongoing

Implementation

Figure S- 1 shows the implementation framework for the LCSO strategic plan. The strategic plan provides the framework for activities the Steering Committee, Action Committee, Management Team and Executive Team will pursue over the course of the next five years. The Steering Committee is responsible for creating a list of tasks, conducting a semi- annual review progress, and should provide updates to the Management Team and Executive Team as requested. The Action Committee is responsible for reviewing selected actions and deciding whether or not they are feasible.

Figure 4-1. Strategic Plan Implementation Framework



Because the desire to complete tasks may be greater than the resources available the strategic plan provides a framework in which the Steering Committee can make difficult choices about which goals, strategies and actions to pursue. Every task in the annual work program should relate to at least one action, strategy, and goal in the strategic plan.

While the strategic plan provides a framework for assessing priorities and developing tasks, it is designed with flexibility in mind. The Steering Committee should add goals or strategies as the need arises. Similarly, the Committee should eliminate goals or strategies that are no longer applicable.

Chapter 1

Introduction

This report contains the 2006- 2011 Strategic Plan for the Lane County Sheriff's Office. The plan articulates the Sheriff's Office vision and is intended to provide a framework for addressing key strategic issues the Office faces over the next five years.

Background

The Lane County Sheriff's Office (LCSO) provides a broad range of law enforcement and corrections services to the citizens of Lane County. The Lane County Sheriff's Office serves Creswell, Veneta and unincorporated Lane County with 24- hour patrol and investigations. The Sheriff's Office also provides adult corrections for all of Lane County. In addition to patrol and corrections the Sheriff's Office provides a host of other services including marine patrol, forest patrol, civil process, transport/court security and search and rescue. The Sheriff's Office also operates a traffic safety team.

The Sheriff's Office operates with the mission to "Make Lane County a safer place to live by protecting lives and property, while maintaining the dignity of all people." In 2006, the Sheriff's Office has approximately 400 employees and almost as many volunteers that aid in the accomplishment of this mission. The 2005- 06 fiscal year budget for the LCSO was more than \$50 million.

The Sheriff's Office has recently undergone many significant changes. The Sheriff's Office is experiencing budget cuts and is potentially facing the loss of important revenue sources. These funding declines have forced the Sheriff's Office to make difficult decisions about which programs to fund and which to cut. This has impacted the level of service the Office is able to provide.

Since 2003, 119 jail beds have been closed. This is a direct result of funding shortages, which limit the number of corrections staff available to patrol the jail. Due to these funding cuts and high crime rates, there are not enough beds available in the County to harbor all of the criminals arrested by various public safety agencies, thus, 3,700 to 3,900 inmates have been released in the last three years.

The Secure Rural Schools and Community Self- Determination Act of 2000 provides approximately \$4.6 million to the Sheriff's Office to run programs at the Forest Work Camp, law enforcement services in Federal forests and search and rescue operations. This bill will sunset in 2007. In 2005 Congress introduced a bill to reauthorize this act and continue to provide payment for another six or seven

years. The uncertain state of this funding source makes it very difficult for the Sheriff's Office to rely on this necessary money.

Moreover, following the September 11th terrorist attacks, the Federal government has become increasingly concerned with securing domestic territories. This adds pressure to the Sheriff's Office because they are asked to participate in programs and trainings which further stretch already strained resources.

In addition to these funding constraints, the Sheriff's Office experienced many changes in leadership in the recent past. These include the election of a new Sheriff (Sheriff Russel Burger), the hiring of three new captains and the promotion of five new lieutenants.

Developing a five-year strategic plan is a logical response to the issues described above. Strategic planning provides a systematic framework for organizations to manage change. In short, the purpose of the 2006-2011 Strategic Plan is to provide a framework for the types of priorities and activities the LCSO will focus on over the next five years. The plan establishes goals, strategies, and a framework for implementing actions that are intended to guide the LCSO's activities and help establish priorities.

Why A Strategic Plan?

Strategic planning has been defined as "a disciplined effort to produce fundamental decisions shaping the nature and direction of governmental activities" (Bryson and Roering 1988, 15). Bryson and Roering also state that "strategic planning provides a set of concepts, procedures, and tools that can help public sector organizations deal with the recent dramatic changes in their environments" (1988, 15). In short, strategic planning is an effort to look at where an organization has been and where it is going.

Specifically, strategic planning focuses on a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, which is aimed at assessing the internal strengths and weaknesses of an organization as well as the external opportunities and threats for that organization. This SWOT analysis is usually conducted with input from a broad set of stakeholders. Finally, the strategic plan should ultimately be action oriented; it should be a document that guides an organization as it steps into the future.

Organizations generally engage in a strategic planning process to articulate the organization's direction and vision of the future. Strategic plans are often undertaken following periods of dramatic change to allow an organization to assess how to deal with that change and the place of the organization under new or different conditions.

Strategic plans can also be used as a tool to implement change within an organization. This can be done by reassessing the

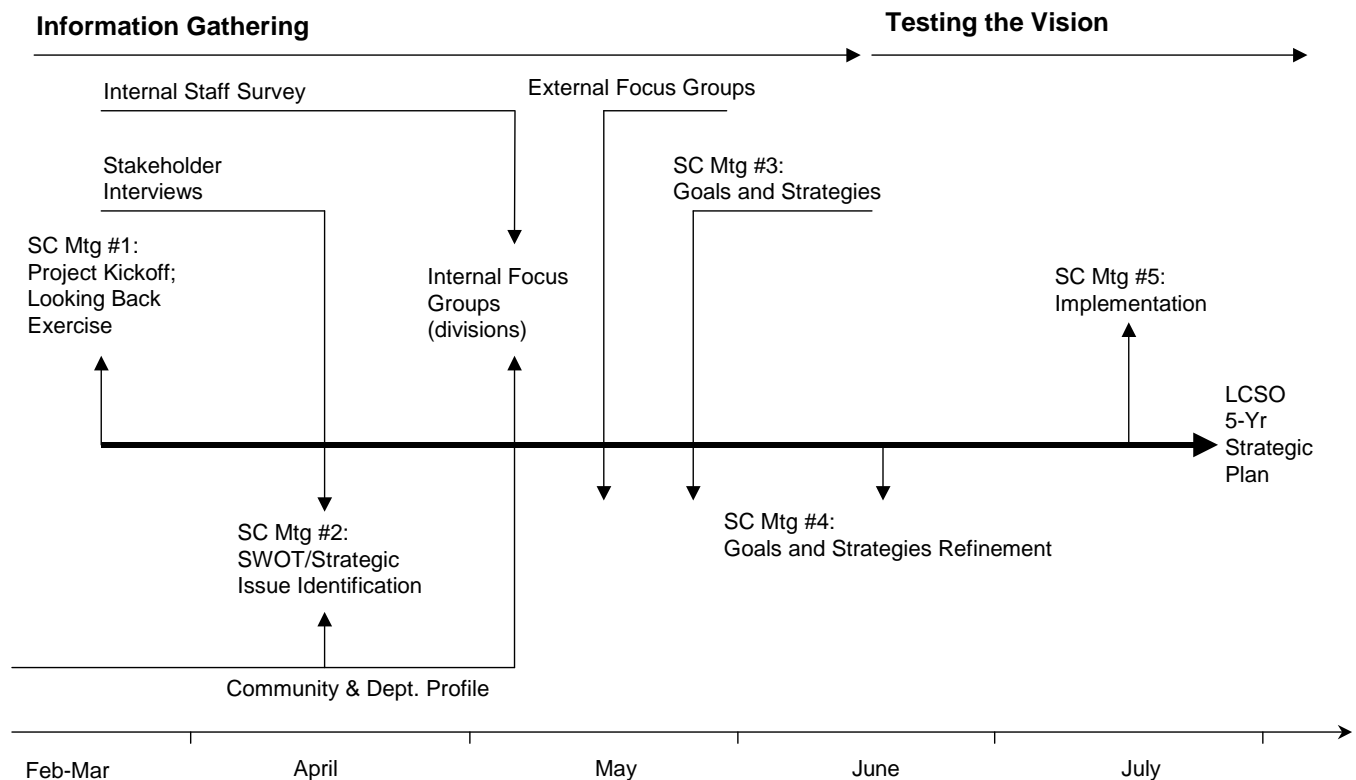
mandates, mission and vision of an organization and altering them to better fit where the organization wants to be in the future. Ultimately, a strategic plan paints a picture of what the organization will look like in the future and how it intends to get there; strategic plans are developed to guide an organization to its goals.

Purpose and Methods

The 2006- 2011 Lane County Sheriffs Office Strategic Plan was developed by a Steering Committee that represents a vertical and horizontal cross- section of the organization. The 26- member Committee convened five times during the first half of 2006 to identify issues and develop goals and strategies. The Community Planning Workshop at the University of Oregon facilitated the strategic planning process and conducted research to inform the committee’s discussions.

Figure 1- 1 shows an overview of the strategic planning process.

Figure 1-1. LCSO Strategic Planning Process



CPW implemented a variety of information gathering approaches to help develop the strategic plan. This included Steering Committee

meetings, focus groups, interviews and a staff survey as well as stakeholder interviews and public focus groups.

Figure 1- 1 shows that CPW facilitated five Steering Committee meetings during the strategic planning process. These meetings allowed for project updates and engaged the Steering Committee in a variety of exercises designed to develop the strategic plan. During March and April of 2006 CPW conducted interviews with members of the Steering Committee to ensure all committee members had an opportunity to express issues or concerns.

The staff survey and staff focus groups were aimed at garnering a wider organizational perspective than that provided by the Steering Committee. The staff survey was made available to every employee of the Sheriff's Office either through the Office's Intranet or in paper format. The staff focus groups included many staff members that were not on the Steering Committee.

CPW also conducted research to gain perspective on the Sheriff's Office from community members. The first part of this research involved key stakeholder interviews. These stakeholders were identified by the Sheriff's Office as people whose input they would like to have on the strategic planning process. These stakeholders ranged from local business owners to mayors and judges. The second process was public focus groups and phone interviews

All of these processes led to the development of goals and strategies. The goals and strategies were further refined by the Steering Committee at their June meeting. The final Steering Committee meeting addressed implementation and identified a preliminary set of actions to implement the strategies.

How the Lane County Sheriff's Office will use the Strategic Plan

This report presents the Lane County Sheriff's Office Strategic Plan and supporting data. **Chapter 2** highlights internal strengths and weaknesses of the Sheriff's Office, and identifies external opportunities and threats. This report also outlines specific strategic issues that arise from these strengths, weaknesses, opportunities and threats.

Chapter 3 presents the Strategic Plan, which identifies goals that the Sheriff's Office should strive toward as well as strategies for achieving those goals. Finally, **Chapter 4** presents a framework for implementing the Plan that the Sheriff's Office should follow as it finalizes its strategic planning process.

Ultimately, this report is intended to be an easily accessible document that the Sheriff's Office can refer to as it implements the Strategic Plan and monitors progress.

Chapter 2

Environmental Scan

This chapter describes the internal and external environment in which the Lane County Sheriff's Office operates. This environmental scan is comprised of two parts: (1) a description of the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis; and (2) a summary of the key strategic issues identified during the SWOT analysis. This environmental scan is a foundational element of any strategic plan and is intended to provide context for the Lane County Sheriff's Office's Strategic Plan.

SWOT Analysis Summary

A key step in the strategic planning process is conducting a SWOT analysis. A SWOT analysis is aimed at assessing the strengths and weaknesses internal to an organization and the opportunities and threats in the external environment.

CPW developed the SWOT analysis through interviews, review of background data and facilitating a SWOT analysis exercise at the April Steering Committee meeting. The SWOT analysis answered four questions:

- What are the Department's internal strengths?
- What are the Department's internal weaknesses?
- What external opportunities does the Organization have?
- What external challenges, or threats, does the Organization face?

Through this exercise CPW was able to assess internal strengths and weaknesses and external opportunities and threats of the Sheriff's Office. The results of this SWOT analysis are summarized below.

Internal Strengths

Internal strengths center on personnel and employees. The Steering Committee emphasized the high quality people that work at the Sheriff's Office. Employees are dedicated, hardworking, knowledgeable, and "do more with less." The work environment is positive and there is a "family feel" to the organization. LCSO staff are dedicated to their jobs and their commitment has sustained the Office through difficult times. The Explorer Post Program was identified as being a useful source for continuing to recruit great employees.

The new leadership was also identified as a strength of the organization. The general sentiment is that the leadership is

experienced and has fresh, new ideas. Management encourages a team environment and uses a mentoring approach.

Alternative programs, such as the Forest Work Camp, Community Corrections Center, and the DOMC, were also identified as great strengths within the Sheriff's Office. These programs are an example of innovation and prove to be effective in achieving their goals.

Internal Weaknesses

Communication issues emerged as some of the major weaknesses within the organization. There was concern that new policy procedures or changes in policy are not being communicated throughout the organization. In some instances to be no clear channel of communication from line staff all the way up to the Sheriff. Communication is an issue in both directions (bottom-up and top-down), which results in management staff being uninformed on some issues as well as line staff not understanding the directives from upper management. Horizontal communication was also an issue and contributes to strained relationships between divisions and programs. "Sibling rivalry" was also noted as a problem between different programs.

Weaknesses within management were also identified as an issue. There was some concern about a lack of training and accountability. Promotions may happen too easily and result in a lack of quality in first line supervisors and possible performance problems. There is a perception of "command by threat" within certain departments. This approach to management causes a strain on the relationship between upper management and line staff, limits communication, and decreases employee morale in certain instances.

In addition, it was also noted that, although most people agree there is high morale within the organization, there is a small percentage of employees with negative attitudes and general malcontents that tend to bring everyone down. Some employees have an "us vs. them" attitude (line staff vs. management) and are unable to let go of the past in order to move forward with new ideas and plans. It was noted that it is hard to feel proud of a job well done when there is so much work to do and sometimes there is no recognition, which can lead to employee burnout and negative attitudes.

External Opportunities

External opportunities mostly focus around public education and public relations. There is a big opportunity to build on the Lane County Public Information Initiative. Lane County is putting significant resources into this public education outreach program. The Sheriff's Office should take advantage of this and educate the public about its operations, programs, and funding needs. The organization could designate a Public Information Officer to handle public relations and the position should be filled by a real working officer and not just a typical Public Relations person. All Public

Relations campaigns and education outreach should be visible and should go beyond the normal captive audiences, such as neighborhood watch groups. The Sheriff's Office could also take advantage of the media and have regular updates on the "Water Cooler".

There are also partnership opportunities within the community and region. The Sheriff's Office should consider ways to pool resources and combine enforcement where appropriate. There are opportunities to establish non-traditional partnerships with inmate transition programs providing housing and treatment as well as collaborating with other county providers to address public health needs. The strong volunteer base is an opportunity and should be built upon. Other opportunities include working with colleges or universities for research or help with grant writing.

In addition, the Sheriff's Office should take advantage of funding opportunities. One opportunity centers on tax-based funding and the pending ballot measure which will go before Lane County voters in November 2006. Contracting services to other governments or outside agencies could provide opportunities for increased revenue.

Finally, in the face of increasing threats to homeland security the Federal government developed grant programs aimed at improving security throughout a wide variety of communities. The Sheriff's Office should attempt to take advantage of this potential funding to improve the safety of Lane County.

External Threats

The most significant threat to the Sheriff's Office is funding. There is the pending loss of federal funds, which will affect alternative programs such as the Forest Work Camp.

Public relations and public image were identified as an ongoing threat to the organization. There seems to be a general feeling that the public has a negative image of the Sheriff's Office. This happens because the Sheriff's Office is often lumped together with other law enforcement agencies and is also due to a lack of visibility with the public. There is also a misperception about, and general lack of, knowledge of services and staffing capabilities. If the public does not understand how the organization works, what money is needed, and where the money goes, the Sheriff's Office will continue to encounter resistance to higher taxes or any other funding measures that are requested.

Another problem is strained relationships with different agencies. This could be a result of other agencies "encroaching" on the services that the Sheriff's Office normally provides and could potentially limit partnerships or collaborations in the future.

The changing demographics in Lane County, with the increase of minority populations, will demand attention. The Sheriff's Office will need to address the possible need for new resources or skills

and potential new services that may be needed. It was also noted that the breakdown of social services in the community has led to an increase in crime. This increase in crime and arrests is a problem because there is already not enough room in the jail. These changes in the community directly impact the Sheriff's Office.

Table 2.1: Summary of SWOT Analysis

Internal Strengths	Internal Weaknesses
Personnel	Attitude/Morale
Alternative Programs	Management
Independence	Relationships
Leadership	Training
County Public Info Campaign	Communication
Stretch Limited Resources	
Creative and Proactive Ideas	
External Opportunities	External Threats
Public Education	Credibility
Public Relations	Image
Partnerships	Partnerships
Programs	Funding
Funding	Services
Communication	Changing Demographics
	Public Relations

Key Strategic Issues

The SWOT analysis, along with the other research activities conducted throughout the strategic planning process allowed CPW to identify several key strategic issues. Key strategic issues are those fundamental policy choices or critical challenges that must be addressed in order for an organization to achieve its mission and vision.

The key strategic issues that the Sheriff's Office identified as it developed the Strategic Plan were funding, communication, level of service, personnel, public image and partnerships. Each of these strategic issues is described below.

Funding

The Lane County Sheriff's Office has recently experienced budget cuts. Moreover, the Sheriff's Office is also facing the possibility of severe funding shortages in the very near future. Much of the funding that the Sheriff's Office now relies on for programs, such as the Forest Work Camp, is threatened. Because of this reality it is

essential to (1) identified potential funding alternatives, and (2) develop a framework for making strategic decisions about which programs to cut.

Communication

The research activities suggest that a lack of clear and effective communication is hindering the operations of the Sheriff's Office. Clear channels of communication between management and line staff and among line staff themselves are necessary for the effective operation of the Sheriff's Office. One specific communication issues is that directives from Captains to Lieutenants are not always clearly disseminated to the rest of the staff. In addition, there is no clearly established line of communication between divisions or shifts within those divisions.

Level of Service

The level of service that the Sheriff's Office is able to provide has declined in recent years due to budget cuts. The response was to cut programs including the SWAT team and the Interagency Narcotics Team (INET). Moreover, the number of deputies patrolling the County on any given shift has been reduced.

The level of service that the Office is able to provide has a negative effect on the public image of the Sheriff's Office. The mission of the Sheriff's Office is to "Make Lane County a safer place to live by protecting lives and property, while maintaining the dignity of all people." Funding impacts the level of service that the Sheriff's Office is able to provide, which in turn affects the Office's ability to achieve its mission.

Personnel

The high quality of the Sheriff's Office personnel is one of the Office's biggest assets. There are, however, multiple issues surrounding personnel. The first is how does the Sheriff's Office recruit and maintain the high level of staff that they currently possess? The second issue is how does the Sheriff's Office maintain the morale of staff members? A third issue is how does the Office ensure that all staff are getting training required for their jobs? The jobs that the employees of the Sheriff's Office must do are highly demanding and both mentally and emotionally taxing, because of this it is extremely important to maintain morale and avoid burnout.

Public Image

Throughout the issue identification process it was clear that the public has a generally negative view of the Sheriff's Office. In conjunction with this negative perception, the public also seems to misunderstand the duties of the Sheriff's Office as well as the services it actually provides. This negative public image becomes an issue when the Sheriff's Office has to ask the public to consider bond measures and tax levies to increase funding. Without public

support the Sheriff's Office is not able to garner necessary funding. In addition, a perception that the Sheriff's Office is unable to respond to crimes when they occur may lead to an attitude of vigilantism wherein citizens take it upon themselves to curtail crime.

Partnerships

In the face of shrinking resources it is important for the Sheriff's Office to become creative about how they continue to maintain a high level of service. One way to do this is to establish partnerships throughout the community. While the Office has effective partnerships with several agencies (Courts, District Attorney's Office, etc), there are many more partnerships that could be established. These include (but are not limited to) partnerships with schools, prevention programs and other law enforcement agencies. Defining these partnerships and how to pursue them was a key question under this strategic issue.

Summary

The SWOT analysis is a foundational component of the strategic plan. It identified a range of strengths, weaknesses, opportunities and threats that the Office faces. The strategic issues highlighted during the issue identification phase were funding, communication, level of service, personnel, public image and partnerships. While each of these issues are important in different ways, funding and public image are probably the most challenging issues the Office faces. These issues have external aspects that are more difficult for the Office to control. Issues such as communication, personnel, and partnerships are also important and may be areas that the Office can make significant improvements in over the short-term.

Chapter 3

Lane County Sheriff's Office

Five-Year Strategic Plan

This Chapter presents the 2006- 2011 Strategic Plan for the Lane County Sheriff's Office. It begins with an overview and a summary matrix of the goals and strategies and then provides a more detailed discussion of each strategy.

Overview

This strategic plan was developed with the full recognition that the Sheriff's Office is part of Lane County government. The Sheriff's Office recognizes that everything it does is in the service of the public and under the larger umbrella of the County. That said, this plan is designed as a document to direct the internal operations of the Sheriff's Office.

The goals and strategies matrix (next three pages) is intended to serve as a quick reference guide for the Lane County Sheriff's Strategic Plan. This matrix shows each goal and the strategies under that goal. In addition, each strategy is identified as either (1) ongoing, (2) long-term (LT), or (3) short-term (ST). In the context of the strategic plan, long-term is 3- 5 years and short term is 1- 2 years, while ongoing extends throughout the strategic planning period.

The body of this chapter is devoted to describing each goal and the strategies listed under that goal.

Figure 3-1. Strategic Plan Matrix

Goal	Strategies	Timing
GOAL 1: THE SHERIFF'S OFFICE WILL WORK TOWARD SECURE AND SUSTAINABLE SOURCES OF FUNDING		
	<i>Strategy 1.1: Work to build public support through public education about the various issues that the Sheriff's Office faces.</i>	Ongoing
	<i>Strategy 1.2: Develop contingency plans for potential future funding shortfalls, utilizing existing plans, policies and procedures.</i>	ST
	<i>Strategy 1.3: Explore the possibility of an allocated funding source to ensure stable funding.</i>	ST
	<i>Strategy 1.4: Proactively seek additional funding sources and resource development opportunities.</i>	Ongoing
GOAL 2: THE SHERIFF'S OFFICE WILL FOSTER CLEAR AND EFFECTIVE COMMUNICATION THROUGHOUT THE ORGANIZATION		
	<i>Strategy 2.1: Explore the potential for an internal information campaign that will inform employees through existing mechanisms, about current issues facing the Sheriff's Office.</i>	ST
	<i>Strategy 2.2: Increase the visibility of command staff throughout the Sheriff's Office.</i>	Ongoing
	<i>Strategy 2.3: Provide communication training for management.</i>	ST
	<i>Strategy 2.4: Develop an internal communications protocol.</i>	LT
GOAL 3: THE SHERIFF'S OFFICE WILL CONTINUE TO PROVIDE HIGH QUALITY AND PROFESSIONAL SERVICE		
	<i>Strategy 3.1: Continue to work toward providing the services desired by the community.</i>	LT
	<i>Strategy 3.2: Focus on prevention and education as crime reduction strategies as resources allow.</i>	LT
	<i>Strategy 3.3: Utilize technology where appropriate to enhance services delivery.</i>	LT
GOAL 4: THE SHERIFF'S OFFICE WILL PURSUE AND MAINTAIN A MOTIVATED, KNOWLEDGEABLE AND HIGHLY TRAINED STAFF		
	<i>Strategy 4.1: Develop training plans suitable for all employees.</i>	Ongoing
	<i>Strategy 4.2: Maintain a positive work environment by providing positive feedback and recognition to all employees.</i>	Ongoing
	<i>Strategy 4.3: Educate the staff about the Sheriff Office's mandates.</i>	ST
	<i>Strategy 4.4: Promote employees who demonstrate the strengths and abilities to do well in advanced positions.</i>	Ongoing

Goal	Strategies	Timing
GOAL 5: THE SHERIFF'S OFFICE WILL MAINTAIN A POSITIVE AND PROFESSIONAL PUBLIC IMAGE		
	<i>Strategy 5.1: Make the Sheriff's Office more visible to the public.</i>	Ongoing
	<i>Strategy 5.2: Invite the public in through programs and events such as jail tours and the Citizen's Academy.</i>	ST
	<i>Strategy 5.3: Utilize the media to improve public perception and promote the good that the Sheriff's Office does.</i>	Ongoing
GOAL 6: THE SHERIFF'S OFFICE WILL BUILD AND MAINTAIN EFFECTIVE PARTNERSHIPS		
	<i>Strategy 6.1: Build partnerships with the private sector.</i>	LT
	<i>Strategy 6.2: Partner with community-based programs.</i>	LT
	<i>Strategy 6.3: Continue and enhance the intergovernmental relations program to work with other departments in Lane County.</i>	ST
	<i>Strategy 6.4: Partner and communicate with the unions within the Sheriff's Office.</i>	ST
GOAL 7: THE SHERIFF'S OFFICE WILL CLEARLY AND EFFECTIVELY COMMUNICATE WITH THE PUBLIC AND OTHER COMMUNITY PARTNERS		
	<i>Strategy 7.1: Develop a public communications plan.</i>	ST
	<i>Strategy 7.2: Improve technological resources for community members, such as improving the Sheriff's website.</i>	Ongoing

Goals and Strategies Description

GOAL 1: THE SHERIFF'S OFFICE WILL WORK TOWARD SECURE AND SUSTAINABLE SOURCES OF FUNDING

One of the most pressing issues facing the Sheriff's Office is the potential loss of funding sources, as well as the need to secure future funding sources. Goal One is a logical response to this reality. During the goal and strategies refinement it became clear that a "sustainable" funding source was the most desirable approach to stabilize funding and ensure that the Sheriff's Office does not perpetually operate under the possibility of funding cuts.

Strategy 1.1: Work to build public support through public education about the various issues that the Sheriff's Office faces.

Strategy 1.1 was identified as the strategy most important to achieving Goal One. The Sheriff's Office will work to educate the public about what they provide to the residents of Lane County. This strategy will focus on increasing public awareness of the broad range of services the Sheriff's Office provides, the importance of those services, and what citizens are paying for and what they are getting for their investment

Strategy 1.2: Develop contingency plans for potential future funding shortfalls, utilizing existing plans, policies and procedures.

The Sheriff's Office needs to be prepared to address potential future funding shortages. Through planning for funding shortages, the Sheriff's Office will not be caught off-guard if this possibility becomes a reality. The Sheriff's Office already has a document that describes the actions to be taken in the event of severe funding cuts. This strategy will build from the previous work and will result in a review and update every three years to ensure that the Sheriff's Office is prepared changes in funding.

Strategy 1.3: Explore the possibility of an allocated funding source to ensure stable funding.

The Sheriff's Office is constantly exploring new and creative avenues to secure stable funding. Under this strategy the Sheriff's Office will investigate the feasibility of funding source(s) specifically allocated to the Sheriff's Office. The public safety income tax will be on the ballot in November 2006. If the initiative passes, it largely address both strategy 1.3 as well as Goal 1.

Strategy 1.4: Proactively seek additional funding sources and resource development opportunities.

The Sheriff's Office already engages in a broad range of resource development activities. This strategy intends to enhance this capacity through communication about possible funding sources throughout the organization. Employees at all levels of the organization should feel

encouraged to brainstorm funding opportunities to be shared with management.

GOAL 2: THE SHERIFF'S OFFICE WILL FOSTER CLEAR AND EFFECTIVE COMMUNICATION THROUGHOUT THE ORGANIZATION

Communication is a critical component of more efficient performance and higher morale for the Sheriff's Office. Within the Sheriff's Office the need for more effective communication between management and line staff, as well as between departments, was raised time and again. This goal responds to those concerns.

Strategy 2.1: Explore the potential for an internal information campaign that will inform employees, through existing mechanisms, about current issues facing the Sheriff's Office.

Through this strategy, the office will develop an internal information campaign so that employees will become informed about strategic issues facing the Offices. This strategy will result in employees that better understand their jobs and are able to become champions for the Office in the external environment. In addition to continuing the weekly e-mails from the Sheriff, employees expressed the desire for an organizational orientation for both new and existing staff.

Strategy 2.2: Increase the visibility of command staff throughout the Sheriff's Office.

This strategy will result in increased visibility of command staff. Increasing the visibility of command staff throughout the organization is imperative to maintaining the high morale of the Sheriff's Office staff. When the command staff becomes more accessible to the line staff there is less possibility for miscommunication or misunderstanding of directives.

Strategy 2.3: Provide communication training for management.

In conjunction with increasing the visibility of command staff, it is also important that all staff in management roles is properly trained in how to communicate with employees. This type of training will allow the command and line staff management to develop techniques for efficient mass communication as well as sensitivity to one-on-one interactions. Employees also expressed the need for better communication of expectations from the management.

Strategy 2.4: Develop an internal communications protocol.

This strategy will result in a standardized set of communication protocols, which will allow messages to be disseminated clearly and efficiently. This strategy will also eliminate the possibility that only one part of the organization implements a change or new policy. Developing a communications protocol will allow the Sheriff's Office to have accepted channels through which to communicate both within and across divisions.

GOAL 3: THE SHERIFF'S OFFICE WILL CONTINUE TO PROVIDE HIGH QUALITY AND PROFESSIONAL SERVICE

The Sheriff's Office already provides a high level of professional service. With the possibility of funding shortages on the horizon it may become increasingly difficult to provide that high level of service. For this reason, it is imperative that the Sheriff's Office continues to strive towards this goal.

Strategy 3.1: Continue to work toward providing the services desired by the community.

One of the most important pieces of providing high quality and professional service is to provide those services desired by the community. The Sheriff's Office currently provides many services desired by the community, and this strategy will identify and implement activities to ensure that the Office understands what the community desires and expects.

Strategy 3.2: Focus on prevention and education, as crime reduction strategies, as resources allow.

This strategy will work to coordinate existing prevention and education programs with ongoing Sheriff's Office programs. Given the rise in methamphetamine use throughout the County, it is prudent for the Sheriff's Office to consider participating in a prevention program aimed at reducing crimes that result from substance abuse. In addition, the Sheriff's Office should consider broad-ranging citizen education to help them avoid being victims of crime. Because this strategy is highly contingent on funding the Office should seek to create partnerships with other County and community programs, or pursue prevention and education activities as resources allow.

Strategy 3.3: Utilize technology where appropriate to enhance service delivery.

This strategy seeks to enhance the Office's use of technology. Sheriff's Office staff identified several technological opportunities, such as providing citizen self-report forms on-line. Taking advantage of these opportunities will make the Sheriff's Office more efficient and better able to provide timely customer service. The idea behind this strategy is not to replace important face-to-face contact between deputies and residents, but to provide multiple avenues of communication.

GOAL 4: THE SHERIFF'S OFFICE WILL PURSUE AND MAINTAIN A MOTIVATED, KNOWLEDGEABLE AND HIGHLY TRAINED STAFF

The strength and dedication of its employees is the Sheriff's Office's biggest asset. As employees move towards retirement it is critical that the Sheriff's Office replace those staff with equally motivated and qualified employees. It is also important that the Sheriff's Office ensure that its current staff is aware of the latest techniques and technologies

available to ensure that they conduct themselves with the highest degree of professionalism possible.

Strategy 4.1: Develop training plans suitable for all employees.

This strategy will result in a more cohesive employee training program. Given the variety of positions and ranks within the Sheriff's Office it is important that training plans be job and tenure specific. This will ensure that employees receive relevant training for their duties. A training plan should also include a tracking system to ensure that employees are attending necessary trainings and are earning the requisite number of training hours.

Strategy 4.2: Maintain a positive work environment by providing positive feedback and recognition to all employees.

This strategy will identify approaches to provide positive feedback and recognition to employees. This feedback can be done in a private or public manner. It is important that a positive message be conveyed to employees in order to maintain high morale. This recognition can be done through e-mails to the rest of the organization, private conversations or postings within the division. This type of positive encouragement may also lead someone to pursue promotion or consider new positions.

Strategy 4.3: Educate the staff about the Sheriff Office's mandates.

This strategy will result in a better understanding among staff about the Office's mandates and programs. What exactly the Sheriff's Office is mandated to do is widely misunderstood throughout the Office. This confusion leads to misunderstanding about the direction the organization is taking and the priorities it chooses to pursue. A better understanding of the mandates, and the direction of the Sheriff's Office will allow the staff to be motivated about a vision for the organization.

Strategy 4.4: Promote employees who demonstrate the strengths and abilities to do well in advanced positions.

Management should promote those employees who demonstrate the ability and desire to do well at higher levels. This will ensure that there are strong leaders throughout the organization. The presence of these leaders will motivate other employees to carry out their duties with enthusiasm and pride. Employees should be recommended for promotion by their superiors and encouraged to explore positions where they show particular strengths.

GOAL 5: THE SHERIFF'S OFFICE WILL MAINTAIN A POSITIVE AND PROFESSIONAL PUBLIC IMAGE

Interaction with the public is one of the most important duties of the Sheriff's Office. It is important that every member of the Sheriff's Office strive to constantly be positive and professional during these interactions.

Strategy 5.1: Make the Sheriff's Office more visible to the public.

This strategy will increase the public visibility of the Office. It is important that the Sheriff's Office differentiate itself from other public safety agencies in the eyes of the public. Under this strategy it is important to mark or brand the Sheriff's Office so that it is more easily recognizable to the public. The Sheriff's Office should make a concerted effort to appear at public events both formally and informally. This could include staffing booths at local fairs and festivals, as well as participating in community service events.

Strategy 5.2: Invite the public in through programs and events such as jail tours and the Citizen's Academy.

This strategy is designed to further educate the public about the duties of the Sheriff's Office. The more fully the public understands what is required of the Sheriff's Office, the more likely they are to support funding and other program requests.

Strategy 5.3: Utilize the media to improve public perception and promote the good that the Sheriff's Office does.

This strategy will result in protocols that better use media and other avenues to improve the public's perception of the Office. Currently, the Sheriff's Office is generally reactive to events. This means the media only hears from the Office when something goes wrong. This strategy is designed to help the Sheriff's Office to be more proactive. This means utilizing local media outlets to highlight the good works of the Sheriff's Office. These good works can be the actions of individual employee or the hard work of an entire investigative team.

GOAL 6: THE SHERIFF'S OFFICE WILL BUILD AND MAINTAIN EFFECTIVE PARTNERSHIPS

Partnerships are one of the most effective ways to maintain a high level of service during periods of constrained resources. Under this goal the Sheriff's Office would work towards (or maintain) partnerships with other public safety agencies, local businesses and other community organizations.

Strategy 6.1: Build partnerships with the private sector.

Businesses are an important part of Lane County. Through building partnerships with the private sector the Sheriff's Office will provide services more effectively or develop innovative new programs.

Strategy 6.2: Partner with community-based programs.

This strategy will result in partnerships that leverage limited resources and/or make the Office more effective. There are many non-profits in Lane County that provide a range of services the Sheriff's Office may find complementary. These include substance abuse and domestic violence prevention programs. Through partnering with these organizations the Sheriff's Office may be able to assist in preventing issues, , before they become a matter of incarceration.

In addition, the Sheriff's Office may be able to partner with community organizations such as schools or Elks clubs to promote the message of the Sheriff's Office and foster education about public safety.

Strategy 6.3: Continue and enhance the intergovernmental relations program to work with other departments in Lane County.

The Sheriff's Office will work to foster relationships within the County. This will benefit the Sheriff's Office because they will be able to better coordinate the services they provide, and ultimately, better serve the public. There are several departments within the County, such as Lane County Mental Health, that may benefit from the data and knowledge of the Sheriff's Office, and vice versa.

Strategy 6.4: Partner and communicate with the unions within the Sheriff's Office.

The line staff of the Sheriff's Office feels that the relationship between the Office and the unions needs to be fostered. Although there has been improvement in this area in the last year, the line staff feels there needs to be more open lines of communication.

GOAL 7: THE SHERIFF'S OFFICE WILL CLEARLY AND EFFECTIVELY COMMUNICATE WITH THE PUBLIC AND OTHER COMMUNITY PARTNERS

Communicating with the community is essential to the continued health of the Sheriff's Office. The better understanding the public and other community partners have of the role and duties of the Sheriff's Office the more willing they will be to work with and fund the Sheriff's Office.

Strategy 7.1: Develop a public communications plan.

This strategy provides an excellent opportunity for the Sheriff's Office to partner with the County public information campaign. A Public Information Officer (PIO) should be used to achieve this strategy. This PIO could integrate with the County Public Relations office to disseminate a unified message throughout the County. Most importantly, this public communications plan should build from the previous Public Relations plan.

A sub-task of this strategy is to establish an PIO position. This position will be responsible for disseminating information to various media outlets, and providing a face for the Sheriff's Office at a variety of public events. This external PIO will allow the Sheriff's Office to control the types of messages that are being communicated to the public at large.

Strategy 7.2: Improve technological resources for community members, such as improving the Sheriff's website.

This strategy is aimed at allowing the Sheriff's Office to consider its approach to customer service: how can the Sheriff's Office better serve the public? One strategy is to better utilize technology so that filing and

processing of papers might be streamlined to alleviate the inconvenience for the public. In conjunction with this, the architecture of the website needs to be addressed and further developed. In addition, the Sheriff's Office needs to decide what should be on the website, how it is organized and who should manage it.

Chapter 4

Implementation

The Strategic Plan provides a broad framework for addressing key issues and capitalizing on opportunities. The Plan, however, can only be effective if it gets implemented. Implementation will be challenging—staff in the Office are busy and a structure will need to be developed to both institutionalize the strategic plan as well as to identify specific actions and responsibilities. This chapter presents an implementation framework for the Sheriff's Office to ensure that appropriate and timely actions are taken to achieve the Strategic Plan's goals and strategies.

Introduction

This chapter describes a framework for effectively implementing the LCSO strategic plan. The framework is intended to create staff ownership of the strategic plan, as well as creating avenues for ongoing input to the strategic plan.

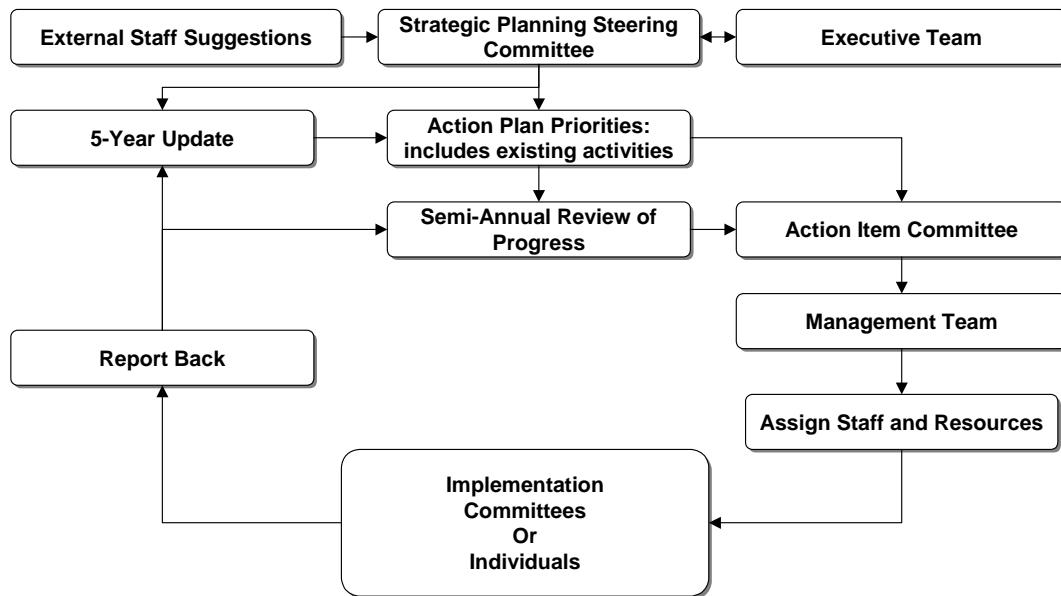
An organization's Strategic Plan has a limited chance of success unless all levels of the organization are involved in the development, implementation, and maintenance of the plan. Wide-ranging input provides the information essential for identifying the most pressing issues, developing goals, and ultimately achieving the goals. Proper implementation ensures the Strategic Plan will remain relevant and usable for the entire organization, as well as enhancing the Sheriff Office's ability to effectively achieve its mission.

Implementation Framework

Building a framework for implementation is the first step toward success of the strategic plan. This section describes a framework that includes committee creation, necessary meetings and the steps necessary to instill a culture of implementation and action.

Figure 4- 1 provides a visual representation of the implementation framework. Figure 4- 1 demonstrates both how the various bodies should interact with one another and the process that will lead to effective implementation.

Figure 4-1. Strategic Plan Implementation Framework



A) Institutionalize the Strategic Planning Steering Committee

The Strategic Planning Steering Committee should serve as an oversight body for the continued strategic planning process. The current Strategic Planning Steering Committee will decide if it wants to remain in its current state or restructure itself as it moves the plan forward.

The Strategic Planning Steering Committee has three main responsibilities:

- Identify Action Plan Priorities
- Conduct Semi- Annual Review of Progress
- Conduct 5- Year Plan Updates

Action Plan Priorities

The first task that the Steering Committee must complete is to establish a set of action plan priorities. Given the number of action items in the plan, it is impossible that every action can be undertaken at once. For this reason, the Steering Committee should prioritize five to ten actions that it feels are important to accomplish. Strategic planning is most successful when there are some immediate results. For this reason, the Steering Committee should select one or more action items that are fairly easy to accomplish and will have noticeable impact on the organization. The Steering Committee should also bear in mind that it may choose to prioritize some actions that already on- going.

As the Steering Committee selects its action plan priorities, it should make a checklist of these actions that includes assignment of a

committee or individual to oversee the task, the estimated resources needed to complete the task, and a projected timeline in which the task should be completed.

When the Steering Committee has completed its set of action priorities it should make a report to the Management Team.

Semi-Annual Progress Review

During the semi-annual progress review those persons or committees assigned to each action item should make a report to the Steering Committee. This report should include what progress has been made on the action, and whether the action has been completed.

If an action has been completed to the satisfaction of the Steering Committee then the Steering Committee should move that action to a list of completed actions. At this time the Steering Committee should decide which action it would like to address next and go through the steps in the Action Plan Priorities section.

During the semi-annual progress review of the Steering Committee should also determine whether remaining actions, strategies, and goals still have relevancy to the organization. If it is determined that an action, strategy or goal is no longer relevant then the Steering Committee may decide to pursue another course of action.

Five-Year Plan Update

The 2006-2011 Strategic Plan is designed to direct the organization over the next five years. As that five year time period draws to a close it is imperative that the Steering Committee engage in an update of the Strategic Plan. At this time the Steering Committee should conduct a process similar to the one used to develop the current plan.

This process should include an issue and needs assessment designed to illustrate the exact environment of the Sheriff's Office. After the issue and needs assessment is completed a SWOT analysis should be conducted. This is done to identify current and future strengths, weaknesses, opportunities and threats.

Once these tasks are completed the Strategic Plan should be updated to reflect any new issues, goals and strategies.

B) Formalize the Relationship Between Groups

Another important component of implementation is formalizing how the various groups of the Sheriff's Office will work with each other in regards to strategic planning. As shown by Figure 4-1, there are several different groups that will be involved in the strategic planning process. The Strategic Planning Steering Committee should report to both the Management Team and the Executive Team.¹ In addition, any staff that

¹ Note: All members of the Executive Team are on the Strategic Planning Steering Committee

does not sit on the Steering Committee should feel free to approach that committee with questions, direction or ideas.

The report that the Steering Committee makes to the Management Team should be a formalized report addressing the action priorities list. The relationship with the Executive Team may remain informal to the extent that members of the Executive Team also sit on the Steering Committee. It is important, however, that the progress of the Strategic Plan remains a standing agenda item for both the Executive and Management Teams. To this end, either of these bodies may request that the Steering Committee deliver a formal report at any time.

Responsibilities of the Action Item Subcommittee

The Action Item Committee is responsible for analyzing suggested actions to decide which are feasible and which are not. An action item may not be feasible due to limited resources, political relationships or other limitations. The Action Item Committee should also make recommendations about staff or ad-hoc committee structures and specific work tasks needed to implement each action. Finally, each action item should include a description which can be used to determine (1) when the item is completed, and (2) whether it has been successful.

Once the Action Item Committee decides which actions are feasible it should report back to the Steering Committee. At this point the Steering Committee should undertake setting the action plan priorities.

Responsibilities of the Management Team

Once the Steering Committee establishes which action items it would like pursue, it must present those priorities to the Management Team. The Management Team must then decide whom to assign to each task, what resources to commit to the task and must approve the timeline for the task.

It is the responsibility of the Management Team to inform those people, or committees, who have been assigned to the task that they have been assigned. At this time the Management Team should also inform that person or committee of the resources that have been committed and the timeline they have to complete the task.

Task Appointees

Once a person or committee has been assigned to oversee an action that person becomes responsible for the completion of that action. The person or committee that is appointed to each action must decide how to best go about implementing that action. The task appointee is also responsible for reporting back to the Steering Committee during the semi-annual review of progress and the 5-year update.

C) Establish External Advisory Council

The Steering Committee, in conjunction with the Management Team should also develop an External Advisory Council. This council will

communicate with the Steering Committee and those assigned to action on matters that involve participation with the community. The External Advisory Council will provide outside perspective and knowledge, while fostering communication between the Sheriff's Office and community members. Providing this type of avenue for public input is an important aspect of successful implementation.

Many reasons exist for institutionalizing external input. These include the fact that the issue identification phase indicates that community partners are essential to achieving the Sheriff's Office mission; the community controls many essential ingredients for the plan's success. Also, the possibility for solutions and creative partnerships increases the more perspectives and stakeholders that are involved in the "discussion." In addition, community and stakeholder participation forums educate participants, and thus, communities at large. Finally, an Advisory Council will create transparency between stakeholders and the Sheriff's Office and subsequently create trust and credibility.

Monitoring and Evaluation

Monitoring and evaluation is an important piece of the Strategic Planning process that the Steering Committee will undertake both during the semi-annual reviews and 5-Year update. Each of these points offers an opportunity for the Sheriff's Office to ask, "Is this working and how well is it working?"

One simple mechanism for evaluation is the Strategic Plan matrix that allows the Steering Committee to track its progress on various tasks and actions. At each of the semi-annual reviews the Steering Committee can make notations about which actions have been completed (and their outcome), which are in progress, and which have not begun. In short, it can be used as a simple checklist.

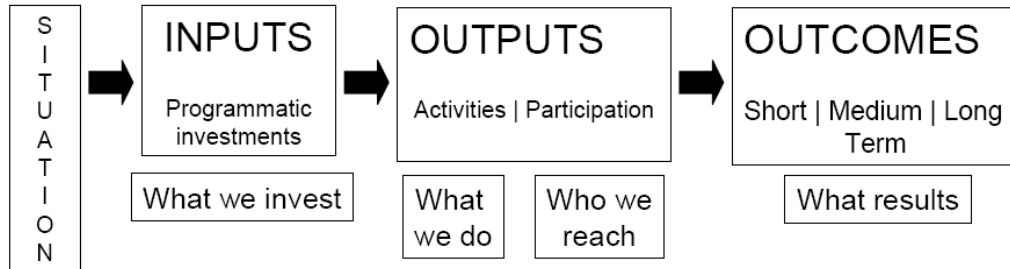
This provides a rough sense of how much has been accomplished, but does not show the relationship between individual tasks or actions and strategies or goals. A more far-reaching mechanism of evaluation is required to achieve knowledge about progress on goals. This type of evaluation can take the form of an organizational logic model, or the establishment of a performance-based monitoring system.

Logic Model

Defining "progress" is the first step of evaluation. A logic model is a systematic and visual way to show how and why progress occurs. Logic models show the relationships among resources (INPUTS), activities (OUTPUTS), and the change or results the organization achieves (OUTCOMES). Logic models simplify the relationship between an organization's resources, activities, and mission. While an organization can measure any level of the logic model, measuring OUTCOMES induces sustainable and long-term change. In addition, measuring outcomes allows for an organization to assess the impacts of their inputs. Assessing inputs against outcomes can help an organization

determine if they are making the correct choices. Measuring outcomes will ensure continual planning and pursuit of progress while ensuring the achievement of the mission. Progress happens by adjusting those pieces that do not seem to be producing desired outcomes while maintaining those pieces that are accomplishing the desired outcome.

Figure 4-2. Sample Logic Model



The ability to measure the effects of an organization’s choices is a powerful tool in a resource- limited environment. In the case of the Sheriff’s Office a Deputy would be considered an input, rural patrol would be considered an output and the long- term outcome would be a safer Lane County. The Steering Committee needs to know if the inputs, (human, financial, material) are producing desired results. While logic models are an effective means of measuring outcomes, performance- based monitoring provides an additional mechanism to test the impact of the Sheriff’s Office’s goals and strategies on the safety of Lane County.

Performance-Based Monitoring

Performance- Based Monitoring is a technique that initially starts with identifying a set of performance indicators. These indicators must address the full spectrum of OUTCOMES. The second step is establishing targets, or “benchmarks,” for these indicators. These benchmarks set standards for all inputs and activities to be measured against. Continuous collection of indicator data will allow for consistent review and assessment of activities.

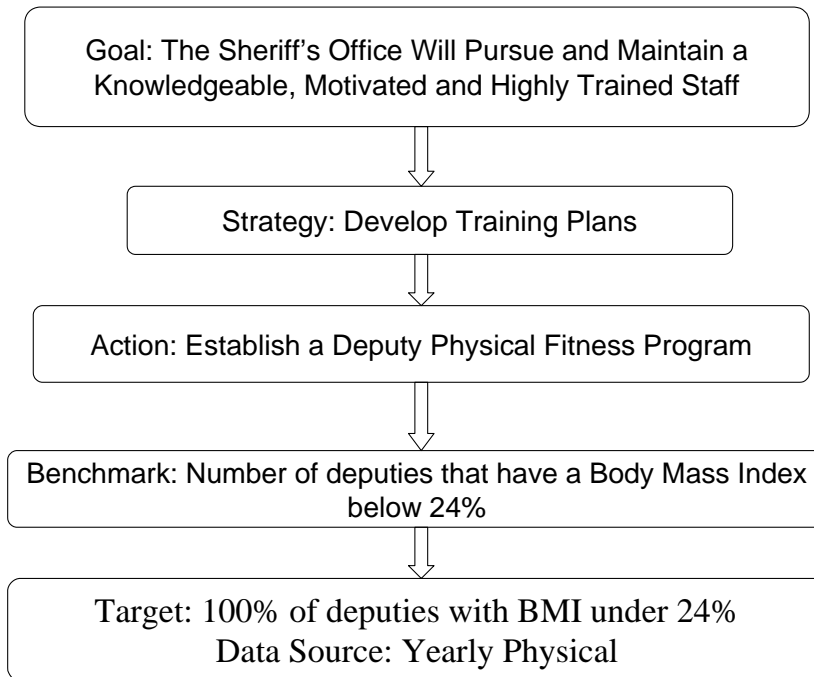
Benchmarks

Benchmarks provide a yardstick for measuring progress. Numerical in nature, benchmarks paint a picture that is easily understood. Benchmarks provide the ability to assess present and changing conditions and can be a powerful resource to measure progress. Motivation and knowledge provided by benchmarks can guide policy and future activities. Moreover, tracking benchmarks over the long- term will create an informational picture and path. The accumulation of data over a period of time becomes a valuable resource for the organization and community.

How do Benchmarks and the Strategic Plan work Together?

The Lane County Sheriff's Office Strategic Plan identifies seven goals. Each goal should have one or more related indicators that allows for the measurement of a benchmark over time.

Figure 4-3. Sample benchmark



The example shown in Figure 4-3 does not imply that these are appropriate benchmarks or measures. However, it is an example of how indicators and benchmarks tie strategies and subsequent goals to the outcomes of the strategic plan. Benchmarks commit an organization to pursue activities and strategies that promote forward motion and change.

Appendix A: Agency Setting

This appendix is intended to describe the internal environment of the Lane County Sheriff's Office. The purpose of this environmental scan is to highlight the issues and pressures that affect the daily operations of the Sheriff's Office.

The information that appears in this appendix was collected from a variety of sources. The three main avenues of information were verbal communication with various employees of the Sheriff's Office, the 2005- 2006 budget of the Lane County Sheriff's Office and an informational brochure provided by the Sheriff's Office.

This appendix is divided into five sections. These sections are staffing levels, budget, key facilities, key programs and partnerships. Each of these sections is discussed in- depth below.

Staffing Levels

Table A.1: FTE

Total FTE:	386.85
Corrections FTE:	238.05
Police Services FTE:	126.00
Office of the Sheriff FTE:	22.80

Source: 2005-2006 Lane County Sheriff's Office Budget

These figures come from the 2005- 2006 budget that was approved by the Lane County Board of County Commissioners. This shows that the Sheriff's Office has a total of nearly 400 employees. In addition, it is clear that the Corrections Division contains the bulk of the employees. The current total staffing level is up .8 FTE over fiscal year 2004- 2005, this total however is down from both fiscal year 2002- 2003 and 2003- 2004.

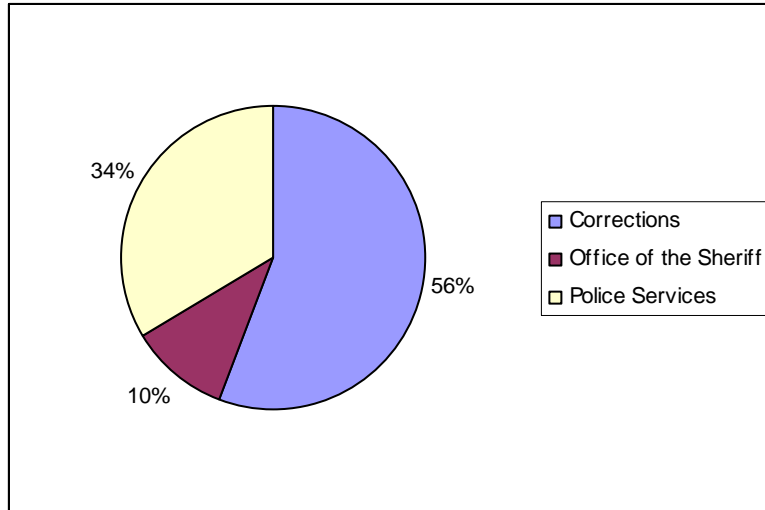
Budget

The 2005- 2006 adopted budget for the Lane County Sheriff's Office can be accessed online at:

http://www.co.lane.or.us/CAO_Budget/Budget/documents/Adopted0506/PublicSafety.pdf The budget of the Sheriff's Office is approximately forty pages in length. Due to the length of the budget, key areas of interest will be highlighted in this section.

Budget Overview Total Budget: \$50,116,435

Figure A-1 Budget Distribution



The total budget for the Sheriff’s Office for fiscal year 2005- 2006 is just over fifty million dollars. As can be seen above, slightly more than half of that total is spent on Corrections while Police Services receives about thirty- three percent of the total budget. Each division will be discussed further later in this appendix.

Resources

Table A.2: Resources

Licenses and Permits:	\$150,275
Property and Rentals:	\$599,500
Federal Revenues:	\$7,318,979
State Revenues:	\$5,474,371
Local Revenues:	\$1,683,572
Fees and Charges:	\$1,485,175
Administrative Charges:	\$1,531,821
Interest Earnings:	\$60,340
Total Revenue:	\$18,304,033

Source: 2005-2006 Lane County Sheriff’s Office Budget

Table A.1 indicates that the Sheriff’s Office has total revenue of just over eighteen million dollars. This is a decrease in revenue of \$675,619 from fiscal year 2004- 2005. When Resource Carryover (\$2,669,685) and Fund Transfers In (\$1,850,000) are added then the total resources

become \$22,823,718. This is an increase of \$208,114 over fiscal year 2004- 2005.

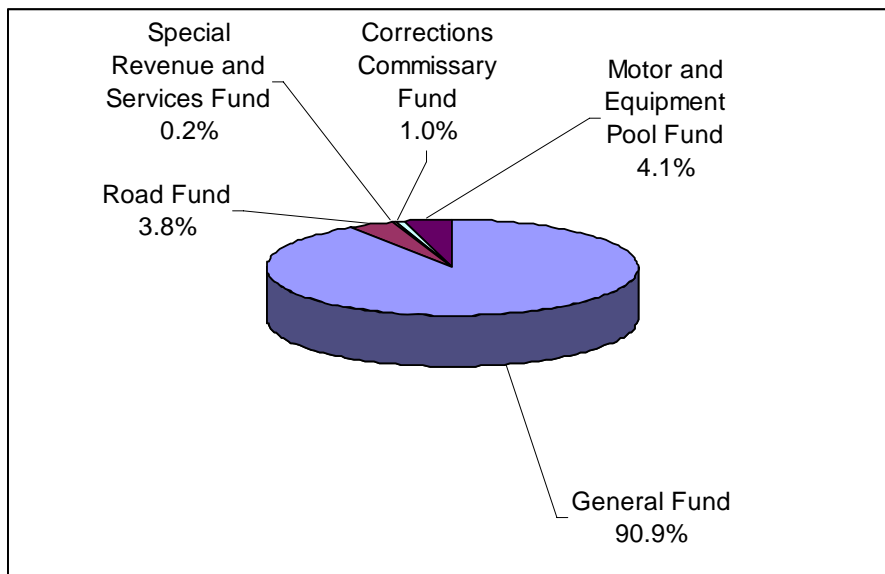
Table A.3: Expenditures

Personnel Services:	\$35,501,628
Materials and Services:	\$13,282,172
Capital Expenses:	\$671,296
Fiscal Transactions:	\$0
Total Reserves and Contingencies:	\$661,339
Total Expenditures:	\$50,116,435

Source: 2005-2006 Lane County Sheriff's Office Budget

Table A.2 shows the total expenditures for the Sheriff's Office are just over 50 million dollars. Personnel services and materials and services make up the majority of the expenditures. Capital expenses only make up only 1.3% of the total expenditures. Expenditures increased \$1,541,325 over the fiscal year 2004- 2005 budget.

Figure A-2



Lane County Sheriff's Office Budget

Source: 2005-2006

Figure A- 2 shows that the majority of the budget is expended from the General Fund. The Motor and Equipment Pool Fund and the General Road Fund make up approximately 8% of the expenditures from funds. The Corrections Commissary Fund and the Special Revenue and Services Fund combined make up a little over 1% of the expenditures by fund.

Key Facilities

This section is aimed at describing the key facilities of the Lane County Sheriff's Office. Key facilities are those physical places where the operations and programs of the Sheriff's Office take place.

Main Jail

The main jail was constructed in 1979 and received upgrades in 1988 and 1999. The jail has 485 beds, but only approximately 350 beds are available for use. The main jail is responsible for housing inmates throughout their incarceration. The jail houses both medical facilities and a kitchen.

The Sheriff's Office emphasizes that each inmate receives three nutritionally balanced meals each day and have daily access to showers, telephones and commissary items. In addition, on the basis of their classification, inmates may receive access to outdoor recreation and have daily access to television.

Community Corrections Center

The Community Corrections Center (CCC) is located adjacent to the main jail and houses 116 beds. When the CCC was first opened in 1986 it had 32 beds, but was expanded in 1999 to meet the demand of the growing inmate population.

Defender and Offender Management Center

The Richard K. Sherman Defender and Offender Management Center (DOMC) is located in the former Lane County Psychiatric Hospital. The DOMC is a joint effort between the Lane County Sheriff's Office, Lane County Circuit Court, and Lane County Parole and Probation.

Forest Work Camp

The Forest Work Camp has room for 95 low risk inmates and is located in rural Lane County. The camp has a two-acre vegetable garden, in addition, the camp has apple trees, blueberry bushes and a blackberry patch. These resources produce much of the food that the inmates consume.

Key Programs

This section discusses the key programs that the Sheriff's Office runs. Programs described here are aimed at managing inmates, patrol services and volunteer activity. This section is not a complete listing of the programs that the Sheriff's Office provides, but attempts to highlight a few integral pieces of the Sheriff's Office's operations.

Community Corrections Center

The Community Corrections Center (CCC) is aimed at training inmates so that they may attain employment or attend school. Training includes

resume preparation, completion of employment applications or school admissions applications.

Residents of the CCC are required to obtain employment during their stay and must pay a fee to cover the cost of their stay. The main goal of the CCC is to assist inmates in transitioning back into society and leading healthy, safe, sober and productive lifestyles.

Defender and Offender Management Center

The Richard K. Sherman Defender and Offender Management Center (DOMC) is intended to reduce recidivism, create uniform inmate release decisions, make better use of the system's resources and reduce the failure to appear in court rate.

Forest Work Camp

The forest work camp houses 95 beds and is an alternative incarceration program. The camp fulfills obligations to the Umpqua, Siuslaw, Willamette National Forests and the Bureau of Land Management. The forest work camp's purpose is to help inmates develop skills through community service and civic projects, as well as participation in treatment and life skills development in order to reduce recidivism.

Aviation Services

The Lane County Sheriff's Office started aviation operations in 1973. These services are used in both law enforcement and emergency management and aerial support services.

The Sheriff's Office operates a 1987 McDonnell-Douglas MD500E light utility helicopter. This helicopter is equipped with a variety of equipment designed to provide communications for on-the-ground operations. The helicopter also has infrared technology that enhances the night vision capabilities.

Civil Process Unit

The civil process unit is responsible for fulfilling the responsibilities as they pertain to criminal, juvenile and civil subpoenas, writs of garnishment, abuse prevention restraining orders and forcible entry and detainer actions.

Although private parties can execute some civil processes, there are several that can only be executed by the Sheriff's Office. These include civil notice actions, criminal subpoenas and evictions. The Civil Process Unit is responsible for fulfilling these duties.

Criminal Investigations

The Criminal Investigations unit is focused on homicide, rape, felony assault and sexual crimes against children. Due to recent budget reductions, the Criminal Investigations unit has had to cease property and drug offense investigations.

Main Office Patrol

The Main Office Patrol responds to emergency calls for service on a 24-hour basis. Deputies respond to crimes in progress, they are also responsible for conducting preliminary investigations and taking criminal reports. Deputies also apprehend offenders, conduct patrol checks, investigate injury and fatal traffic collisions, and respond to domestic and dispute situations.

Marine Patrol

Lane County has over 40 lakes, 5 navigable rivers and streams and the coastal waters of the Pacific Ocean. Marine Patrol deputies are trained to conduct investigations of marine related crimes. These include theft, fraud and assaults. They are also responsible for investigating violations of boating rules and the marine environment. Marine deputies also conduct on and off the water safety exams.

Police Records Unit

The police records unit is responsible for administering and maintaining accurate law enforcement, civil and public process records for Lane County residents. This unit is also responsible for ensuring quality public and law enforcement service.

Police Service Dog Unit

The police service dog unit aids in ensuring deputy safety and more efficient use of patrol time. Because the number of deputies that can respond to any one crime scene is limited, the K9 unit provides a much needed service. K9 units assist in perimeter and search operations and are able to aid in apprehension when a suspect flees the scene.

Search and Rescue

The Lane County Sheriff's Search and Rescue program (SAR) responds to lost, injured or missing people that are in need of rescue and/or recovery from natural or technological danger within Lane County on a 24-hour basis as mandated by ORS 401.560.

Search and rescue assists in the recovery of deceased subjects, aircraft related beacon searches, criminal investigations with evidence searches, disaster response, and general logistic support of Sheriff's Office personnel.

Traffic Safety Team

The Traffic Safety Team attempts to reduce injury and fatal traffic collisions on Lane County rural roadways through enforcement of traffic laws. Lane County currently leads Oregon in the number of per capita fatalities. For this reason, the Traffic Safety Team attempts strict enforcement against those violations that lead to fatalities.

Volunteers

While the Lane County Sheriff's Office has a paid staff of over 375 people, they have an equally large number of volunteers. Volunteers are an essential part of the Sheriff's Office's operations. There are volunteer opportunities available in Corrections, the Law Enforcement Cadets Post 334, Search and Rescue, Neighborhood Watch and Reserves.

Partnerships

Strengthening partnerships throughout the County and the State is an opportunity that has been identified throughout the processes that CPW conducted. This section describes the partnerships that the Lane County Sheriff's Office currently engages in. The Office should focus on strengthening these partnerships as well as developing new ones.

City of Creswell

The City of Creswell contracts with the Sheriff's Office to provide for the City's public safety needs.

City of Veneta

The City of Veneta contracts with the Lane County Sheriff's Office to provide service to meet the community's public safety needs.

Appendix B

Community Profile

This section provides information on the characteristics of Lane County: a brief history, population trends and projections, demographics, and crime statistics. This analysis provides a context for the Lane County Sheriff's Office in the development of a strategic plan.

History

Lane County, established in 1851, was named after the territory's first governor, Joseph Lane. The 1860 census showed a population of 4,780. Since then, it has seen steady and, at times, even rapid growth. As of 2000, the population was 322,959.

Lane County's economy has traditionally been agrarian-based. Recently, farming and the failing timber industry have given way to manufacturing and jobs in the service industry to accommodate tighter logging restrictions and expanding population concerns. This shift in economic direction will likely continue in the next decades.

Situated between the Pacific Coast and the Cascade Mountain range, Lane County relies on tourism to add to its economic vitality. Outdoor activities include hiking, fishing, skiing, and whitewater rafting. Also, with Eugene and Springfield as the second largest urban area in state of Oregon, there are many cultural indoor attractions such as art galleries, museums, and the Hult Center.

Population Trends and Projections

The last 15 years has seen moderate growth for Lane County. Lane County growth rate has been 1.10 percent per year, compared to the state at 1.51 percent. In Table 1, data is included for unincorporated Lane County and the towns of Veneta and Creswell because of their significance to the Sheriff's Office. The Lane County Sheriff's Office is contracted by both of these towns for police services. The unincorporated areas of Lane County had negative growth, while significant growth has taken place in Veneta and Creswell. The negative growth of Lane County's unincorporated area is most likely due to the establishment of Urban Growth Boundaries.

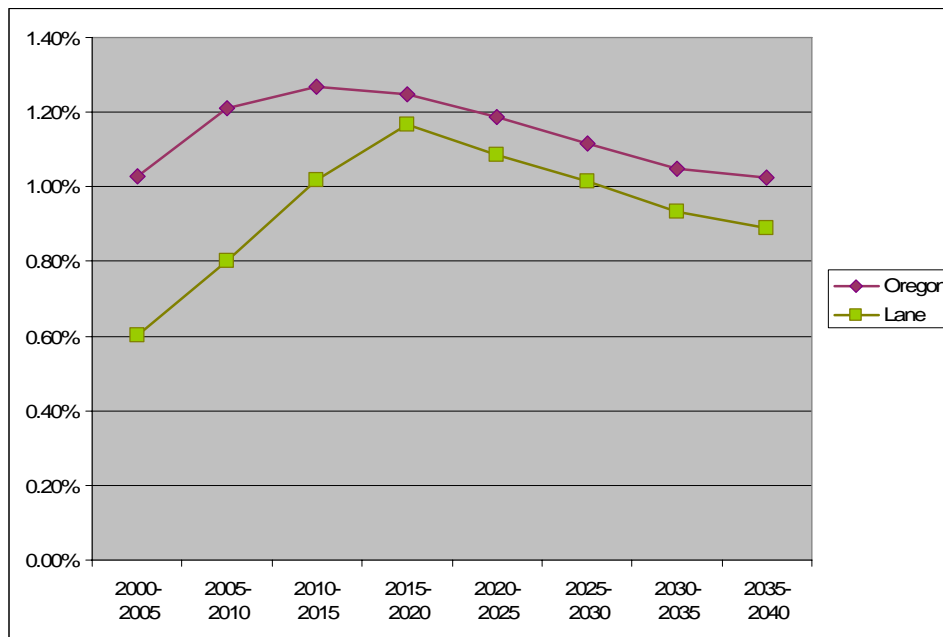
Table B.1: Population Trends for Oregon, Lane County, Lane County Unincorporated, Veneta and Creswell, 1990-2004

Year	Oregon	Lane County	Lane County Unincorporated	Veneta	Creswell
1990	2,860,400	282,912	98,406	2,519	2,431
1991	2,928,500	290,900	100,840	2,535	2,385
1992	2,991,800	293,700	101,630	2,595	2,430
1993	3,060,400	298,000	103,705	2,605	2,460
1994	3,121,300	300,000	102,700	2,660	2,560
1995	3,184,400	301,900	101,175	2,785	2,610
1996	3,247,100	305,800	98,940	2,845	2,715
1997	3,304,300	313,000	97,355	2,870	2,875
1998	3,352,400	315,700	95,765	2,950	3,150
1999	3,393,900	322,977	93,465	2,035	3,280
2000	3,436,750	325,900	98,908	2,762	3,579
2001	3,471,700	325,900	97,030	3,310	3,580
2002	3,504,700	328,150	96,420	3,310	3,840
2003	3,541,500	329,400	94,480	3,480	3,990
2004	3,582,600	333,350	96,570	3,660	4,120
Annual Growth Rate	1.51%	1.10%	-0.10%	2.50%	3.60%
Percent Change 1990-2004	25.20%	17.80%	-1.90%	45.30%	69.50%

Source: 2000 US Census and 2004 American Community Survey

The state of Oregon’s Office of Economic Analysis predicts continued growth for the state and Lane County until the year 2015. Growth rates decrease steadily after 2015, as shown in Figure 1.

Figure B-1: Projected Growth Rates for Oregon and Lane County, 2005-2040



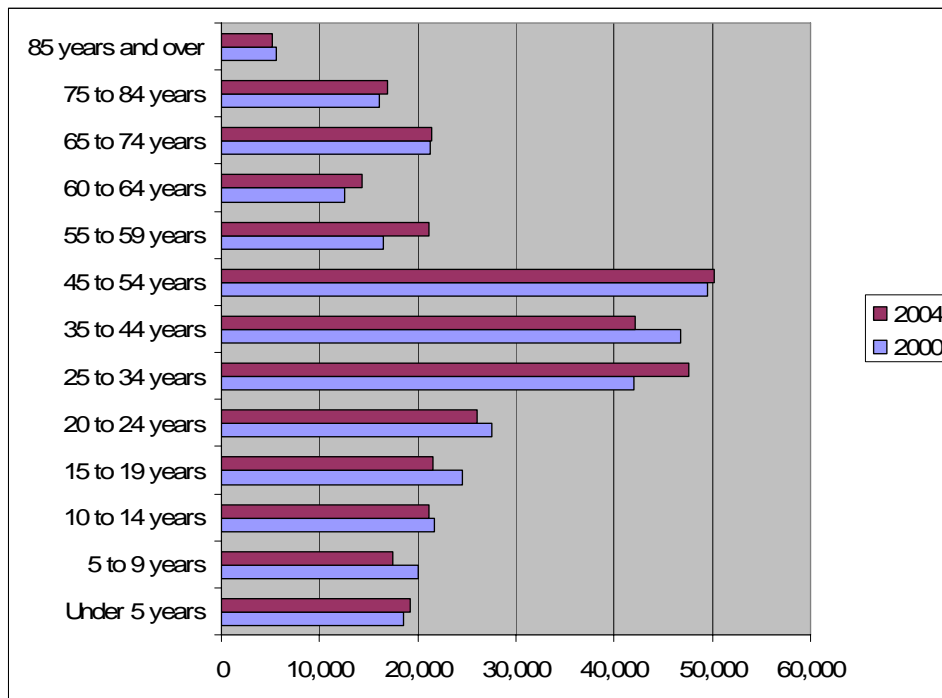
Source: Office of Economic Analysis, State of Oregon 2004

Demographics

Age Distribution

According to the U.S. Census, Lane County's largest age population group is in the 45- 54 year old category. Second is the 25- 34 year old category, which also had a large increase. Other significant increases were the 55- 59 and 60- 64 year old categories, with 27.5 percent and 13.5 percent increases, respectively. The median age increased slightly from 36.6 in 2000 to 37.6 in 2004.

Figure B-2: Age Distribution in Lane County, 2000-2004

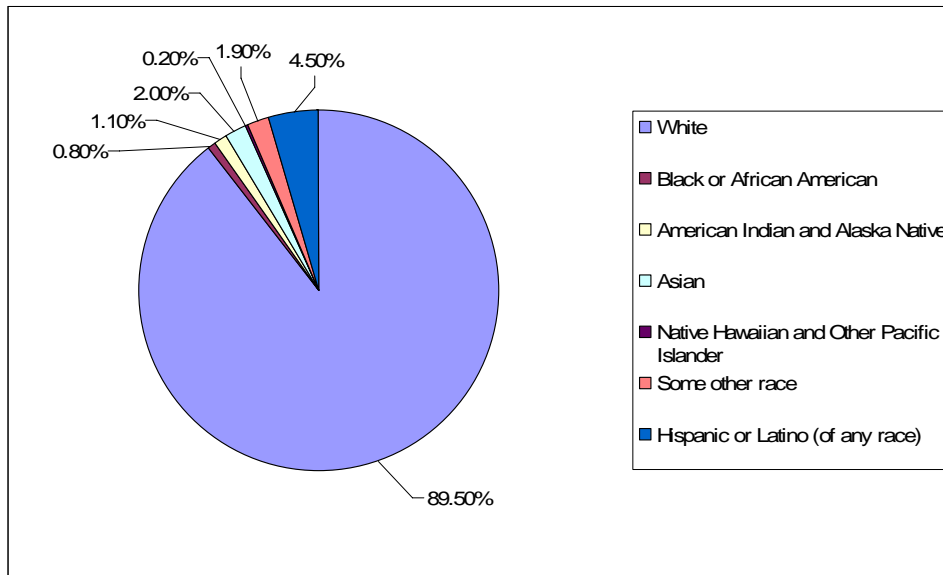


Source: 2000 US Census and 2004 American Community Survey

Race/Ethnicity

The racial mix has not changed very much from 2000 to 2004. Lane County is predominantly white, as is shown in Figure 3. The second largest group is the Hispanic population, which increased slightly from 4.6 percent in 2000 to 5.3 percent in 2004. The racial distribution in Lane County is similar to the state of Oregon however the Hispanic population is larger at 10 percent in 2004.

Figure B-3: Race Distribution in Lane County, 2000-2004



Source: 2000 US Census and 2004 American Community Survey

Income

The per capita income for Lane County has grown by 10 percent from 2000 to 2004, whereas the median household income has grown by over 23 percent. Despite these increases, the median household income for Lane County is still somewhat below the national median income of \$53,692. Additionally, the percentage of people living below poverty level in Lane County, at 15.3 percent in 2004, is higher than the state and national levels, at 10.4 and 10.1 percent, respectively.

Table B.2: Income Trends in Lane County, 2000-2004

Year	Per Capita Income	Median Household Income	% Below Poverty Level
2000	19,681	36,942	14.4%
2004	21,641	45,511	15.3%
Percent Change	10.0%	23.2%	6.3%

Source: 2000 US Census and 2004 American Community Survey

Crime Statistics

The total of all reported crimes in Oregon has slightly increased from 2000 to 2004. Table 3 shows the numbers of reported crime by type. The biggest increases from 2000 to 2004 were burglaries, murders, and motor vehicle thefts.

Table B.3: Reported Crime in Oregon, 2000-2004

Crime	2000	2001	2002	2003	2004	Annual % Increase
Murder	70	84	72	68	90	7.14%
Rape	1,286	1,174	1,238	1,218	1,283	-0.06%
Robbery	2,888	2,749	2,742	2,847	2,751	-1.19%
Aggravated Assault	7,756	6,643	6,246	6,373	6,600	-3.73%
Burglary	25,618	26,648	25,696	28,562	30,072	4.35%
Larceny-theft	114,230	123,034	118,925	122,327	117,868	0.80%
Motor vehicle thefts	13,932	14,842	16,524	18,974	18,535	8.26%
Total	165,780	175,174	171,443	180,369	177,199	1.72%

Source: FBI Uniform Crime Reporting 2004

According to the Lane County Sheriff's Office 2004 Annual Report, victimization in unincorporated Lane County has been mixed. There have been decreases in rape, robbery, and theft, and increases in arson, assault, burglary, and vehicle theft. For the past decade, Lane County's property crime rate has continued to be among the highest in the United States. Additionally, only 6 percent of counties in the U.S. have a higher motor vehicle theft rate. Although state and national assault rates have been decreasing since 1994, Lane County's rate has remained relatively constant and exceeds the state rate for the period 1997-2002.

Lane County's arrest rate in 2002 is almost double the state rate. Specifically, the adult drug abuse arrest rate continues to rise and has exceeded state and national rates since 1994. It is almost twice the state and national rate. Three percent of 8th graders in Lane County have used methamphetamine within the last 30 days. And, the percentage of female youths admitted for treatment has risen 57 percent since 1999. At the 8th grade level, Lane County exceeds state and national rates for the last two report years for number of times marijuana was used in the last 30 days.