



# WALLA WALLA COUNTY SHERIFF'S OFFICE

## WWSO Strategic Development Plan – 2016

As of May 9, 2016

Although the Walla Walla County Sheriff's Office (WWSO) continues to decrease basic NIBRS Group A crime rates, the crime rates in the cities of College Place and Walla Walla continue to increase. There are multiple reasons for crime rate fluctuations, however crime rate decreases are a good thing and some of the success in this arena is due to the hard work of dedicated WWSO deputies and employees. What's not accounted for in any of these crime statistics are the increasing dangers that gangs and drugs pose to our communities and our quality of life. We are seeing violent crimes in the counties to our west and south. We are seeing an overflow of activity from those who commit crimes outside our county, especially the south county and Burbank areas. History and experience show us that if cities and counties don't work diligently together on these issues, crime will continue to spread and deteriorate communities.

In 2011, the Community Council conducted a lengthy in-depth study on the issue of local gangs. Several recommendations came from that Walla Walla County centric study, and although we agree with the recommendations, due to inadequate staffing levels, WWSO has been unable to implement the law enforcement specific recommendations. Other community social services and the Walla Walla Police Department have been able to implement study recommendations; however to date, the Sheriff's Office has unfortunately not been able to.

Deputies advise that the attitudes of gang members are increasingly hostile to local law enforcement. Local law enforcement officers also advise that the level of violence and aggression in our county feels to be on a steep rise. Also what raw statistics do not explain are increases in criminal related activity within our county, such as when a car is stolen in the city (which accounts for that statistic), but the stolen vehicle is then often located in the county for which there is generally no group statistic. When occupied, these occurrences are a safety issue to the Deputies who handle them – usually all alone several miles from back-up.

Hospitals advise that regional gang violence is negatively affecting their ability to care for others when they are locked down. Many of the shooting, stabbing, and beating victims of gang crime are indigent and without insurance. With the Emergency Room treatment of these victims costing into the hundreds of thousands of dollars, there is a very real increasing cost to our citizenry from these gang and drug related violent crimes. The Walla Walla County Coroner and hospitals also advise that the increase of illicit drug related care and overdoses are an increasing concern.



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Realtors advise that if our area becomes gang and drug infested, such as other communities in the central and eastern areas of our state, it will become increasingly difficult to maintain property values and real estate sales. Local realtors already field questions about gang violence in our county from potential buyers on a regular basis. When property values decrease due to gang and drug related crime, property values can plummet, and accordingly so does property tax revenue. Thus, if county governments do not address these issues up front, as their need for revenue to combat gangs and drugs increases, the funds needed may have decreased.

Business and tourism leaders advise that a continued increase in gang, drug, and violent crime would be disastrous to retail sales, tourism, hospitality rentals, flights into our airport, and all the sales tax revenue generated by these activities.

Information from the Washington State Traffic Safety Commission (WSTSC), Washington State Department of Transportation (DOT), and National Highway Traffic Safety Administration (NHTSA) advises that within the last ten years, our county has annually ranked within the top worst counties in Washington State for the highest collision rates. Our county has also consistently had one of the highest frequencies of hit and run collisions; nearly 10% of our county collisions involved a hit and run. When compared to similar counties, experts indicated our annual collision rates were nearly double than the comparator similar counties. In fact, collision statistics show us that our county has double or greater than that of the State's average *rural* collision rate, and that with the exception of 2009 (which was the same rate), our county consistently exceeds the State's average *urban* collision rate. Our demographics obviously align with rural characteristics, however the vehicle travel collision scenario is more like that of an urban area; our county's collision rate is similar, and in some recent years, exceeds the per capita and per mile travelled collision rates for King, Pierce, and Snohomish Counties.

A review of Walla Walla County's impaired driver collision death and injury rates indicated higher rates in comparison to similar counties, the South Central Region, and the State. The annual rate for this indicator shows our county has been trending upwards since 2007.

Data from 2011 showed the societal collision cost for Walla Walla County residents was at \$66,284.796. According to the Washington State Office of Financial Management, total county revenues for that same calendar year were \$48,521,042. In other words, the societal cost of traffic collisions in our county regularly exceeds the total annual revenue for the county.

The societal collision cost per Walla Walla County resident, regardless of age, was \$1,127. This was higher than the state average, including King County at \$1,018 per resident. According to State figures, from 2000 to present, the percentage of women and children in Walla Walla County requiring hospitalization due to injury or accident (including motor vehicle collisions) has exceeded the state average percentage and similar counties.



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A review of crime data indicated the arrest rate of adolescents age 10 to 17 had been consistently higher than the national, state, and similar counties rate for this age group. With this age group showing a historic indication for risky behavior and the use of alcohol and marijuana, along with a rural road system, the future of traffic safety in Walla Walla County will be challenging with an above average number of teen and young adult drivers. Studies have consistently identified this as the highest risk age group in traffic safety. Sadly, we all have seen far too many teen and young adult drivers seriously injured or killed in motor vehicle collisions in Walla Walla County.

Our Office also continues to see increases in public walk-in traffic, telephone calls, public inquiries, civil work, concealed pistol licenses, firearms transfers, records management, public records requests, and other related support services. Over the last 3 years, our limited Administrative Services Division staff has issued an average of 653 concealed pistol licenses and processed an average of 4,435 civil papers per year, not to mention all the other work that must be accomplished.

By law, civil paper work and subpoenas coming out of the courts are served by the Sheriff's Office. The law does not dictate if this work must be done by a deputy or a civilian employee. Other Sheriff's Offices employ civilian civil paper process officers or have deputies specifically assigned to accomplish the vast majority of these duties.

Because WWSO is not authorized or funded to employ a civilian civil process officer or sufficient deputies to assign one to the Civil Unit, Patrol Deputies must then serve each one of those averaged 4,435 civil papers during their patrol shift 6 days per week, excluding Sundays. So instead of providing law enforcement services when on duty, patrol deputies must often act as civil process servers and knock on doors to serve civil papers. If the total time involved for a civil paper process (from receiving and reviewing the civil paper, to running the subject, to driving to the location, to contacting the subject at his residence or work, to filling out the return paperwork, to delivering it back to the station) is conservatively averaged at 20-30 minutes per service, we pay a deputy salary rate for over 2,000 hours of work each year which could more efficiently and more cost-effectively be accomplished by a full-time WWSO employed civilian civil process officer. Full time county employment is calculated at 2,080 work hours per year, so in other words we basically pay a deputy salary rate for one entire full-time deputy per year just to serve civil papers as opposed to having deputies do police work for that years' worth of work time while having a lesser paid civilian employee do the civil paper process service work. The way WWSO is compelled to provide this service each year due to inadequate staffing has a very real cost to the community WWSO is trying to protect and serve.



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## Operations Division

The Operations Division of the WWSO handles all patrol, traffic, specialty law enforcement, civil paper service, and criminal investigative services. Operations Division is divided into 2 bureaus; Patrol Bureau and the Detective Bureau. The WWSO is authorized and funded for 24 commissioned civil-service deputies with ranks of Deputy, Detective, Corporal, and Sergeant.

Due to injuries, retirements, and resignations, Operations Division has rarely been at full strength over the years. WWSO is currently operating at basically 18 of the 24 authorized deputies; there are 2 vacancies which we are working diligently to fill, 1 deputy just graduated the basic academy, 1 new hire entry level deputy is waiting to attend the academy in June, and 2 deputies are out on injury leave.

In addition, there are 7 deputies who are currently eligible to retire. This is not uncommon amongst law enforcement agencies, however with WWSO being so understaffed even when at full strength, not being at full strength coupled with 7 deputies who could decide to retire any day makes it that much more difficult to protect and serve our county.

## Patrol Bureau

Currently 20 deputies are assigned to the Patrol Bureau which is divided into 4 patrol squads of 5 deputies each. Currently 3 squads are operating at only 4 deputies per squad. One squad is on duty at a time. With only 5, or 4, deputies per squad, and with holidays, vacations, Kelly days, and other types of approved leave, it is not uncommon to only have 3 patrol deputies on duty at any time of the day or night for the entire county of almost 1,300 square miles. Per collective bargaining agreement, 3 is the minimum amount of patrol deputies allowed per shift, thus WWSO too often must utilize mandatory overtime to cover patrol shifts to meet the minimum of three. The vast majority of the time, our patrol deputies handle high risk situations such as shots fired calls, domestic violence, and felony crimes in progress by themselves, even if back-up is rolling from many miles away.

Traffic related calls annually continue to be one of, if not the highest volume of calls for service at the Sheriff's Office. These calls include serious injury and fatality traffic collisions as well as citizen calls for extra patrols and to respond immediately to dangerous driving situations. Many other law enforcement agencies have deputies assigned to a traffic unit to specifically and proactively address these important issues. Washington State's Target Zero program encourages assigning specially trained traffic deputies to address the "Four E's" of traffic safety; Education, Engineering, Enforcement, and Emergency Response. Currently there are no WWSO traffic deputies authorized or funded who can specifically address traffic safety issues and the "Four E's" in our county in an effort to save lives and prevent family tragedies.



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WWSO currently does not have any commercial vehicle enforcement capabilities or drug trafficking vehicle interdiction capabilities. We have heard about overweight and illegal commercial vehicles tearing up our roads, and our County Public Works Department does a good job repairing and maintaining them, but we do nothing proactive to educate these drivers and truck operators in an effort to preserve our roadways and save lives. I've heard there is a concern that this type of effort would target and harm our local farmers, however this is not the case or the focus of these efforts.

We also have received information that large amounts of illegal drugs course through our county's roadways and highways, yet we have no proactive traffic interdiction enforcement resources to target and get these drugs out of our communities. Recently, a Tri-Cities Task Force seized approximately 15 pounds of methamphetamine, 4 kilos of cocaine, and 2 lbs. of heroin along with 3 firearms with the serial numbers destroyed. That task force advised that these suspects "do business" in Walla Walla County; however our Sheriff's Office does not have any specialized resources to effectively deal with such criminal activity that has such a negative effect on our community's quality of life.

Also, without traffic deputies, it is increasingly difficult for WWSO to support and participate in important life-saving programs such as Every Fifteen Minutes, Child Seat programs, DUI and other emphasis patrols, and the Victims Impact Panel.

### Detective Bureau

Four deputies are assigned to the Detective Bureau; 3 in investigations and 1 School Resource Officer (SRO) assigned to the Walla Walla High School. During the summer months, the SRO is reassigned to the Patrol Bureau so that a deputy may be assigned to the Marine Patrol Unit for boat patrols of our river waterways and related educational courses which are offered every year.

Currently due to staffing levels, WWSO has only 1 detective and is unable to assign an SRO to Wa-Hi. As such, patrol deputies are being required more and more to attempt to handle complex criminal investigations while still handling calls for service, traffic complaints, traffic collision investigations, and the service of civil papers. We recognize that only 1 detective is sorely inadequate for the caseload, however a minimum of 3 patrol deputies is mandated not only by contract, but officer safety concerns dictate that bare minimum patrol levels need to be maintained. Meeting these patrol minimums leaves only one person available to be assigned as a detective. Having an SRO at Wa-Hi is very important, yet WWSO is presently unable to field this position. Based upon conversations we've had, Superintendent Bill Jordan and Principal Pete Peterson are looking forward to getting their SRO back as soon as possible.

At this time there are no SRO's assigned to Prescott, Waitsburg, Dixie, Touchet, or Burbank area schools. DARE is being taught in county schools by 1 patrol deputy as an ancillary duty, but due to



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scheduling conflicts and understaffing, this program is in jeopardy. When this deputy is on night shift, it is very difficult to keep up his DARE schedule, and when he is on day shift, the call and caseloads make this same DARE teaching task increasingly difficult. When discussed with our county schools and parents, support for continuing the DARE program has been very strong. Although we'd like to, WWSO is not staffed at a level where we can teach the GREAT program (Gang Resistance Education and Training) to our county's school children.

All 3 detectives in the Detective Bureau are assigned to the Major Crimes Unit (MCU). With 819 NIBRS Group A serious crimes committed in Walla Walla County just in 2013 and about 1,500 more serious crimes committed since then, the investigative caseload even when we have a full complement of 3 detectives is overwhelming. It frustrates deputies and detectives when there are insufficient resources to properly investigate crimes and bring the perpetrators to justice, knowing this would thus prevent future victims. Around here, one often hears that we want to, we know how to, but we just aren't being allowed to due to staffing inadequacies. Crime is becoming increasingly complicated and increasingly technology-related, such as the luring of children and financial thefts on-line. Currently the WWSO does not have sufficient technology and the personnel to address these and other increasing perils.

Gangs and drugs are the number one threat to our county. Currently, due to inadequate authorized staffing levels, there are no deputies or detectives assigned to a specialized gang/drug unit which could focus on the prevention, intervention, and suppression/investigation/enforcement of criminal gang and drug related crime.

### **The Strategic Development Plan**

#### Special Enforcement Squad

Our county would greatly benefit from a specifically dedicated 2 detective Special Enforcement Squad (SES). This SES squad will be under the supervision of the Detective Sergeant in the Detective Bureau. These 2 detectives will be able to specifically focus on the prevention, intervention, and suppression/ investigation/ enforcement of criminal gang and drug related crime. Experience has shown us that this type of work is often complicated and too unpredictable and dangerous for one person to work it alone; a minimum of 2 SES detectives is required.

The creation of a 2 detective SES unit would allow WWSO to be proactive and implement the Community Council gang study law enforcement recommendations. We have heard that current crime statistics do not support the creation of such a unit. That is exactly the point. Let's try to keep these problems to a minimum while we can. "Statistics" represent human beings in our community who have



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been victimized. The point is to create an SES Gang & Drug Unit now in an attempt to proactively minimize the number of our neighbors, friends, and family from becoming victims and statistics. There are no statistics for what we might prevent or what we could have prevented, but history shows that proactive units such as SES are effective, preserve communities' quality of life, and save lives. We want to do exactly that.

The strategic plan is to request 2 new deputy positions be created by the BOCC and added to the existing 24. If approved, when the 2 new-hire deputies are off training and working solo patrol, 2 seasoned deputies will then be selected to work SES.

### Z Squad Traffic Unit

Our county would greatly benefit from a unit of specially trained deputies who will proactively focus on our community's traffic safety issues and save lives. Year after year, the amount of people who are seriously injured or killed upon our highways and roadways in Walla Walla County is staggering. While the societal cost of traffic collisions in our county can and has exceeded the total annual revenue for the county, the devastation to friends and families is unmeasurable. It doesn't have to be this way.

A 3 person, (2 deputies and 1 sergeant), "Z Squad" specialty traffic unit would allow these trained professionals to focus on Target Zero's "Four E's" of traffic safety; Education, Engineering, Enforcement, and Emergency Response. These Z Squad deputies would be available to adjust their work schedules without affecting patrol minimums to address citizen concerns and partner with programs such as Every Fifteen Minutes, Child Seat program, the Victims Impact Panel, and DUI and other emphasis patrols.

These deputies would be specially trained in traffic accident reporting and reconstruction; a very important function we are currently lacking in. These deputies would partner with our county engineers to ensure our roadways and signage are not contributing factors to traffic collisions. These deputies could also attend the WSP's Weights & Measures training certifying them in commercial vehicle enforcement. They also will attend highway drug interdiction courses so that WWSO has trained proactive professionals to target and get drugs off our roads and out of our communities.

One added benefit to a 3 deputy Z Squad is the ability to temporarily reassign personnel from such a squad to backfill the Patrol Bureau when needed so that the safety of our deputies and our citizens is not compromised when deputies resign or retire. A Z Squad would allow us to proactively focus on important targeted areas while also allowing us to always maintain a full complement of patrol deputies.

The strategic plan is to request 3 new deputy positions be created by the BOCC and added, (1 sergeant and 2 deputies), to the hopefully existing 26 (24 + 2 SES). When the 3 new-hire deputies are off training and working solo patrol, 3 seasoned deputies will be selected to receive specialized training and work the Z Squad traffic unit.



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### School Resource Officers

On December 2, 2015 the Sheriff met with the School Superintendents and other staff members for the Walla Walla, Touchet, Prescott, and Waitsburg School Districts. The Sheriff also had separate conversations with the School Superintendents for Dixie and Burbank Columbia school districts. We took an in-depth look at social issues, crime, and violence in schools all across our country. We dissected active school shooter incidents and student violence including murder cases from also from all across our country. One common theme prevailed; "it won't happen here," ...until it did.

This group committed to researching the possibility of expanding our WWSO SRO positive role models and influence across our county where we can proactively make a difference in not only the lives of the children, but also their families and the faculty and staff of the schools. The first step is determining if the associated costs are possible or simply prohibitive. We are also researching the possibility of increasing the safety of children while also generating some revenue for this program through various programs such as BusGuard (<http://fxsinc.com/>) which have been successful elsewhere. BusGuard and programs like it help keep kids safe. The results of this research are still a work in progress.

The concept is to expand our current SRO program from 1 SRO to 3 SRO's as follows; maintain the 1 SRO at Wa-Hi; create 1 shared SRO for Dixie, Waitsburg, & Prescott; and create 1 shared SRO for Touchet, Burbank Columbia, and possibly Vista Hermosa and Jubilee Leadership Academy. All SRO's would adjust their schedules to teach DARE & GREAT (drug, gang, and bullying education programs) to elementary and middle school students and also provide traditional SRO duties to all county high schools.

An SRO's compensation is usually a collaborative effort between school district funds and county funds. Historically, a percentage of the salary and benefits of our SRO is contractually paid for by the Walla Walla Public School District. The Sheriff has plans to meet with the new Superintendent of Walla Walla Public Schools to maintain that relationship and plan the future of the Wa-Hi SRO position. The goal of this shared SRO concept for the other less populated school districts is to lessen the cost per district, therefore increasing the possibility of launching and maintaining such a program.

By increasing our program to a total of 3 SRO's, not only would every county school child now benefit from the presence of an SRO as a positive role model, the added security, and the teaching of DARE and GREAT; it would also allow WWSO to reassign 3 deputies back to the Patrol Bureau each summer. By doing so, summer patrol deployment levels would not dip as usual due to the staffing of our Marine Patrol Unit and due to summer vacations for deputies. Having 3 deputies return to patrol each summer would greatly help WWSO maintain full patrol squad deployment levels and accordingly officer safety, while still allowing deputies to take the summer vacation time off they've earned. Having 3 deputies return to patrol each summer would also create more time for the Marine Patrol Unit to spend on our waterways and educating the boating public, thus increasing boater safety during the summer months.





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The strategic plan is to maintain the Wa-Hi SRO and request 2 new deputy positions be created by the BOCC, (1 shared SRO for Dixie, Waitsburg, & Prescott and 1 shared SRO for Touchet, Burbank Columbia, and possibly Vista Hermosa and Jubilee Leadership Academy), to the hopefully existing 29 (24 + 2 SES + 3 Z Squad). When the 2 new-hire deputies are off training and working solo patrol, 3 seasoned deputies will be selected to receive specialized training and work as county school SRO's.

### Patrol Deputies

The Walla Walla County Deputy Sheriffs who go into harm's way every day and the professional deputies' association that represents them have advised time and time again that a minimum of 3 deputies on patrol for a county of almost 1,300 square miles is not only inadequate, it is unsafe. The Sheriff and Command Staff agree.

In order to reach a minimum of 4 deputies on duty per shift, the county would have to create and authorize 1 additional deputy per patrol squad, or a total of 4 additional deputies.

In addition to the obvious public and officer safety benefits to adding 1 deputy per patrol squad, an additional benefit would be the consistent ability to staff important ancillary duties such as SWAT, K-9, Firearms Instructors, Armorers, and Defensive Tactics (DT) Instructors. The WWSO has numerous ancillary duties which patrol deputies perform, however due to inadequate staffing; WWSO has historically not been able to maintain fulfillment of these assignments to the detriment of public safety.

For example, the WWSO is currently down 2 Walla Walla Regional SWAT Team members (out of 4), down 1 K-9 team (out of 2), down 1 Crisis Negotiator (out of 1), down 1 Rifle Instructor (out of 2), down 1 Less-Lethal Beanbag Shotgun Instructor (out of 1), down 1 Armorer (out of 2), and down 2 DT Instructors (out of 2). WWSO is unable to send any deputies to the requisite training for these ancillary duty positions due to current inadequate staffing levels. For example, SWAT school is 80 hours; K-9 training is a minimum of 400 hours. It takes time to train for and be certified in these much needed ancillary duties; however patrol deployment must be maintained thus we are unable to send deputies for the requisite training to fulfill these important ancillary law enforcement assignments.

Another issue we should envision and plan for is the development being proposed by the Port of Walla Walla, specifically in the western part of our county. They are planning for increased commercial business, retail business, and residential properties. Law enforcement services for this increase must be planned for ahead of time so that we are in place and prepared before the increased business and population is realized.

Increasing the Patrol Bureau by 1 deputy per squad would not only increase minimum deployment to 4 deputies per squad, it would increase public safety, increase officer safety, prepare us for the increases



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the Port of Walla Walla is developing, and allow our agency to send deputies to the training needed to fulfill important ancillary duty assignments.

The strategic plan is to request 4 new patrol deputy positions be created by the BOCC and added to the hopefully existing 31 (24 current + 2 SES + 3 Z Squad + 2 SRO) for a full complement of 35 deputies, 24 of which will be assigned to the Patrol Bureau.

### **Administrative Services Division**

All persons assigned to the WWSO Administrative Services Division are now crossed trained in different aspects and functions of the Division for effectiveness and efficiency. This also allows employees to attend training and take time-off without compromising the services we provide to the criminal justice system and our community. Examples of such duties include the entering of protection orders, the processing of public records requests, and the processing of writs and civil service papers in a timely manner.

#### Civil Unit

Currently the WWSO Civil Unit is comprised of 1 full-time Office Assistant III Senior Clerk.

The WWSO is experiencing increases in civil workloads and the civil paper service situation utilizing patrol deputies as described above. A civilian limited-commission Civil Services Officer (CSO) to assist the Civil Clerk and serve civil papers and writs would be more efficient and cost effective in accomplishing these mandatory civil tasks. A CSO would allow patrol deputies to spend approximately 2,000 more hours per year doing police work protecting and serving our county.

The strategic plan is to request that 1 full-time civilian Civil Services Officer (CSO) position be created by the BOCC and added to Administrative Services Division.

#### Records Unit

Currently the WWSO Records Unit is comprised of 1 full-time Office Assistant III Senior Clerk.

Criminal justice experts, WASPC, and the WWSO believe that the deployment of dash cameras and body-worn cameras on deputies are a good thing. The belief is that these types of cameras can help resolve criminal cases faster, resolve complaints against deputies faster and more accurately, improve the behavior of deputies who wear body cameras, improve the behavior of the public, and improve the public's trust in their law enforcement agencies. Currently, the WWSO is unable to use patrol car dash cameras and deputy worn body cameras because we are unable to afford them under our current budget, because we would be unable to store and catalogue the video footage that these cameras generate, and because we would be unable to properly respond and comply with the public records requests that would inevitably be generated if these cameras were utilized.



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The WWSO is experiencing increases in records related workloads. One area of steep increase is public records requests, partly due to the departure of the county's Public Records Officer and change in support service which the WWSO had received. We receive an average of 7 public records requests per week; approximately 10% of those requests are considered "large time-consuming" requests. Litigation across our state and country confirms that this area can result in high liability to the WWSO and the County.

The WWSO is in need of an Office Assistant II Clerk in the Records Unit to keep up with the volume of regular incoming public records requests. The addition of this clerk is important to manage risk and the potential liabilities of incorrectly handling such public requests.

The strategic plan is to request that 1 full-time Office Assistant II Clerk position be created by the BOCC and added to Administrative Services Division.

### Support Services Unit

Currently the WWSO Support Services Unit is comprised of 1 full-time Office Assistant II Clerk and 1 part-time 24 hour per week Office Assistant I Clerk.

The Support Services OA II Clerk performs varied support service work such as concealed pistol license applications and renewals, firearms transfers, and other support services related work. This OA II is the primary back-up clerk for the OA III Senior Civil Clerk.

The OA I part-time clerk is the primary receptionist for the Sheriff's Office and the Prosecuting Attorney's Office. This clerk handles walk-in traffic and incoming telephone calls in addition to being the back-up clerk for records data entry and other support services. This is an important and busy position as it is often the first and sometimes the only face or voice over the phone of our Sheriff's Office.

Although the front desk is not a deputy in the field or the dispatch center, the public doesn't always recognize the difference. History has shown that any serious emergency situation may walk in or call at any time. Although we are open from 8:00am to 5:00pm every weekday, this OA I clerk is only funded for 24 hours per week. This limitation is challenging to say the least as the front desk and phones must be covered by other clerks, who are busy with their own workloads, during the hours that the part-time OA I clerk is not working. Depending upon the situation, this is often not effective, efficient, or our best foot forward towards the public we serve, especially in an emergency situation. A full-time OA I clerk is needed for the volume of work we are experiencing at the front desk.

The strategic plan is to request that the 1 OA I part-time clerk be expanded to a full-time OA I clerk employment position so that the front desk is more appropriately staffed during all open business hours.



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Funding of course is always an issue. Even if someone completely agrees with this strategic development plan and thinks these are all "must do" great ideas, the reality of how to fund and sustain these increases remains an issue. Such issues are important matters for discussion and partnership with the Walla Walla County Board of County Commissioners (BOCC). Priorities for our county's future and safety must be determined. Our Sheriff's Office very much wishes to strategize with our BOCC to develop realistic ways to attain these important goals for our community.

The WWSO plans to continue researching and requesting the possibility of federal DOJ BJA COPS CHRP hiring grants to help initially fund new deputy positions in a manner similar to the federal COPS grants used historically by the Walla Walla Police Department and other law enforcement agencies across our country. As usual, permission to apply for and utilize these grants must be received from the County Commissioners.

Other resourceful funding means may also be available. For example, State law allows that a portion of the state County Road Administration Board (CRAB) funds received by a county may be used for traffic safety and county traffic law enforcement expenditures. Most county sheriff's offices in our state benefit in one way or another from these CRAB funds. There are only a handful of sheriff's offices in our state which do not see any funds or county traffic law enforcement benefit from these funds; our county is one of them. A detailed look at the law and these CRAB funds may be one way in which a WWSO Z Squad traffic safety unit could be realized without a raise in taxes or change to county current expense funds.

The WWSO is currently researching county business models from elsewhere across our nation for creative ways to fund needed increases in public safety. One such way might be the BOCC creation of a county parks and recreation department for the development of a nice county shooting range facility. WWSO has responded to numerous calls of recreational shooting in improper areas. One county resident has had bullets strike his residence. Thankfully no one has been injured. There have been private discussions and efforts to create a safe and legal place to shoot within our county. Local law enforcement training facilities and ranges are lacking to say the least. With Walla Walla County being such a world-class tourism destination, why don't we build upon that momentum and create a world-class shooting facility which could sponsor national and regional competitive shooting events? Competitive shooting has grown by leaps and bounds in the last few years. There are numerous shooting associations that have groups of people who travel all over to compete such as USPSA, three-gun, long range rifle, trap, skeet, and sporting clay associations. Why don't we consider building a nice county owned and run facility right here where the public could safely shoot, the Wa-Hi rifle team could practice, private companies could lease space and teach classes, our local gun clubs could shoot and hold events, local law enforcement could train, and competitive shooting associations of all kinds could host events which could bring lots of people, and lots of revenue, to Walla Walla County. If certain parts were indoor ranges, the revenue stream could be year round. The revenue generated could then be dedicated to running the facility and public safety expenditures such as this strategic development plan.



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As gangs and drugs are the number one threat to our community and our quality of life, the primary immediate focus of this strategic development plan is to request and staff a 2 detective Special Enforcement Squad which would proactively and specifically focus on the prevention, intervention, and suppression/investigation/enforcement of criminal gang and drug related crimes.

Below is financial information related to the possibility of creating a 2 detective SES Gang & Drug Unit. It is suggested that the cost of establishing this SES unit be funded from county current expense reserves. A historical trending look indicates that such funding is possible and sustainable.

<b>Current Expense Fund</b>			<b>Law &amp; Justice Fund</b>		
<u>Year</u>	<u>EOY Percentage</u>	<u>EOY Unassigned Fund Balance</u>	<u>Year</u>	<u>EOY Unassigned Fund Balance</u>	
2015	41%	\$ Approx. 6,000,000	2015	\$	1,107,972
2014	41%	\$ 5,494,783	2014	\$	881,304
2013	39%	\$ 5,142,992	2013	\$	736,631
2012	37%	\$ 5,001,116			
2011	38%	\$ 5,061,729			
2010	37%	\$ 4,782,614			
2009	39%	\$ 4,682,447			
2008	39%	\$ 4,762,782			
2007	39%	\$ 4,744,875			

*CE Info from WA State Auditor's Office*

*2015 CE Info from WW County Treasurer*

*L&J Info from WW County Auditor*

<b>Appx. Cost for 1st Year - 2 Detective SES Unit*</b>		<b>Current Expense Fund</b>	
<i>SES = Special Enforcement Squad for Gangs &amp; Drugs</i>			
Salary & Benefits	\$ 85,000	Res. Bal:	\$ 6,000,000
Salary & Benefits	\$ 85,000	SES	\$ 290,000
Two Detective Vehicles	\$ 100,000	Balance:	\$ 5,710,000
Uniforms & Gear for 2	\$ 20,000		
<b>Total:</b>	<b>\$ 290,000</b>		

<b>Law &amp; Justice Fund</b>	
Res. Bal:	\$ 1,107,972

\*The anticipated ongoing annual costs for SES are the salary and benefits of 2 detectives plus the ongoing related costs totaling approximately \$185,000 per year.



## WALLA WALLA COUNTY SHERIFF'S OFFICE

This Walla Walla County Sheriff's Office Strategic Development Plan for 2016 is a public document which is respectfully prepared and submitted for the benefit and consideration of our county and the people we are honored to protect and to serve.

We realize that this plan is a broad, all encompassing, vision for our future. It is intended to be so by design. Due to what's occurring within our county, we feel that an SES Gang & Drug Unit is an appropriate immediate priority. We possess other plan priority opinions; however we also desire more positive conversations with each County Commissioner to gain an understanding of their opinions and priorities, and hope to work collaboratively towards these public safety goals.

We realize that although the Sheriff's Office is responsible for public safety, none of this strategic plan to maintain public safety is possible without the approval of and funding from the Board of County Commissioners.

The services this Sheriff's Office provides has reaching effects not only for our county, but also across our region just as the services provided by the Walla Walla Police, College Place Police, and other regional neighboring law enforcement agencies have real affects within our county and beyond its borders. With today's increasing challenges, our region's law enforcement agencies must work seamlessly together in partnership, and they, including the WWSO, must be staffed at the requisite levels to do so. We feel that this development strategy is a realistic plan for what is required, what will be needed to successfully address the issues we are facing, and what will be needed to continue to preserve our great quality of life in Walla Walla County.

Respectfully submitted with best regards,

Sheriff John A. Turner