



CLACKAMAS COUNTY
SHERIFF

2023 Strategic Business Plan



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Note: Words and phrases followed by the ‘♦’ symbol are defined in the Glossary of Terms on page 35-36.



Vision Statement

Conserving safety in our communities through responsiveness, partnerships, and innovation.

Mission Statement

The mission of the Clackamas County Sheriff's Office is to provide public safety services to the people of Clackamas County so they can experience a safe and secure community.

Values

Courage • Dedication • Integrity • Professionalism • Respect

A Tradition of Service Since 1845

Strategic Challenges

1. Continued High Level of Livability

An increase in the number of Clackamas County residents who feel unsafe, due to concerns that regional crime will cross over into Clackamas County, if not properly addressed, will result in:

- Continued decline in feelings of safety
- Decreased support for the Sheriff's Office, with an increased demand for public safety services
- Diminished trust in government
- Negative impact on economic development
- Decreased tax revenues

2. Lack of Communications Plan

The lack of clear communication regarding the vision and direction of the Sheriff's Office to employees and the community, if not properly addressed, will result in:

- Incomplete understanding of the Sheriff's Office mission, direction, and priorities
- Public perceptions regarding crime and neighborhood livability issues that are not informed by the Sheriff's Office data and information
- Inconsistent messaging delivered by employees
- Missed opportunities to engage with employees and community members about law enforcement challenges and successes
- Negative impact on employee morale

3. Wellness

The challenges of law enforcement and job-related trauma exposure experienced by employees, if not properly addressed, will result in:

- Decreased physical, emotional, financial, and spiritual wellbeing of employees
- Negative impact on staffing due to increased sick time usage, employee injuries, and Professional Standards investigations
- Increased challenges in recruiting qualified employees
- Negative impact on employee retention
- Increased potential of negative interactions between employees and the community due to employee burn out
- Increased risk of suicide

Strategic Challenges (continued)

4. Obsolete Jail Facility

The increasing demand for jail capacity and for mental health and substance abuse services, combined with an inefficient and failing jail infrastructure, if not properly addressed, will result in:

- Increased early release of offenders into the community causing an increased risk to public safety
- Diminished ability to hold offenders accountable
- Negative impact on the mental health of employees, and adults in custody
- Increased physical safety risks to employees, and adults in custody

5. Lack of Mental Health and Substance Abuse Services

The increased use of law enforcement services for nonviolent individuals suffering from mental health or substance abuse disorders due to a lack of non-custodial programs, if not properly addressed, will result in:

- Unnecessary law enforcement contact
- Increased criminalization of mental health and substance abuse issues
- Continued overutilization of limited jail space
- Increased risk of injuries and deaths

6. Employee Recruitment and Retention

The significantly increased time involved in hiring and training employees, if not properly addressed, will result in:

- Negative impact on employee wellness and resilience
- Decreased ability to respond to and investigate crime and livability concerns
- Increased response times to calls for service
- Reduced law enforcement presence in the community
- Decreased jail capacity

Strategic Challenges (continued)

7. Sustainable Funding and Population Growth

The continued lack of sustainable funding, combined with population growth and increased demands on law enforcement, if not properly addressed, will result in:

- Decreased ability to effectively respond to emerging law enforcement issues and successfully meet the needs of the community
- Reduced capacity of the elected Sheriff to effectively plan for the future and direct law enforcement resources
- Negative impacts on efficiencies, service delivery, and results
- Diversion of resources to address unfunded mandates
- Increased financial burden on taxpayers

Strategic Results

1. Safety¹

People who live, work, and visit Clackamas County will feel safe, as evidenced by:

- By FY2027, *% of community survey respondents will report they feel safe in Clackamas County (Executive Leadership)
- By FY2024, CCSO will develop and implement a Communications Plan (Communications)
- By FY2026, the person crime rate will be at or below 6 per 1,000 residents (Patrol)
- By FY2026, the property crime rate will be at or below 30 per 1,000 residents (Patrol)
- By FY2026, the society/regulatory crime rate will be at or below 12 per 1,000 residents (Patrol)
- By FY2026, 50% of inlying area Priority 1 and Priority 2 calls will receive a response within 5 minutes (Patrol)
- By FY2026, 70% of outlying area Priority 1 and Priority 2 calls will receive a response within 20 minutes (Patrol)

2. Accountability²

Community members will experience a public safety system that holds offenders accountable, as evidenced by:

- By FY2026, *% of protection orders submitted to Civil will be successfully served within 24 hours (Civil)
- By FY2026, 31% of adults in custody will not be forced released due to lack of jail space (Jail)
- By FY2026, 80% of victims will not be re-victimized by the same offender who is under the supervision of Parole and Probation (Parole and Probation)
- By FY2028, *% of cases referred to Investigations will be investigated by detectives (Investigations)
- By FY2026, through the development of a sustainable funding model, the community will experience a public safety system that is aligned with population growth (Finance and Business Services)

¹ Aligns with Strategic Challenges 1, 2, 4, 6, 7

² Aligns with Strategic Challenges 1, 2, 4, 5, 6, 7

* Performance target will be set when baseline is established.

Strategic Results (continued)

3. Recruitment and Retention³

Clackamas County Sheriff's Office will remain an employer of choice where employees feel valued and take pride in the organization, as evidenced by:

- By FY2028, less than 3% of employees will leave CCSO prior to retirement (Executive Leadership)
- By FY2027, 95% of positions will be filled (Operational Support)
- By FY2026, 60% of employee survey respondents will report they feel valued at work (Executive Leadership)
- By FY2028, 80% of employee survey respondents will report they participated in professional development training (Training and Wellness)
- By FY2028, *% of employee survey respondents will report they participated in wellness activities and programs (Training and Wellness)

4. Behavioral Health Demands⁴

Community members will have access to adequate mental health and substance abuse services, as evidenced by:

- By FY2027, the average number of days between arrest and final evaluation order in Aid and Assist status (not Ballot Measure 11) will be at or below 22 days (Jail)
- By FY2028, *# of nonviolent individuals suffering from mental health or substance abuse disorders will be placed in the Crisis Stabilization Center by law enforcement (Transitional Services)
- By FY2028, less than *% of call activity will involve a behavioral health component (Patrol)

³ Aligns with Strategic Challenges 1, 2, 3, 6, 7

⁴ Aligns with Strategic Challenges 1, 4, 5, 7

* Performance target will be set when baseline is established.

Office Organization



Office of the Sheriff Line of Business

Office of the Sheriff

Purpose Statement:

The purpose of the Office of the Sheriff Line of Business is to provide executive leadership, internal and external communications, and internal investigative services to employees and the community so they can take pride, participate, and invest in the mission of the Sheriff's Office.

Key Results:

- % of community survey respondents who report they feel safe in Clackamas County (Executive Leadership)
- % of employee survey respondents who report they are informed about the role, direction, and activities of CCSO (Communications)
- % of community survey respondents who report they are informed about the role, direction, and activities of CCSO (Communications)
- % of investigations that result in corrective action (Professional Standards)

Office of the Sheriff Line of Business

Executive Leadership Program

Purpose Statement:

The purpose of the Executive Leadership Program is to provide direction, decision-making, and executive leadership services to employees and the community so they can take pride, participate, and invest in the mission of the Sheriff's Office.

Strategic Results:

- By FY2027, *% of community survey respondents will report they feel safe in Clackamas County (Strategic Result 1)
- By FY2026, 60% of employee survey respondents will report they feel valued at work (Strategic Result 3)
- By FY2028, less than 3% of employees will leave CCSO prior to retirement (Strategic Result 3)

Results:

- % of Strategic Results achieved
- % of Key Results achieved

* Performance target will be set when baseline is established.

Office of the Sheriff Line of Business

Communications Program

Purpose Statement:

The purpose of the Communications Program is to provide internal and external communication services to employees and the community so they can be informed about the role, direction, activities, challenges, and successes of the Sheriff's Office.

Strategic Result:

- By FY2024, CCSO will develop and implement a Communications Plan* (Strategic Result 1)

Results:

- % of employee survey respondents who report they are informed about the role, direction, and activities of CCSO
- % of community survey respondents who report they are informed about the role, direction, and activities of CCSO
- % of employee survey respondents who report they are aware of the challenges and successes of CCSO
- % of community survey respondents who report they are aware of the challenges and successes of CCSO

Outputs:

- # of Communication Plans completed
- # of internal communications completed
- # of external communications completed
- # of community engagement events conducted
- # of community engagement events attended

Office of the Sheriff Line of Business

Professional Standards Program

Purpose Statement:

The purpose of the Professional Standards Program is to provide internal investigative services to employees and the public so they can experience timely, professional, thorough, and unbiased investigations.

Results:

- % of Level 1 investigations* completed within 90 days
- % of Level 2 investigations* completed within 30 days
- % of investigations that result in corrective action

Output:

- # of investigations completed

Demand:

- # of complaints received

Justice, Accountability, and Reintegration Line of Business

Justice, Accountability, and Reintegration

Purpose Statement:

The purpose of the Justice, Accountability, and Reintegration Line of Business is to provide court security, court order enforcement, custody, supervision, and community reintegration services to justice-involved individuals so they can be held accountable and successfully integrate into the community.

Key Results:

- % of protection orders submitted to Civil that are served within 24 hours (Civil)
- % of adults in custody who are not forced released* due to lack of jail space (Jail)
- % of victims who are not re-victimized by the same offender who is under the supervision of Parole and Probation (Parole and Probation)
- # of individuals who engage with Transition Center services who are not returned to the custody of Clackamas County Jail within 12 months (Transitional Services)

Justice, Accountability, and Reintegration Line of Business

Civil Program

Purpose Statement:

The purpose of the Civil Program is to deliver and enforce orders of the court⁵ and provide court security services to the courts and the public so they can receive timely, proper notice of legal proceedings and experience a safe and secure courthouse environment.

Strategic Result:

- By FY2026, *% of protection orders submitted to Civil will be successfully served within 24 hours (Strategic Result 2)

Results:

- % of process delivered for service entered or rejected within 3 business days
- % of process delivered for service attempted or served within 7 business days
- % of evictions completed within 30 days
- # of security incidents⁶ at the courthouse
- % of Concealed Handgun License determinations made within 45 days of receiving an application
- % of Firearm Purchase Permit determinations made within 30 days of receiving an application
- Total revenue from Concealed Handgun License fees
- Total revenue from Firearm Purchase Permit fees

Outputs:

- # of process attempts conducted
- # of evictions completed
- # of new custodies processed
- # of Concealed Handgun License applications processed

⁵ Oregon Law mandates the Sheriff, as an officer of the court system, perform certain duties, to include executing orders of the court and delivering service notice. Examples: small claims, notices, evictions, criminal and civil subpoenas, writs of garnishment, protective orders, and foreclosures of real or personal property as ordered by the court.

⁶ Any incident that requires a Deputy Sheriff to take action.

* Performance target will be set when baseline is established.

Justice, Accountability, and Reintegration Line of Business

Civil Program (continued)

Outputs (continued):

- # of Firearm Purchase Permit applications processed

Demands:

- # of process attempts required
- # of evictions required

Efficiencies:

- \$ program expenditure per process served
- \$ program expenditure per Concealed Handgun License issued
- \$ program expenditure per Firearm Purchase Permit issued

Justice, Accountability, and Reintegration Line of Business

Jail Program

Purpose Statement:

The purpose of the Jail Program is to provide comprehensive custody and provisions of care services to adults in custody so they can experience a safe and secure jail environment while being held accountable and preparing to re-enter the community.

Strategic Results:

- By FY2026, 31% of adults in custody will not be forced released* due to lack of jail space (Strategic Result 2)
- By FY2027, the average number of days between arrest and final evaluation order in Aid and Assist status* (not Ballot Measure 11) will be at or below 22 days (Strategic Result 4)

Results:

- % of adults in custody on psychotropic medications for mental illness
- % of adults in custody on drug and alcohol withdrawal protocols
- Zero adult in custody suicide deaths

Outputs:

- # of adults in custody on psychotropic medications
- # of adults in custody on drug and alcohol withdrawal protocols
- # of forced releases
- # of intakes completed

Efficiency:

- \$ program expenditure per adult in custody per day

Justice, Accountability, and Reintegration Line of Business

Parole and Probation Program

Purpose Statement:

The purpose of the Parole and Probation Program is to provide supervision, intervention, and accountability services to adults on supervision so they can successfully integrate into the community without an increased risk of harm to themselves or others.

Strategic Result:

- By FY2026, 80% of victims will not be re-victimized by the same offender who is under supervision of Parole and Probation (Strategic Result 2)

Results:

- % of adults on supervision who do not return to supervision within 12 months following the end of supervision
- % of adults on supervision who do not return to supervision within 12 months following the end of supervision for person crimes
- % of adults on supervision who do not return to supervision within 12 months following the end of supervision for property crimes

Outputs:

- # of contacts with adults on supervision conducted
- # of Behavior Change Plans developed
- # of jail custody sanctions completed

Efficiency:

- \$ program expenditure per contact with adults on supervision

Justice, Accountability, and Reintegration Line of Business

Transitional Services Program

Purpose Statement:

The purpose of the Transitional Services Program is to provide community reintegration services to individuals involved in the criminal justice system so they can successfully integrate into the community and reduce criminal behavior.

Strategic Result:

- By FY2028, *# of nonviolent individuals suffering from mental health or substance abuse disorders will be placed in the Crisis Stabilization Center by law enforcement (Strategic Result 4)

Results:

- % of individuals who engage Transition Center services who are not returned to the custody of Clackamas County Jail within 12 months
- % of participants who graduate from the Clackamas Substance Abuse Program (CSAP) who are not arrested for a new crime within 12 months
- % of participants who graduate from the CSAP who are not arrested for a new crime within 36 months
- % of individuals sentenced to community service who are not arrested while they are serving their sentence

Outputs:

- # of Transition Center visits
- # of individuals admitted into the CSAP
- # of community service hours completed
- # of individuals placed on Medication Assisted Treatment
- # of treatment hours provided by the Jail Treatment Program
- # of individuals participating in the Jail Treatment Program

* Performance target will be set when baseline is established.

Justice, Accountability, and Reintegration Line of Business

Transitional Services Program (continued)

Demand:

- # of community service hours ordered

Efficiencies:

- \$ program expenditure per Transition Center visit
- \$ program expenditure per CSAP participant
- \$ program expenditure per community service participant

Law Enforcement Line of Business

Law Enforcement

Purpose Statement:

The purpose of the Law Enforcement Line of Business is to provide emergency response, crime prevention, critical incident response, investigative, and victim services to the people of Clackamas County so they can experience a safe and secure community.

Key Results:

- % of call activity that is deputy-initiated (Patrol, City of Estacada, City of Happy Valley, City of Wilsonville)
- # of Special Weapons and Tactics (SWAT), Crisis Negotiation Team (CNT), Corrections Emergency Response Team (CERT), and Explosive Device Unit (EDU) responses that result in no serious physical injury or death (Specialized Teams)
- % of Search and Rescue (SAR) and Water Rescue Team responses that result in the subject being rescued or recovered (Specialized Teams)
- % of cases referred to Investigations that are investigated by detectives (Investigations)
- % of Family Justice Center (FJC) survey respondents who report that the information they received helped them make an informed choice (Family Justice Center)

Law Enforcement Line of Business

Patrol Program

Purpose Statement:

The purpose of the Patrol Program is to provide law enforcement, emergency response, crime prevention, and public education services to the people of Clackamas County so they can experience a safe and secure community.

Strategic Results:

- By FY2026, the person crime rate will be at or below 6 per 1,000 residents (Strategic Result 1)
- By FY2026, the property crime rate will be at or below 30 per 1,000 residents (Strategic Result 1)
- By FY2026, the society/regulatory crime rate will be at or below 12 per 1,000 residents (Strategic Result 1)
- By FY2026, 50% of inlying* area Priority 1 and Priority 2* calls will receive a response within 5 minutes (Strategic Result 1)
- By FY2026, 70% of outlying* area Priority 1 and Priority 2* calls will receive a response within 20 minutes (Strategic Result 1)
- By FY2028, less than *% of call activity will involve a behavioral health component (Strategic Result 4)

Result:

- % of call activity that is deputy-initiated

Outputs:

- # of public-initiated call responses provided
- # of deputy-initiated call activities conducted

Efficiency:

- \$ program expenditure per call

* Performance target will be set when baseline is established.

Law Enforcement Line of Business

City of Estacada Program

Purpose Statement:

The purpose of the City of Estacada Program is to provide municipal law enforcement, emergency response, crime prevention, and public education services to the people of Estacada so they can experience a safe and secure community.

Results:

- % of Priority 1 and Priority 2* calls that receive a response by an Estacada Unit within 5 minutes
- % of Priority 1 and Priority 2* calls that receive a response by a CCSO Unit within 20 minutes
- The person crime rate will be at or below 6 per 1,000 residents
- The property crime rate will be at or below 30 per 1,000 residents
- The society/regulatory crime rate will be at or below 10 per 1,000 residents
- % of call activity that involves a behavioral health component
- % of call activity that is deputy-initiated

Outputs:

- # of public-initiated call responses provided
- # of deputy-initiated call activities conducted

Efficiency:

- \$ program expenditure per call

Law Enforcement Line of Business

City of Happy Valley Program

Purpose Statement:

The purpose of the City of Happy Valley Program is to provide municipal law enforcement, emergency response, crime prevention, and public education services to the people of Happy Valley so they can experience a safe and secure community.

Results:

- % of Priority 1 and Priority 2* calls that receive a response within 5 minutes
- The person crime rate will be at or below 5 per 1,000 residents
- The property crime rate will be at or below 35 per 1,000 residents
- The society/regulatory crime rate will be at or below 8 per 1,000 residents
- % of call activity that involves a behavioral health component
- % of call activity that is deputy-initiated

Outputs:

- # of public-initiated call responses provided
- # of deputy-initiated call activities conducted

Efficiency:

- \$ program expenditure per call

Law Enforcement Line of Business

City of Wilsonville Program

Purpose Statement:

The purpose of the City of Wilsonville Program is to provide municipal law enforcement, emergency response, crime prevention, and public education services to the people of Wilsonville so they can experience a safe and secure community.

Results:

- % of Priority 1 and Priority 2* calls that receive a response within 5 minutes
- The person crime rate will be at or below 5 per 1,000 residents
- The property crime rate will be at or below 35 per 1,000 residents
- The society/regulatory crime rate will be at or below 7 per 1,000 residents
- % of call activity that involves a behavioral health component
- % of call activity that is deputy-initiated

Outputs:

- # of public-initiated call responses provided
- # of deputy-initiated call activities conducted

Efficiency:

- \$ program expenditure per call

Law Enforcement Line of Business

Specialized Teams Program

Purpose Statement:

The purpose of the Specialized Teams Program is to provide specially trained and equipped personnel and critical response services to the community and law enforcement partners so they can experience a safe resolution to complex or unique situations.

Results:

- % of Special Weapons and Tactics (SWAT) responses that result in no serious physical injury or death
- % of Crisis Negotiation Team (CNT) responses that result in no serious physical injury or death
- % of Corrections Emergency Response Team (CERT) responses that result in no serious physical injury or death
- % of Explosive Disposal Unit (EDU) responses that result in no serious physical injury or death
- % of Search and Rescue (SAR) responses that result in the subject being rescued or recovered
- % of Water Rescue Team responses that result in the subject being rescued or recovered

Outputs:

- # of SWAT responses conducted
- # of CNT responses conducted
- # of CERT responses conducted
- # of EDU responses conducted
- # of SAR responses conducted
- # of Water Rescue Team responses conducted
- # of K-9 responses conducted
- # of Air Unit responses conducted
- # of Traffic Unit call activities conducted
- # of Marine Unit call activities conducted

Law Enforcement Line of Business

Specialized Teams Program (continued)

Demands:

- # of K-9 responses requested
- # of Air Unit responses requested

Efficiencies:

- \$ program expenditure per SWAT response
- \$ program expenditure per CNT response
- \$ program expenditure per CERT response
- \$ program expenditure per EDU response
- \$ program expenditure per SAR response
- \$ program expenditure per Water Rescue Team response
- \$ program expenditure per K-9 response
- \$ program expenditure per Air Unit response
- \$ program expenditure per Traffic Unit call activity conducted
- \$ program expenditure per Marine Unit call activity conducted

Law Enforcement Line of Business

Investigations Program

Purpose Statement:

The purpose of the Investigations Program is to provide comprehensive investigative services to crime victims, criminal justice agencies, community partners, and the public so they can pursue justice and hold offenders accountable.

Strategic Result:

- By FY2028, *% of cases⁷ referred to Investigations will be investigated by detectives (Strategic Result 2)

Results:

- % of cases referred to the District Attorney's Office for a prosecution decision
- % compliance with the annual property room audit

Outputs:

- # of property and financial crime investigations completed
- # of violent crimes against persons investigations completed
- # of crimes against children investigations completed
- # of drug crime investigations completed
- # of School Resource Officer reports completed

Demands:

- # of property and financial crime cases referred to Property Crimes Unit
- # of violent crimes cases referred to Homicide and Violent Crimes Unit
- # of crimes against children cases referred to Child Abuse Team

* Performance target will be set when baseline is established.

⁷ Includes property and financial crimes cases, crimes against children cases, and violent crimes against persons cases (except for sex crimes involving victims aged 16 years and older or non-homicide domestic violence; these cases are investigated by the FJC).

Law Enforcement Line of Business

Investigations Program (continued)

Efficiency:

- \$ program expenditure per investigation completed

Law Enforcement Line of Business

Family Justice Center (FJC) Program

Purpose Statement:

The purpose of the Family Justice Center Program is to provide comprehensive and coordinated services to victims of domestic violence, sexual assault, stalking, and human trafficking, or abuse against older adults and people with disabilities so they can live a life free of violence.

Results:

- % of cases⁸ referred to the District Attorney's Office for a prosecution decision
- % of protection orders filed at FJC
- % of FJC survey respondents who report that the information they received helped them make an informed choice

Outputs:

- # of domestic violence investigations completed
- # of sexual assault investigations completed
- # of protection orders filed at FJC
- # of law enforcement advocacy outreaches conducted
- # of visits

Demands:

- # of domestic violence cases referred to the Domestic Violence Enhanced Response Team
- # of sexual assault cases referred to the Adult Sex Crimes Unit

Efficiency:

- \$ program expenditure per visit

⁸ Includes domestic violence cases investigated by the Domestic Violence Enhanced Response Team (DVERT), sexual assault cases involving victims aged 16 years and older investigated by the Adult Sex Crimes Unit (ASCU), and human trafficking cases.

Professional Services Line of Business

Professional Services

Purpose Statement:

The purpose of the Professional Services Line of Business is to provide financial, administrative, training, and wellness services to employees and the community so they can effectively access support and resources.

Key Results:

- % of operational programs on or under budget (Finance and Business Services)
- % of positions filled (Operational Support)
- % of available training room hours utilized (Public Safety Training Center)
- % of employee survey respondents who report they participated in professional development training (Training and Wellness)

Professional Services Line of Business

Finance and Business Services Program

Purpose Statement:

The purpose of the Finance and Business Services Program is to provide budget, accounting, procurement, payroll, and grant services to the Sheriff's Office and employees so they can effectively manage financial resources and receive support to achieve their results.

Strategic Result:

- By FY2026, through the development of a sustainable funding model, the community will experience a public safety system that is aligned with population growth (Strategic Result 2)

Results:

- % of Captains and Program Managers who receive monthly budget reports, actual reports, and quarterly in-person consultations
- % of operational programs on or under budget
- % of contracts and procurement requests completed within 10 business days

Outputs:

- # of procurement consultations provided
- # of contracts and purchase orders processed
- # of grant applications submitted
- # of financial training classes provided
- # of internal audits conducted

Professional Services Line of Business

Operational Support Program

Purpose Statement:

The purpose of the Operational Support Program is to provide human resources, technology, records management, fleet, and facility services to employees so they have the resources needed to successfully fulfill their duties.

Strategic Result:

- By FY2027, 95% of positions will be filled (Strategic Result 3)

Results:

- % of records requests fulfilled within 5 calendar days
- Fleet readiness rate*

Outputs:

- # of hires
- # of background investigations completed
- # of Information Technology (IT) development projects completed
- # of IT service requests fulfilled
- # of records requests fulfilled
- # of alarm permits maintained

Demand:

- # of vacancies expected

Professional Services Line of Business

Public Safety Training Center (PSTC) Program

Purpose Statement:

The purpose of the Public Safety Training Center Program is to provide education, training, permitting, and licensing to employees, law enforcement partners, businesses, and the public so they can build skills to enhance personal and public safety in a secure environment.

Results:

- Avoided training costs
- % of available training room hours utilized
- Total revenue from training room rental fees
- Total revenue from range fees

Outputs:

- # of training room hours rented
- # of public range lanes rented
- # of individual class registrations

Efficiencies:

- \$ program expenditure per training room hour rented
- \$ program expenditure per public range visit

Professional Services Line of Business

Training and Wellness Program

Purpose Statement:

The purpose of the Training and Wellness Program is to provide training, professional development, wellness, and peer support services to employees and volunteers so they can feel valued and effectively deliver high quality public safety services throughout their career.

Strategic Results:

- By FY2028, 80% of employee survey respondents will report they participated in professional development training (Strategic Result 3)
- By FY2028, *% of employee survey respondents will report they participated in wellness activities and programs (Strategic Result 3)

Results:

- % of employee survey respondents who report CCSO invests in their professional development
- % of employee survey respondents who report they are in good or excellent mental health
- % of employee survey respondents who report they are in good or excellent physical health
- Employee readiness rate♦

Outputs:

- # of professional development training hours offered by CCSO
- # of wellness classes offered by CCSO

Efficiencies:

- \$ program expenditure per professional development training hour offered by CCSO
- \$ program expenditure per wellness class offered by CCSO

* Performance target will be set when baseline is established.

Glossary of Terms

Aid and Assist status: A preliminary evaluation conducted to determine if a criminal defendant is able to participate in their own defense so that they may stand trial. The judge uses an evaluation to help decide whether to find the defendant unable to aid and assist under ORS 161.370.

Communications Plan: A plan that defines how to effectively and transparently deliver information to stakeholders in order to keep them informed.

Employee readiness rate: The number of positions filled by employees who have completed any necessary training and who are available/deployable (not injured or on medical leave, military leave, administrative leave, etc.)

Fleet readiness rate: Total number of vehicles assigned to CCSO personnel minus the total number of vehicles that are listed as out of service per quarter.

Forced release: When the number of adults in custody to be lodged exceeds the number of available jail beds, the jail must release (forced release) those individuals that pose the least amount of risk to the public. Jail classification staff complete an in-depth assessment that measures potential risk to public safety on each inmate booked into the jail. The assessment produces a matrix score. The lower the score, the less perceived risk the inmate poses to public safety. Inmates whose public safety scores are the lowest are released to prevent overcrowding.

Inlying area: Patrol districts that are generally urban (82nd, 99E, and West).

Level 1 Investigations: Investigations that typically involve allegations of serious misconduct.

Level 2 Investigations: Investigations that typically involve allegations related to employee behavior, such as rudeness, offensive language, procedural errors, or general misconduct.

Outlying area: Patrol districts that are generally rural (Boring, East, Metro, Mountain, and South).

***Person Crime:** Crimes against persons are those whose victims are always individuals (e.g., murder, rape, assault).

Glossary of Terms (continued)

Priority 1 and Priority 2: Categories assigned to call activity (calls for service) by call takers and dispatchers based upon a call's seriousness, complexity, and potential to escalate. Priority 1 and Priority 2 calls are typically dispatched to multiple units and more urgently than lower priority calls.

***Property Crime:** The object of crimes against property is to obtain money, property, or some other benefit (e.g., robbery, bribery, burglary).

***Society/Regulatory Crime:** Crimes against society represent society's prohibition against engaging in certain types of activity and are typically victimless crimes (e.g., gambling, prostitution, drug violations).

*Defined by U.S. Department of Justice – Federal Bureau of Investigation