



WALLA WALLA COUNTY SHERIFF'S OFFICE

WWSO Strategic Development Plan – 2018

October, 2018

As we've seen over the years, crime rates and statistics fluctuate. What's not accounted for in any of these crime statistics are the increasing dangers that criminal gang activity, illicit drugs, and reckless driving pose to our communities and our quality of life. We have seen violent crimes in our own County and in our neighboring counties to the 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 Valley centric study, and although we agree with the recommendations, due to our current staffing levels and lack of proper funding, WWSO has been unable to implement the report's law enforcement specific recommendations. Other community social services and the Walla Walla Police Department have been able to implement study recommendations; however to date, despite our desires to do so, the Sheriff's Office has unfortunately not been able to.

Deputies advise that the attitudes of gang members and criminals are increasingly hostile to local law enforcement. We are seeing this hostility towards peace officers trend in news reports across our nation; Walla Walla County is no exception. Local law enforcement officers also advise that the level of violence and aggression in our county feels to be on the 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, often by more than one suspect, 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 in security lock-down status. Many of the shooting, stabbing, beating, and overdose victims of drug and gang crimes 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 crimes. The Walla Walla County Coroner and hospitals also advise that the increase of illicit drug related care and overdoses are an increasing concern. In the last few years, drug related overdose deaths have increased six-fold in Walla Walla County. We have an increasing major drug problem in our county that is going relatively unaddressed by county law enforcement due to a lack of support and funding.



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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 have told us that they already field questions from potential buyers about gang violence in our county on a regular basis. When property values decrease due to gang and drug related crime, property values and neighborhoods 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 increase, the funds needed from property taxes may have decreased. The good news is that our county is doing a good job of attracting commercial projects and businesses, thus it is anticipated that the county will see increased revenues over the next several years. The question then becomes how to best serve the public with the current and potentially additional funds.

Business and tourism leaders advise that a continued increase in gang, drug, violent crime, and traffic related serious injuries and fatalities 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.



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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.

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 may be very 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.

Over the years, our Sheriff's Office has also seen 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 few years, our Administrative Services Division staff issue an average of 650 concealed pistol licenses and processed an average of 4,500 civil papers per year, not to mention all the other mandatory work that must be accomplished. We are very grateful that recently the Board of County Commissioners helped us address these issues by amending our receptionist from a part-time to a full-time position and by authorizing and funding a new Civil Process Officer position. These two improvements have helped our Sheriff's Office provide better service to the public.

Operations Division

The Operations Division of the WWSO handles all patrol, traffic, specialty law enforcement, some civil paper service, and criminal investigative services. Operations Division is divided into 2 bureaus; the 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 retirements, resignations, sick leave, vacations, and training, etc., Operations Division has rarely been at full strength over the years. As of May 2018, WWSO is operating with 23 of the 24 authorized deputies; there is currently one deputy vacancy which we are working diligently to fill.

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



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Patrol Bureau

Currently 20 deputies are assigned to the Patrol Bureau which is divided into 4 patrol squads of 5 deputies each. Currently 1 squad is operating at only 4 deputies and one squad has a trainee as a second deputy in the same car. For the next several weeks, that trainee will not be counted as an operational solo-deputy, thus that squad for deployment purposes is also operating as a four-deputy squad. One patrol squad is on duty at a time. With only 5, or 4, deputies per squad, and with holidays, vacations, Kelly days, sick and other types of approved leave, it is unfortunately very common 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 the collective bargaining agreement, 3 is the minimum amount of patrol deputies required 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.

Experts advise and train that a minimum of two law enforcement officers are needed from the very beginning of incidents in order to effectively handle and de-escalate situations. Often times, one officer is designated as the less-lethal officer, while the second officer is designated as the cover officer with lethal force options. Having two officers on scene with less-lethal options is the preferred best practice. However in our county, with regularly only having one deputy on scene, de-escalation is much more difficult, if not often, impossible.

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 the "Four E's" and traffic safety issues in our county in an effort to save lives and prevent family tragedies.

WWSO currently does not have any commercial vehicle enforcement capabilities or specialized 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. We've heard there is a concern that this type of effort would target and harm our local farmers, however this is not the case nor would it be the focus of these commercial vehicle enforcement efforts.



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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. 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 "regularly 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, the Victims Impact Panel, and others.

Detective Bureau

Four deputies are assigned to the Detective Bureau; 1 Detective Sergeant, 2 Detectives, 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.

Each year, more serious crimes are committed and need to be investigated than there are detectives. As such, patrol deputies are required more and more to attempt to handle complex criminal investigations while still handling calls for service, traffic complaints, traffic collision investigations, proactive patrol efforts, and the service of civil papers. This practice is not effective or efficient, and certainly not the caliber of service we would like to provide our community. We recognize that only 3 detectives 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 and the Wa-Hi SRO contract leaves only 3 deputies available to be assigned as detectives. Furthermore, in 2011, this Sheriff's Office also switched from not providing 24/7 patrol coverage to now providing law enforcement services 24/7 with the same amount of resources.

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 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 case loads 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.



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All 3 detectives in the Detective Bureau are assigned to the Major Crimes Unit (MCU). With almost 800 NIBRS Group A serious crimes committed in Walla Walla County in 2017 alone, and many more since then, the investigative caseload even when we have a full complement of 3 detectives is overwhelming and inefficient to say the least. 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, fraud, 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 staffing levels, there are no deputies or detectives assigned to any specialized gang/drug units which could focus on the prevention, intervention, and suppression/investigation/enforcement of criminal gang and drug related crime.

Court Security

Also under the prevue of the Sheriff's Office is Court Security. Currently, the WWSO employs four part-time Court Security Officers who work primarily on the third floor of the Superior Court courthouse. There are no security officers at District Court.

On August 25th, 2017 a group of individuals from the criminal justice field, including Judges, Prosecutors, Defense Attorneys, Clerks, courthouse employees, County Commissioners, and Sheriff's Office representatives met to discuss Washington State GR 36 which addresses Court Security plans and minimum Court Security standards.

Kindly see the addendum to this document on page 16 for GR 36. Unfortunately, the state standards set forth in GR 36 have not been funded, and thus not designed and implemented in either of our two Walla Walla County Courthouses.



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The Strategic Development Plan

Detective Bureau – Special Investigations Section

Our county would greatly benefit from a specifically dedicated 2 detective Special Investigations Squad (SIS). This SIS squad will be under the supervision of the Detective Sergeant in the Detective Bureau. These 2 detectives will receive specialized training and 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 SIS detectives is required.

Walla Walla County has not been immune from the national drug and opioid crisis. During the last seven years, drug related overdose deaths have increased over five-fold in Walla Walla County. According to the Walla Walla County Coroner, drug related deaths have increased from 3 in 2011 to 16 in 2017. This number has already been surpassed in 2018 and continues to increase. The number of paramedic runs for drug related incidents have increased correspondingly. Our deputies are now issued Naloxone (Narcan) in a proactive attempt to save lives. In 2017, Blue Mountain Heart to Heart exchanged over 163,000 needles in our community. At the end of this year's third quarter, they have already exchanged 187,000 needles. According to their statistics, there were 45 Narcan overdose reversals reported by peers in 2017. This year as of the end of October 2018, there have already been 91 overdose reversals reported. These numbers represent just those incidents that are reported. All indicators suggest that the crisis in Walla Walla County is far more widespread than the reported numbers indicate.

The creation of a 2 detective SIS unit would allow WWSO to be proactive in illicit drug efforts and implement the Community Council gang study law enforcement recommendations. Some critics have opined that current crime statistics do not support the creation of such a unit. While the drug crisis numbers clearly indicate otherwise, the critics' claim regarding gang crime is exactly the point. Let's try to keep these criminal gang-related crimes to a minimum while we can. History in other communities have clearly and consistently show that when unaddressed, gang crime only increases. "Statistics" represent human beings in our community who have been victimized. The current need is to create an SIS 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 an SIS squad, are effective, preserve communities' quality of life, and save lives. We want to do exactly that.

The strategic plan for a Special Investigations Squad requires 2 new deputy positions be added to the existing 24 deputies. When the 2 new-hire deputies are off training and working solo patrol, 2 seasoned deputies will then be selected to receive specialized training and work SIS.



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Special Enforcement Bureau

As stated above, the WWSO Operations Division currently has two bureaus; the Patrol Bureau and the Detective Bureau. Our county would greatly benefit from the development of a third WWSO bureau; the Special Enforcement Bureau (SEB). It is envisioned that this bureau would be comprised of a Traffic Unit, the K-9 Unit, the Reserve Deputy Unit, and be supervised by a Sergeant.

An SEB Sergeant would wear many hats. They would primarily supervise the Traffic Unit, the K-9 Unit, and the Reserve Deputy Unit. This sergeant would also be a special projects sergeant in charge of all the miscellaneous administrative tasks that currently bog down patrol sergeants' effectiveness in the field. This sergeant's ancillary duties would include training and certifications, accreditation and best practice standards, the supervision of in-house administrative complaints, logistics, and Major Crime scene, Search and Rescue, and SWAT call-out support duties.

By creating an SEB and assigning the WWSO's two current K-9 teams there, two additional patrol deputy positions would need to be created for the backfill. The K-9 teams could then be independently deployed to the highest volume times and areas for special enforcement needs, such as specific crime suppression, quality of life issues, highway interdiction, and narcotics detection work. This move would also alleviate the current stressor on patrol due to the ongoing mandated training time a K-9 team. Currently, patrol squads are adversely affected due to the large amount of training that a K-9 team requires. By moving the K-9's to a Special Enforcement Bureau, patrol squads would no longer be depleted of manpower due to K-9 training. The ability to adjust a K-9 team's work hours and emphasis would greatly assist patrol and crime reduction efforts in our county.

An SEB Traffic Unit of 2 specially trained deputies who proactively focus on our community's traffic safety issues could literally save lives and serious injuries. 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 immeasurable. It doesn't have to be this way.

A 2 deputy 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 SEB traffic 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 also be specially trained in traffic accident reporting and reconstruction; a very important function we are currently lacking. Presently, when a serious traffic collision occurs, the WWSO is completely dependent upon the Washington State Patrol or other agency to cover us and investigate the collision as we currently have no specially trained deputies in this area of expertise.



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These 2 new WWSO SEB Traffic Unit 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. These 2 traffic deputies, in conjunction with our K-9 teams, will make a meaningful impact on the amount of crime and drugs flowing into our community.

One additional added benefit to an SEB bureau is the ability to backfill the Patrol Bureau when needed so that the safety of our deputies and our community members are not compromised when deputies resign or retire. This SEB bureau concept would not only allow us to regularly proactively focus on important targeted areas, but it would allow for the temporary reassignment of personnel allowing the agency to always maintain a full complement of patrol deputies.

The strategic plan need is for 5 new deputy positions; 1 new SEB sergeant, 2 new Traffic Unit deputy positions, and 2 new Patrol Bureau deputy positions so that the 2 K-9 teams may be reassigned to the SEB Bureau. Over time, as the 5 new deputies are hired and trained, the 2 K-9 teams will be reassigned to SEB; 2 seasoned deputies will then be selected to receive specialized training and work the Traffic Unit; and 1 deputy would be promoted to the rank of Patrol Bureau sergeant so that a seasoned senior sergeant could be selected to supervise the Special Enforcement Bureau.

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 school active shooter incidents and student violence including murder cases from all across our country. One common theme prevailed at those communities; "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. Even though this SRO concept has been warmly received, to date the costs have simply been 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/>) and similar projects 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.



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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 Vista Hermosa. The two new SRO's would adjust their schedules to teach DARE & GREAT (drug, gang, and bullying education programs) to county elementary and middle school students and also provide traditional SRO duties to all county high schools. This would allow the Wa-Hi SRO to remain on campus full time.

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 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 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 they usual do 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 maintain 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.

The strategic plan is to maintain the Wa-Hi SRO and collaboratively work on 2 new deputy positions (1 shared SRO for Dixie, Waitsburg, & Prescott and 1 shared SRO for Touchet, Burbank Columbia, and Vista Hermosa). When the 2 new-hire deputies are off training and working solo patrol, 2 seasoned deputies would 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; unsafe for the deputies and unsafe for the public they serve. 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 fund 1 additional deputy per patrol squad for a total of 4 additional new deputy positions.



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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, Marine Patrol, 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 important ancillary duty assignments to the detriment of public safety.

For example, the WWSO is currently down 1 Walla Walla Regional SWAT Team member (out of 4 authorized positions), 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 extensive requisite training for these ancillary duty positions due to current inadequate funding and staffing levels. For example, basic SWAT school is 80 hours; basic patrol K-9 training is a minimum of 400 hours, and basic K-9 narcotics detection is a minimum of 200 hours. Traffic collision schools run from two full weeks for basic collision investigation to a full month for the more advanced levels of traffic collision reconstruction. It takes time and money to train for and be certified in these much-needed ancillary duties. However, patrol deployment must be maintained at minimum levels, thus the WWSO is 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. We are already seeing an increase in activity and calls for service in the Burbank area. Best practices for law enforcement services dictate that 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 allow for an increase in minimum deployment to 4 deputies per squad, it would increase public safety, increase officer safety, prepare us for the increases the County is expecting, and allow our agency to send deputies to the training needed to fulfill important ancillary duty assignments.

The strategic plan need is for 4 new patrol deputy positions, increasing the Patrol Bureau from 20 to 24 deputies.



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Administrative Services Division

The WWSO Administrative Services Division is comprised of the Records Unit, the Civil Unit, and the Support Services Unit. All persons assigned to the Administrative Services Division are now cross-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 records management, the entering of protection orders, the processing of public records requests, the issuance of concealed pistol and other firearms-related licenses, and the processing of writs and civil service papers in a timely manner.

As stated above, we are very grateful that the Board of County Commissioners helped us address public services issues within this division by amending our receptionist from a part-time to a full-time position and by authorizing and funding a new Civil Process Officer position. These two improvements have helped our Sheriff's Office provide better service to the public.

As public service needs increase in the future, there may be a need to discuss additional Administrative Services Division personnel in the future, most likely an additional Civil Process Officer, but as of now, all positions within this division are full and functioning well.

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Funding of strategic plans is always an issue. Even if someone were to completely agree with this strategic development plan and were to think these items are all "must do" great ideas, the reality of how to fund and sustain these increases remains a significant issue. Such issues are important matters for discussion and partnership with the public we serve and the Walla Walla County Board of County Commissioners (BOCC). Priorities for our county's future and safety must be determined, planned, and acted upon. Our Sheriff's Office hopes to strategize and have in depth discussions with our BOCC commissioners to prioritize needs and 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.



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We don't want to be the kind of partner who just comes to the trough requesting a drink; we'd like to partner and brainstorm ideas to help fill the trough that we're requesting a drink from. 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. Many 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 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. County residents have had bullets strike their homes. 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, one idea is to 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 by this county facility could then be dedicated to running the facility and public safety expenditures such as the needs outlined in this strategic development plan.

Below, you will find GR 36, Walla Walla County Coroner's graph regarding the increase in drug related deaths 2011-2017, and two WWSO organizational charts; one reflecting our current configuration, and one depicting the organization with the above goal positions realized.

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This Walla Walla County Sheriff's Office Strategic Development Plan for 2018 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, long-term vision for our future. It is intended to be so by design. Due to what's currently occurring within our county, we feel that this plan is appropriate to meet the public safety needs of our community. This Sheriff's Office desires to continue positive conversations with each County Commissioner to gain an understanding of their perspectives, opinions, and priorities, and we hope to work collaboratively toward these public safety goals.

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

The service 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 with the requisite equipment, technology, and law enforcement specialties 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,

A handwritten signature in blue ink, appearing to read "John A. Turner". The signature is fluid and cursive.

Sheriff John A. Turner



WALLA WALLA COUNTY SHERIFF'S OFFICE

Addendum re: Court Security

GR 36

TRIAL COURT SECURITY

(a) **Purpose.** A safe courthouse environment is fundamental to the administration of justice. Employees, case participants, and members of the public should expect safe and secure courthouses. This rule is intended to encourage incident reporting and well-coordinated efforts to provide basic security and safety measures in Washington courts.

(b) **Definition.** "Incident" is defined as a threat to or assault against the court community, including court personnel, litigants, attorneys, witnesses, jurors, or others using the courthouse. It also includes any event or threatening situation that disrupts the court or compromises the safety of the court community.

(c) **Incident Reports.**

(1) *Reporting Method.*

(i) The court should make a record of each incident as soon as practicable, but no later than two days after the incident. The report shall be kept on file by the local court administrator.

(ii) The court shall report all incidents electronically to the Administrative Office of the Courts (AOC) on the AOC Threat/Incident Report Form within one week of the incident.

(d) **Court Security Committee.**

(1) *Role.* Each trial court should form a Court Security Committee to coordinate the adoption of court security policies and make recommendations regarding security protocols, policies, and procedures necessary to protect the public, court personnel and users, and court facilities. The Court Security Committee should adopt a Court Security Plan and thereafter revise the Plan as may be necessary.

(2) *Committee Composition.* The Presiding Judge for each court should convene a Court Security Committee meeting and invite representatives from the following:

- (i) Judiciary;
- (ii) Court Clerical Staff;
- (iii) Prosecuting Authority's Office;
- (iv) Public Defender's Office;
- (v) Executive Branch;
- (vi) Law Enforcement;
- (vii) Facilities/Maintenance Department;
- (viii) Any other agency of government housed in the same building;
- (ix) Any other person the presiding judge deems appropriate.



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(e) **Court Security Plan.** Each Court Security Committee should create a Court Security Plan for each courthouse location. If a Court Security Plan is adopted; the Court Administrator shall keep the Plan on file and accessible to the court community. The Court Security Plan should be in writing and should address:

(1) Routine security operations, including security screening for persons entering the court facility, secure storage of weapons not permitted in the courthouse, parking, landscaping, interior and exterior lighting, interior and exterior doors, intrusion and detection alarms, window security, protocol for building access for first responders, and provision of building floor plans for first responders.

(2) Written or oral threats or declarations of intent to inflict pain or injury upon anyone in the court community;

(3) Physical layout of court facility and escape routes;

(4) Threats-in court or by other means (telephone, e-mail, website, etc.);

(5) Bombthreat;

(6) Hostage situation;

(7) Weapons in the court facility;

(8) Active shooter

(9) Escaped prisoner;

(10) High risk trial plan;

(11) Routine security operations;

(12) Threat and security incident response techniques in and around the court facility, which may include how to diffuse situations and remain calm during an incident;

(13) Personal safety techniques in and around the court facility;

(14) Irate and abuse individuals.

(f) **Security Drills.** Each court may hold security drills as determined by the Court Security Committee, as deemed necessary by the Presiding Judge in consultation with other authorities in the courthouse. Drills should include all court personnel, prosecutors, defense attorneys, law enforcement, and other regular court users.

(g) **Minimum Court Security Standards.** Every Court shall endeavor to meet or exceed the following minimum standards. Should the Court fail to meet the Minimum Court Security Standards, the Court should state in the Court Security Plan why the minimum standards were not met.



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(1) Policy and Procedure Guide for all court and clerk personnel. Trial courts shall develop a Court Security Policy and Procedure Guide, using as examples the guides from Spokane County and Seattle Municipal Court, which guides are available from the Administrative Office of the Courts.

(2) Weapons screening by uniformed security personnel at all public entrances. Uniformed security personnel shall perform weapons screening at all public entrances, using as a minimum metal-detector wand screening and physical examination of bags, briefcases, packages, etc.

(3) Security audits every three years. Trial courts shall conduct a security audit at least every three years. Updates to the Court Security Policy and Procedure Guide shall be disseminated to all court and clerk personnel.

(4) Security cameras recording with loops of at least 7 days, with signage that recording is taking place. Security cameras shall be placed at strategic locations as determined by the Court Security Committee, with signs posted nearby advising that recording is taking place. Security camera footage shall be retained for at least 7 days.

(5) Duress alarms at multiple strategic locations, such as clerk's office, administration, and courtrooms, with broadcasting to the nearest law enforcement agency with jurisdiction over the court site. Easily accessible and discreetly placed duress alarms shall be located at multiple strategic locations as determined by the Court Security Committee. The duress alarm shall broadcast to the law enforcement agency that has jurisdiction to respond to the site, and which is closest to the site.

(6) Emergency notification broadcast system in place, with standardized color coding, and all personnel trained on the system. An emergency notification broadcast system shall be established with standardized color coding denoting the level of emergency. All court and clerk personnel shall be trained on use of the system.

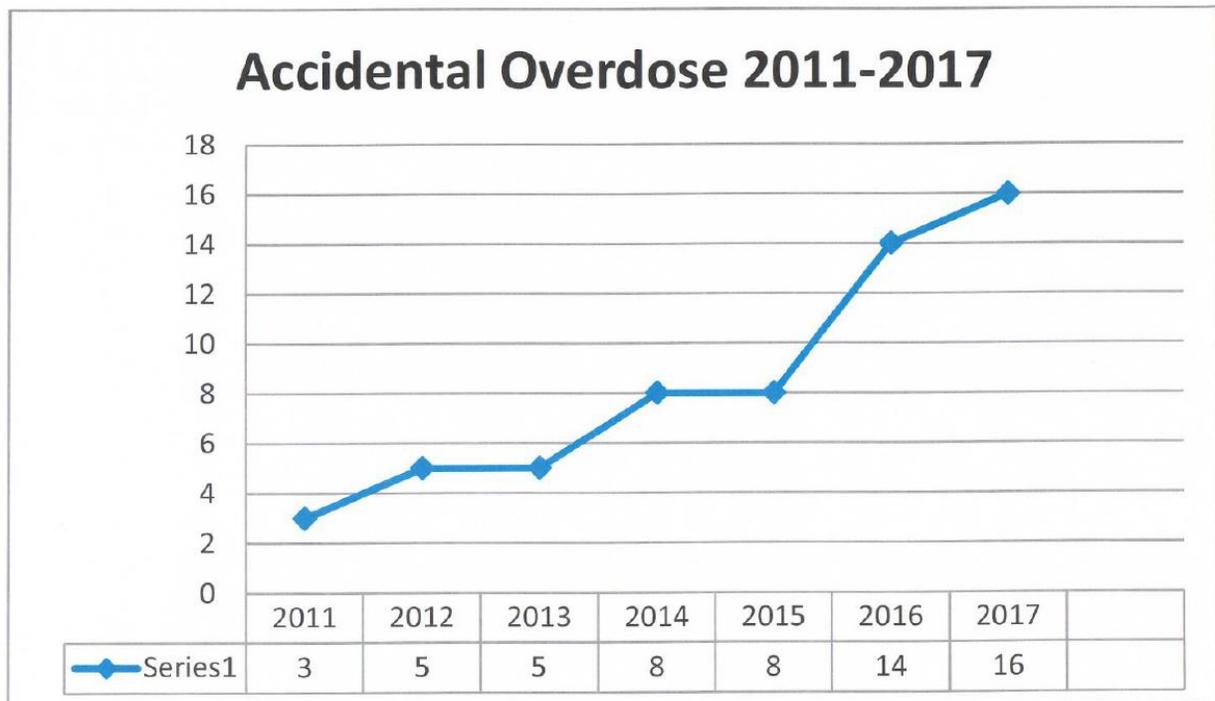
(7) Active shooter training for all court and clerk personnel. Active shooter training shall be delivered to all court and clerk personnel.

[Adopted effective September 1, 2017.]

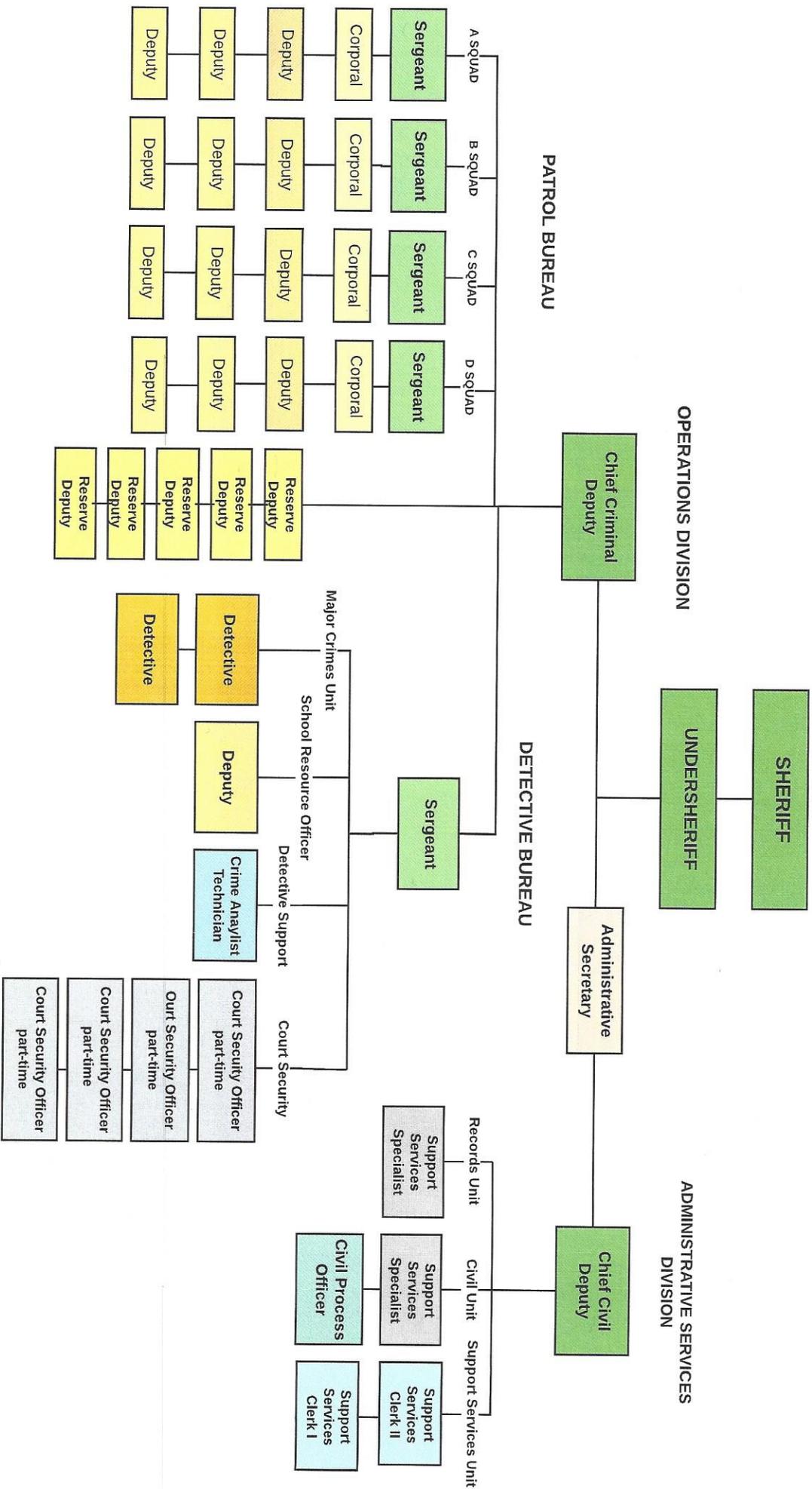


Walla Walla County Coroner's Office

Accidental Overdose Deaths 2011 – 2017



2018 CURRENT
 WALLA WALLA COUNTY SHERIFF'S OFFICE



2018 Strategic Goal Positions
 Walla Walla County Sheriff's Office

