

WASHINGTON COUNTY SHERIFF'S OFFICE

2019 PERFORMANCE MEASURES

Services Division



MAR 31, 2020

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SERVICES

The Services Division provides a wide variety of non-law enforcement public services as well as a variety of internal support services to help keep the Sheriff's Office running smoothly. Direct services include Alarm Permit Administration, Civil Process Service, and Concealed Handgun Licenses. Support services include Background Investigations, Criminal Records, Forensics, Professional Standards, Property and Evidence, and the new Public Service Training Center. The agency also benefits from a vital Volunteer program.

Staffing

In 2016, Forensics and the Property and Evidence work groups were reassigned from the Investigations Division to the Services Division. The recruitment function was also reallocated to Professional Standards in the Services Division but has since been established as a separate Recruitment Unit. Community Outreach Resource and Education (formerly Crime Prevention) and Elder Safe were reassigned from the Services Division to Public Affairs. All these organizational changes resulted in a net gain of 4 FTE to Services. The 2019 increase in FTE supported staffing Property and Evidence as well as the new Public Service Training Center (PSTC).

FTE	2015	2016	2017	2018	2019
POLICE CERTIFIED	7.00	6.00	6.00	5.00	7.00
JAIL CERTIFIED	3.00	4.00	4.00	5.00	7.00
SUPPORT STAFF	65.00	69.00	69.00	70.00	73.50
TOTAL	75.00	79.00	79.00	80.00	87.50

Budget

	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
BUDGET TOTAL	\$7,260,374	\$7,919,957	\$8,412,782	\$8,741,548	\$10,334,329
ALARM PERMITS	\$530,319	\$531,834	\$573,525	\$480,517	\$501,166
CIVIL	\$1,601,997	\$1,635,803	\$1,710,185	\$1,718,171	\$1,712,806
CRIME PREVENTION	\$1,094,732	n/a	n/a	n/a	n/a
CRIMINAL RECORDS	\$2,055,633	\$2,082,934	\$2,157,303	\$2,209,905	\$2,366,806
EVIDENCE	n/a	\$525,903	\$549,438	\$589,622	\$741,396
FORENSICS	n/a	\$772,139	\$848,129	\$993,983	\$963,008
PROFESSIONAL STANDARDS	\$550,998	\$916,248	\$631,891	\$703,889	\$769,265
SERVICES ADMIN	n/a	n/a	\$369,432	\$459,073	\$510,426
TRAINING	\$1,426,695	\$1,455,096	\$1,572,879	\$1,586,388	\$2,769,456

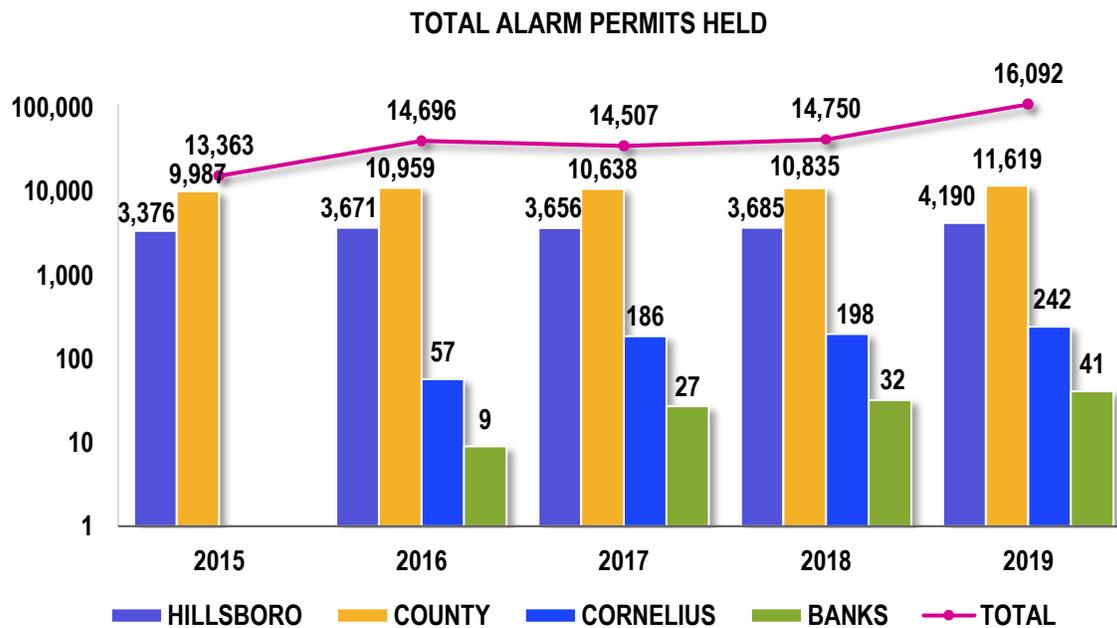
ALARM PERMITS

The Sheriff's Alarm Permit Unit administers the Alarm Ordinance for residents of unincorporated county areas and the cities of Banks, Cornelius, Gaston, and Hillsboro. The alarm ordinance is designed to discourage false alarms and to allow deputies to spend more time providing public safety services.

With oversight and support from the Civil Unit, this unit is supervised by the support unit supervisor and is staffed with one full-time administrative specialist II. The combined Permits budget for concealed handgun licenses and alarms is \$501,166.

Alarm Permits Held

Personnel receive and process all applications for new and renewal alarm permits, update the Alarm Permit Database, and process payments.



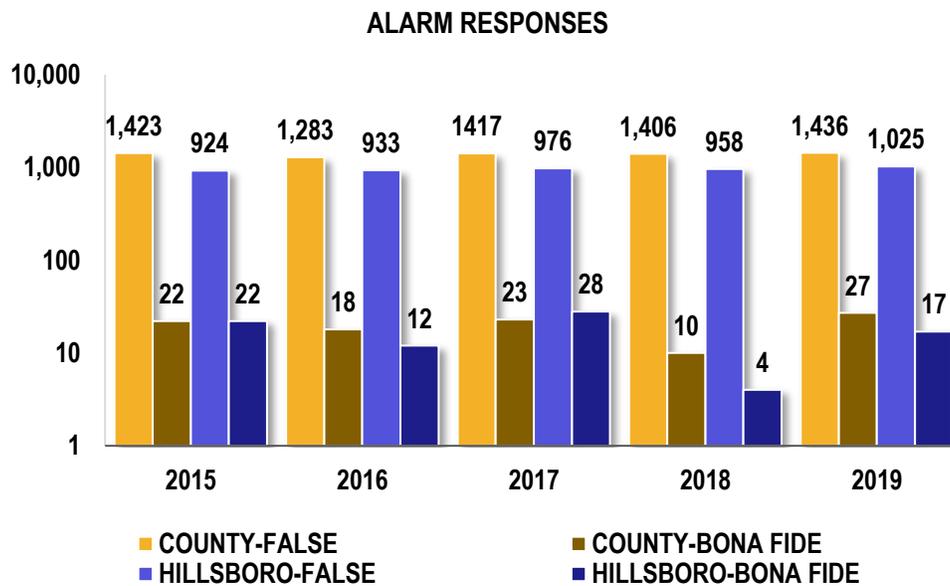
The processing of alarm permits is the most significant portion of the workload in the Alarm Permit Unit.

- To process a new application: 8 minutes
- To process a renewal application: 4 minutes

Alarms staff daily review all alarm activity that gets called in to WCCCA to identify unpermitted alarm users, who are then instructed to obtain an alarm permit. Alarm users and companies that violate the alarm ordinance are issued citations, which also serve to encourage permit compliance. In 2019, 16,092 alarm permits were renewed. In addition, 1,718 new customers obtained permits, including the cities of Banks (14), Hillsboro (519) and Cornelius (54).

Alarm Responses

After police respond to an alarm call, bona fide or false, Alarm Permit Unit personnel are notified via the Computer Aided Dispatch (CAD) system which uploads calls for service into the workgroup's CryWolf database. In the case of a false alarm, the staff determines if fines are warranted. It takes approximately 8 minutes to process the necessary paperwork for each false alarm, which does not include the time it takes to check dispatch logs to determine which alarm calls are subject to fines. Chronic false alarms, citizens without permits, etc., require written follow up and monitoring.



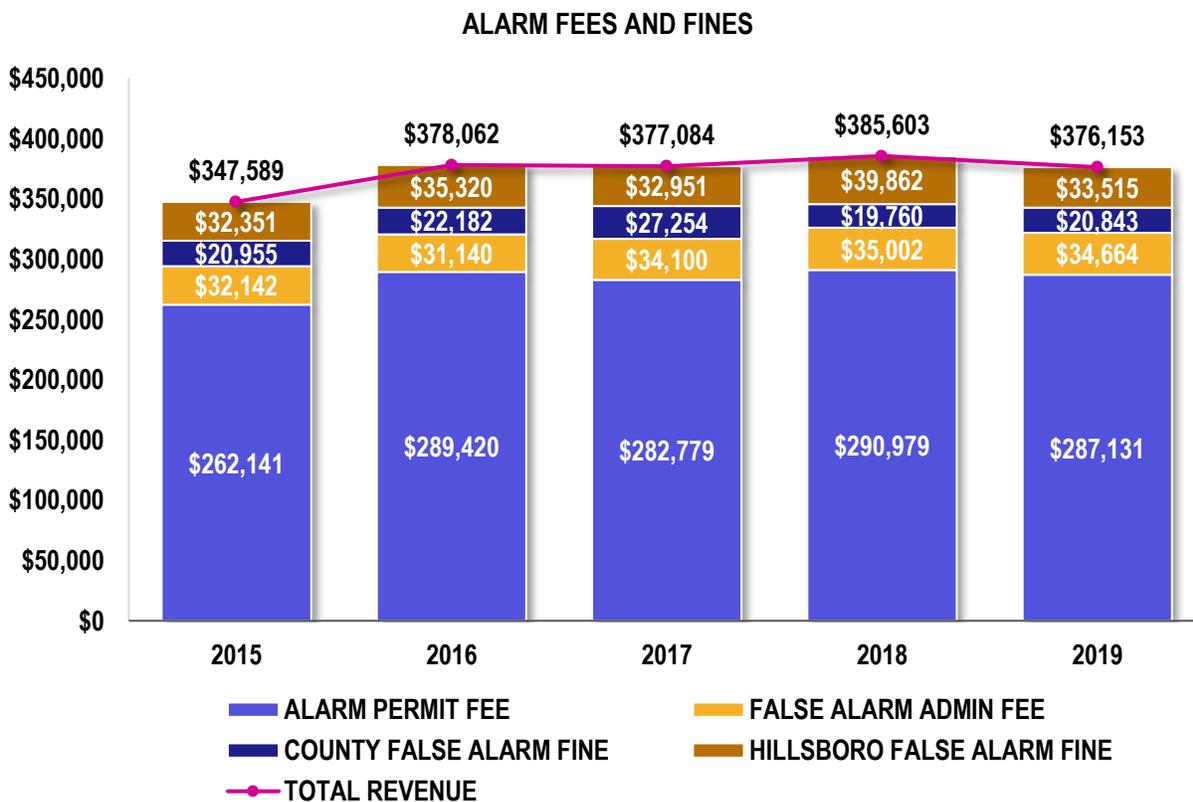
In 2019, Washington County Sheriff's deputies responded to 1,436 alarms, of which 27 were bona fide (1.9%). Typically, about 98% of all alarm calls are false. Hillsboro officers responded to 1,025 alarms, of which 17 were bona fide (1.7%). Sheriff's deputies respond to about 3-4 false alarms per day. A typical false alarm call takes about 30 minutes to service, which translates to approximately 2 hours per day that deputies spend responding to false alarms. It is not unusual for more than one deputy to respond to an alarm; that additional time is not accounted for here.

Over the years, amendments to the county alarm ordinance have provided for permit revocations, citations, and an increasing fines structure for repeated false alarms. Those changes gave users incentive to reduce false alarm occurrences. In addition, our staff works continually to educate alarm users on false alarm prevention strategies. Reducing false alarms means more deputies and city police officers remain available to answer higher priority calls for service.

Fees and Fines

This unit is 100% funded by fees and fines. The fee system was designed to cover the cost of administering the alarm program and for the cost of deputies responding to false alarms. The annual alarm permit fee is \$20 for commercial or residential properties. A graduating fine system is in place for false alarms: a \$13 administrative fee, and added \$38 fine per police car that responds for the 2nd and 3rd false alarm. An additional \$113 penalty is charged on the 4th false alarm and for each subsequent response during each annual permit period.

Alarm Unit staff also bill and track accounts that are past due with their false alarm fines or permit renewal payments. Accounts that are more than 90 days past due are revoked, unpaid false alarm fines may be sent to collections, and their properties can be flagged at police dispatch. If revoked accounts create additional alarm calls after being revoked, they are issued citations for violation of the alarm ordinance.



False alarms have been steadily decreasing over the last decade, which decreases time spent by deputies responding to them, a primary goal of the program. Revenue from alarm fees and fines is returned to the County General Fund.

BACKGROUND INVESTIGATIONS

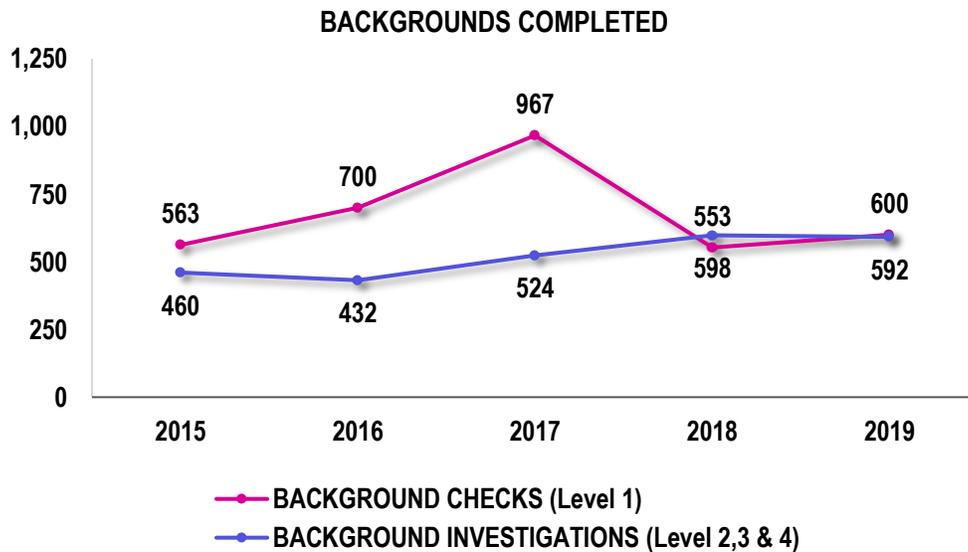
The Background Investigations Unit is comprised of retired law enforcement officers with experience in supervision and investigations. By employing retired law enforcement officers, the Sheriff's Office maintains a high quality investigative team at a reduced cost. Background Investigations staff are supervised by a sergeant in the Professional Standards Unit. In 2019, this unit was staffed by one full-time senior administrative specialist, one full-time investigator and 10 part-time investigators who worked 7,137 hours (3.4 FTE equivalent).

Background Investigations

There are four levels of background investigations:

- Level 1 – Criminal and local records checks only.
- Level 2 – Criminal and local records checks with a limited background investigation interview.
- Level 3 – Criminal and local record checks, limited background investigation interview, and check references and past employment for three years.
- Level 4 – Full background investigation.

While a Level 1 computerized background check will normally take 15 minutes, a Level 4 full background investigation will take about 40 hours to complete.



In about 2014, rather than counting the number of background investigations initiated, the unit began counting only the number of background investigations completed. In 2017, investigators performed significantly more Level 1 background checks due to tow contract renewals and Sheriff's Office seismic upgrades that required giving access to workers in secure areas.

In 2019, background investigators completed 600 background checks and 592 full backgrounds. The 8.5% rise in background checks was partly due to contract renewals and an increase in projects requiring new vendors or contractors that had not previously been used before.

CIVIL

The Civil Unit exists to carry out the Sheriff's duty to execute the process and orders of the courts under ORS 206.010. Civil deputies serve many types of civil documents and assist in various enforcement actions that are ordered by the court. This unit also responds to abandoned vehicle and parking violation complaints.

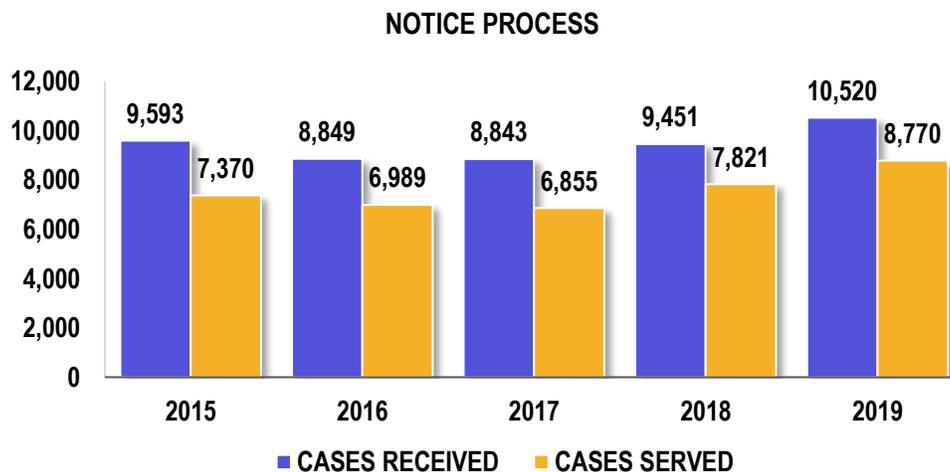
The Civil Unit is staffed by 12 FTE to include a civil unit supervisor, 1 support unit supervisor, 1 certified deputy sheriff, 5 civil deputies, and 3 administrative specialist II's; with 1 administrative specialist II vacancy. Civil deputies are uniformed and armed, but are not certified peace officers. The Civil Unit budget for FY 19/20 is \$1,712,806.

Notice Process

ORS 206 mandates the Sheriff's Office to serve Notice Process and execute court orders. It is a significant portion of the Civil Unit workload.

Notice process is a type of document served on a party giving notice of ongoing legal proceedings. Examples include summonses, small claim notices, restraining orders, criminal subpoenas, and child support documents. Civil Office staff review all notice process documents to ensure they are correct and complete. Civil deputies take them into the field to perform a legal service (delivery) of the documents in strict accordance with Oregon law.

The Sheriff is mandated by ORS 21.300 to collect a service fee of \$45 for serving notice process in a case. Each case may have multiple different legal documents contained within. No matter the number of documents contained within the case, the fee is the same. Therefore, this measurement accurately compares the resources expended in the service of notice process as compared to the revenue that is generated.



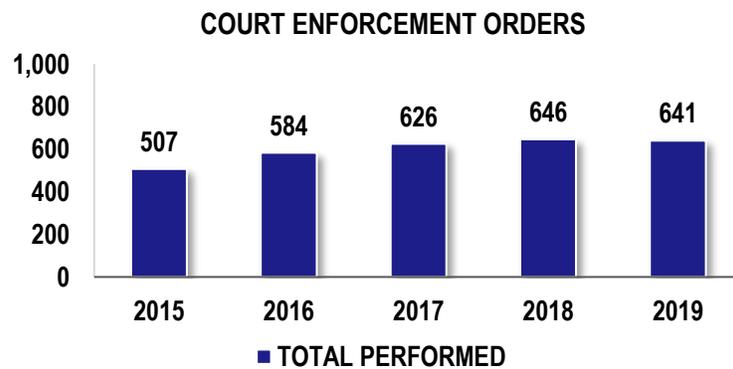
In 2019, the Civil Unit saw an increase from the prior year in both the number of cases received (11.3%), and the number of cases served (12.1%).

Although the number of notice process cases received by the Civil Unit has remained consistent during the last 5 years, the average number of cases received from 2014 to 2018 (9,320) compared to the average from 2004 to 2008 (11,733), shows a reduction of 17.5%.

While it may seem counterintuitive, the struggling economy over the last 7-8 years has resulted in fewer legal documents coming to the Sheriff for service. Regular creditor/plaintiff customers and creditor's attorneys state that it costs money to collect money, and when the creditor is short on cash they think twice about filing suit against a debtor. State of Oregon Circuit Court filings also show a similar drop in the number of civil cases filed with the court during this time period.

Court Enforcement Orders

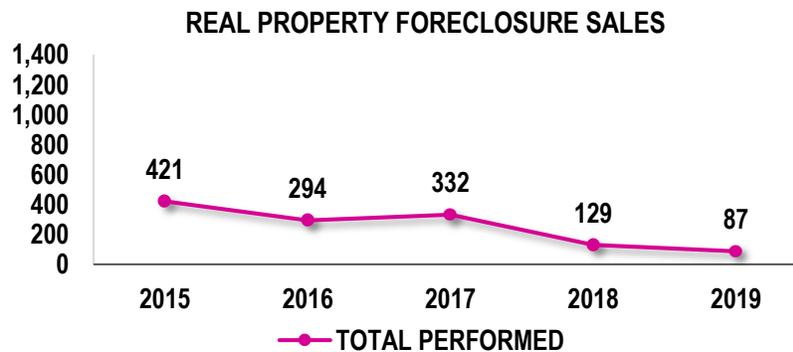
State law requires the Sheriff to enforce Writs and Orders of the court and does not allow private citizens to take this action. As the sole provider of these services in Washington County, the Sheriff's Office is relied upon to act as the court's enforcement arm – ensuring that court orders are carried out. Examples include orders to seize and sell a debtor's property, child custody transfers, firearm disposessions, conducting forcible evictions, and the enforcement of certain provisions of a Restraining Order.



Service of enforcement orders totaled 641 in 2019, with protection order enforcements (298) being the largest single enforcement category.

Real Property Foreclose Sales

ORS Chapter 18 requires the Sheriff to enforce Writs of Execution to conduct foreclosure sales of real property. The Sheriff's Office is responsible to execute these orders countywide, including in unincorporated areas and cities.



Real property foreclosure is a complex process that takes approximately 4 hours of staff time for each property sale. State law and county ordinance allows the Sheriff to charge a deposit of \$974 for each sale to reimburse the county for the hard costs (mailing, copying, and advertising costs) as well as staff time spent on the sale process. Approximately \$474 out of the deposit is retained by the county on each sale to compensate for the staff time, which is returned to the General Fund.

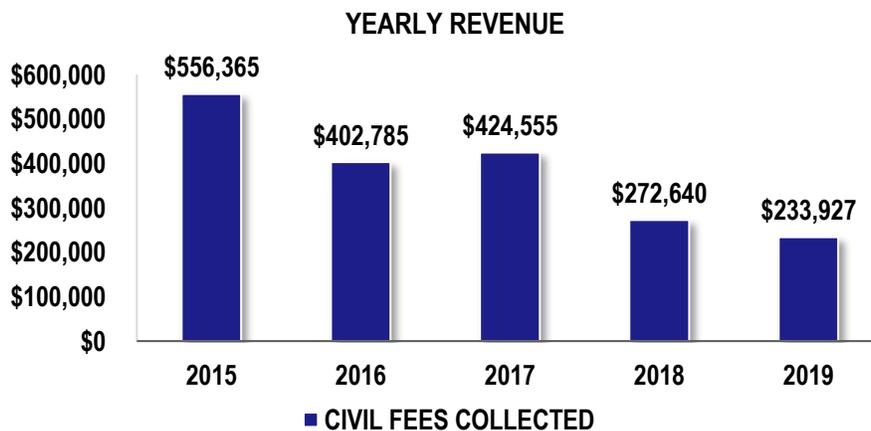
A foreclosure crisis unfolded between 2011 and 2014, driving foreclosure sales from the previously prevalent non-judicial Trustee Sale process to a Judicial Sale process, which culminated in a court order issued to the Sheriff to levy (seize) and sell the property. As the banks, their law firms, and the courts adapted to the landslide of the foreclosure workload, the Sheriff's Office saw more and more writs ordering the levy and sell of real property.

In 2015, foreclosure filings in the courts started dropping significantly, as banks began transitioning back to the use of non-judicial Trustee Sale process, which does not involve the courts or the Sheriff. This downward trend continued into 2018. In 2017, the WCSO and the Polk County Sheriff's Office made an agreement that the WCSO would process Polk County's real property foreclosure sales. WCSO sales were 172 to Polk County's 160 that year. Moving forward into 2018, Polk County decided to process all of their own foreclosure sales. Real property foreclosures totaled 87 in 2019.

Civil Fees Collected

Most of the services performed by the Civil Unit are fee based, and this indicator quantifies those fees by calendar year.

Oregon Revised Statute 21.300 mandates the Sheriff to collect fees for the service of notice process or for the enforcement of court orders. The statutory fee for notice process is \$45 but can be higher if multiple persons are to be served. The fee for enforcing court orders is \$80. Oregon statute prohibits charging service fees for Restraining Orders.

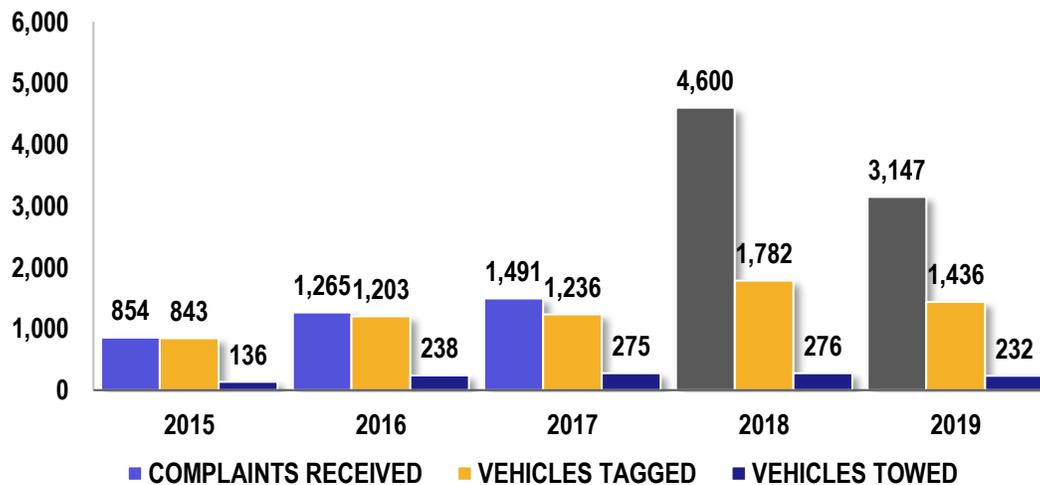


The revenue increase shown for 2014-2015 is a direct result of the increase in Sheriff's Foreclosure Sales during those years. Out of a total deposit of \$974 for a property sale, the Sheriff's Office realizes approximately \$474 to reimburse the county for staff time spent on each sale process. The net property sale revenue for 2019 amounted to approximately \$41,238. The balance of collected revenue came from service fees for court documents.

Abandoned Vehicles and Parking Violations

The Sheriff's Office responds to abandoned vehicle and parking violation complaints from the public. State statute and County ordinance define an abandoned vehicle as one left standing upon a public roadway for more than 24 hours and appearing to be disabled or abandoned. Washington County Ordinance 8.16 and ESPD Code 2 allow deputies to tag and tow vehicles for being abandoned or disabled, having expired tags or no license plates, overnight lodging in a vehicle, parking an RV (boat, camper) for 96 consecutive hours in a 28-day period, being parked within 10 feet of a mailbox, or being a large vehicle that is creating a safety hazard.

ABANDONED VEHICLE AND PARKING VIOLATIONS



Prior to 2018, Civil Unit personnel *only reported* on the number of abandoned vehicle and parking complaints received by their unit. Staff would invest time attempting to determine vehicle ownership and encouraging the owner to voluntarily remove the vehicle before taking further action. At the start of 2018, the process for receiving complaints changed with WCCCA answering *all* abandoned vehicle and parking violation complaint calls.

Complaints are fielded to patrol deputies and vehicles that are in violation of statute or ordinance are tagged with a notice. Civil Unit personnel follow-up on the tagged vehicles and if not removed within the required time frame, a civil deputy may have them towed. Most vehicles involved in these complaints are subsequently moved by the owners and do not require towing.

In 2019, WCCCA dispatched a total of 3,147 complaints; 1,341 abandoned vehicle complaints and 1,806 parking violation complaints. Of those complaints, Civil Unit staff followed up on 1,436 tagged vehicles; 232 of them were towed.

Since 2015, the number of abandoned vehicles and parking violations correlate with the continued development of high density housing to accommodate the growing population. Additionally, deputies are taking self-initiated action to resolve ordinance violations.

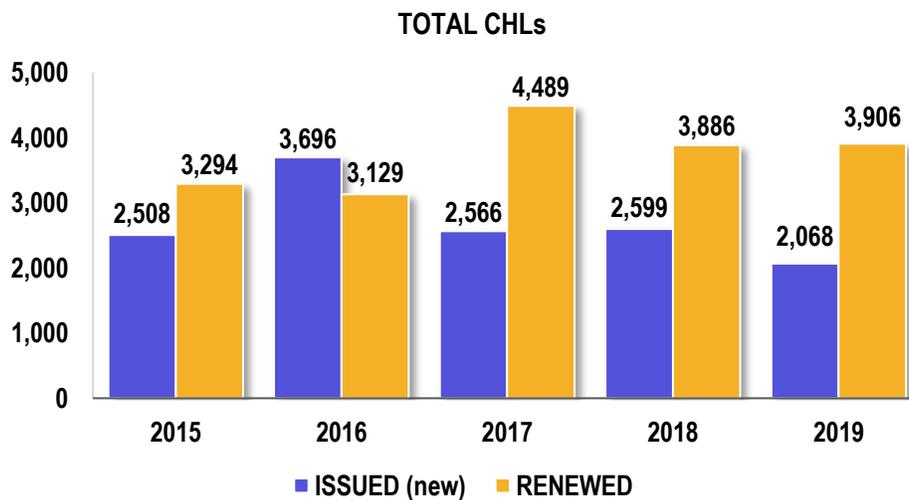
CONCEALED HANDGUN LICENSES

This unit issues and maintains all Concealed Handgun Licenses (CHL) in Washington County. CHL staff fingerprint, photograph and run criminal background checks on all CHL applicants and are responsible for determining the eligibility of CHL applicants pursuant to Oregon and federal law. This unit issues Sheriff's Office photo identification, provides public fingerprinting services, and performs a monthly required LEADS validation.

This unit is staffed by 3.75 FTE to include a senior administrative specialist, two full-time and one three-quarter time administrative specialist II'(s). The combined Permits budget for concealed handgun licenses and alarms is \$501,166.

New and Renewal CHLs

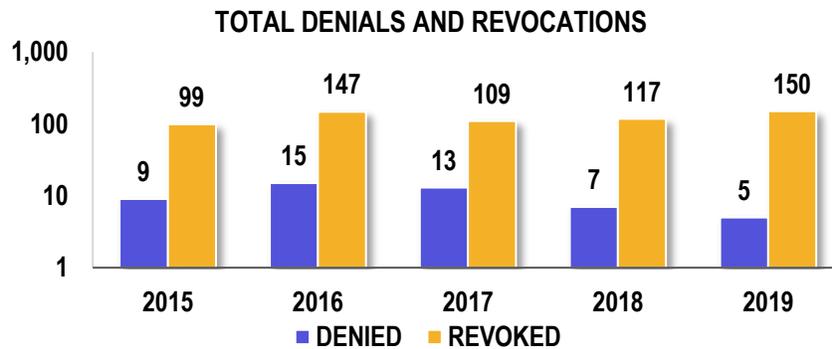
This unit processes applications for new and renewal CHLs, and performs the necessary background checks and fingerprinting for each applicant. It represents a significant portion of the workload for this unit.



New CHL licenses increased dramatically in 2013 after several high-profile public shooting events early in the calendar year. Since 2015, the number of new CHLs processed per year has consistently exceeded 2,500. Moving into 2019, there were 2,068 new CHLs; this is about 20% fewer than the 2,599 in 2018. The significant reduction in new CHLs contributed to a 3.4% decline in the overall number of Washington County CHL holders last year. In 2019, there were 24,595 CHL holders; down from 25,471 the prior year.

CHL Denial and Revocation

ORS Chapter 166 contains the provisions that allow an Oregon Sheriff to deny issuing a Concealed Handgun License (CHL) to an applicant or to revoke an existing license.

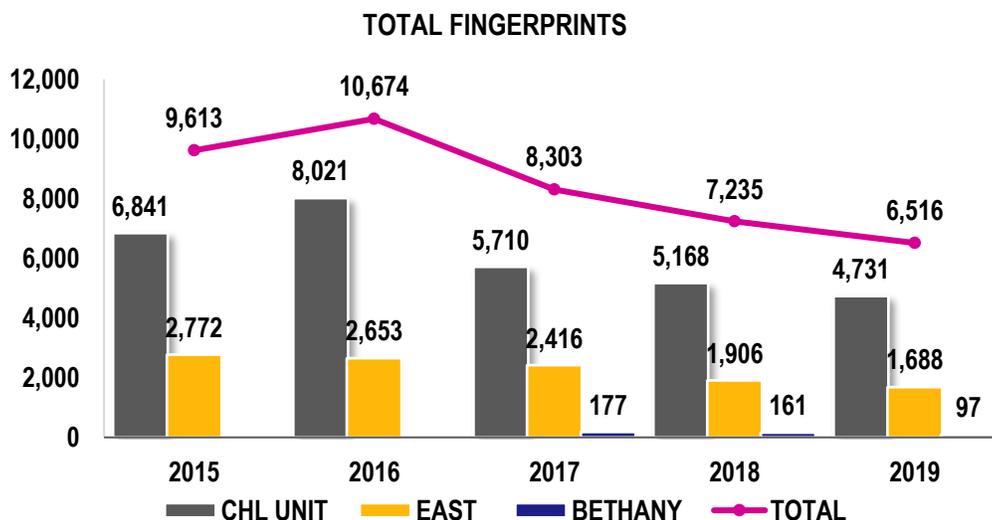


In 2019, a total of 150 CHLs were revoked - 21 for pre-trial felony arrest, 104 for pre-trial misdemeanor, 23 for being a danger to self or others, and 2 for a misdemeanor conviction.

Additionally, 5 CHL applications were denied – 2 for a misdemeanor conviction, and 3 for more than one drug conviction.

Fingerprinting

The CHL Unit along with our East and Bethany precincts provide fingerprinting services to the public for \$25 for 2 fingerprint cards (\$2 for additional cards). Over the last five years, about 72% of the fingerprinting services have been done by CHL staff.



The most common groups of people needing fingerprints, other than CHL applicants, are school teachers, health care givers, aviation students, some insurance agents, juvenile sex offenders, real estate agents, child care workers, and adult foster care workers. There are some people, such as Sheriff's Office applicants, volunteers, contractors, DA's Office, Juvenile Department, and new CHL applicants who are not charged the fee.

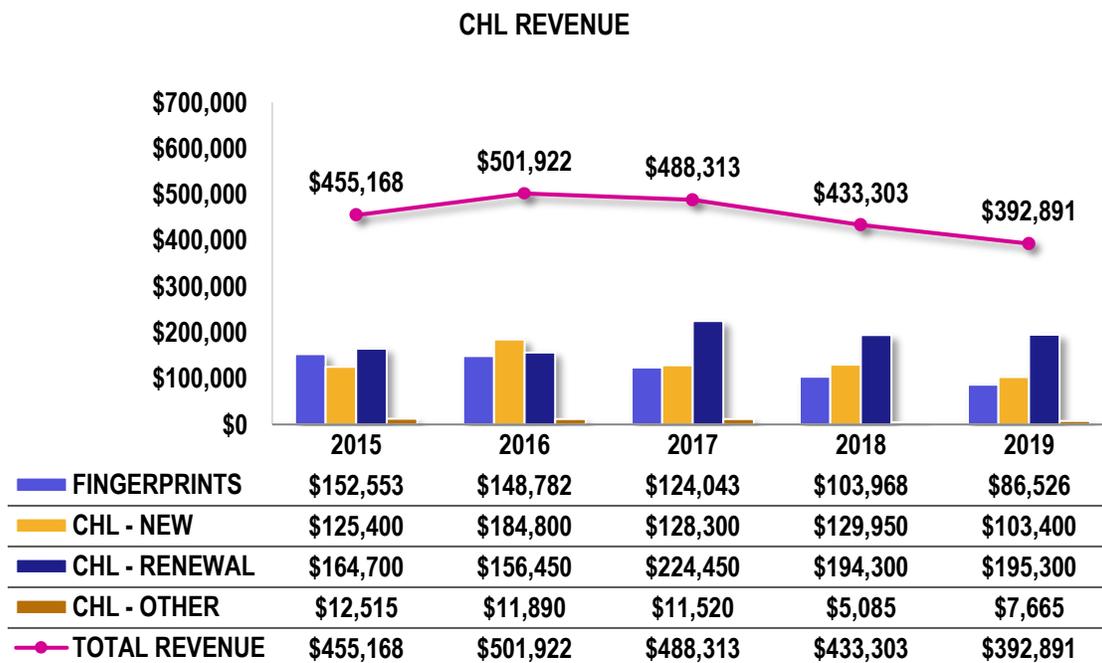
Staff fingerprinted 6,516 people in 2019; 9.9% fewer than the prior year. The continued decline in fingerprint services may be attributed to a couple of factors:

- A legislative change in 2015 allowing Department of Human Services (DHS) workers to use a private company which resulted in fewer of those workers relying on the WCSO for that service.
- Around 2016, Fieldprint, a commercial fingerprinting company that is widely available and conveniently located in most states, opened additional locations in the Portland metro area.

CHL Revenue

Assess the income generated from this service during a calendar year.

As permitted by Oregon law, the unit charges \$65 to new license applicants; the County retains \$50 and the state receives \$15. Renewals are \$50 and replacement licenses cost \$15. The unit also receives revenue from fingerprinting not related to Concealed Handgun Licenses as noted above.



This unit collected \$392,891 in fees during 2019 and was 100% funded by those fees. The fingerprinting revenue shown above includes public fingerprinting revenue for the CHL Unit, as well as, Bethany and East precincts. This revenue is returned to the County's General Fund.

NOTE: As of 2018, Business Operations no longer tracks the fingerprinting revenue by Sheriff's Office location. Only the total revenue dollar amount is available.

CRIMINAL RECORDS

The Criminal Records Section is the first stop for most visitors at the Sheriff's Office headquarters. Open for business 24-hours a day, 7 days a week, this team provides phone and walk-in customers, outside agencies, and WCSO staff with a myriad of services.

Critical support includes processing and maintaining police records, out-of-custody jail booking files, and new jail inmate records each year (18,000 in 2019); maintaining arrest warrants issued by the Washington County Circuit and Justice courts; receiving bail and inmate commissary deposits; and receiving funds for payment of fees related to fingerprinting, concealed handgun licenses, and providing copies of police reports to the public.

A staff of 34.75 FTE provide round the clock services, including a criminal records unit supervisor, 7 shift supervisors, 1 court coordinator, 2 warrants processors, and 23.75 criminal records specialists. The Criminal Records Section budget for FY 19/20 is \$2,366,806.

Operational Definitions

SOREC System: SOREC is a MS Access database used to track data from Sheriff's Office reports, warrants, and traffic infractions.

Report Beam: Report Beam is a web-based computerized system used to track data from traffic infraction citations and traffic collision reports issued via the electronic ticketing system used by most patrol deputies.

Versadex: Implemented on April 15, 2015, Versadex is a comprehensive Records Management System (RMS) headed by the RegJIN (Regional Justice Information Network) team, which includes report writing tools, electronic report storage, and investigative and statistical management. WCSO withdrew from RegJIN in December 2018, but continues to use the Versadex records management software in collaboration with Beaverton Police. The system is now called Public Safety Network (PSNET).

Law Enforcement Data System (LEDS): LEDS is a computerized state criminal justice telecommunications and information system which links Oregon criminal justice agencies together through a network of computers.

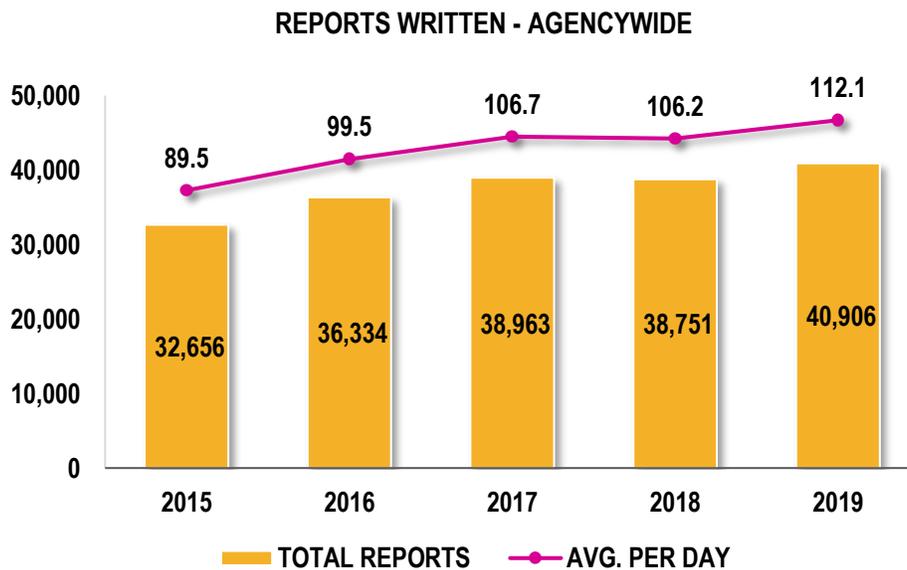
Computer Aided Dispatch (CAD): CAD is computerized aided dispatch that allows access to status updates on calls and deputies. It displays information such as call type, location and status.

National Incident Based Reporting System (NIBRS): Effective for 2015 data, the WCSO changed from the Summary Reporting System (an offense based system) to NIBRS (an incident based system) for reporting crime statistics to the state and federal governments.

Reports Written

The number of reports written by deputies generates workload for Records staff. Approximately 70% of Records staff time is devoted to processing and maintaining these records.

Once a report is submitted and approved, Records employees begin a two-phase process called "Transcription." The first phase of this process takes approximately 5 to 10 minutes per report. The second phase can take anywhere from 5 to 15 minutes, depending on the complexity of the case. Electronic copies of reports are prepared and distributed to various agencies such as the District Attorney's Office, Juvenile Department, various departments and units within the Sheriff's Office, and other law enforcement agencies, as appropriate. Data elements in these reports are collected monthly for reporting to NIBRS.



Since the implementation of the Versaterm (PSNET) report writing system, the number of Sheriff's Office reports written has increased significantly. This is mainly due to a change in the methodology for counting reports in the new system, but it is also affected by population growth, crime trends, Court and District Attorney requests, the number of deputies on duty, and other factors.

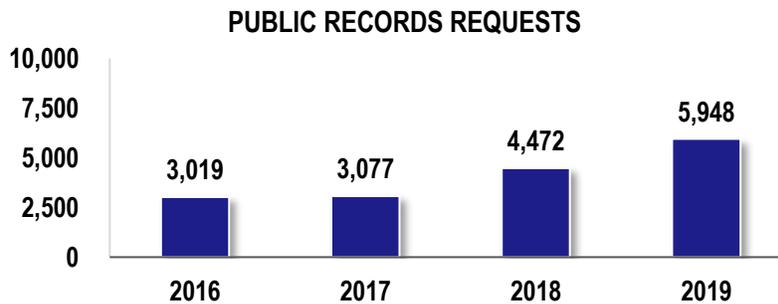
Over the last five years, the number of reports processed has increased 25.3%. This measure is important because it is an indication of workload for the deputies writing the reports as well as for the staff who process them. The new system also demands longer staff processing times for each report.

In July 2019, the City of North Plains began contracting with Washington County for police services. As a part of this service, Records staff not only began processing reports submitted from North Plains deputies, but also had the additional workload of entering paper reports into Versaterm from the first half of 2019.

NOTE: In 2017, an effort to create a standardized reporting tool led to a refinement in the methodology for counting reports - to include follow-up and supplemental reports. Accordingly, the table above was modified to use the same new standardized PSWEB report for all the affected years, 2015 to present. In 2018, the table was updated once again to reflect the *agency-wide* number of reports processed by the Criminal Records Unit. This update provides a more accurate depiction of this group's entire report processing workload. Additionally, King City Police data was added in 2018 to represent the workload generated by these reports.

Public Records Requests

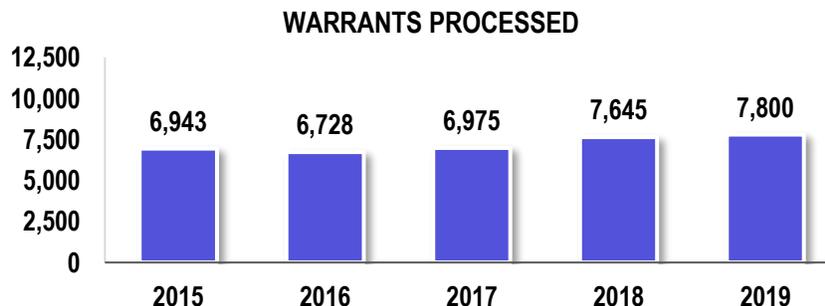
Public records requests represent a significant workload for the Criminal Records personnel. Staff began tracking the number of public records requests received in November 2015. Each public records request takes about 30 minutes to process, to include researching the request, applying appropriate statutory exemptions or redactions, coordinating with other departments regarding the ability to release the record, and tracking the life of the request. In 2017, legislation passed SB 481 which established timelines for agencies to acknowledge receipt of the records request within 5 days and fulfill the records requests within 15 days.



In 2019, Criminal Records staff processed a total of 5,948 public records requests; 33.0% more than the prior year. The continued increase in public records requests processed is due not only to an increase in requests, but can also be attributed to the implementation of GovQA; the database public records requests are processed in. The deployment of GovQA has provided a better mechanism for tracking the status and outcome of public records requests. Prior to the deployment of GovQA, tracking was limited and did not capture the true workload.

Warrants Processed

The number of warrants received from the Washington County Circuit Court and Community Corrections is a workload indicator for Records staff and for the deputies who serve them. It takes staff about 50 minutes to process each warrant. This includes making a file, research of personal descriptors, and data entry. Misdemeanor warrants are then entered into the Oregon State Law Enforcement Data System (LEDS) and felony warrants are entered into both LEDS and the National Crime Information Center (NCIC) databases.



Warrants are tracked in 3 categories: failure to appear in court, probation violations, and all others. This three-person unit processed 7,800 warrants in 2019, a 2.0% increase from the prior year.

NOTE: As of 2018, Public Records Requests replaces the Citations section of the Criminal Records performance measures. Citations represent a small proportion of the department workload due to the rise in electronic cites issued through ReportBeam.

INVESTIGATIVE SUPPORT SERVICES

Forensic Services | Property and Evidence

Forensic Services

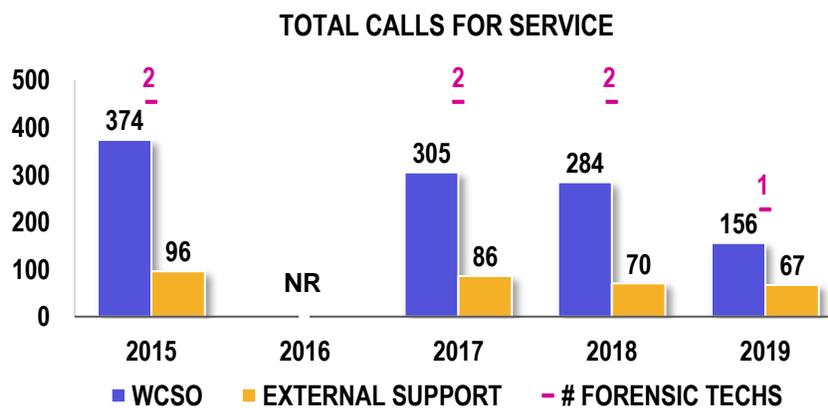
This unit is staffed by 5 FTE to include a forensic unit supervisor, two forensic analysts (including one vacancy) and two forensic technicians. The Forensic Unit budget for FY 19/20 is \$963,008.

Both the forensic analyst and the unit supervisor hold significant credentials as Certified Latent Print Examiners and Certified Crime Scene Analysts. Additionally, the unit's current forensic technician is certified as a Crime Scene Investigator.

Forensic Technician Calls for Service

Forensic technicians are non-certified employees who assist deputies, detectives, and local police officers with processing crime scenes, including taking photographs, collecting evidence, processing the scene for latent fingerprints, writing reports, and testifying in court. Their work frees deputies to interview witnesses, follow-up on leads at other locations, or to simply return to patrol more quickly.

Forensic technicians are a countywide resource; they can be called to action by the Sheriff's Office or any city police department in Washington County. The data for forensic technician calls for service was not reported by staff for 2016 but resumed in 2017.

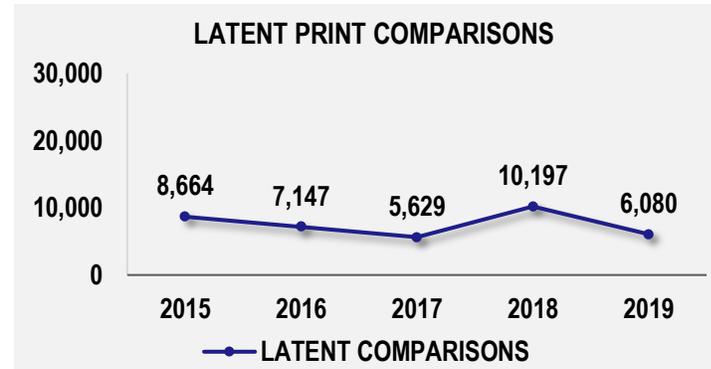
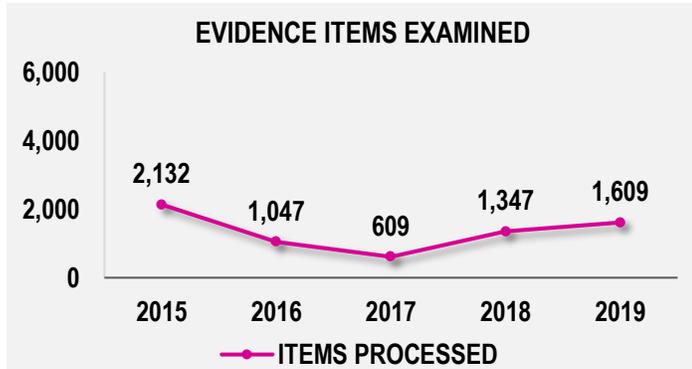


In 2019, the number of calls for service responded to decreased 37% from the prior year. This is due to a reduction in staffing resulting from a sudden retirement that occurred in March. In October, that vacancy was filled, but due to new-hire training requirements, only one technician was available to respond to calls for service for the last 10 months of the year. The 2019 staff shortage not only impacted manpower, but also hourly coverage.

Forensic Analyst Processing Requests

Forensic analysts are non-certified employees who respond to process complex violent crime scenes and examine evidentiary items submitted for analysis. A significant portion of their work involves latent print development, performing latent print examinations, DNA collection, report writing, and testifying in court.

Forensic analysts are a countywide resource; their services may be requested by the Sheriff's Office or any city police department in Washington County. They assist the interagency Major Crimes Team with violent crime scene processing; carry-out laboratory evidence processing and fulfill latent print comparison requests for both internal and external agencies.



In 2019, the number of evidence items examined increased 19.4% from the prior year while latent print comparisons decreased 40.4%. In addition to laboratory processing, forensic analysts responded to a total of 30 complex crime scenes in 2019, ranging from homicide to assault.

The rise and fall in the number of evidence items examined and latent print comparisons performed in 2019 from the previous year can be attributed to several factors:

- Changes in staffing.
 - In March, one forensic analyst was promoted to the unit supervisor. In July, one of the two remaining forensic analysts resigned from the Sheriff's Office. There were two hiring cycles opened in 2019 to try and fill the vacancy. While a candidate from the second (November) cycle was hired, her expected start date is not until early April 2020. The resulting staff shortage dramatically impacted the overall productivity of the unit.
 - In October, a new forensic technician was hired. Staff attention shifted to training this new member, who will be released to independent case work in February 2020.
 - While the new unit supervisor is a working supervisor, proficient in latent print examinations and crime scene processing, collateral duties of this position only permit a small portion of time dedicated to analyst duties.
- A plan to increase efficiencies in examination request processing was implemented. The strategy involved batch processing evidence to allow for the expeditious forwarding of DNA evidence to the Oregon State Police Forensic Lab and subsequent closure of cases with no prints of value.
 - Shifting the focus to batch evidence processing resulted in more time dedicated to processing, leaving less time dedicated to latent print comparisons.
- In Fall 2019, the Forensic Services Unit submitted application to the ANSI National Accreditation Board for ISO/IEC 17020 accreditation in Forensic Inspection. The process required numerous hours updating policies and procedures, re-writing manuals, and a 3-day on-site inspection. The Forensic Science Unit was awarded this certificate of accreditation in January 2020.

Property and Evidence

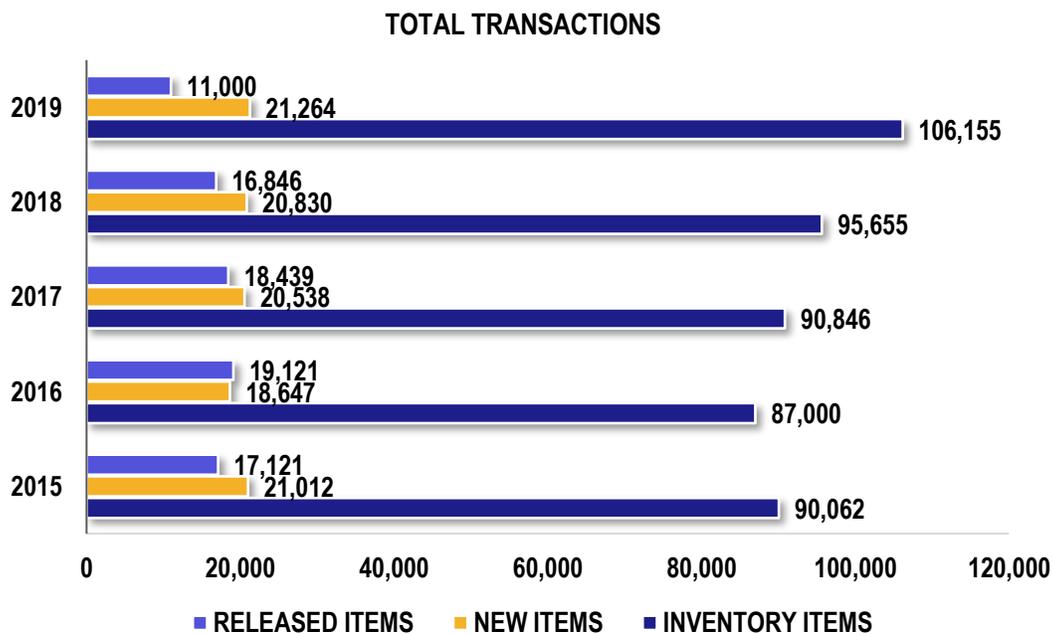
This unit is staffed by 6 FTE to include a senior evidence officer and five full-time evidence officers. The FY 19/20 budget is \$741,396. In September 2019, a new team member was hired to fill the fifth evidence officer position that was added in July 2019. Upon the completion of new-hire training, the responsibility of this new member is to fulfill discovery requests for body-worn camera footage for criminal cases; work currently handled by a member of the Law Enforcement Technology Unit. Tracking the number of discovery requests for body-worn camera footage will begin in early 2020.

Evidence officers are responsible for the safe and accurate storage of all seized property stored by the Sheriff's Office.

Property and Evidence Transactions

Tracking the number of items submitted, stored, and released during the calendar year allows evaluation of storage capabilities and staffing levels.

As new legal requirements require some evidence to be retained for a longer period of time, managing storage capacity becomes a high priority. Staff must constantly balance priority required for processing items for pending cases while still allocating time to release eligible items as soon as possible.



In 2019, Property and Evidence received 21,264 items and released 11,000. There was an 11.0% increase in overall inventory from 95,655 to 106,155 items.

Evidence officers track the chain of custody of every item, which means they know where it is at all times from receipt to disposition. They must also ensure proper packaging to maintain the integrity of the item, as well as its condition. Every year, the work group performs a full item-by-item inventory. Over all locations, our team was able to account for 100% of the 106,155 items in our 2019 inventory!

PROFESSIONAL STANDARDS

The Professional Standards Unit (PSU) is responsible for tracking complaints, service-related inquiries, and internal affairs investigations involving the Sheriff's Office or specific staff. PSU is staffed with two sergeants and a senior administrative specialist. The FY 19/20 budget for PSU is \$769,265.

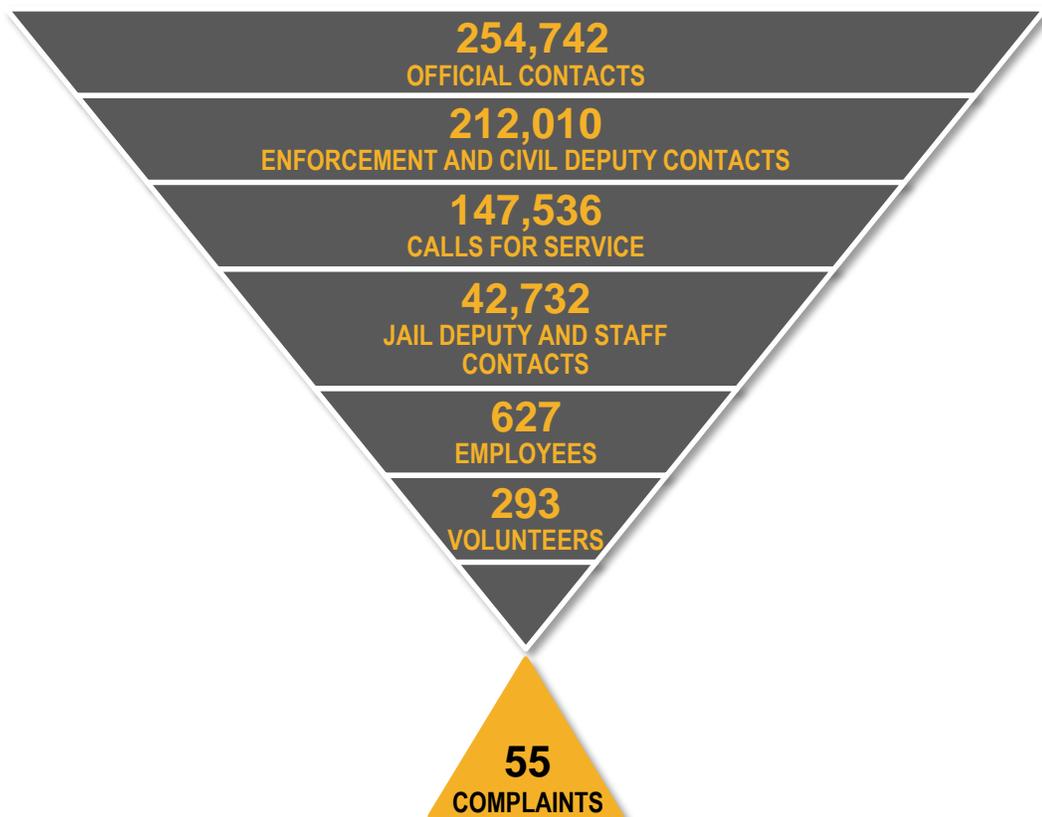
Public Contact and Complaints

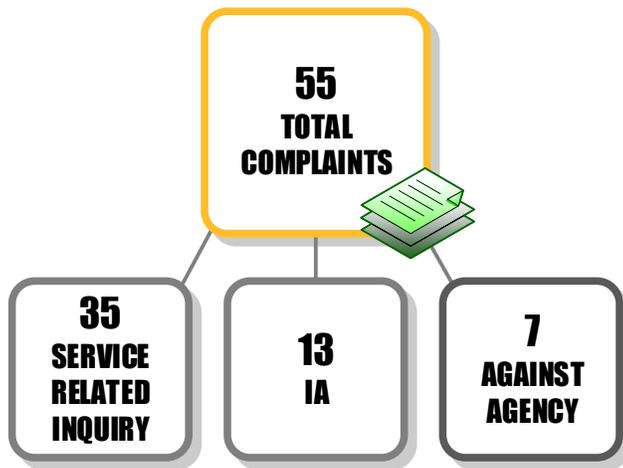
Each step of the complaint investigation process has the potential to increase the workload for people at multiple levels in the organization and to distract staff from the WCSO mission.

Last year, the Washington County Sheriff's Office (WCSO) employed 627 staff and 293 volunteers to serve all residents and visitors. Enforcement and civil deputies made 212,010 documented contacts with the public in the course of answering 147,536 calls for service. In addition, the jail processed 42,732 bookings and jail visitors.

These numbers do not take into account the many thousands of informal or undocumented business contacts that occur when people visit our records office, register handgun licenses, renew alarm permits, or access a myriad of other WCSO services.

The WCSO received a total of 55 internal and external complaints for the year – the equivalent of 1 complaint for every 4,632 documented contacts.





Complaints are considered in 3 categories that address the seriousness of the alleged conduct. In 2019, the agency received 55 total complaints.

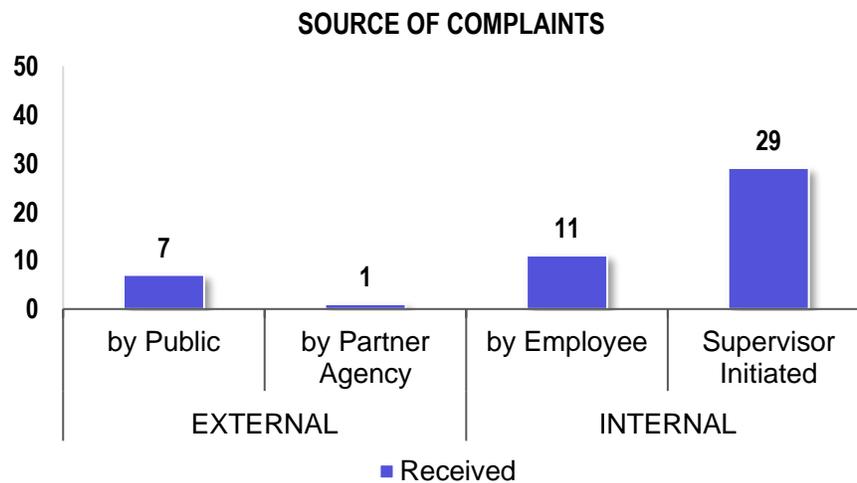
Employee behavior was the subject of 48 internal and external complaints. Of them, 35 were assigned to supervisors for investigation and 13 required an internal affairs investigation due to more serious allegations.

Agency dissatisfaction complaints usually address frustration with an agency practice, a law, or the criminal justice system. A total of 7 complaints expressed dissatisfaction with the agency.

Complaints Involving Staff

Members of the public, government agencies, employees, and supervisors may file complaints about the services rendered by WCSO employees or volunteers. The WCSO receives and attempts to validate complaints from any source, including those filed anonymously.

The preliminary investigation often involves interviews with the named employee and any witnesses. The supervisor shares the result of the preliminary investigation with the command staff to determine if further investigation is appropriate.



In 2019, WCSO staff were the subject of 48 unique complaints. Initial investigations of 2 complaints at the lower level of supervisor inquiry transferred to internal affairs investigations as more serious allegations were discovered. Supervisors initiated 29 (53%) of all complaints to determine if staff actions were consistent with the agency mission, policy, procedures, and training.

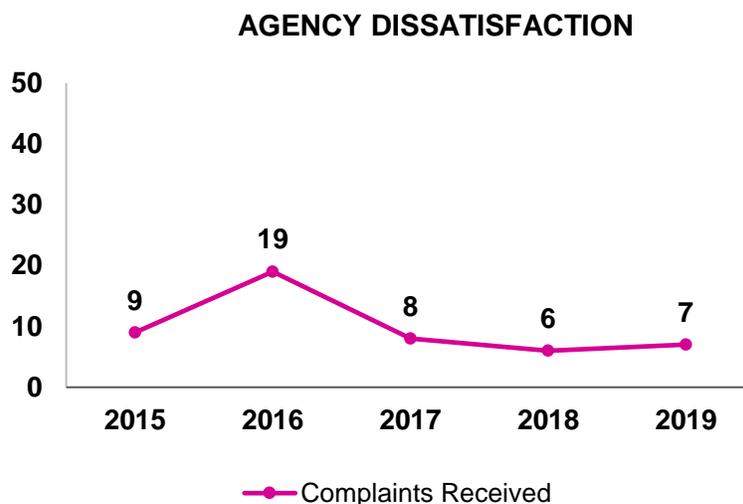
Outcomes of Complaints

In 2019, 16 complaints were unfounded, and no action was taken. The 23 investigations that led to sustained allegations resulted in counseling, training, formal discipline; 1 resigned before terminations were completed; 3 investigations were suspended (2 staff resigned during investigation and 1 failed the recruit deputy Field Training and Evaluation Program (FTEP)). At the end of the year, 5 complaints were still pending resolution.

	OUTCOMES	TOTAL	% OF TOTAL
NO ACTION TAKEN	NO ACTION TAKEN	16	50.8%
COUNSELING OR TRAINING	COUNSELING	14	14.3%
	TRAINING	0	4.8%
FORMAL DISCIPLINE	ORAL REPRIMAND	1	6.3%
	WRITTEN REPRIMAND	4	3.2%
	SUSPENSION - TIME OFF	3	3.2%
	DEMOTION	0	0.0%
	TERMINATION	1	0.0%
NOT COMPLETED	RESIGNED IN LIEU OF TERMINATION	1	3.2%
	INVESTIGATION SUSPENDED	3	1.6%
PENDING AT END OF YEAR	PENDING OUTCOME	5	12.7%
TOTAL		48	100.0%

Agency Dissatisfaction

Agency dissatisfaction complaints usually address frustration with an agency practice, a law, or the criminal justice system. The issues raised offer an opportunity to review agency policy and practices and verify they are consistent with the agency's values and mission.



In 2019, the WCSO reviewed 7 complaints alleging disagreement with agency practices or policy. None of the 7 complaints provided a valid concern regarding an area of law, policy or procedure.

TRAINING

The Training Section is staffed by 16 FTE including a lieutenant, 1 sergeant, 1 management analyst, 1 firearms program coordinator, 1 use of force program coordinator, 1 enforcement training coordinator, 1 jail training coordinator, 2 training specialists, 1 training section equipment technician, 1 senior administrative specialist, 2 administrative specialist II's and 1 general services aid; with 1 general services aid vacancy and 1 EVOC coordinator vacancy. The Training Unit budget for FY 19/20 is \$2,769,456.

In July 2019, the training section moved into the 100,000 sq. ft. Public Safety Training Center (PSTC). The training section is responsible for the building as well as its operation. The facility includes:

- Five Classrooms
- Two Firearm Ranges
- Three Physical Skills Mat Rooms
- Driving Course
- Simulated City
- Simulated Jail

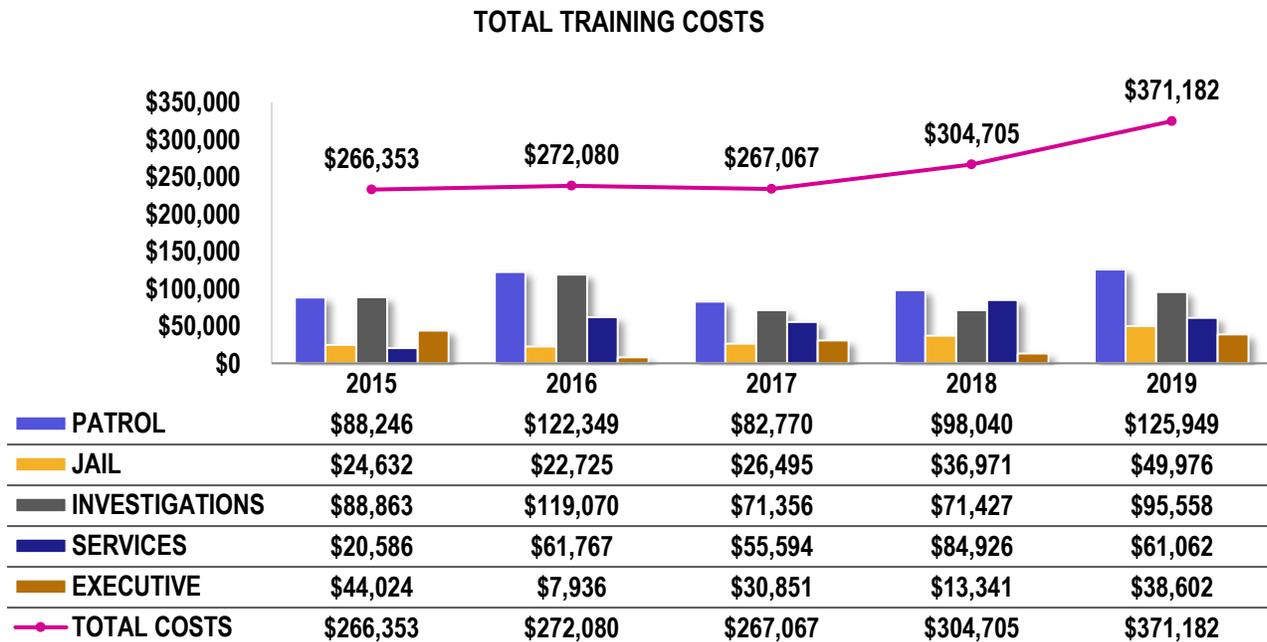
The WCSO Training Section offers mandatory and non-compulsory curriculum in compliance with WCSO policy as well as CALEA, OJS, and State Certification requirements for all staff. Responsibilities include:

- Developing a strategic training plan for all WCSO staff
- Develop and build the use of force and firearms programs for WCSO
- Purchase, maintain and evaluate defensive tools
- Developing and instructing courses
- Administering training requests and travel related to training
- Evaluating training for continuous improvement and to ensure fiscal responsibility
- Maintaining staff training and certification records
- Maintaining lesson plans and materials
- Oversight and development of recruit academy training
- ADORE field training records management
- Evaluate externally hosted training/vendors

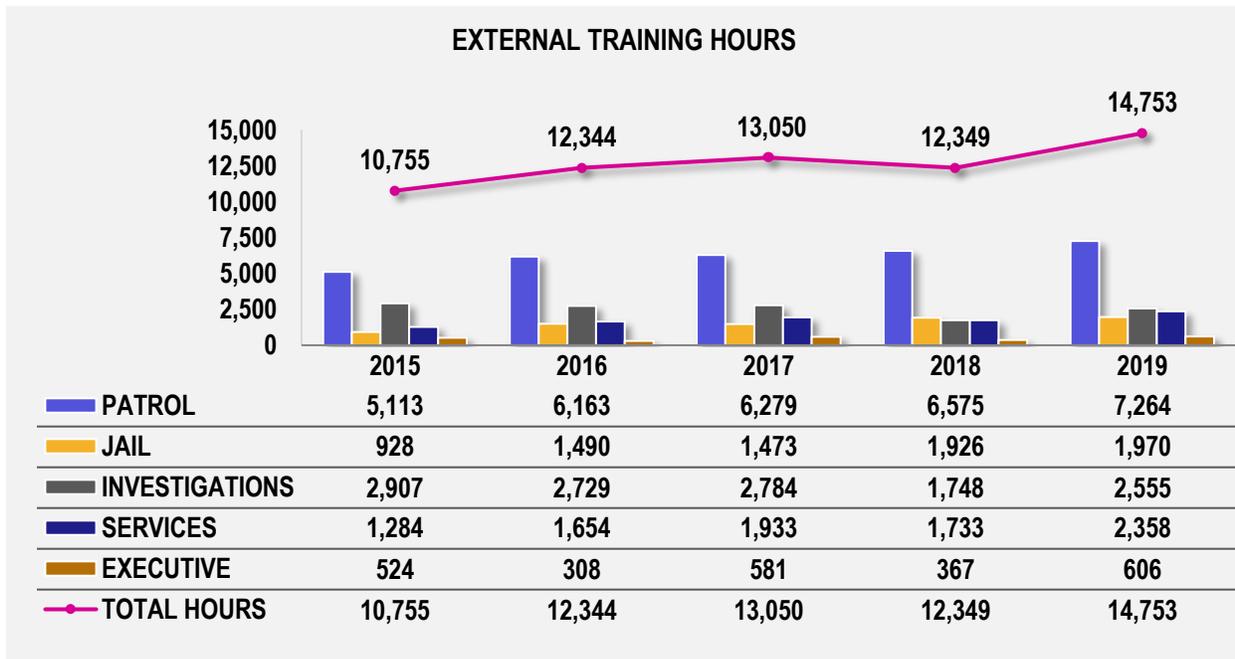
Training Costs and Training Hours

The Sheriff's Office is committed to training its members to the highest levels by leveraging internal and external training sources. By hosting quality training in-house, often with nationally recognized trainers, more staff can attend at a much lower cost to the agency.

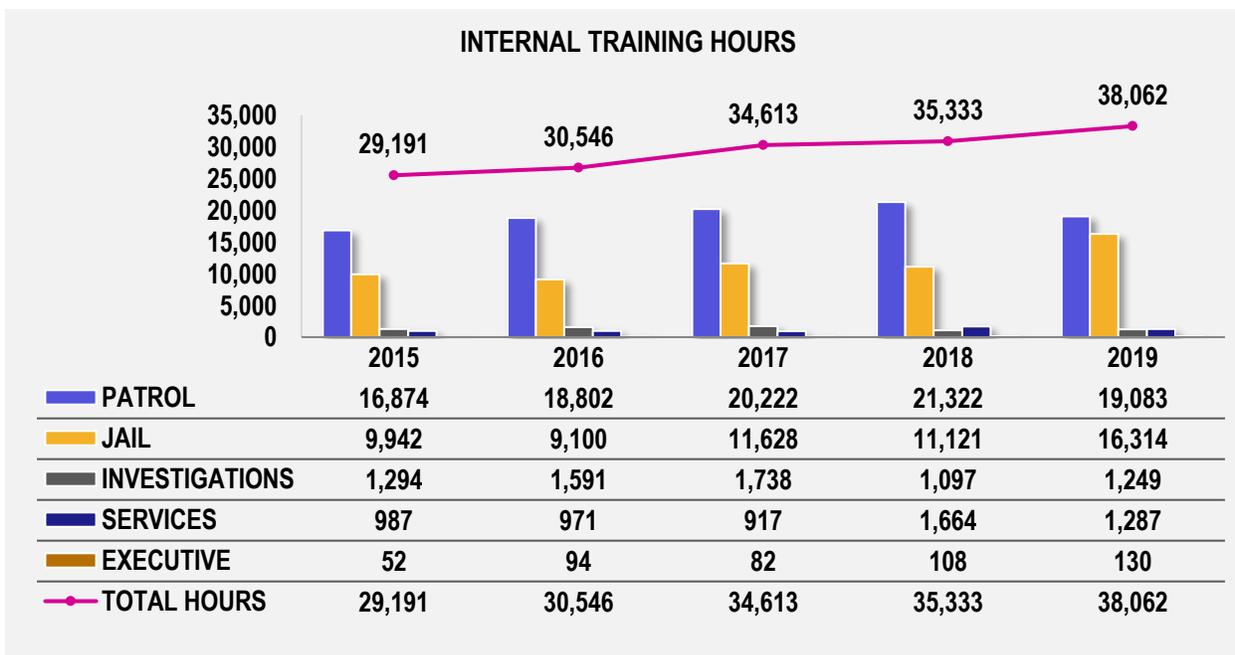
As of 2019, the training section began tracking the training hours and costs for the Law Enforcement Technology Unit (LET) under the Executive division instead of the Services division. This is consistent with where the unit budgeted.



The Oregon Department of Public Safety Standards and Training requires all certified employees to attend a minimum of 84 maintenance hours of training every 3 years. Sheriff's Office policy and Oregon Jail Standards require certified jail employees attend a minimum of 40 hours of annual maintenance training. In 2019, the formal Oregon Jail Standards Inspection found the jail and jail employees to be in full compliance in all training related standards.



Note: External training hours are from attending courses conducted by an outside instructor.



Note: Internal training hours are from attending courses taught by WCSO instructors.

One of the primary goals of the Training Section is to determine training continuity and provide quality training to all divisions while minimizing financial and staffing impacts. This is achieved by combining focused instruction directed at the individuality of each division's mission and meeting the Sheriff's Office mission as a whole.

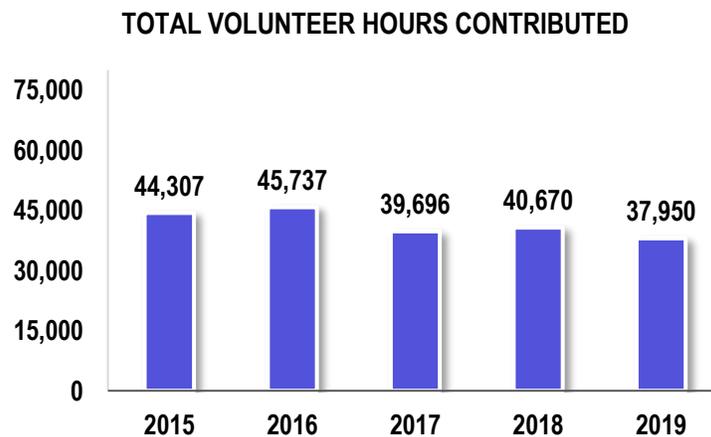
As with prior years, the more expensive types of training tend to be for new staff or staff assigned to new areas of responsibility to support organizational priorities for the year. External training hours increased by 19.5% in 2019; while internal training hours increased by 7.7%.

VOLUNTEER AND INTERN PROGRAM

The Sheriff's Office continues to depend on the support of a large volunteer workforce, equal in number to half our group of paid employees. Volunteer applicants usually learn about our programs through word of mouth, with new members of all ages, skills, and interests coming on board each year. Our youth search and rescue Explorers, reserve deputies, academic interns, and civilian volunteers across the agency donated tens of thousands of hours in 2019.

Volunteer Hours Contributed Annually

In 2019, 293 volunteers contributed a total of 37,950 hours (18 FTE equivalent). The number of volunteers decreased by 0.7% from 2018 and the number of hours logged increased by 6.7% for the same period. The average number of hours logged per volunteer dropped from 138 to 129.



The monetary equivalent of our volunteers' contribution totaled \$965,068.50 (calculated at the 2018 per-hour rate of \$25.43).

Many people choose to apply for volunteer positions with the hope it will someday segue into a full-time, paid position, and the Sheriff's Office has a solid record of doing just that. In addition to five volunteers hired in 2018 for temporary paid positions, nine were hired as full-time employees.

TOTAL VOLUNTEERS HIRED FOR FULL-TIME POSITIONS

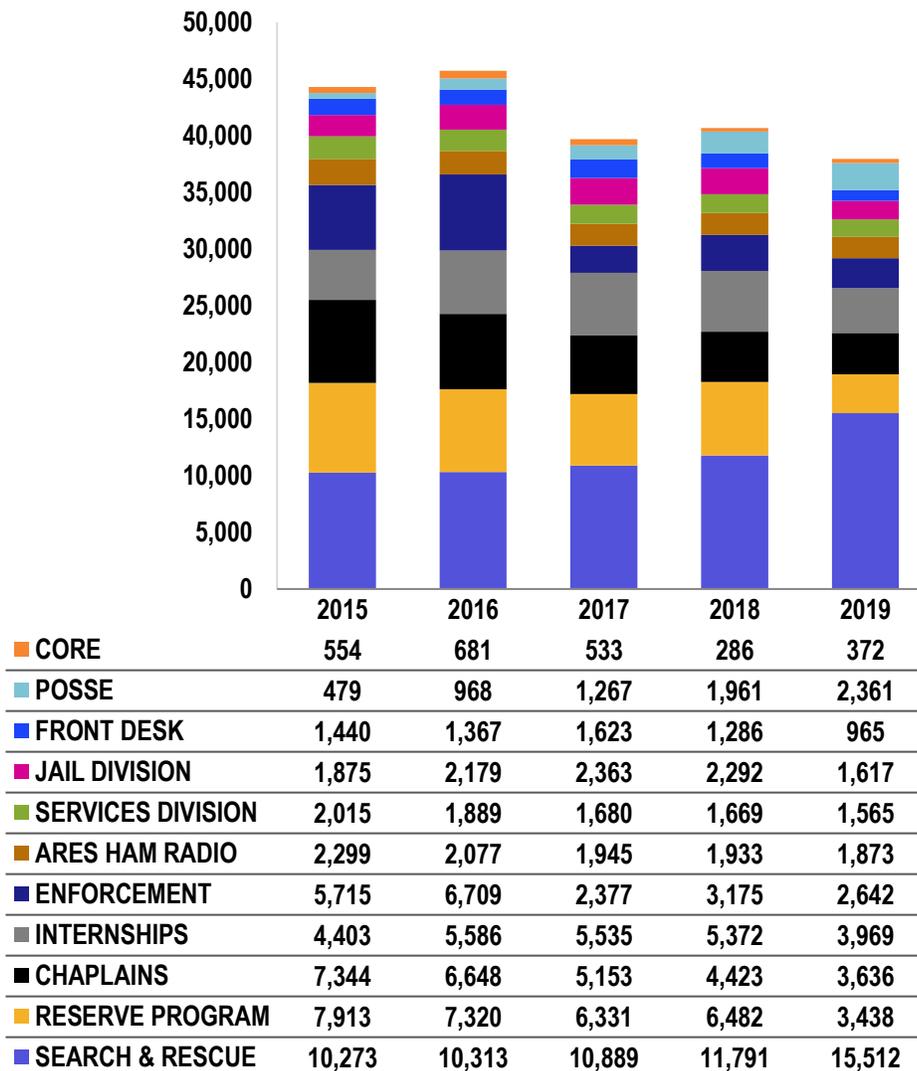
	2016	2017	2018	2019
RESERVE DEPUTIES	2	3	3	2
CRIMINAL JUSTICE INTERNS	7	1	3	2
VOLUNTEERS FOR OTHER POSITIONS	3	2	3	1

We often see reserve deputies and academic interns hired into paid positions because of the specificity of those programs and their match to open jobs. With the retirement of our head chaplain in 2019, a rare paid opportunity arose. One of our volunteer chaplains was selected from among a talented group of applicants across the country.

The volunteers selected for temporary paid positions began work in the Jail, Records, Accreditation, Patrol, and Marine Patrol at Hagg Lake.

The following graph represents the 11 main branches of the volunteer program and how volunteer contributions within those programs have changed from 2015 through 2019. The areas of the volunteer programs experiencing the most significant change (at least 25% of volunteer time contribution) from 2018 to 2019 are explored below.

VOLUNTEER HOURS DETAIL



Community Outreach, Resources, & Education (CORE): 30.1% increase

Volunteers assisting our Community Outreach team spent more time helping with administrative support tasks in 2019. Two volunteers also contributed more time to Stopping Kids' Intoxicated Driving (SKID) presentations at local high schools. Overall, this increase accounted for just 86 additional hours.

Front Desk: 30.0% decrease

Unfortunately, most of our front desk volunteers encountered illness and/or injury in 2019, leading to occasional absences. The volunteer coordinator is currently interviewing several candidates to join this segment of the program, which should help secure better coverage.

Internships: 26.1% decrease

Our criminal justice internship hours decreased by 638 hours from 2018 to 2019, the equivalent of 2-3 students' hours.

As we shifted from a bisected Jail/Patrol internship program to one that provides students a much more comprehensive experience, we found our candidates needed broader availability to accommodate the variety of shifts. This, coupled with additional criteria for acceptance, led to fewer applicants being selected for intern positions.

Continuing the wide-ranging internship model in 2020, we expect to see more quality applicants come through via word of mouth and social media recruiting and therefore an increase in internship participation. Our Recruitment department is building and strengthening relationships with many colleges and universities in the region. These contacts are also expected to bring more students into our internship program.

Jail medical internships dropped by 1,226 hours in 2019. This part of the program operates out of the contracted Jail Medical department. They reported that a lack of candidates interested in interning in their unique environment led to fewer applications. With one new intern starting in January 2020, supervisors hope to see more students open to this opportunity.

Jail Division: 29.5% decrease

Hours donated within the Jail division dropped from 2,292 to 1,618. One contributing factor was the decision to utilize paid, rather than volunteer, instructors for the Jail employment and parenting classes; this accounts for 287 hours.

Time documented by Narcotics Anonymous (NA) volunteers decreased by 74 hours from 2018 to 2019. This trend is expected to continue, as the NA program paused in early 2020. Candidates who are both involved in NA and interested in volunteering in the Jail often have difficulty passing our background criteria. More qualified members are necessary for this program's success.

Reserve Program: 47.0% decrease

The significant decrease in volunteer hours can be attributed to a couple factors; the cancellation of the 2019 reserve academy and the departure of 10 reserve deputies.

The 2019 reserve academy cancellation resulted in the reduction of 1,890 reserve academy hours last year. However, academy hours are expected to return to normal with the 2020 reserve academy.

The loss of 10 reserve deputies included 5 resignations in 2018 followed by 2 resignations and 3 deputies being hired into paid positions during the first half of 2019. This led to a cumulative drop of about 1,000 hours in the patrol duty category. Gaining four to five new reserve deputies from the 2020 academy will start to make up this deficit, but continued growth of the program will need to occur.

Search & Rescue: 31.6% increase

Only three additional volunteers logged hours in 2019, but participation improved across the board. In 2019, volunteerism in the law enforcement section of the program saw an increase of 972 hours. Additionally, missing person searches with the Sheriff's Office and other agencies increased 820 hours. Within Washington County, Explorers volunteered an incredible 629 hours in only five days while searching for a missing woman.

The program also added a new advisor volunteer who contributed a significant amount of time.

APPENDIX -DATA SOURCES

Staffing & Budget	FTE by division maintained by Business Operations, Erika Baca.
ALARM PERMITS	
Alarm Permits Held, Alarm Responses & Fees And Fines	CryWolf database and web reports; CAD program.
BACKGROUND INVESTIGATION	
Background Investigations	Background Investigator Tracking database.
CIVIL	
Notice Process, Court Enforcement Orders & Real Property Foreclosure Sales	WCSO Civil database.
Abandoned Vehicle And Parking Violations	CAD reports via PSWeb.
Civil Fees Collected	Sheriff's Financial Report; WISARD report from Business Operations.
CONCEALED HANDGUN LICENSES	
New And Renewal CHLs	WCSO CHL database; LEDS status report.
CHL Denial And Revocations	WCSO CHL database.
Fingerprinting & CHL Revenue	WCSO CHL database; WISARD report.
CRIMINAL RECORDS	
Reports Written	Data pulled through Versadex from RMS: Reports Written report via PSWeb.
Public Records Requests	PSWeb Public Records Requests database.
Warrants Processed	SORec database.
INVESTIGATIVE SUPPORT SERVICES	
Forensic Technician Calls For Service	2014-15 data provided by Services Commander; 2016 data not available; 2017-2018 data pulled from Forensic Technician Stats spreadsheet.
Evidence Items Examined & Latent Print Comparison	2014-15 data provided by Services Commander; 2016-18 data pulled from FSU Working Stats spreadsheets.
Property And Evidence Transactions	QueTel Evidence Management System.
PROFESSIONAL STANDARDS	
Citizen Contacts And Complaints	SRIM and IA tracking spreadsheet; CAD reports via PSWeb.
Complaints Involving Staff, Outcomes Of Complaints & Agency Dissatisfaction	SRIM and IA tracking spreadsheet.
TRAINING	
Training Costs	WCSO Training and Travel Expense Log spreadsheet.
Internal And External Training Hours	Training Internal spreadsheet; Syberworks database.
VOLUNTEER AND INTERN PROGRAM	
Volunteer Hours Contributed Annually	Volunteer online time tracking database
Volunteers Hired	Data pulled from Business Operations.
Volunteer Hours Comparison	Volunteer online time tracking database; Posse volunteer hours provided by Posse Sergeant.