



Clackamas County Sheriff's Office

ANGELA BRANDENBURG
Sheriff

As the newly elected Clackamas County Sheriff in January 2021, one of my early objectives was to establish a baseline for our staffing needs across the Sheriff's Office to inform current and future delivery of public safety services from Mt. Hood to our urban unincorporated communities. In the short term, I wanted to know not only if our staffing numbers were sufficient to meet workloads, but also if our assignment of personnel to particular programs was the best use of resources and whether there were efficiencies we could address. For the long term, I wanted my office to have an analysis of staffing projections to guide future decisions on how to best allocate resources to meet the needs of population growth, and an analysis of jail population trends and bed capacity given our aging County Jail built in 1959.

With the support and financial partnership of the Clackamas County Administrator, the Matrix Consulting Group was retained in early 2021 to conduct an analytically based study. Over the course of nine months the Matrix Group engaged in an objective analysis of workloads, service levels, scheduling and personnel deployment, and staffing numbers across the organization with a primary focus on Jail, Patrol and Investigations divisions. Their final report represents this process and presents the results of their analysis including specific recommendations that demonstrate a need for critical positions and programs for an agency of our size in a growing County. Their staffing recommendations are in alignment with the 2021 voter approved five-year Public Safety levy that provides dedicated deputy positions to our Jail, Patrol and Investigations divisions. The study also affirms the County's need for a new jail facility with a 721-bed capacity to meet daily-population detention projections.

My office is committed to researching and defining issues within our organization, collecting data, analyzing results, and pursuing positive outcomes, all while continuing to prioritize safety and service within our community. With this baseline staffing analysis, my office will use the voter approved public safety levy priorities, together with recommendations provided by Matrix and priorities in our Strategic Business Plan <https://dochub.clackamas.us/documents/drupal/ed22fdab-6e3d-4856-969e-e45d8c2ed9da>, to inform our services as we determine the necessary and appropriate staffing levels to meet population growth, crime trends and the demand for public safety services across our geographically diverse County.

I am honored to be the Sheriff of our beautiful County. Thank you for the confidence you place in our agency. We will continue to work hard every day to provide the best public safety services possible to ensure Clackamas County remains a safe place to live, work and play.

Respectfully,

A handwritten signature in black ink that reads 'Angela Brandenburg'.

Angela Brandenburg, Sheriff

Sheriff's Office Staffing Study

CLACKAMAS COUNTY, OREGON

December 14, 2021

matrix 
consulting group

Table of Contents

Introduction and Project Summary	1
Analysis of Patrol Operations	6
Analysis of Investigations	42
Analysis of Public Safety and Support Services	73
Analysis of Administrative Functions	96
Projections of Detention System Populations	110
Projected Service Needs and Staffing	120
Appendix A: Descriptive Profile of the Sheriff's Office	141
Appendix B: Results of the Employee Survey	161

1. Introduction and Project Summary

The Matrix Consulting Group was retained by The Clackamas County Sheriff's Office to conduct a Sheriff's Office Staffing Study, and this final report provides the analysis and findings of that effort.

(1) Background and Scope of the Study

This study was commissioned early in 2021 to provide an independent and objective assessment of the Sheriff's Office current and projected staffing needs based on the workloads of each law enforcement, support and detention system function at appropriate levels of service and management. Staff vacancy issues in the past year and static staffing levels in the recent past have underscored the need for an effort such as this one.

The scope of the study was comprehensive, with a focus on each function within the Clackamas County Sheriff's Office. The objectives of the study are as follows:

- **Current operations and services** within the Sheriff's Office, excluding community corrections, but including analysis of workloads, service levels, staffing, scheduling and deployment.
- **Comparison of current services and service levels** to 'best practices' to identify areas of improvement needed to achieve efficiencies.
- **Analysis of current staffing needs** for functions excluding community corrections based on a factual assessment of all operations.
- **Analysis of projected staffing needs** for functions excluding community corrections based on an understanding that the project team developed of likely growth scenarios in the County.
- **Assessment of detention system bedspace needs** in the mid-range and long term and the need for new facilities to accommodate these needs

In summary, this study is designed to ensure that the Clackamas County Sheriff's Office has appropriate and justifiable staffing levels now and in coming years.

(2) Methodology Used to Conduct the Study

The project team utilized a number of approaches in order to fully understand the service environment and issues relevant to the study, including the following:

- **Interviews** with the leadership, other managers, unit supervisors and many staff throughout the Sheriff's Office. Because of the pandemic, these interviews were conducted virtually. Interviews were supplemented by an anonymous employee survey where all staff had the opportunity to participate.
- **Data Collection** across a every functional area of the Sheriff's Office in order to enable extensive and objective analysis.
- **Iterative and Interactive Process** in which the project team first understood the current organization and service delivery system, identified issues and assessed current and projected staffing needs. Throughout the process, findings and interim deliverables were reviewed with the department.

The final report represents the culmination of this process, presenting the results of our analysis including specific recommendations for the department on staffing, deployment and other relevant issues.

(3) Summary of Recommendations

The following table provides a comprehensive list of the recommendations made in the report:

Operations – Patrol

To address staffing deficiencies at certain times of the day, re-allocate existing patrol deputy positions assigned to unincorporated areas as follows:

- 1st Shift: 12 filled, 14 authorized (Fill vacancies first and backfill long-term leave)
- 2nd Shift: 18 filled, 22 authorized
- 3rd Shift: 14 filled, 17 authorized
- 4th Shift: 16 filled, 18 authorized

Consider implementing a staggered fixed-workday schedule that distributes personnel across the week without a shared overlap day.

Add one additional sergeant position for a total of three sergeants assigned to Happy Valley patrol.

Add one Crime Analyst position to the QA/Crime Analysis Unit, focusing on identifying crime trends and service level reporting.

Increase the staffing of the Marine Unit by one additional deputy position, resulting in a total of one sergeant and three deputies assigned to the unit.

Increase staffing of the Motors/DUI assignment by two deputy positions, for a total of four deputies assigned, with two assigned specifically to DUI enforcement.

Increase staffing of the Neighborhood Livability Project by 2.5 deputies and 1 sergeant position, for a total of 3 deputies and 1 sergeant assigned to the unit.

Operations – Investigations

Increase Homicide and Violent Crime investigative staffing by 1 positions for a total of 6 detectives and 1 sergeant.

Add an investigative analyst position to assist with tasks that do not require sworn law enforcement credentials.

Increase detective staffing in the Child Abuse Team by 4 positions for a total of 10 detectives.

Add 1 sergeant position in the Child Abuse Team for a total of 2 sergeants assigned.

Maintain current authorized staffing in property crimes and fill the vacant positions.

Maintain current authorized staffing of 1 detective for Happy Valley.

Maintain current authorized staffing of 2 detectives for Wilsonville but re-evaluate need for two detectives in future contracts.

Continue to have the CRAFT position as a collateral duty.

Maintain current staffing of 7 authorized positions in CCITF.

Add 1 CSI for a total of 3 CSI assigned.

Maintain current staffing 2 computer forensic analysts assigned.

Maintain current staffing of 1 forensic video analyst.

A 0.5 FTE limited term position should be added to the property room.

Maintain, for now, staff dedicated to training, including the use of collateral instructors. Demands on training will grow over time.

Public Safety and Support Services Functions

Increase staffing in the detention system by 19 total authorized positions, eight of these new positions would be classified as Correction Deputy, with 5.2 full time equivalents assigned to reopening the shuttered medical beds.

Add 1 FTE clerk position to the CHL office.

Add a 0.5 FTE clerical staff to the Range for a total of 1 manager and 3.5 full time support staff.

Hire two full time background investigators to manage the anticipated hiring needs for CCSO and maintain consistent pool of candidates eligible for hire.

The Fleet and Facilities Supervisor position should be reclassified as a Coordinator.

The Fleet Deputy position should be reclassified to a non-sworn.

Open all medical and mental health designated beds in the jail.

Add the following deputy posts to the detention system: Housing Float/Movement; Program and Recreation Deputy; and Medical Deputy.

Create the position of Administrative Assistant to provide administrative support to the jail executive team and to staff the administrative public lobby.

Add a Facility Maintenance Specialist to provide proactive facility maintenance in the Jail

Fill the vacant Senior Systems Analyst position in Information and Technology.

Designate one of the Records Clerks assigned to the day shift as a Shift Coordinator (a lead worker).

Administrative Function

Develop a more holistic plan for strategic policies in the Sheriff's Office that extend to the impacts on recruitment, training and the involvement of the community.

CCSO should rotate a backup PIO on a regular basis to periodically relieve the primary PIO.

Maintain current Professional Standards staffing of 1 lieutenant, 2 detectives and 1 management analyst.

Add an additional Spanish speaking Office Specialist to existing staffing level for a total of 4 positions in the Family Justice Center.

Increase detective staffing by 2 detectives for a total of 5 detectives and 1 sergeant and 1 victim advocate assigned in the Family Justice Center.

Detention System Projections

Build a new direct supervision jail with a minimum of 721 beds to meet the 2035 needs.

Staffing Projections

The project team developed staffing projections for every position classification in each function within the CCSO. Where possible, projections were based on relationships of workload to population levels; others are based on different types of scaling factors as described in the final chapter of the report. The scaling factors used can be grouped into several categories:

- Service needs and related workloads (e.g., patrol staffing scaling to call for service).
- Span of control for supervisors.
- Non-scaling/unique positions that are not adjusted through the projection timeframe.
- Electively determined needs for proactive positions.
- Ratio-based positions that scale based on a variety of variables.
- Fixed coverage plans.

Using these scaling factors, the projection analysis determines the staffing levels needed over the next ten years.

2. Operations – Patrol

1. Patrol Workload Analysis

The following sections provide analysis of patrol workload and other issues relating to the effectiveness of field services.

(1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the sheriff's office by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2019. Data from 2020 was not used for this analysis given the impacts of the COVID-19 pandemic, the effects of which on police workload are likely to be temporary.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2019.
- The incident must have involved at least one deputy assigned to patrol, as identified by the individual unit codes of each response to the call.
- Contract service areas, particularly Happy Valley and Wilsonville, are separately examined from the countywide area. Calls are categorized under the three service areas according to the CAD designation in the CAD data.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by CCSO patrol units.

(2) Calls for Service by Hour and Weekday

The following tables display the total number of calls for service handled by patrol units by each hour and day of the week, separated by the county, Happy Valley, and Wilsonville service areas:

Calls for Service by Hour and Weekday (Unincorporated Areas)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	189	137	149	131	115	141	162	1,024
1am	157	103	106	106	104	115	135	826
2am	109	77	65	78	88	84	134	635
3am	93	65	64	65	63	68	86	504
4am	69	54	76	53	61	76	56	445
5am	59	61	80	62	61	65	75	463
6am	75	77	62	70	57	76	72	489
7am	100	139	107	96	121	112	115	790
8am	134	178	150	134	131	160	144	1,031
9am	164	192	142	159	200	210	199	1,266
10am	186	213	188	173	164	191	198	1,313
11am	207	254	221	203	187	261	254	1,587
12pm	230	243	249	253	235	234	255	1,699
1pm	246	285	281	214	242	243	256	1,767
2pm	257	293	272	252	275	280	291	1,920
3pm	265	282	254	246	271	284	265	1,867
4pm	262	294	285	256	260	246	249	1,852
5pm	310	297	276	263	251	271	286	1,954
6pm	288	314	270	325	262	268	271	1,998
7pm	283	270	292	273	236	276	279	1,909
8pm	293	251	264	256	244	238	256	1,802
9pm	222	196	253	244	263	260	279	1,717
10pm	190	210	223	197	207	258	288	1,573
11pm	143	165	176	168	175	238	220	1,285
Total	4,531	4,650	4,505	4,277	4,273	4,655	4,825	31,716

Call activity forms a plateau of increased activity from around 11:00AM in the morning to 9:00 or 10:00 PM in the evening virtually every day of the week, with calls declining precipitously outside of that range.

Calls for Service by Hour and Weekday (Happy Valley)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	27	14	20	11	19	14	37	142
1am	24	12	11	15	16	13	24	115
2am	23	10	16	10	14	13	27	113
3am	19	4	9	8	7	17	25	89
4am	17	10	8	15	10	18	18	96
5am	13	12	10	12	9	17	19	92
6am	7	13	12	10	14	14	6	76
7am	5	10	21	12	15	21	3	87
8am	7	17	23	23	39	24	8	141
9am	7	31	27	16	28	24	14	147
10am	9	22	29	23	29	19	8	139
11am	5	22	12	28	21	23	26	137
12pm	3	13	13	18	24	30	17	118
1pm	5	10	20	14	28	33	12	122
2pm	6	24	24	29	38	37	14	172
3pm	6	18	20	23	29	22	16	134
4pm	9	11	17	27	29	27	20	140
5pm	26	19	5	24	25	34	19	152
6pm	22	27	9	15	22	25	25	145
7pm	33	26	17	18	21	24	30	169
8pm	26	23	15	13	22	37	24	160
9pm	36	29	19	22	22	34	44	206
10pm	28	31	20	21	27	39	51	217
11pm	18	20	17	25	30	34	42	186
Total	381	428	394	432	538	593	529	3,295

In contrast with the county table, calls in Happy Valley are markedly less on Saturday and Sunday afternoons, but have significantly increased activity during the evening on weekends.

Calls for Service by Hour and Weekday (Wilsonville)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	21	22	16	19	7	12	15	112
1am	10	13	8	11	5	5	14	66
2am	9	5	1	5	3	4	11	38
3am	0	1	0	1	0	0	0	2
4am	0	1	0	0	0	0	0	1
5am	0	0	1	1	0	0	0	2
6am	2	12	6	2	0	8	1	31
7am	11	16	13	10	12	24	11	97
8am	18	29	30	19	22	31	21	170
9am	22	25	28	21	33	49	28	206
10am	18	35	39	31	26	48	37	234
11am	27	43	38	32	31	39	38	248
12pm	33	41	42	32	40	67	39	294
1pm	33	44	29	33	34	52	45	270
2pm	33	35	39	45	42	55	36	285
3pm	25	33	48	47	46	56	39	294
4pm	37	48	36	45	54	60	51	331
5pm	54	51	64	45	56	56	35	361
6pm	36	58	52	48	44	65	36	339
7pm	42	56	37	48	39	50	44	316
8pm	34	42	47	31	34	36	41	265
9pm	19	23	32	19	17	30	29	169
10pm	27	26	28	14	11	24	41	171
11pm	17	20	37	16	19	25	25	159
Total	528	679	671	575	575	796	637	4,461

In Wilsonville, by contrast, the plateau of call activity begins around 10:00AM and lasts until around 9:00PM, which a more significant drop-off in call activity occurring on weekends.

(3) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month

Month	Unincorporated	Happy Valley	Wilsonville
Jan	2,420	200	344
Feb	2,207	197	281
Mar	2,624	215	359
Apr	2,486	251	398
May	2,767	337	384
Jun	2,747	289	419
Jul	2,948	326	392
Aug	2,877	320	395
Sep	2,722	315	414
Oct	2,654	276	382
Nov	2,533	239	341
Dec	2,731	330	352
Total	31,716	3,295	4,461

Happy Valley has significantly more of a seasonal variation than either the unincorporated areas or Wilsonville, with call activity rising to about 17% higher than the average for all quarters.

(4) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)¹ for each:

¹ Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

Most Common Call for Service Categories (Unincorporated Areas)

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
DOM - DOMESTIC	2,455	44.1						
WCK - WELFARE CHECK	2,406	41.5						
SSP - SUSPICIOUS PERS	2,196	29.8						
ALA - ALARM AUDIBLE	2,178	19.8						
SSV - SUSPICIOUS VEH	1,521	34.1						
TRP - TRESPASS	1,478	37.7						
PRK - PARKING COMPLAINT	1,236	40.8						
SSC - SUSPICIOUS CIRC	1,121	36.0						
FOL - FOLLOW UP	1,084	37.8						
DIS - DISTURBANCE FIGHT	787	38.9						
All Other Types	15,254	53.2						
Total	31,716	44.1						

Domestic incidents are the most common, which is exceedingly rare in the experience of the project team. It is unclear how much this is due to nuances in how calls are categorized, either in that category or others, in terms of how much it aggregates calls that in other CAD systems may be broken down into multiple categories.

Incidence trends by hour for Happy Valley are grouped together on the following page:

Most Common Call for Service Categories (Happy Valley)

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
ALA - ALARM AUDIBLE	316	20.1						
DOM - DOMESTIC	245	47.0						
SSP - SUSPICIOUS PERS	224	35.2						
SSV - SUSPICIOUS VEH	195	33.3						
WCK - WELFARE CHECK	158	43.3						
SSC - SUSPICIOUS CIRC	131	43.2						
PRK - PARKING COMPLAINT	108	33.3						
TRP - TRESPASS	104	42.2						
TAU** - TRF ACC UNK INJ	96	74.5						
NOI - NOISE COMPLAINT	94	28.5						
All Other Types	1,624	48.4						
Total	3,295	42.9						

Most Common Call for Service Categories (Wilsonville)

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
ALA - ALARM AUDIBLE	358	16.5						
WCK - WELFARE CHECK	274	31.1						
SSP - SUSPICIOUS PERS	249	22.7						
FOL - FOLLOW UP	237	30.4						
DOM - DOMESTIC	227	37.9						
PRK - PARKING COMP	188	31.8						
THF - THEFT COLD	159	36.6						
SSV - SUSPICIOUS VEH	144	22.9						
SSC - SUSPICIOUS CIRC	124	29.2						
TRP - TRESPASS	124	30.5						
All Other Types	2,377	38.5						
Total	4,461	33.6						

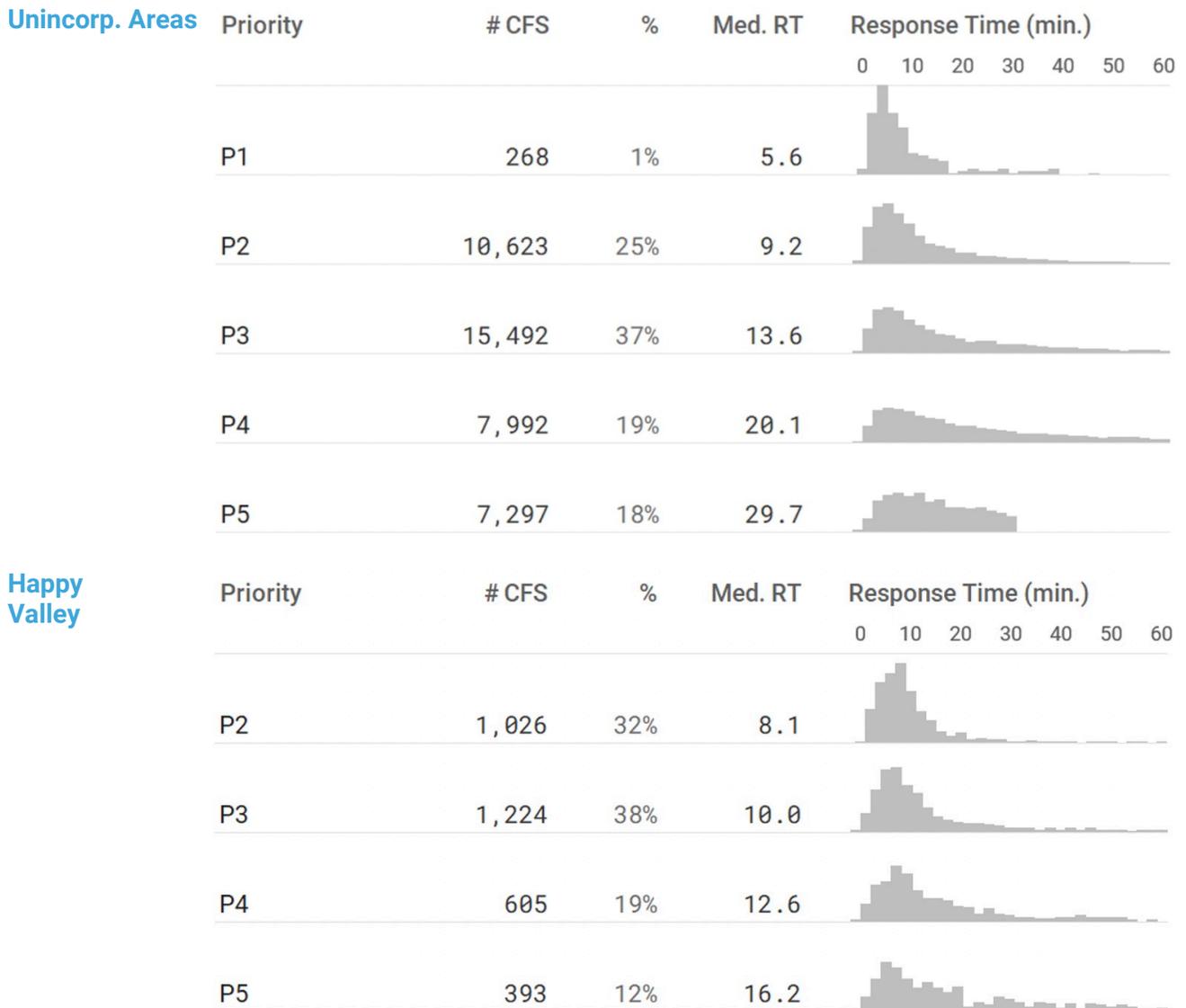
The higher degree of ‘noise’ in terms of the data appearing less smoothly spread as trends by hour in the Happy Valley and Wilsonville areas is due to the smaller sample size, rather than the underlying ‘signal’ or trend being less defined. In contrast with the

unincorporated areas, domestic incidents rank second in Happy Valley and fifth in Wilsonville.

(5) Response Times by Priority Level

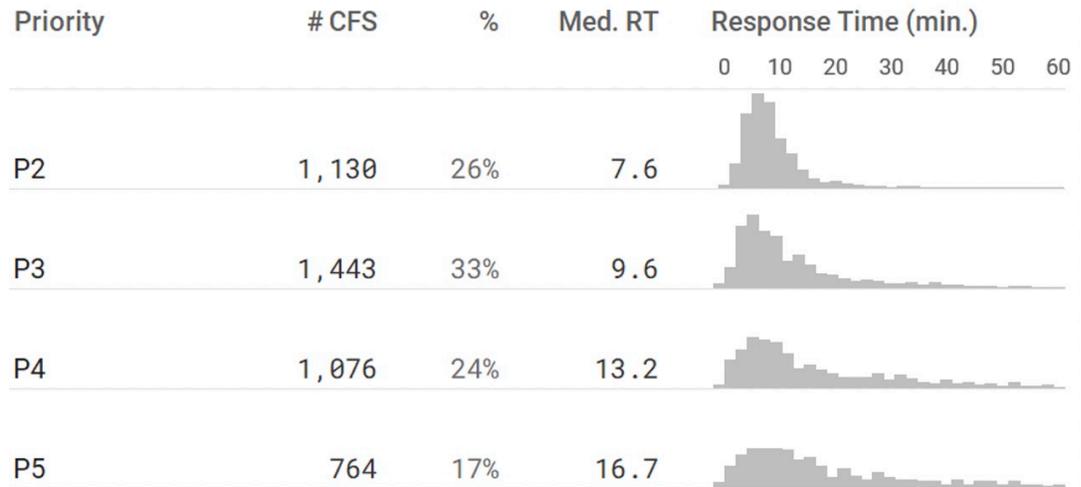
The following table displays call for service statistics priority level, showing the median (middle value) response time² and distribution of calls by response time for each category:

Calls for Service by Priority Level



² Response time is defined in this report as the duration between the call creation timestamp and the arrival time stamp for the first patrol deputy on the scene.

Wilsonville



P1 calls are excluded in the charts from Wilsonville and Happy Valley due to sample size. Median P1 response time in Happy Valley was 4.5 minutes for 42 events. In Wilsonville, the median response time to P1 events was 5.7 minutes to 31 events.

The curves of each response time chart provide key indicators for resource capacity, with a degree of influence by the geography of the jurisdiction. The ‘flatter’ the curve, the less likely calls are to be answered within a quick timeframe, as a number of responses are dragged out further.

The unincorporated areas have significantly flatter curves for priority levels 1 through 4, potentially hinting at resource capacity issues. Wilsonville, by contrast, has slightly more extended lower-priority call response times.

(6) Supervision

Happy Valley has a total of two sergeants assigned to supervise patrol with unincorporated patrol sergeants covering times when they are on days off or otherwise unavailable. The Happy Valley sergeants work a 4 -10 shift covering day shift (10am to 8pm) and evening shift (4pm to 2am). With only two sergeants there is no assigned supervisory coverage on day shift Sunday through Tuesday and Thursday through Saturday on afternoons. Relying on the sergeants from unincorporated areas to cover generally puts the supervision span of control above the recommended range of 1 supervisor to 6 to 9 deputies. Adding an additional sergeant to afternoon shift would give Happy Valley patrol 7 day a week coverage during the busiest calls for service period.

Recommendation:

Add one additional sergeant position for a total of 3 sergeants assigned to Happy Valley patrol.

2. Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, deputies must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the community. As a result, patrol staffing needs are calculated not only from a standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine process used by the project team to determine the patrol resource needs of the Clackamas County Sheriff's Office based on current workloads, staff availability, and service level objectives.

(1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

- i. The number of community-generated workload hours handled by patrol.
- ii. The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
- iii. The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as, **patrol proactivity**, or the percentage of patrol deputies' time in which they are *available and on-duty* that is *not* spent responding

to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should be applied to every agency. The actual needs of an individual sheriff's office vary based on a number of factors, including:
 - Other resources the sheriff's office has to proactively engage with the community and address issues, such as a dedicated proactive unit.
 - Community expectations and ability to support a certain level of service.
 - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, given the large response area to cover, CCSO should generally target an overall proactivity level of at least 40% as an effective benchmark of patrol coverage for both the unincorporated areas and contract service areas. While the staffing for the latter of these categories is set via contract, and thus able to be adjusted as easily, the results of this analysis can serve as a barometer for future contract discussions and service level reports.

(2) Patrol Unit Net Availability

While the staffing levels provided in the descriptive profile provide the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on at any given time. Out of the 2,080 hours per year that deputies are scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that deputies are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours

dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from CCSO data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of patrol deputies, or the time in which they are on-duty and available to complete workloads and other activities in the field.

The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol deputies, without factoring in leave, training, or anything else that takes deputies away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

*Base number: **2,080 scheduled work hours per year***

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause deputies that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

*Calculated from CCSO data: **331 hours of leave per year***

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each deputy spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol deputies, the number of hours is estimated based on the experience of the project team.

Estimated: 20 hours of on-duty court time per year

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

This figure has been calculated from CCSO data using training records and tabulated based on the deputies that are assigned specifically to patrol duties.

Calculated from CCSO data: 63 hours of on-duty training time per year

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by deputies in a year after factoring out the shifts that are not worked as a result of leave being taken.

Estimated: 263 hours of administrative time per year

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for deputies – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:

1,403 net available hours per deputy

Calculations are the same for deputies assigned to unincorporated areas, Happy Valley, and Wilsonville.

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol deputies:

Calculation of Patrol Unit Net Availability

	Base Annual Work Hours		2,080
	Total Leave Hours	–	331
	On-Duty Training Hours	–	63
	On-Duty Court Time Hours	–	20
	Administrative Hours	–	262
	Net Available Hours Per Deputy	=	1,403
.....			
Unincorporated	<i>Number of Deputy Positions</i>	x	60
	Total Net Available Hours	=	84,184
.....			
Happy Valley	<i>Number of Deputy Positions</i>	x	11
	Total Net Available Hours	=	15,434
.....			
Wilsonville	<i>Number of Deputy Positions</i>	x	15
	Total Net Available Hours	=	21,046

Overall, a deputy is on duty for 1,403 net available hours per year, representing the total time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the Sheriff's Office, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol deputies.

The calculation process used to develop this number has been summarized in previous sections.

*Calculated from CCSO data: **31,716 community-generated calls for service (unincorporated areas)***

Primary Unit Handling Time (multiplied by the number of calls)

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

At an average of 44.1 minutes within the unincorporated areas, CCSO is slightly above the norm.

*Calculated from CCSO data: **44.1 minutes of handling time per call for service (unincorporated areas)***

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service, and is inclusive of any additional backup units beyond the first.

*Calculated from CCSO data: **0.73 backup units per call for service (unincorporated areas)***

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

Because calls featuring backup unit responses tend to be more severe, and consequently often require higher workloads for personnel on-scene, the average backup unit handling time is actually higher than the overall average for primary units, resulting in an overall average of 52.6 minutes per backup unit response.

*Calculated from CCSO data: **52.6 minutes of handling time per backup unit***

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been estimated based on the experience of the project team, at 1 report written for every 3 community-generated calls for service.

*Estimated from CCSO data: **0.33 reports written per call for service***

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

*Estimated: **45 minutes per report***

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

*Calculated from previously listed factors: **97.3 total minutes of workload per call for service (unincorporated areas)***

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

Summary of Call for Service Workload Factors

	Unincorp. Areas	Happy Valley	Wilsonville
Total Number of Calls for Service	31,716	3,295	4,461
Avg. Primary Unit Handling Time (min.)	44.1	42.9	33.6
Backup Units Per CFS	0.73	0.39	0.73
Avg. Backup Unit Handling Time (min.)	52.6	59.0	48.6
Reports Written Per CFS	0.33	0.33	0.33
Time Per Report (min.)	45.0	45.0	45.0
Avg. Workload Per Call (min.)	97.3	81.0	84.1
Total Workload Hours	51,442	4,448	6,256

Overall, each call represents an average workload of between about 81 and 97 minutes, depending on the service area. This includes all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident.

The figure for unincorporated areas, at 97.3 minutes, is relatively high compared to most agencies within the experience of the project team.

(4) Calculation of Patrol Proactive Time

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol deputies have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactivity

		Unincorp. Areas	Happy Valley	Wilsonville
Total Patrol Net Available Hours		84,184	15,434	21,046
Total Patrol Workload Hours	–	51,442	4,448	6,256
Resulting # of Uncommitted Hours	=	32,742	10,986	14,790
<i>Divided by total net available hours</i>	÷	84,184	15,434	21,046
Overall Proactivity Level	=	38.9%	71.2%	70.3%

Service levels and staffing capacity, as expressed by overall proactivity levels, are significantly higher in the contract service areas of Happy Valley and Wilsonville compared with the unincorporated areas. The latter is within the 35-40% target minimum level but does not cross the threshold of 40%.

The following charts show this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week by service area:

Proactivity by Hour and Weekday

Unincorp.
Areas

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	9.2	71%	75%	68%	74%	76%	69%	62%	72%
6am–10am	5.9	34%	20%	27%	35%	18%	4%	22%	26%
10am–2pm	11.0	19%	1%	14%	27%	24%	14%	6%	21%
2pm–6pm	13.3	25%	23%	28%	27%	21%	20%	22%	24%
6pm–10pm	14.6	28%	33%	32%	36%	38%	37%	29%	33%
10pm–2am	14.6	51%	64%	58%	64%	65%	52%	45%	57%
Overall	11.4	38%	39%	40%	44%	43%	36%	33%	39%

Happy Valley

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	1.7	77%	84%	74%	79%	84%	77%	67%	78%
6am–10am	1.0	86%	52%	34%	37%	31%	33%	78%	53%
10am–2pm	1.9	90%	77%	58%	63%	17%	36%	80%	67%
2pm–6pm	2.4	90%	77%	79%	69%	60%	51%	77%	72%
6pm–10pm	2.7	75%	72%	77%	82%	78%	58%	67%	73%
10pm–2am	2.7	69%	80%	83%	87%	76%	66%	61%	75%
Overall	2.1	81%	76%	73%	75%	66%	57%	71%	71%

Wilsonville

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	2.3	98%	99%	99%	98%	99%	100%	98%	98%
6am–10am	1.5	80%	42%	48%	50%	66%	26%	74%	58%
10am–2pm	2.7	78%	46%	33%	59%	55%	23%	58%	55%
2pm–6pm	3.3	71%	59%	52%	55%	57%	30%	64%	56%
6pm–10pm	3.7	76%	63%	63%	73%	74%	53%	62%	66%
10pm–2am	3.7	82%	85%	86%	90%	94%	87%	84%	87%
Overall	2.9	80%	68%	66%	73%	75%	56%	73%	70%

For Happy Valley and Wilsonville, there are virtually no issues with proactivity by hour and weekday. An exception for Happy Valley is the late morning to early morning period on

Thursdays specifically; while for Wilsonville, the entire morning and afternoon hours on Friday are an issue. During these times, calls may be more likely to queue.

In contrast, the unincorporated areas have more widespread issues with resource capacity. This is relatively consistent across the week, but the more severe constraints of under-30% proactivity levels extend further into the evening on Saturdays and Sundays.

Several conclusions can be made from this analysis:

- At over 70% proactive time in the Wilsonville and Happy Valley contract areas, staffing levels are sufficient to provide high levels of service in response to community-generated calls for service, as well as to be proactive in the field and to engage with the community.
- At an overall level in the unincorporated areas, staffing levels are not sufficient to meet workload demands, with proactivity just under the target threshold of 40%.
- However, low proactive time during much of the daytime hours indicates that not enough deputies are deployed during these times.

The following subsections examine potential solutions to these issues, first reviewing overall staffing needs.

(5) Conclusions Regarding Patrol Proactivity and Resource Needs

The overall patrol proactivity level should function as a barometer of potential resource capacity to handle workloads and be proactive, and different levels have varying implications for the effectiveness of an agency in being proactive at addressing public safety issues and engaging with the community. These considerations can be summarized as follows:

- In agencies that are severely understaffed in patrol functions, and consequently have very little proactive time (**under 35% overall**), calls will frequently be held in queues as resources cannot handle the incoming workload. Proactivity also falls behind, as deputies in such agencies would have little to no time to be proactive. When gaps do occur, the high rate of workload relative to available time can have a limiting factor on self-initiated generation, as deputies avoid being tied up on a proactive activity such as a traffic stop in case priority calls for service occur.
- As proactivity increases (**around 35-45% overall**), the generation of self-initiated activity rapidly increases, as deputies are able to deal with already-identified opportunities to proactively address issues in the community, some of which are prioritized and project-oriented engagements.

- Beyond those levels (**at least 45-50% overall**), depending on scheduling and deployment efficiency), the time available for proactive policing increases further, and opportunities to engage in self-initiated activity expand. However, the number of priority needs for self-initiated activity (e.g., addressing narcotics activity) also decrease. Despite this, no limitations exist on the time that can be spent on activities such as saturation/directed patrols and community engagement activities.

The patrol workload analysis indicates that contract cities have proactivity levels over 70%, demonstrating that not only is staffing sufficient to respond to workload, but they are able to remain largely proactive and provide a very high patrol service level.

(6) Patrol Staffing Levels Required to Meet Service Level Objectives

The analysis has demonstrated that staffing levels are not an issue in the contract cities, while in the unincorporated areas, resources are just below the target threshold, with significant issues with service levels at certain times of the day. **The latter issue in particular, regarding low proactive time during daytime hours, will be addressed two ways: overall and in deployment.**

To determine staffing needs specifically in the unincorporated areas, it is important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty deputy. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the deputy level in any other area of the organization would consequently remove one deputy from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of 'actual' patrol staffing.

Given these considerations, **an additional 9.1% authorized (budgeted) positions should be added on top of the actual number currently filled (actual) positions in order to account for turnover** while maintaining the ability to meet the targeted proactivity level.

The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of deputies needed without turnover is fractional, as it is an intermediate step in the calculation process.

These calculations are shown in the following table:

Calculation of Patrol Unit Staffing Needs (Unincorporated Areas)

Net Available Work Hours Per Deputy	1,403
Total Workload Hours	51,442
Proactivity Target	40.0%
Turnover	9.1%
Patrol Units Needed	67

Currently, 71 deputy positions are assigned to the unincorporated areas, of which 60 are filled. Given that the turnover/attrition-adjusted staffing level needed is greater than the current authorized (budgeted) staffing level, no additional authorized positions are needed in order to maintain adequate proactivity levels over the medium term. This also does not account for the impacts of growth, which will be explored separately.

40% proactive time is recommended as a target, given the lack of mitigating factors such as workload patterns that rise dramatically on weekend nights, nighttime activity, and high-workload areas that are geographically sparse.

As proactive time targets increase, the number of positions needed to increase the level further rises, as shown in the following table:

% Proactivity	# of Officers
35%	62
36%	63
37%	64
38%	65
39%	66
40%	67
41%	68
42%	70
43%	71
44%	72
45%	73

% Proactivity	# of Officers
46%	75
47%	76
48%	78
49%	79
50%	81

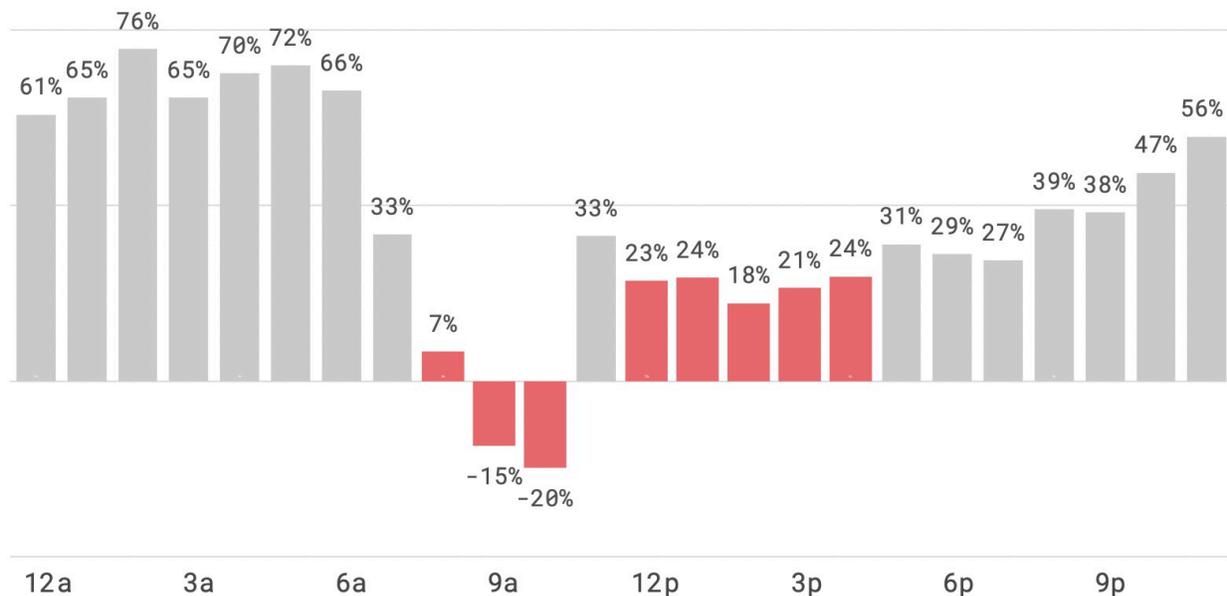
Should a higher service level be aimed for, a 45% proactivity target should be used to determine staffing levels. At 9.1% turnover and 45% proactive time, 73 deputies would be required – 6 positions over the recommended 40% proactive time level.

(7) Effectiveness of Patrol Deployment Schedules

The remaining question of how staffing levels can be sufficient while still resulting in adequate proactive time during daytime hours points to an issue with the deployment schedule. While overall staffing suggests the potential to provide adequate service levels at all times of the day, the deployment schedule does not efficiently match resources with when they are needed. This section examines this issue further, providing potential solutions to mitigate the low proactivity levels.

As identified previously, proactive time for the unincorporated areas is significantly lower during the daytime hours:

Proactive Time by Hour (Unincorporated Areas)



Clearly, there are deficiencies in staff deployment in the morning and afternoon hours – the times of the day where proactive time is most usable.

During these times, it is likely that calls may begin to queue as not enough units are available to handle lower-priority calls for service. This is particularly true from 7:00AM to 11:00AM, where this becomes likely. In other words, there are simply not enough deputies on duty during these times.

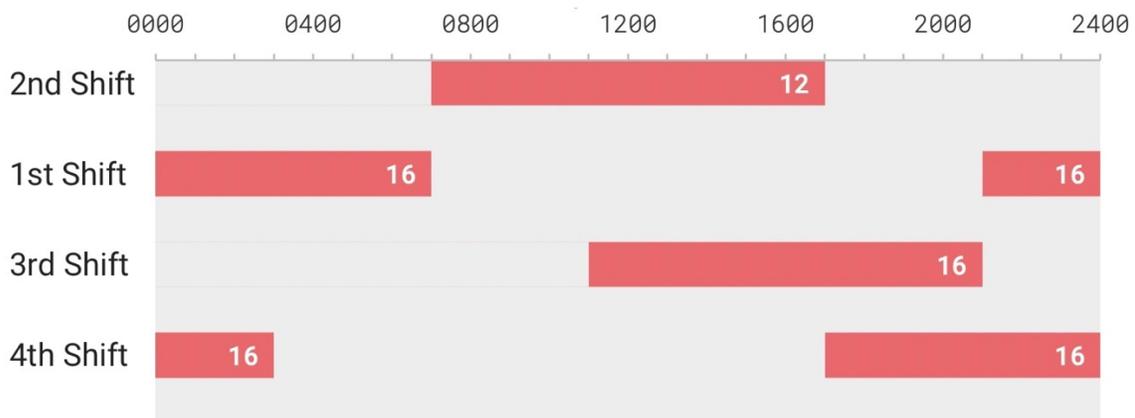
This could potentially indicate an overall staffing issue, but could also be due to how staff are deployed. To examine this further, the following table provides the number of deputies assigned to each shift – both in terms of filled positions and authorized (max budgeted) positions:

Current Patrol Staffing Levels (Unincorporated Areas)

Shift	Type	# Filled	# Auth.	# Vacancies
1st Shift	Graveyard	16	17	1
2nd Shift	Day	12	18	6
3rd Shift	Cover	16	20	4
4th Shift	Swing	16	16	0

The following chart visualizes the staffing by shift, showing how many deputies are on each team according to the hours they work:

Patrol Deputies Schedule by Hour (Unincorporated Areas)



Importantly, the entirety of the hours worked by 3rd Shift (Cover) and 4th Shift (Swing) are during hours also worked by other shifts. Conversely, 2nd Shift (Day) and 1st Shift (Graveyard) both work during periods of time where there are no other shift working. If all

shifts were assigned the same staffing, this results in a situation where certain hours of the day have half the staff on duty as others.

In the current shift configuration with vacancies included, the situation is worse. 2nd Shift (Day), which works a three-hour period where there is no overlap, has four fewer deputies assigned than the other shifts. This is a critical and avoidable issue.

To address these issues now and in the future, the two shifts that work hours where there are no overlapping teams, 2nd Shift (Day) and 1st Shift (Graveyard), should never carry the bulk of vacancies, and instead shift those to the other two shifts, which are always working alongside other teams. Currently, the majority (6 of 11) of deputy vacancies in patrol are carried in 2nd Shift (Day) alone. As a result, proactivity during these times is extremely low.

Reallocating staff by shift can address many of these issues. In particular, 2nd Shift (Day) can be augmented significantly. Since it operates during some of the highest workload hours of the day, some of which without an overlapping shift on duty, it should have the most deputies assigned out of any team.

Additionally, some of the resources deployed to 1st Shift (Graveyard) can be redeployed to other shifts that have more workload. Part of what makes this opportunity feasible is that the busier hours that the graveyard shift deploys to are covered by other shifts. As a result, staffing can be kept around the levels needed to achieve minimums. After factoring in off days and net availability factors such as leave, the 12 deputies that are currently assigned to 2nd Shift (Day) currently results in an on-duty average daily deployment of 7 deputies, which is able to achieve minimum coverage. Thus, 12 deputies can be used as the basis for 1st Shift (Graveyard) staffing, provided that it does not result in low proactivity levels. *It is important to note that in the reallocation, the graveyard is not staffed with fewer personnel than the day shift is currently staffed with.*

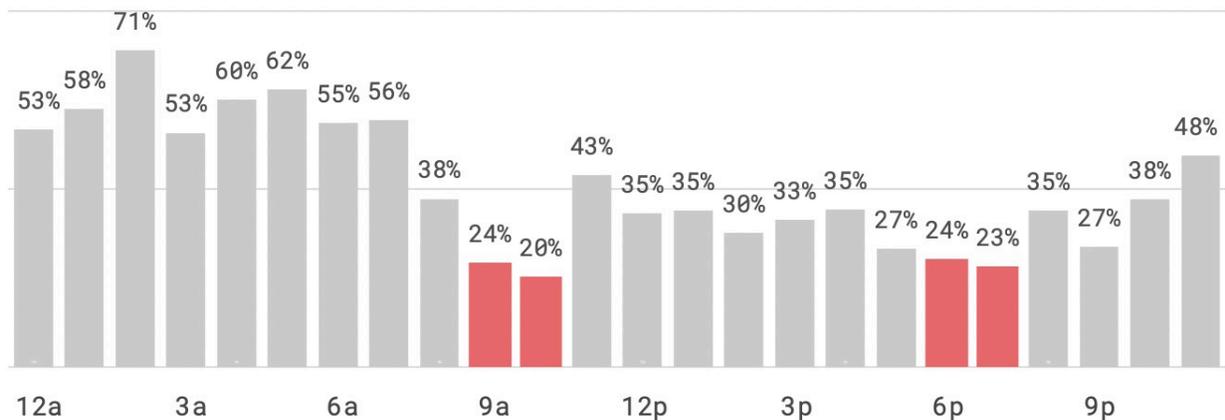
3rd and 4th shift staffing levels, which operate during times when other shifts are on duty, can then be balanced around fluctuations in workload by hour. These changes can be summarized as follows:

Reallocation of Patrol Deputies Assigned to Unincorporated Areas

Shift	Type	CURRENT		->	REALLOCATED	
		# Filled	# Auth.		# Filled	# Auth.
1st Shift	Graveyard	16	17		12	14
2nd Shift	Day	12	18		18	22
3rd Shift	Cover	16	20		14	17
4th Shift	Swing	16	16		16	18
Total		60	71		60	71

This reallocation significantly improves the issues with proactive time during the daytime hours, limiting periods below 25% to only a few hours at a time, and never dropping below 20%:

Proactivity by Hour – After Reallocating Deputies by Shift (Unincorporated Areas)



Most importantly, these fixes can be made now to address the issues with service levels in the unincorporated areas.

Even if budgeted positions were added, it would not immediately solve all proactive time issues, as the surrounding issues involves filling vacancies. 11 of 71 (15.5%) of patrol deputies in the unincorporated areas are currently vacant. This is two to three times higher than the typical rate, and is unlikely to be the norm over the next five years. Instead, CCSO should plan for normal turnover, and ensure that vacancies are not pooled largely within unincorporated area patrol. Particularly, the day shift, which features relatively busy hours during which no other shift teams are working, should not be left with the majority of patrol vacancies.

Recommendation:

To address staffing deficiencies at certain times of the day, re-allocate existing patrol deputy positions assigned to unincorporated areas as follows:

- 1st Shift: 12 filled, 14 authorized (Fill vacancies first and backfill long-term leave)
- 2nd Shift: 18 filled, 22 authorized
- 3rd Shift: 14 filled, 17 authorized
- 4th Shift: 16 filled, 18 authorized

(8) Feasibility of Instituting a Shared Overlap Day

Many agencies working 10-hour shifts use a deployment schedule with teams working two sides of the week using a shared overlap day. For instance, one half of personnel could work Monday through Thursday, while the other half could work Thursday through Sunday. There are a number of advantages to this. Such a configuration gives every deputy fixed workdays, whereby they work the same set of days every week until shift bids are conducted. A shared workday also makes it much easier to schedule training, as half the personnel could be training on that day without impacting service levels. There are also benefits to the deputy, as it is much easier to take time off during the shared overlap day.

By the same token, however, this also makes it more difficult for deputies to take time off during all other days. This is because any time an *above average* number of deputies are scheduled to work on a certain day of the week, it results in there being below average numbers deployed on the other days.

To illustrate this, consider the following two scenarios for scheduling 60 deputies on 10-hour shifts. The first schedule evenly staggers deputies' workdays so that even numbers are deployed on all days of the week. The second deploys half of the deputies on one side of the week, and the other half on the opposite side of the week, with a shared overlap day on Thursday.

Because both shifts are working the same number of hours (as well as total shifts) over the course of an entire year, each shift adds up to the same number of average deputies working over the course of an entire week.

The following table shows the effects of this, comparing a staggered schedule and a shared overlap schedule:

Effects of Implementing a Shared Overlap Day

	Staggered Workdays	Shared Overlap Day
Sun	34.3	30.0
Mon	34.3	30.0
Tue	34.3	30.0
Wed	34.3	30.0
Thu	34.3	60.0
Fri	34.3	30.0
Sat	34.3	30.0
Avg.	34.3	34.3
Total Deputies	60 FTEs	60 FTEs

Shared overlap days are inherently inefficient, and make it moderately more difficult to meet minimum staffing requirements and provide high service levels during the other days outside of the overlap. If an agency is on the cusp of not being able to provide adequate staffing or meet minimum requirements for deploying personnel, then shifting to a schedule with shared overlap days exacerbates these issues.

One of the key benefits offered by a shared overlap schedule is having fixed workdays. This is highly valuable for employees, as it can make scheduling child care less difficult and provides additional off-duty work opportunities, among other benefits.

However, this also makes it more difficult to provide everyone with some weekend days off. In most agencies, this makes seniority especially important, and results in less senior deputies rarely having any weekend days. This can be mitigated by having a two-week schedule, where deputies work one set of workdays the first week and another set of workdays the second week.

Implementing fixed workdays should be done in a staggered manner in order to ensure that service levels can be maintained all days of the week. For instance, a deputy could work Wed-Sat one week, followed by Tue-Fri the next. Given the 4 fixed days per week, ability to stagger shifts multiple days are limited.

Recommendation:

Consider implementing a staggered fixed-workday schedule that distributes personnel across the week without a shared overlap day.

(8) Community Service Officers

The analysis to this point has focused exclusively on the work of Patrol deputies in handling calls for service. Augmenting these deputies are CSOs, who operate out of the field by handling reports over the telephone. By doing so, deputies do not need to respond to the event (unless required by mitigating circumstances related to the call), thus diverting workload and increasing the time they have to respond to other types of calls and be proactive. The calls handled by CSOs are typically lower in priority, do not involve a known suspect, and are not in progress.

The following table provides a breakdown of the most common calls they handle, as well as the overall total:

CSO-Handled Calls for Service

Incident Type	# CFS	HT ³	12a	4a	8a	12p	4p	8p
FOLLOW UP	3,175	29.4						
THEFT COLD	2,840	39.7						
ASSIST PERSON	1,525	18.9						
FRAUD COLD	1,374	30.8						
HARASSMENT/THR.	1,142	28.8						
CIVIL	849	19.3						
HIT / RUN NON-INJ	810	41.2						
CRIM MISCHIEF	641	33.2						
VEHICLE RELEASE	478	14.3						
STOLEN VEH	468	46.8						
All Other Types	3,514	36.6						
Total	16,816	32.0						

At nearly 17,000 call per year, CSOs provide a highly valuable service to both the public, who receives a quick response time on lower-priority matters and follow-up to existing investigations, but also to patrol deputies, who are able to be more proactive as a result.

³ HT = Handling Time, representing the workload involved in the call for service.

This is a critical resource for CCSO due to their ability to divert and reduce patrol deputy workload, and should be maintained throughout the future.

(9) Crime Analysis

Analytics can provide critical support for law enforcement agencies, enabling decisionmakers to better understand trends and service level indicators, and to react and deploy effectively in response.

Crime analysis can serve a number of functions, including:

- Data reporting, such as compiling statistics on service levels and crime trends to contract cities.
- Intelligence gathering and support for investigative cases.
- Information and analysis in support of patrol operations.
- Identification of emerging crime trends an
- Pattern detection analysis for interrelated crime occurrences, such as a string of burglaries by the same perpetrator.
- Improved information gathering and utilization of data collected.

Development in software and analytics technology shift analytics capabilities from the skills and workflow of individual analysts to a platform-based approaches, where pre-developed methodologies are used for pattern recognition and strategy creation. Many of these have proven their efficacy and usefulness at these tasks, and are used by agencies around the country. Examples include predictive policing programs such as Risk Terrain Modeling and PredPol, which provide configurable systems for taking data reactively on crime patterns and transferring it into actionable steps deputies can take proactively to mitigate these issues.

CCSO currently has one crime analyst that performs tactical support in support of operations and investigations, but not a more generalized analyst focusing on service needs and pattern identification. This is a critical unmet need, and adding the function will not only improve support to patrol operations, but will add value to and enhance the level of service provided to contract cities.

Recommendation:

Add one Crime Analyst position to the QA/Crime Analysis Unit, focusing on identifying crime trends and service level reporting.

(10) Marine Unit

The Marine unit works Monday through Thursday from 0800 to 1700, providing both enforcement and training in response to issues in Clackamas County waterways. These staff are supplemented by three (3) State funded Marine Service Officers. The unit also flexes the days in which it works, deploying frequently on weekends, particularly in the summer. This is evidenced by its activity recorded in CAD:

<u>Day</u>	<u># CAD Events</u>
Sun	192
Mon	121
Tue	122
Wed	85
Thu	119
Fri	116
Sat	187

Recreation activities are highly popular in the region, particularly in the summer months, and on the Willamette, Molalla, and Sandy rivers. Among these, boating is the most feasible and common on the Willamette, which is much wider and deeper. Other issues exist with the Molalla and Sandy during the summer, including drownings and illicit activities, as many flock to the rivers for activities such as parties along the banks.

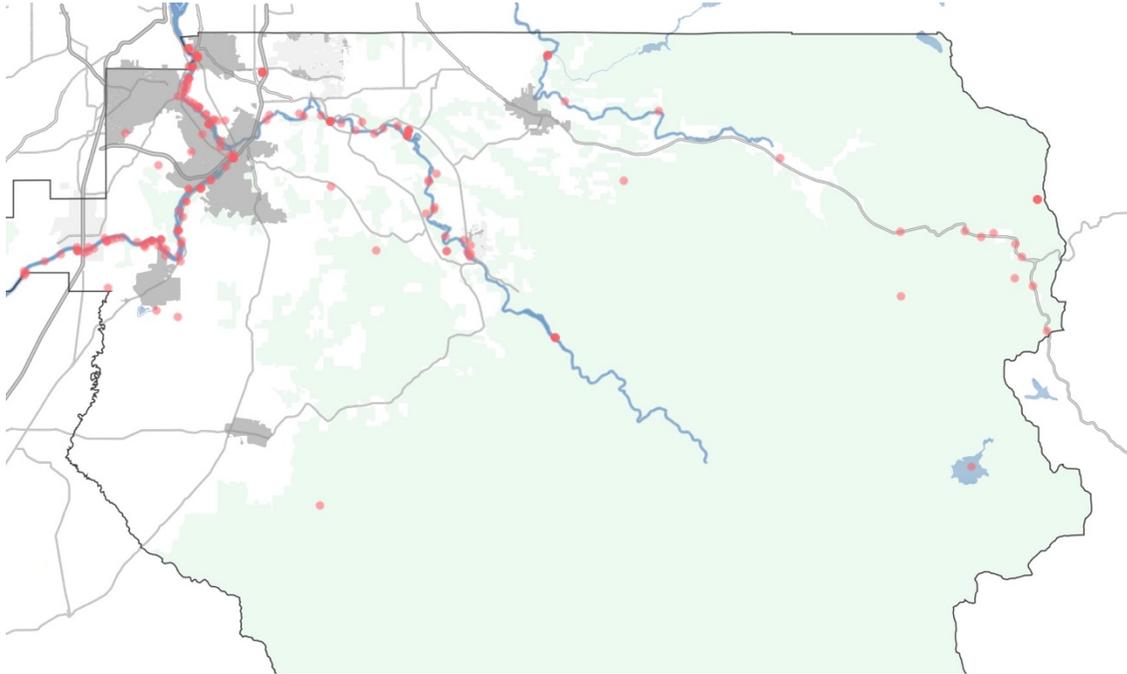
The following chart provides the most common activities of the Marine Unit that are recorded in CAD/RMS data, indicating when they are most likely to take place:

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
MRP - MARINE PATROL	147	64.8						
PRM - PREMISE CHECK	85	56.5						
FOL - FOLLOW UP	30	36.0						
TS - TRAFFIC STOP	26	24.7						
ASP - ASSIST PERSON	25	56.9						
SAR - SEARCH & RESCUE	24	168.7						
MARINE RES IMMINENT	21	119.6						
SSC - SUSPICIOUS CIRC	16	124.6						
SS - SUBJECT STOP	14	25.6						
AFD - ASSIST FIRE	14	151.9						
All Other Types	190	91.0						
Total	592	77.4						

It is important to note that the data does not detail all of their activity, only what is reported in CAD as an incident, whether self-initiated or dispatched. Nonetheless, the distribution of events by hour indicate that the unit often flexes its hours outside of the regular 0800 to 1700.

Examining the activity geographically, it is clear that responses are concentrated primarily on the Willamette River, which is the largest and the most suitable for boats. This is illustrated in the following map which shows responses as semitransparent overlapping dots:

Marine Unit Responses



Because the Marine Unit is both proactive and reactive with intermittent workloads, there are two considerations in determining their staffing levels: coverage on days when workload is expected to occur, and the level of proactive enforcement capacity desired. Given the higher need for river enforcement during the summer, the unit has significantly more proactive time during the winter, which allows them to complete other duties.

The latter of these is an elective determination based on needs and community priorities, but the level of saturation should also be considered. For proactive enforcement, the only river where that can feasibly be done with higher activity is on the Willamette River. Given the length of the river within Clackamas County, deploying more than one or two units at a time does not achieve marginally improved outcomes, as there are likely diminishing returns in public safety outcomes once a base level of saturation has been established.

To achieve coverage, the primary consideration is staffing the weekends during the summer, although responses are still quite high on weekdays. Thus, at a current staffing level of two deputies and a sergeant, the unit is not able to deploy in teams of two on both sides of the week. To account for recent growth and to be able to provide for safe waterways and adequate enforcement across the entire week, one additional deputy position should be added, for a total staffing level of one sergeant and three deputies.

Recommendation:

Increase the staffing of the Marine Unit by one additional deputy position, resulting in a total of one sergeant and three deputies assigned to the unit.

(11) Motors

Part of 2nd Shift Patrol, two deputies are assigned as motor deputies, working 0700 to 1700. While serving in the role, the deputies still contribute toward minimum staffing. They have countywide responsibility, requiring them to manage priorities over a large service area covering 1,833 sq mi, about two thirds of which are undeveloped.

The following table provides the activity of units assigned to Motors over the year of CAD data used in the patrol analysis:

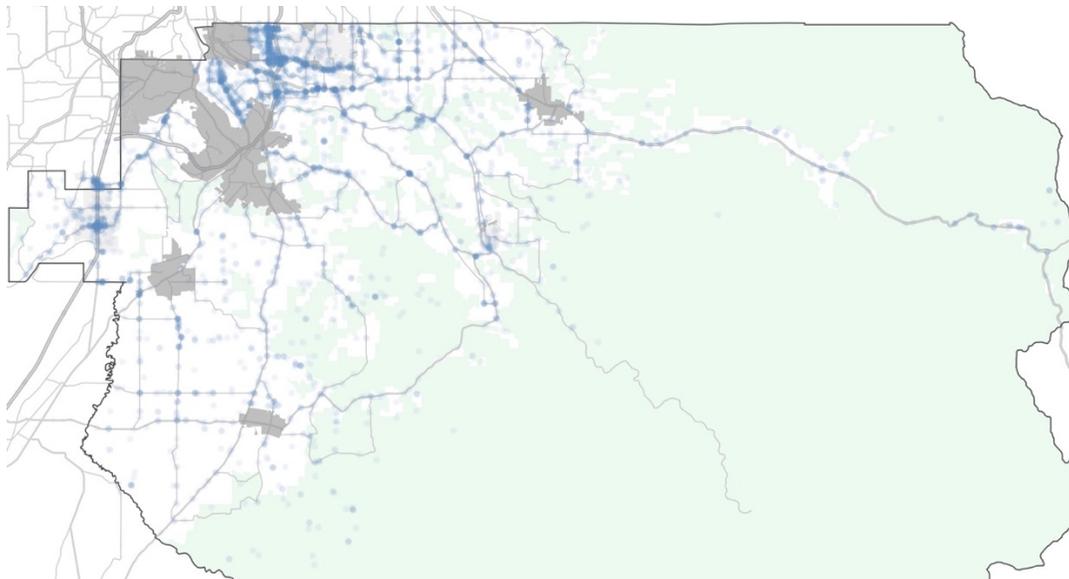
Motors Activity Recorded in CAD

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
TS - TRAFFIC STOP	3,484	9.6						
TRF - TRAFFIC COMP	331	26.8						
PRK - PARKING COMPLAINT	204	35.0						
TRD - TRAFFIC DETAIL	117	25.3						
FOL - FOLLOW UP	97	30.9						
TAN - TRF ACC NON-INJURY	79	50.4						
TAU** - TRF ACC UNK INJ	76	41.0						
SV - OUT WITH SUSP VEH	73	16.8						
HAZ - HAZARD	38	18.2						
TAI** - TRF ACC INJURY	26	72.8						
All Other Types	283	35.2						
Total	4,808	15.8						

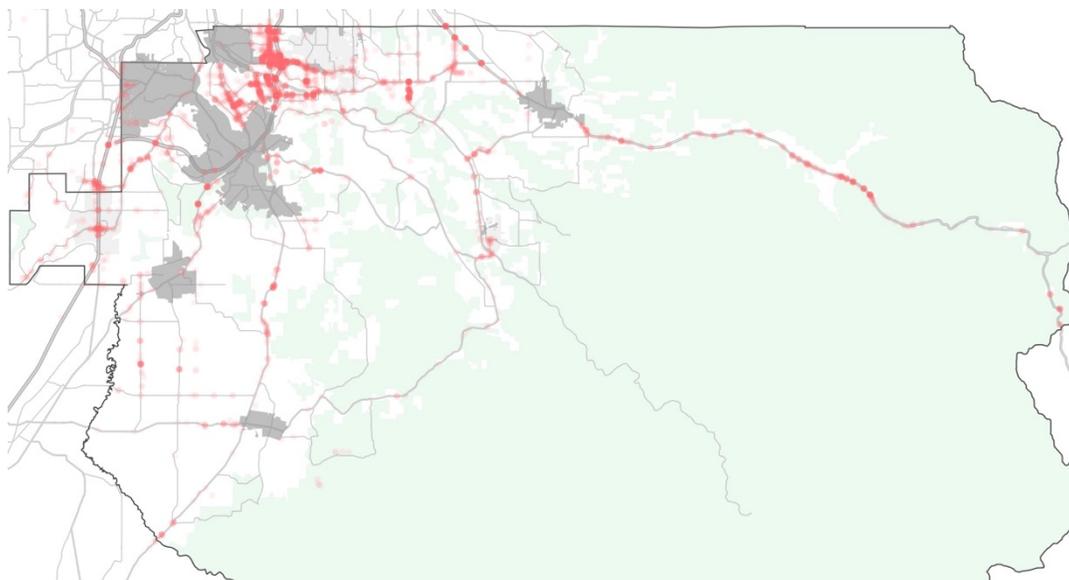
Assuming deputies work roughly 160 shifts per year after factoring in net availability, then the 3,484 traffic stops recorded equate to approximately 10.9 stops per day for each deputy. Given their other workloads, such as responding to accidents and other traffic-related hazards and complaints, this represents an adequate workload level.

The following maps compare hotspots for traffic accidents to occur are versus where deputies assigned as motors conduct traffic enforcement:

Traffic Accidents (All Types)



Traffic Stops Conducted by Motor Unit



It is evident that enforcement actions largely line up with hotspots for where accidents occur. It should be noted that there are more data points for accidents than there are for traffic stops, resulting in a wider visible spread in where the accidents occur. Focusing specifically on the greatest concentration of accidents, however, shows significant congruence with enforcement actions.

Given the workload involving responding to accidents in distant areas across a county as large as Clackamas, the amount of time that this provides for proactive enforcement is limited. To handle both responsibilities and have greater coverage and relief factors across an entire week, an additional deputy position should be added for traffic enforcement. Additional staffing increases could be needed as the county continues to grow.

Importantly, the needs for greater DUI also presents the opportunity to conduct greater DUI enforcement, allowing for an additional position to be dedicated to the role, for a total of two specifically assigned to that capacity.

CCSO should also begin to track how often motor units are pulled from normal duties to fill patrol vacancies, particularly in contract service areas. By bolstering staffing of the Motors/DUI assignment, this will help mitigate the impact of backfilling on traffic enforcement activities.

Recommendation:

Increase staffing of the Motors/DUI assignment by two deputy positions, for a total of four deputies assigned, with two assigned specifically to DUI enforcement.

(12) Neighborhood Livability Project

CCSO currently assigns a part-time deputy to the Neighborhood Livability Project, a multi-agency approach to proactively addressing public safety issues at the neighborhood level by conducting abatements and related activities in support. This is an important priority, particularly given recent upticks in crime occurrences. CCSO should dedicate additional resources to this function to make it a more viable team. To be able to form a team that is capable of proactively addressing these types of issues with needed support and supervision, staffing should be increased in this function to 3 deputies and 1 sergeant, an increase of 2.5 deputies and 1 sergeant position from current levels.

Recommendation:

Increase staffing of the Neighborhood Livability Project by 2.5 deputies and 1 sergeant position, for a total of 3 deputies and 1 sergeant assigned to the unit.

3. Operations – Investigations

The Investigations Division consists of Clackamas County Inter-Agency Task Force (CCITF), Homicide and Violent Crimes Unit, Crime Scene Investigations (CSI), Computer Forensics, Child Abuse Team, Property Crimes, Collision Reconstruction and Forensics Team (CRAFT), the Air Unit and Property and Evidence. The Investigations Division is led by a Captain who is supported by two Lieutenants.

1. Investigations Workload Analysis

In reviewing investigative units, it is important to understand the amount of reported crime as this directly impacts potential caseloads. Most agencies report their crime statistics to the Federal Bureau of Investigation (FBI) for purposes of tracking crime nationally. There are two types of crimes reported to the FBI Part 1 and Part 2. Part 1 are the most serious types of violent and property crime. Part 1 crimes include: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. Part 2 crimes include: Simple Assault, Forgery, Fraud, Vandalism Weapons Possession, Prostitution, D.U.I., etc.

The following table shows the UCR reported Part 1 crime for the last 5 years.

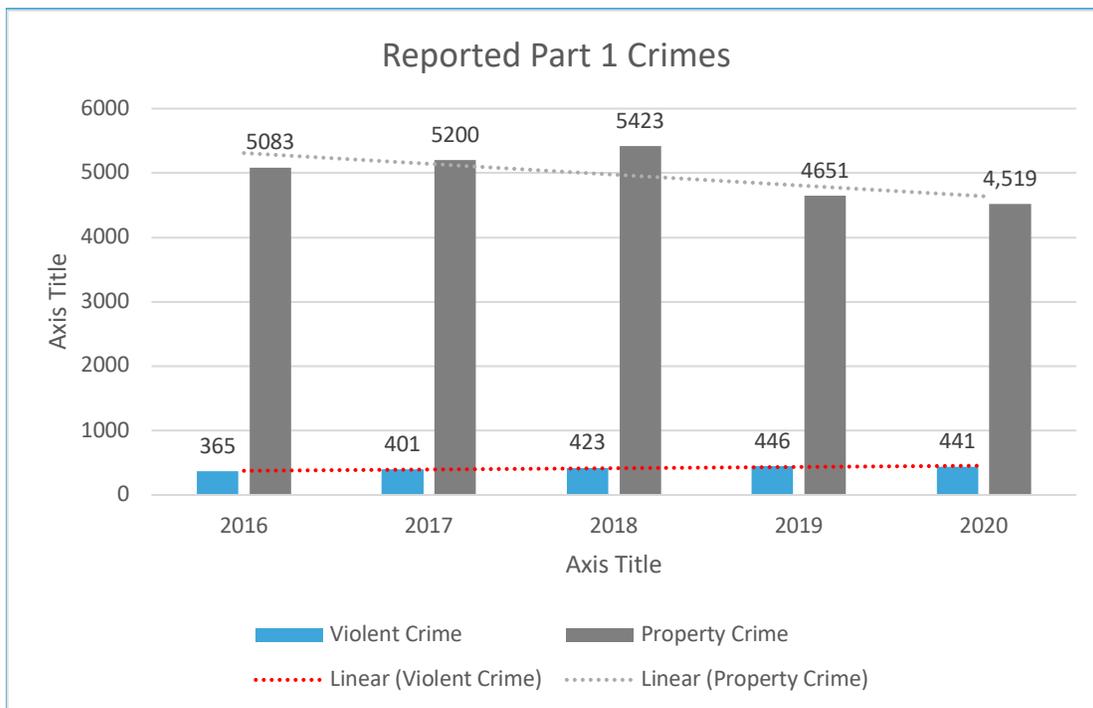
	2016	2017	2018	2019	2020
Violent Crime	365	401	423	446	441
Criminal Homicide	8	6	4	8	4
Rape	100	107	127	80	80
Robbery	80	84	86	92	84
Aggravated Assault	177	204	206	266	273
Property Crime	5,083	5,200	5,423	4,651	4,519
Burglary	683	725	735	600	640
Larceny-Theft	3,815	3,792	3,949	3,461	3,238
Motor Vehicle Theft	585	683	739	590	612
Arson	20	27	20	17	29
Violent Crime				+20.82%	
Property Crime				-11.09%	

For comparison, Part 1 crime trends through 2019 are as follows:

Violent Crime Through 2019 +22.19%
Property Crime Through 2019 -8.49%

As can be seen by the preceding chart, violent crime has increased, and property crime has decreased over the last five years. Violent crime is up 20.82% and property crime is down 11.09% over the last five years. The following chart displays the same information graphically:

Reported Part 1 Crime



As the chart demonstrates property crime has decreased and violent crime has increased over the last five years.

(1) Caseload Data

To conduct an analysis of investigative workloads, in most cases 2019 caseload data was used. However, case assignments have changed and some cases that were formally investigated by HVCU were moved to the Adult Sex Crimes. In these few examples, we used 2020 caseload data because it is more reflective of current staffing and caseloads. Additionally, CCSO used to house and coordinate the Intercept Task Force that was focused on internet crimes against children. However, due to staffing issues other agencies are no longer involved. The following sections evaluate the caseload data for each of the investigative units.

The project team has developed workload estimates for the activities associated with each kind of investigative follow up. Not all investigative cases require the same number of investigative hours. For example, a homicide investigation requires more investigative time (and resources) than a burglary. To factor for this, Matrix Consulting Group developed several case type investigative caseload work hours. These were developed through dozens of studies and interviews with detective working cases. The following case type workload hours were used for units in the investigations:

(1.1) Homicide

The following table shows a breakdown of approximate caseload hours for a homicide case or Deputy-involved shooting:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours (Includes submission and report)	100%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	8 hours (Includes inspecting and writing report)	100%
Cell Phones	Cell Phone Downloads	40 hours (Some phones take much longer)	100%
Video	Review of video recovered from scene and BWC	20 hours (To review and write report)	100%
Social Media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained	110 hours (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	30 hours (Includes report writing)	100%
Postmortem Exam	Autopsy performed by ME (Detectives observe consult)	6 hours (Includes inspecting and writing report)	100%
Witnesses	Witness Interviews (Locating)	40 hours (Includes report writing)	100%
Suspect	Suspect Interview	12 hours (Longer if lodged -Includes report writing)	60%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Post Arrest Follow-up	Jail Call Review	40 hours (Includes report writing)	100%
	Consult with DA	10 hours	100%
Total		320 hours- If all tasks completed	

This list is not all inclusive and does not contain all elements and not every homicide will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. It also assumed that detectives work as a team and not all investigative hours will be worked by a single detective (the hours shown are hours for lead detectives only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **320.0 hours** allotted per solvable case.

(1.2) Person Crimes

Like homicides calculated above, assault cases are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes. Approximate case hours were developed through numerous interviews with detectives. Approximate hours per case are presented below:

Approximate Assault Case Hours

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	3 hours (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	3 hours (Includes Inspecting and writing report)	20%
Cell Phones	Cell Phone Downloads	20 hours (Some phones take much longer)	33%
Video	Review of video recovered from scene and BWC	4 hours (To review and write report)	50%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	20 hours (Includes reviewing and report writing)	33%
	Surveillance (Locating suspect)	10 hours (Includes report writing)	30%
Victim Statement	Victim Interview	3 hours (Includes report writing)	100%
Witnesses	Witness Interviews	20 hours (Includes report writing)	50%
Suspect	Suspect Interview	6 hours (Longer if lodged -Includes report writing)	60%
Post Arrest Follow-Up	Jail Call Review	20 hours (Includes report writing)	10%
Total		109 hours- If all tasks completed	

This list is not all inclusive and does not contain all elements of an investigation and not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **37.55 hours**.

(1.3) Burglary / Property Crime

The property crimes unit investigates major financial crimes, burglaries, financial crimes committed against vulnerable adults, arson and assists patrol deputies with cases requiring warrants or subpoenas. Property crimes are typically much less complex and therefore require less investigative work. They also tend to have much lower solvability rates. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating burglaries/property crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	3 hours (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Phone consult/Evidence to Property Control	3 hours (Includes Inspecting and writing report)	50%
Cell Phone	Cell Phone Download	20 hours (Includes Inspecting and writing report)	10%
Video/BWC	Review of video recovered from scene and BWC	3 hours (To review and write report)	33%
Search Warrant	Writing search warrant and serving	8 hours (to write, get signed and serve)	75%
	Surveillance (Locating suspect)	10 hours (To perform and write report)	33%
Victim Statement	Victim Interview	2 hours (Includes report writing)	100%
Witnesses	Witness Interviews	2 hours (Includes report writing)	10%
Suspect	Suspect Interview	6 hours (Longer if lodged - Includes report writing)	30%
Post Arrest Follow-Up	Jail Call Review	20 hours (Includes report writing)	10%
Total		77 hours- If all tasks completed	

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Victim interviews in property crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, pawn searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. It should also be noted that fewer than 25% of reported property crimes are solved.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **19.94 hours** per solvable case.

(1.4) Financial Crimes / Fraud / Internet Crimes

Financial crimes are exceedingly difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed, and this can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating financial crimes:

Common Evidence /Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	3 hours (Includes Inspecting and writing report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	3 hours (Includes Inspecting and writing report)	5%
Cell Phone	Cell Phone Download	20 hours (To review and write report)	20%
Video/BWC	Review of video recovered from scene and BWC	3 hours (To review and write report)	20%

Common Evidence /Interviews	Common Processes	Approximate Time	% of Time Completed
Social Media/Electronic Records/physical location	Warrants/Subpoenas/Document review	40 hours (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	10 hours (Includes report writing)	30%
Victim Statement	Victim Interview	2 hours (Includes report writing)	100%
Witnesses	Witness Interviews	2 hours (Includes report writing)	10%
Suspect	Suspect Interview	6 hours (Longer if lodged -Includes report writing)	30%
Post Arrest Follow-Up	Jail Call Review	20 hours (Includes report writing)	10%
Total		109 hours- If all tasks completed	

This list is not all inclusive and does not contain all elements and not every financial crime will have the same amount of evidence or interviews conducted. Victim interviews in financial crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Again, fewer than 25% of reported financial and internet crimes are solved.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **33.65 hours** per solvable case.

(3) Investigative Staffing

The following sections provide an assessment of investigative staffing given the workload factors and estimates described above. First, though, an estimate of detective net availability is necessary.

(3.1) Calculation of Detective Net Availability

To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from CCSO data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on-duty and available to complete workloads and other activities in the field. Net availability for detectives is different from patrol because of court and administrative responsibilities.

The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

Work Hours Per Year

The total number of scheduled work hours for detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from CCSO data: 331 hours of leave per year

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team.

Estimated: 120 hours of on-duty court time per year

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Calculated from CCSO Data: 63 hours of on-duty training time per year.

Administrative Time (subtracted from net available hours after leave, court and training hours deducted)

The total number of hours per year spent completing administrative tasks while on-duty, including staff/team meetings, returning phone calls, emails, meeting with prosecutor, and various other activities.

The number is calculated as an estimated 20% of net work hours after other deductions.

Estimated: 313 hours of administrative time per year

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,253 net available hours per detective

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

Calculation of Detectives Net Availability

Base Annual Work Hours		2,080
Total Leave Hours	–	331
On-Duty Training Hours	–	63
On-Duty Court Time Hours	–	120
Administrative Hours	–	313
<hr/>		
Net Available Hours Per Detective	=	1,253

Overall, detectives have an average of 1,253 net available hours per year, representing the total time in which they can conduct investigations. Detectives also conduct data entry, attend meetings, give briefings, assist unit supervisors with questions, and perform other administrative tasks related to investigative functions which requires additional time which is not tracked. This accounted for in ‘administrative hours’. These hours will be used in the following sections to analyze detective caseloads.

(3.2) Homicide and Violent Crime Unit

The Homicide and Violent Crime Unit investigates Homicides, Aggravated Assaults, Suspicious Deaths, and other serious person crimes. The Unit consists of 1 Sergeant and 5 Detectives.

The following table shows the estimated caseload hours for HVCU detectives:

HVCU Caseload Hours

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Homicides, Attempts and OIS (for lead)	8	320	2,560
Homicide Assist	8	Per Detective (non-lead) per case. 8 X 4 (dets) X 40 hours=	1,280
Assault / Person Crimes	92	37.55	3,454
TOTAL		N/A	7,294

Using the previous calculation of net available caseload hours and total 2019 caseload the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		7,294
<i>Divided by total net available hours for 1 detective (1,253)</i>	÷	1,253
Number of Detectives Needed	=	5.82

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 5.82 and there are a total of 5 detectives assigned. This exceeds the current number of detectives assigned by .82 positions. The caseload analysis indicates there are more cases than can be effectively worked with current resources. To effectively work the current caseload, it is recommended that 6 detective positions be assigned. This is an increase of 1 detective position for a total of 6 detectives.

There is one Community Service Officer assigned to property crimes that supports all of investigations but is focused primarily on administrative functions. There is no true analyst support to assist in investigations. During the course of interviews, it was noted that many investigative processes do not require sworn law enforcement to perform. Some tasks such as social media searches, suspect linkage, and cell phone location mapping are labor intensive, time consuming and often can be performed better by specifically trained personnel.

Adding a trained investigative analyst to assist with cases would greatly assist with investigative processes and increase time that investigators could focus on other aspects of case investigations.

Recommendations:

Increase Homicide and Violent Crime investigative staffing by 1 position for a total of 6 detectives and 1 sergeant.

Add an investigative analyst position to assist with tasks that do not require sworn law enforcement credentials.

(3.3) Child Abuse Team (CAT)

The Child Abuse Team investigates child abuse and child sex crimes. The unit consists of 1 sergeant and 6 detectives. CCSO used to lead the Intercept Task Force (Inter-agency Child Exploitation Prevention Team) that was focused on Internet Crimes Against Children (ICAC).

As detailed in a previous section a caseload hours method is used to determine approximate caseload. The following table shows the approximate number of cases that area assigned.

2019 CAT Caseload

Case Type	Total Cases Assigned (2019)
Sex Assault / Abuse	243
ICAC	38
TOTAL	281

The following table shows the caseload hours information for the CAT detectives:

CAT Caseload Hours

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Sex Assault / Abuse	243	41.29	10,033
ICAC	38	64.69	2,458
TOTAL	281	N/A	12,492

Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		12,492
<i>Divided by total net available hours for one detective (1,253)</i>	÷	1,253
Number of Detectives Needed	=	9.96

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 9.96 and there are a total of 6 detectives assigned. This exceeds the current number of detectives assigned by 4 positions. The caseload analysis indicates there are more cases than can be effectively worked with current resources. To effectively work the current caseload, it is recommended that 10 detective positions be assigned. This is an increase of 4 detective positions for a total of 10 detectives.

Adding this many detectives would also increase the span of control beyond the recommended 6 to 9 per supervisor which would require at least one more sergeant.

Recommendations:

Increase detective staffing in the Child Abuse Team by 4 positions for a total of 10 detectives.

Add 1 sergeant position in the Child Abuse Team for a total of 2 sergeants assigned.

(3.4) Property Crimes

The property crimes unit consists of 1 sergeant and 4 detectives (2 vacancies) and 1 community service officer (CSO). The CSO provides administrative support to the Division.

As detailed in a previous section a caseload hours method is used to determine approximate caseload. To conduct this analysis, the 2020 caseload data was used because it is significantly higher than 2019 data and more accurately reflects the current caseload. The following table shows the approximate number of cases that are assigned.

Property Crimes

Case Type	Total Cases Assigned (2020)
Financial Crimes / Fraud	62
TOTAL	62

The following table shows the caseload hours for the property crimes detectives:

Property Crimes Caseload Hours

Case Type	# of Cases Assigned (2020)	Investigative Hours Each	Hours X Number of Cases
Financial Crimes / Fraud	62	33.65	2,086
TOTAL	62	33.65	2,086

As mentioned above there are a total of 4 detectives authorized (2 vacancies) to work these cases. Using the previous calculation of net available caseload hours and total 2020 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		2,086
<i>Divided by total net available hours for one detective (1,253)</i>	÷	1,253
Number of Detectives Needed	=	1.66

As the chart indicates the recommended caseload hours assigned represents approximately 2 detective positions and there are 4 detectives authorized, though 2 positions are currently vacant. The caseload analysis indicates there are more detectives assigned than needed for the reported caseload. Through interviews it was learned that many cases that would normally be assigned to property crimes detectives are pushed back to patrol deputies because the resulting caseload would not allow them to be effectively worked. The sergeant is screening many cases out, even though there is follow up to do because of the lack of staffing. Many agencies now do this for many property crimes committed. At 2 detectives, however, some coverage and flexibility will be lost. Recovering the vacant positions would address that and will bring back some of the cases referred back to patrol.

Recommendation:

Maintain current authorized staffing in property crimes and fill the vacant positions.

(3.5) Contract City Investigations

CCSO provides public safety patrol and investigative services on contract. Public safety contracts also include investigative resources. Those investigative resources are analyzed in the following sections.

(3.5.1) Happy Valley Detective

CCSO provides one full-time detective through its public safety contract with the City of Happy Valley. The detective assigned to Happy Valley handles both property and person crimes, including serious person crimes. In addition to investigating cases the detective also assist patrol with questions or assists on cases even though they are not formally assigned.

As detailed in the investigations section a caseload hours method is used to determine approximate caseload. To conduct this analysis, the 2019 caseload data was used. The following table shows the number of cases that area assigned.

Happy Valley 2019 Caseload

Case Type	Total Cases Assigned (2019)
Child Sex Abuse	3
Child Physical Abuse	3
Sex Assault	2
Burglary	2
Elder Abuse	1
Murder (Attempt)	1
Robbery	1
TOTAL	13

The following table shows the caseload hours information for the Happy Valley detective:

Happy Valley Caseload Hours

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Child Sex / Physical Abuse	6	41.29	248
Sex Assault	2	41.29	83
Burglary	2	19.94	40
Elder Abuse	1	37.55	38
Murder (Attempt)	1	320	320
Robbery	1	37.55	38
TOTAL	13	N/A	765

As mentioned above there is 1 detective assigned to work these cases. Using the

previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		765
<i>Divided by total net available hours for one detective (1,253)</i>	÷	1,253
Number of Detectives Needed	=	0.61

As the chart indicates the recommended caseload hours assigned represents approximately 0.61 of a detective position and there is one detective assigned. This does not factor in collateral duties. The detective also assists patrol deputies with case follow up, warrant preparation and other tasks that are not tracked.

Recommendation:

Maintain current authorized staffing of 1 detective for Happy Valley.

(3.5) Wilsonville Detectives

CCSO provides two full-time detectives through its public safety contract with the City of Wilsonville. The detectives assigned to Wilsonville handle both property and person crimes, including serious person crimes. In addition to investigating cases the detective also assist patrol with questions or assists on cases even though they are not formally assigned.

As detailed in the investigations section a caseload hours method is used to determine approximate caseload. To conduct this analysis, the 2019 caseload data was used. The following table shows the number of cases that area assigned.

Wilsonville 2019 Caseload	
Case Type	Total Cases Assigned (2019)
Child Sex / Physical Abuse	14
Sex Assault	6
Person Crime (Assault, Etc.)	2
Elder Abuse	1
Murder (Attempt)	1
Robbery	1
Arson	1
TOTAL	26

The following table shows the caseload hours information for the Wilsonville detectives:

2019 Wilsonville Caseload Hours

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Child Sex / Physical Abuse	14	41.29	578
Sex Assault	6	41.29	248
Person Crimes (Assault, etc.)	2	37.55	75
Elder Abuse	1	37.55	38
Murder (Attempt)	1	320	320
Robbery	1	37.55	38
Arson	1	37.55	38
TOTAL	26	N/A	1,334

In 2019 there was only one detective assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		1,334
<i>Divided by total net available hours for one detective (1,253)</i>	÷	1,253
Number of Detectives Needed	=	1.06

As the chart indicates the recommended caseload hours assigned represents approximately 1.06 detective positions and there was only one detective assigned. This does not factor in collateral duties. The caseload analysis indicates there was a need to increase staffing to two detectives which is currently how it is staffed. With additional staffing, detectives will be increasing the number of cases investigated. This is a contract position, so staffing levels are determined by contract.

Recommendation:

Maintain current authorized staffing of 2 detectives for Wilsonville.

(3.6) Criminal Reconstruction and Forensic Technicians (CRAFT)

The Criminal Reconstruction and Forensic Technicians (CRAFT) is an inter-agency team, that investigates serious vehicle collisions and respond to and process crime scene. The unit was previously staffed with 1 full-time deputy. However, that deputy has been moved back to the road due to staffing shortages.

The following table shows the approximate number of cases that area assigned.

Case Type	Total Cases Assigned (2020)
Crash Scenes Processed	11
Crime Scenes Processed	6
TOTAL	17

The following table shows the caseload hours information for the CRAFT deputy:

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Crash Investigations	11	4	44
Crime Scenes Processed	6	8	48
TOTAL	17	N/A	92

As mentioned above there is 1 deputy assigned (now a collateral duty) to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of CRAFT deputy hours needed to process crime/crash scenes can be determined:

Total Caseload Hours		92
<i>Divided by total net available hours for one deputy (1,253)</i>	÷	1,253
Number of Deputies Needed	=	0.07

As the chart indicates the recommended CRAFT caseload hours assigned represents approximately 0.07 deputy positions and there is 1 deputy assigned as a collateral duty). The caseload can be effectively worked by the deputy assigned.

With total call out for vehicle crashes and crime scene scanning equal to approximately 1.4 call outs per month there is not sufficient workload for a full time position. The position was moved back to patrol prior to the beginning of this study.

Recommendation:

Continue to have the CRAFT position as a collateral duty.

(3.7) Clackamas County Inter-Agency Task Force (CCITF)

Deputies assigned to the CCITF investigate narcotic cases. The Task Force consists of 1 lieutenant, 1 sergeant (2 authorized), and 6 deputies (7 authorized). This is an inter-agency, HIDTA funded Task Force focusing on major drug cases and overdose deaths. The caseload for the tasks force is based off tips, working with informants and involves extensive surveillance and warrant writing.

Unlike traditional investigative units, proactive investigations are designed to address crimes that affect livability of a community or address cases where the state or city is victim. Since these types of investigations are typically elective, caseload hours, seizures and arrests are not used to determine staffing. This is because adding staff will likely increase these performance metrics which may not be sustainable.

To evaluate these types of units' activity levels are used. Activity levels tend to indicate whether a unit is productive. The following table shows the caseload (activity) information for the CCITF deputies:

2020 CCITF Caseload

Case Type	# of Cases Assigned (2020)
Open	315
Closed	28
TOTAL	343

As the table indicates, the caseload for CCITF was 343 for 2020. There were a total of 28 cases closed and 104 arrests reported. A closed case includes - cleared by arrest, submitted for prosecution, unfounded, referred to juvenile, referred to another LE agency, closed, suspended due to lack of investigative resources, and cleared by exception. A case time analysis is not conducted. However, the unit averages 6.5 case per week with an average of 2.3 cases closed per month, many of the cases require extensive surveillance and warrant writing. CCTIF reported the following seizures and arrest for 2019 as well:

2019 Seizures:

Drug/ Item	Quantity
Cocaine	9 pounds
Fentanyl	2,246 pills
Heroin	36 pounds
LSD	2,200 DU
Marijuana	309 pounds
Marijuana Plants	1,440 plants
MDMA	7 ounces
Meth	96 Pounds
Mushrooms	8 ounces
Various Pills	887 pills
Cash	\$200,212
Firearms	73

As the table indicates the unit is very active, and the caseload clearance represents a reasonable activity load considering the types of cases they investigate.

There is no exact scaling or size requirements for the number of task force deputies a sheriff's office should have, however there are some operational considerations. Narcotics investigations often require surveillance of multiple locations and vehicles to conduct a single investigation. To conduct surveillance of a single location often requires more than one deputy and to conduct a follow of a suspect vehicle requires three or more deputies so that vehicles in the follow can be switched out.

Recommendation:

Maintain current staffing of 7 authorized positions in CCITF.

(3.8) Air Unit

The Air Unit is a collateral duty and is not a full-time assignment. With limited data and use and unit analysis was not conducted. The CCSO now has drones which is also a collateral duty.

(3.9) Crime Scene Investigations (CSI)

The Crime Scene Investigations responds to crime scenes and processes evidence. The unit consists of a sergeant and 2 crime scene investigators (non-sworn). The sergeant also oversees Computer Forensics, Forensic Imaging and the Criminal Reconstruction and Forensic Technicians (CRAFT). The Sergeant has a total of 5 direct reports.

To perform the analysis of crime scene investigations both 2019 and 2020 performance metrics were used because of the dramatic effects of Covid19 on call outs and other processes which resulted in an unusually low number of activities. The unit reported the following work statistics for 2019 and 2020:

2019 and 2020 Crime Scene Investigations

Process	2019	2020
Call outs	101	40
Items Processed	584	252
Prints Analyzed	634	188
Prints Compared	3,179	2,260
Prints entered into ABIS	77	31
Scenes Processed	73	27
People (Victim /Suspect) Processed	56	15
Vehicles Processed	62	21
Evidence Collected	1,267	548
Weapon Test Fires	49	29
Evidence sent to OSP Crime Lab	84	40
Outside Agency Assist	29	31
TOTAL call outs and service requests	6,195	3,482

As the table indicates, Crime Scene Investigations responded to approximately 6,195 service requests in 2019 which is an average of 16.9 requests per day. Though some requests may take only 30 minutes with travel time, other requests for death investigations may take several hours on scene plus processing time. There are only 2 CSI personnel, so each CSI is on-call every other week.

CCSO currently uses non-sworn positions to conduct crime scene investigations which does not require law enforcement specific training and certification which is a best practice.

CSI personnel were able to respond to and process 101 crime scenes. However, this only represents 22% of all serious violent felonies reported. This means that vast majority of violent person crime scenes are not processed by CSI personnel. Adding 1 CSI would allow more crime scenes to be processed which could aid in prosecution and in the use of detectives' time.

Recommendation:

Add 1 CSI for a total of 3 CSI assigned.

(3.10) Computer Forensics

The Computer Forensics Unit consists of two Computer Forensic Analysts. The computer forensics analyze digital evidence. The unit reported the following work statistics:

2019 Computer Forensics Unit

Process	Number Processed
Digital Evidence	211
Outside Agency Assist	21
TOTAL	232

As the table indicates, computer forensics processed 232 digital items in 2019. Though there is no exact time analysis completed for each process, the unit is able to process high priority items (homicide, sex assault) in 2 to 3 days depending on the device and technology needed, though other lower priority cases may take longer. There are always cases to be worked on so there is no down time for devices to be forensically examined.

There are no significant backlogs on processes and high priority cases can be processed effectively with assigned staff. Computer forensic processing is also dependent on the number of workstations/ software applications that can be used.

Recommendation:

Maintain current staffing 2 computer forensic analysts assigned.

(3.11) Forensic Video Analysis

The Forensic Video Analysis consists of one Computer Forensic Analyst. The computer forensics analyst conducts analysis of digital evidence. The unit reported the following work statistics:

2019 Forensic Video Analyst Workload

Process	Number Processed
Videos Analyzed	189
Outside Agency Assist	9
Forensic art Sketches	8
Other Tasks	20
TOTAL	227

As the table indicates, forensic imaging conducted 227 processes in 2019. There is no exact time analysis completed for each process, the unit can process high priority items immediately as needed. The unit also assisted with the production of masks for inmates and employees for Covid 19 mitigation. There are always cases to be worked with the increasing number of videos recovered from crime scenes.

There are no current backlogs on priority videos to be analyzed. Even if each video averaged 8 hours to recover and analyze this would amount to approximately 1,512 hours of work which could be managed with current staff even when adding in some additional tasks.

Recommendation:

Maintain current staffing of 1 forensic video analyst.

(3.12) Property Room

The CCSO Property Room is responsible for the intake, storage, release, and disposal/destruction of property and evidence collected by the CCSO and the contract cities under CCSO. The Property Room includes a supervisor and three authorized Property Specialist positions.

CCSO Property room uses Mark43 software with a bar code system for management of items. In 2019 the property room took in 17, 027 items and disposed of 14,650. In 2020 the property room took in 15,838 items and disposed of 15,600. In December of 2020,

CCSO conducted an audit of the property room and the Mark43 software. A total of 25 items were selected by the Mark43 audit function.

- 2 drug items
- 4 firearms
- 4 general items
- 5 small items
- 2 large items
- 3 sex crime related items
- 3 homicide related items
- 2 bio-hazard items

All property and evidence items were in their designated spaces, labeled and packaged properly with the exception of two small items which was due to the conversion to the new Mark 43 RMS / Property management system. These two items were entered into Mark43 in error by a deputy during the intake process. Due to the errors, the system deleted the items from the system and are now documented as such. The item numbers were still reserved in Mark43 even though the items do not exist. The error is a software issue and not caused by Property Room personnel. The CCSO property room achieved 100% audit compliance.

The following tables show the workload and staffing calculation for the Property Room for 2019 and 2020.

Property Room Workload and Staffing Calculation 2019

Task	Number	Avg Processing Time (Hrs)	Total Time (Hrs)
Intake Items	17,027	0.15	2,554
Disposed Items	14,650	0.15	2,197
Total			4,751
<i>Net Availability Hours (75%)</i>			1,560
Staffing Needs			3

- 17,027 items were processed for intake in 2019.
- 14,650 items were disposed of in 2019.
- For intake and disposition, it takes approximately 9 minutes to process each item.
- Staff are available to work a total of 1,560 hours annually.

Property Room Workload and Staffing Calculation 2020

Task	Number	Avg Processing Time (Hrs.)	Total Time (Hrs.)
Intake Items	15,838	0.15	2,375
Disposed Items	15,600	0.15	2,340
Total			4,715
<i>Net Availability Hours (75%)</i>			1,560
Staffing Needs			3

- 15,838 items were processed for intake in 2020.
- 15,600 items were disposed of in 2020.
- For intake and disposition, it takes approximately 9 minutes to process each item.
- Staff are available to work a total of 1,560 hours annually.

There are other factors to consider that affect workload beside the daily intake and processing of property and evidence. The supervisor indicated there has been a backlog in processing items for disposal due to three transitions in property tracking software. Each software change creates additional work for employees to adequately learn the new system and transfer all the items over.

In the last few years CCSO property specialists have made progress in moving property out of the system. However, at the end of 2020 CCSO housed 75,451 items.

The change in working conditions due to the Covid19 limitations has helped the property back log. Property Specialists working remotely due to COVID had more time to identify items that could be disposed. Upon returning to the property room facility the release of that property will be expedited.

The Clackamas County Property Room functions well achieving 100% compliance in the December 2020 audit. However, there is a backlog of items that need to be disposed. The Covid19 work protocol changes helped staff address the back log as the property room reduced hours open to the public allowing employees to research and verify property that could be released or destroyed. Prior to 2020, the property room was taking in more items than could be processed for release. With work protocols returning to normal and employees spending more work time with the public, it is expected the property room will again take in more property than employees can process for disposal. A 0.5 FTE limited term position is needed to address the property disposal back log.

Recommendation:

A 0.5 FTE limited term position should be added to the property room.

(4) Training Division

The Training Division provides required skills and knowledge training for sworn members in the area of firearms, defensive tactics, active shooter, CPR and emergency vehicle operations and conducts monthly trainings. The division coordinates the Field Training and Evaluation Program (FTEP) for new deputies. It also conducts a post academy class for new hires and provide active shooter training.

The unit consists of 1 Captain, 1 Sergeant and 2 deputies. Many deputies also assist with training as a collateral duty.

To conduct the analysis of the Training Division 2019 data was used because of the effects of Covid19 in 2020. The training Division provided the following hours of training in 2019:

2019 Training Hours

Type	2019 Trg Hours
Admin	165.5
Civil	438
Community	6
Corrections	5,713
Family Justice Center	88
Former	1091
Investigations	898
Patrol	4,918.5
Reserves	289
Services	216
Other	134.75
TOTAL	13,957.75

As the table indicates the training unit provided or coordinated 13,957 hours of training in 2019. This represents approximately 268 hours per week. The division is responsible for ensuring all personnel are certified and meet state minimum requirements. The unit has few full-time employees and relies on collateral duty instructors. Additionally, the unit is responsible for reviewing use of force and other training related tasks.

Recommendation:

Maintain, for now, staff dedicated to training, including the use of collateral instructors. Demands on training will grow over time.

(5) Wellness

The Clackamas County Sheriff's Office moved a Management Analyst II position from the Public Safety Training Center to the Training Division in February 2021 to develop a Wellness program for county law enforcement employees. CCSO plans for the Wellness program to incorporate the peer support and chaplaincy programs with physical fitness incentives, resiliency training, emotional support and financial support. CCSO is looking to develop and fund the start of this program with a grant from IACP. The program will provide support to employees from the courts, patrol and jail. There is no staffing assessment for this program as this is a new initiative for CCSO.

4. Public Safety and Support Services

Public safety and support services is a wide variety of functions including: Jail; Civil; Public Safety Training Center; Finance; Operational Support; and Policy and Performance. Public safety and support services is comprised of non-law enforcement services and includes both sworn and civilian personnel.

(1) Analysis of Staffing in the Jail.

This section outlines a staffing plan for the Clackamas County Jail based upon the current mission of the facility, operational and programmatic philosophy, applicable standards, and current rated capacity.

The staffing needs of the Clackamas County Jail are directly affected by the operational philosophy of the Jail Division, the number and characteristics of the individuals held in custody and the layout of the physical plant. In addition, court decisions and state and professional standards influence operations and staffing.

Staffing issues that adversely impact detention facility operations typically include (1) having too few staff; (2) not having staff members in the right types of jobs; (3) not scheduling staff members efficiently; (4) not training staff properly, and (5) failing to provide coaching and support to staff through proper supervision. A well-conceived and properly implemented staffing plan will address many of these problems.

Good staffing plans and practices contribute to safety for staff, residents, and the public, enhances the correctional facility's ability to provide programs and services, and supports efficient use of costly staff resources.

Adequate staffing in a correctional facility can be defined as having:

- The right number of staff
- With the right skills and training
- In the right place
- At the right time
- Doing the right thing

(1.1) Staffing Analysis Concepts

The following basic staffing requirements might be considered when analyzing current staffing levels and identifying staffing needs:

- Residents must be continuously supervised.

- A minimum staffing level must always be maintained to be able to respond to emergencies.
- Electronic surveillance is only a backup for personnel.
- Relief must be provided for many custody staff posts.
- Staff must receive extensive training.
- Staff must also be supervised.

In addition, the following physical plant features of a detention facility are major factors influencing the number of staff that might be required and their placement within the facility.

- Sightlines – what detention deputies are able to see and observe from staff posts.
- Supervision style – direct, indirect, or intermittent.
- Classification - the several classification categories of residents and the number and types of separations required to manage the residents safely and appropriately.
- Resident movement - the amount of resident movement throughout the facility and the level of control needed (e.g. escorted movement).
- Secure perimeter - Movement in and out of secure areas must be controlled.
- Security technology – role, coverage and effectiveness of security technology.

(1.2) Staffing Methodology

The detailed staffing coverage plan provided on the following pages represents shift coverage requirements for every security post, only. Medical personnel are not included, since this is a contracted service provided through NAPHCare Health.

The project team approached this project with the intent of identifying where the current custody model failed to reflect staffing needs of contemporary local detention systems. The methodology used in developing the staffing plan included completion of the following tasks:

- Reviewing the 2019 Staffing Coverage Plan, Jail Shift Bid documents, activity schedule, staff schedule daily samples and past staffing model audits provided by the Sheriff's Office – Jail Division.
- Virtually participating in user interviews and reviewing staffing-related data provided by jail staff.

- Reviewing information about the facility layout and current housing plan, and how sightlines, movement, and access to services/activities throughout the facility may have staffing implications.
- Identifying posts and positions that require coverage, including location of posts/positions, and making determinations as to when posts and positions must be staffed.

The development of the staffing plan follows industry-accepted methodology developed under the auspices of the National Institute of Corrections (NIC).

(1.3) Staffing Assumptions

The staffing determinations are based on the following assumptions:

- Facility operates with indirect supervision.
- Food services and laundry operations are centralized.
- Personal and professional visitation are accomplished through a combination of in-person contact visits, face-to-face non-contact visits, and video visitation (remote).
- Recreation and programming services such as religious services, education, AA, substance abuse and counseling occur primarily at centralized locations. Volunteers are used for the delivery of adults in custody programs.
- Services, such as delivery of meals and medication distribution are decentralized and delivered at the housing unit level instead of having residents move to a centralized location within the facility for services.
- Sick call and on-site medical services are provided in the centralized medical unit. Health service staff are contracted and not included.
- Part-time and on-call staff not included (e.g. ACA Coordinator working 20-hours a week).
- Escorts are needed to facilitate internal movement of adults in custody and to provide escorted movement of certain visitors, volunteers and other designated non-custody staff within the facility.

Sufficient number of staff, deployed properly, is also needed to perform routine custody operations such as admissions and releases, transports, monitor and supervise

residents, perform security checks and to manage their behavior and maintain a safe environment.

Sufficient relief must be allocated for staff to attend training to achieve the desired level of professional competency.

To be cost effective, staff availability must be maximized (by managing leave use, scheduling, etc.).

(1.4) Primary Shift Patterns

Clackamas County Jail is staffed by Sergeants and Corrections Deputies. The basic shift pattern for jail deputies is 12 hours, with the primary shift schedule as follows: Day shift: 6 am – 6 pm and Night shift 6 pm – 6 am. Few shifts are 10 to 10, to help with the influx in intakes and transports. Administrative staff and some program and service staff typically work Monday through Thursday, days only.

The Jail deploys a fixed post staffing plan that identifies the post that should be staffed on each shift. Posts are the areas where a jail deputy is required to implement necessary functions as required by law to include audio and visual functions involving security, control, custody and supervision of all adults in custody. At present, there are a total number of 21 posts assigned on day shift, and a total of 16 posts on the night shift. The following table summarizes the current staffing plan.

Fixed Post Staffing Plan

Post	Day Shift	Night Shift
Sergeant - Housing	✓	✓
Sergeant - Booking	✓	✓
Control #1	✓	✓
Control #2	✓	✓
Booking #1	✓	✓
Booking #2	✓	✓
Booking #3	✓	
Identification #1	✓	✓
Identification #2	✓	
Medical	✓	✓
Medical / Relief	✓	
1 East	✓	✓
1 West	✓	✓
1 Float	✓	

Post	Day Shift	Night Shift
2 East	✓	✓
2 West	✓	✓
2 Float	✓	
C & D Unit #1	✓	✓
C & D Unit #2	✓	
EFG Unit	✓	✓
EFG Relief / Float	✓	✓
Float / Relief		✓
Total Post	21	16

These fixed post requirements are translated into Full Time Equivalent (FTE) positions using a "shift relief factor". A relief factor is the ratio between the total number of hours of coverage needed for a post and the average number of hours an employee is actually available to work. It is employed to account for the 24 hour nature of certain posts as well as to ensure proper coverage of essential posts during regular days off, scheduled vacation time, sick time, mandatory training, breaks, and other types of leave.

It is important to calculate and apply an accurate relief factor to determine the total number of FTE's (full-time equivalent) necessary to provide the amount of coverage required. Failure to apply a relief factor may result in increased overtime costs to cover staff shortages.

Most administrative and clerical positions that operate 5-day or 40-hour a week schedule are not replaced when they are absent from work. As such, no shift relief factor is applied to these positions, as coverage is required during the day only, Monday through Friday.

(1.5) Net Annual Work Hours (NAWH) Calculation

The number of hours an employee is actually available to work on average after the leave use is subtracted from the total hours of coverage needed for the post is known as the **Net Annual Work Hours (NAWH)**. Different job classifications may have different availability because of the amount of leave time or training time that is allotted and used. For example more veteran staff may be working in supervisory positions where they may earn more vacation and sick time. Also, it is important to note that relief factors may apply to more than just fixed posts. It applies to all posts and positions that have duties which must be carried out if the person assigned to it on a given shift is not available to work.

To provide a relief factor calculation to use in preparing a staffing plan for the Clackamas County Jail, the project team examined leave usage data at the existing jail from calendar year 2019. The following table summarizes the leave data and assumptions.

Factors Used to Calculate Jail Net Availability

Work Hours Per Year

The total number of scheduled work hours for correction deputies, without factoring in leave, training, or anything else that takes deputies away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Based on the assignment of 80 hours every two weeks, there are 2,080 scheduled work hours per year.

Base number: 2,080 scheduled work hours per year

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave (e.g. vacation, sick, unpaid time off, etc.), as well as injuries and military leave – anything that would cause deputies that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from CCSO data: 339 hours of leave per year

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. This assumes that all training was provided on duty in 2019.

Calculated from CCSO data: 49 hours of on-duty training time per year

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for deputies – the time in which they are available to work after accounting for all leave, on-duty training and court time, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,692 net available hours per deputy

The following table summarizes the net annual availability calculation.

Net Availability Calculation

Type	Hours
Work Hours Per Year	2,080
Total Leave Hours (Vacation, Sick, Holiday)	339
On-Duty Training	49
Net Availability Per Year	1,692

It should be noted that the project team was unable to separate leave hours by rank. Therefore, the project team will utilize the 1,692 hours of net availability for all classifications.

The NAWH indicates that it would take **5.17 FTE** officers to cover a 7-day post with continuous coverage. As this illustrates, the availability of staff to work can significantly impact the overall staffing requirements of a correctional facility. For budgetary purposes, it is a good practice to review and update the NAWH annually in the course of budget and staffing planning.

(1.6) Staffing Plan Recommendations

Before the total number of staff needed for the Clackamas County Jail, there are several operational and staffing needs to operate the jail more efficiently and effectively. Based on a review of current security operations, the design and age of the facility, and other workload factors there are opportunities to improve operational approaches.

The following points summarizes five recommended changes to the current staffing/post allocation for the Jail.

1. **Administrative Assistant** – This proposed position associated with Executive Administration would provide administrative support to the Captain and Administrative Lieutenant in areas such as records management, clerical support, timekeeping, telephone, transcription, office supply ordering and other general related secretarial and clerical duties for the administrative staff etc. This person

would also be responsible for staffing the public window for the administrative suite. Currently, there is limited administrative and clerical support for jail administration.

2. **Housing Float/Movement Deputy** – This would be a 12-hour, 7-day post working on all housing blocks of the facility during the day-shift. This rover position would help with intake, transfer and release activities as needed, escort residents as needed (to and from medical, intake/release, arraignment area, programs, etc.), also providing for housing deputies' meal and break relief. The rover would conduct safety checks and assist with formal counts and pod searches. Additionally, this post could assist in moving food and laundry between the housing areas and the centralized food service or laundry areas. The post may also provide intermittent supervision of resident workers and provide support in booking during peak volume times. This post would align with peak booking and transfer volumes which generally occurs between 1100 and 1259 hours.
3. **Programs & Recreation Assistant Deputy** - Based on level of services, programs and recreational activities offered to the adult in custody population. This post would be staffed approximately between 1100 and 1900 hours, five day a week. This position would also ensure that program activities are in compliance with security procedures, that access to programs and services is offered in a timely manner, would oversee volunteer assignments, work together with the staff in assisting with discharge planning activities, and would help to further develop relationships with community service and program providers. The creation of this position could increase adults in custody and transition planning services.
4. **Medical Deputy** – Given the growing medical and mental health needs of the in custody population, as well as the significant prevalence of drug and alcohol use, the system would benefit from opening additional beds. This new post associated with the Medical Unit would allow to achieve full utilization of the unused medical/mental health jail beds built several years ago within the new medical wing. This position would be responsible for providing security on this side of the Medical Unit, providing 24 hour coverage seven days per week. No additional Medical/Mental Health contract staff is anticipated. This post is needed in order to fully open all medical/mental health beds in the Jail.
5. **Maintenance Specialist** - An additional position is need for Facility Maintenance to focus on preventive maintenance activities. With the current age of the facility and staffing levels, the facility maintenance team is primarily reactive to the current facility maintenance needs. Adding an additional position will allow Facility

Maintenance to develop and implement a preventive maintenance program which should help reduce future reactive repairs. Also, this position may assist with project management of capital projects within the jail.

A total of five new positions or post are recommended for the Jail. Also, it is recommended to open all medical / mental health beds in the jail.

Recommendations:

Open all medical and mental health designated beds in the jail.

Add the following deputy posts: Housing Float/Movement; Program and Recreation Deputy; and Medical Deputy.

Create the position of Administrative Assistant to provide administrative support to the jail executive team and to staff the administrative public lobby.

Add a Facility Maintenance Specialist to provide proactive facility maintenance in the Jail.

(1.7) Staffing Needs Table Based on Net Annual Work Hours

The following table summarizes the staffing requirements into six major categories. Staffing requirements are identified for each major functional area of the facility, including the number of days that the corresponding position/post is operational and the number of shifts for which coverage is required.

Position/Post	Relief Req?	Week days	Day Shift	Night Shift	# of Days/Week	# of Hours/Week	# Hours / Year	Net Annual Work Hours	Total FTE's Required
Jail Administrator (Captain)	No	8			5	40	2,086	n/a	1
Administrative Lieutenant	No	8			5	40	2,086	n/a	1
Administrative Sergeant	No	8			5	40	2,086	n/a	1
Management Analyst II	No	8			5	40	2,086	n/a	1
Microcomputer Specialist	No	8			5	40	2,086	n/a	1
Administrative Assistant	No	8			5	40	2,086	n/a	1
Total Jail Administration									6
Operations Lieutenant	No	8			5	40	2,086	n/a	1
Operations Sergeant	No	8			5	40	2,086	n/a	1
EHD Deputy (2)	No	10			7	70	3,650	n/a	2
K9 Deputy	No	10			4	40	2,086	n/a	1
Work Program Deputy	No	10			4	40	2,086	n/a	1
Transports Deputy (2)	Yes	16			5	80	4,171	1,692	2.5
Training Deputy	No	10			4	40	2,086	n/a	1
Classification Deputy (4)	No	40			4	160	8,342	n/a	4.0
Total Operational Support Staff									13.5
CSO - Mail Operations	No		8		5	40	2,086	n/a	1
CSO - Entrance/Lobby	No		12		3	36	1,877	n/a	1
CSO - Entrance/Lobby	No		8		5	40	2,086	n/a	1
Total Community Service Officers									3
JST - Unit Office Manager	No	8			5	40	2,086	n/a	1.0
JST - Unit Coordinator	No	8			5	40	2,086	n/a	1.0
JST - Video	Yes	8			5	40	2,086	1,752	1.2
JST - Court Services	Yes	8			5	40	2,086	1,752	1.2

Position/Post	Relief Req?	Week days	Day Shift	Night Shift	# of Days/Week	# of Hours/Week	# Hours / Year	Net Annual Work Hours	Total FTE's Required
JST - Day Float (1)	No	10			7	70	3,650	1,752	2.1
JST - Day Booking (1)	No	10			7	70	3,650	1,752	2.1
JST - Swing (2)	No	20			7	140	7,300	1,752	4.2
JST - Grave (2)	No	20			7	140	7,300	1,752	4.2
Total Jail Service Technicians									16.9
Watch Commander	No		10	10	4	80	4,171	1,692	2.0
Central Control #1	Yes		12	12	7	168	8,760	1,692	5.2
Central Control #1	Yes		12	12	7	168	8,760	1,693	5.2
Booking Sergeant	Yes		12	12	7	168	8,760	1,692	5.2
Booking #1	Yes		12	12	7	168	8,760	1,692	5.2
Booking #2	Yes		12	12	7	168	8,760	1,692	5.2
Booking #3	Yes		12		7	84	4,380	1,692	2.6
Booking Identification #1	Yes		12	12	7	168	8,760	1,692	5.2
Booking Identification #2	Yes		12		7	84	4,380	1,692	2.6
Medical	Yes		12	12	7	168	8,760	1,692	5.2
Medical / Relief	Yes		12		7	84	4,380	1,692	2.6
Medical (26 beds unit)	Yes		12	12	7	168	8,760	1,692	5.2
Programs & Rec. Assistant	No		8		5	40	2,086	n/a	1.0
Housing Sergeant	Yes		12	12	7	168	8,760	1,692	5.2
Housing 1 East	Yes		12	12	7	168	8,760	1,692	5.2
Housing 1 West	Yes		12	12	7	168	8,760	1,692	5.2
Housing 1st Floor Float	Yes		12		7	84	4,380	1,692	2.6
Housing 2 East	Yes		12	12	7	168	8,760	1,692	5.2
Housing 2 West	Yes		12	12	7	168	8,760	1,692	5.2
Housing 2nd Floor Float	Yes		12		7	84	4,380	1,692	2.6

Position/Post	Relief Req?	Week days	Day Shift	Night Shift	# of Days/Week	# of Hours/Week	# Hours / Year	Net Annual Work Hours	Total FTE's Required
Housing C&D Unit 1	Yes		12	12	7	168	8,760	1,692	5.2
Housing C&D Unit 2	Yes		12		7	84	4,380	1,692	2.6
Housing EFG	Yes		12	12	7	168	8,760	1,692	5.2
EFG Relief / Float	Yes		12	12	7	168	8,760	1,692	5.2
Float / Relief	Yes			12	7	84	4,380	1,692	2.6
Float / Day Relief	Yes		12		7	84	4,380	1,692	2.6
Total Security Staff									106.5
Maintenance Supervisor	No	10			4	40	2,086	n/a	1.0
Sr Maintenance Specialist (2)	No	20			4	80	4,171	n/a	2.0
Maintenance Specialist	No	10			4	40	2,086	n/a	1.0
Maintenance Assistant	No	10			4	40	2,086	n/a	1.0
Maintenance Specialist	No	10			4	40	2,086	n/a	1.0
Kitchen Manager	No	10			4	40	2,086	n/a	1.0
Cooks/Food Service Worker	Yes	20			7	140	7,300	1,752	4.2
Total Support Staff									11.2
Total Staff									157.1

Based on the revised staffing plan a total of 157 staff are required to operate the Clackamas County Jail. There is currently a total of 147 positions funded by the Jail, with 8 of these positions assigned to the Courthouse and 1 to Search and Rescue which are not accounted for in this section. This is an increase in 19 total authorized positions, eight of these new positions are classified as Correction Deputy, with 5.2 full time equivalents assigned to reopening the shuttered medical beds.

Recommendation:

A total of 157 authorized positions are needed in the jail. This is an increase in 19 authorized positions assigned directly to the jail. This does not include the 9 current staff in the Jail's budget who are assigned to the Courthouse and SAR.

(2) Civil

Civil has responsibility for courthouse security, and the concealed handgun licensing program. Civil consists of 1 Captain, 1 Civil Sergeant, 5 Civil Deputies, 3 Administrative Specialist (Civil), 1 Courthouse Sergeant, 13 Courthouse Deputies (14 authorized), 1 Licensing Specialist, 1 Office Coordinator and Management Analyst. Civil deputies are tasked with processing and delivering/serving all civil process papers in the County. Civil deputies are assigned to geographic regions. The Administrative specialists assist with data entry and paper processing for civil functions. The Courthouse Sergeant is in charge of courthouse security and the deputies provide security, inmate escorts and bailiffs. They also conduct transports. Licensing specialist and office coordinator staff the concealed handgun licensing (CHL) office. They process new applications and renewals for CHL.

(2.1) Civil Workloads

Civil deputies attempted to serve 13,063 process papers in 2020. This represents approximately 50 services per day, or 10 per deputy assigned. Deputies are assigned a geographic area of the County to serve papers. Incorporating travel and serve time, the average paper takes approximately 30 to 40 minutes to complete, resulting in approximately between 5 and 7.5 hours of workload per day. The current allocation of five deputies is appropriate to process the current civil workload.

Civil Service process duties are adequately staffed with no identified backlogs.

(2.2) Courthouse Workloads

A Sergeant and 14 Deputies are assigned to court security. Two of the deputy positions are located at the Juvenile and Justice Courts locations. A total of 12 deputies are assigned to the primary County Courthouse. Staff are generally assigned to the following posts at the Courthouse: Security Desk (2), Courtroom Operations (8), and Holding/Transport (2).

The Courthouse is comprised of 11 courtrooms and a central holding facility. When a trial or criminal proceedings occur, a Deputy is typically assigned to the courtroom. However, noting that it is extremely rare that all courtrooms are in use and require a Deputy. On average, between five and seven courtrooms are used daily. The additional deputies "float" throughout the facility, provide relief at the security desk and holding and walk through staff and public areas. The current approach to scheduling and staffing (if all positions are filled) is adequate to provide security, holding, and transport duties at the courthouse.

Clackamas County is expected to complete construction of a new courthouse by 2025. Based on the Court Facility Needs Assessment completed by the National Center For State Courts in 2019, the new facility is proposed to include a total of 16 courtrooms. The projected total of judgeships/referees is 14 by 2040. Additionally, the new design will include secure zones of separation between staff, the public, and adults in custody holding areas. Each courtroom will share a holding area between the courtrooms, that is link (via elevator) to the building's central holding area. The new building and courtroom design will require changes in the operational approach by Court Security Deputies. The following points outline the assumptions used for staffing projections for the new courthouse.

- A total of 14 judgeships/referees will be used as a baseline for 2031 projections.
- Juvenile Court will move to the new courthouse.
- For the vast majority of court proceedings the number of adults in custody will be limited to one per courtroom.
- The Deputy assigned to the courtroom will also supervise the adult in custody in the adjacent holding area.
- Central holding will have a minimum of three posts when occupied. One Deputy will be tasked with escorting adults in custody to the courtroom in conjunction with the assigned courtroom deputy.
- A minimum of two posts will staff the security desk, this may include the Sergeant position.
- An average of eight courtrooms will be used daily.

- A rover post will be staffed to provide relief and walk through security of all posts. Position is staffed during normal business hours.
- Staff flex schedules to provide coverage from 0600 to 1800 hours daily.

Based on the assumptions noted above a total of 14 posts are required daily. The following table summarizes the staffing calculation for the new courthouse.

Courthouse Posts	14
Work Hours Per Year	2,080
Total Coverage Hours	29,120
Net Annual Hours	1,483
Staff Needed	19.6

A total of 19.6 positions are needed for Courthouse Security in the new facility. Based on the flexible judicial schedule for courthouse security, a total of 19 deputies position and two sergeant positions are adequate to cover the proposed courthouse when it opens. This is an increase in one Sergeant and six deputy positions than what is currently assigned to the main courthouse and juvenile court. Also, one deputy position will be needed at Justice Court.

Recommendations

Maintain the current allocation of 1 Sergeant and 14 Deputies Assigned to Courthouse Security duties.

Begin budgeting for a total of 2 Sergeant and 20 Deputies for Courthouse Security when the new courthouse is constructed. This includes one Deputy position at Justice Court, this is an increase in 1 Sergeant and 6 deputy positions than what is budgeted for FY 2021.

(2.3) Concealed Handgun Licensing Workloads

CHL is responsible for re-licensing the existing 41,000 CHL holders and processing any new applications which has a 45-day timeline. There is a current 7-month backlog of licenses to process. Identifying the need for additional staffing resources to reduce the current backlog to meet mandated 45 day processing times.

The Concealed Handgun Licensing office has a 7 month backlog for CHL applications. ORS 166.292 states the Sheriff's Office shall issue (or provide reasons for denial) CHL permits within 45 days of the application. Clackamas County is the third largest county in Oregon and processes a higher volume of CHL applications than all other Oregon

counties. With the current rise in crime trends, CCSO does not anticipate a reduction in CHL applications. Additionally, changes were made to the CHL renewal process due to Covid19 protocols. During the restricted public access the Sheriff's Office assigned limited duty sworn personnel to help with the CHL backlog. CHL renewals also require a new photograph. However, due to the backlog of new applications and restricted contact with the public during the pandemic, CCSO is currently processing renewals online without a new photograph.

To address the backlog and the increase in CHL applications it is recommended CCSO add one FTE clerk position to the CHL office. The additional clerk can work to address the current backlog and reduce the wait time for new applications.

Recommendation

Add 1 FTE clerk position to the CHL office.

(3) Clackamas County Public Safety Training Center - Range

The Clackamas County Sheriff's Office operates a Public Safety Training Center open to both the public and other law enforcement agencies. The 22,000 square foot facility contains two full ranges with additional training classrooms. A civilian manager oversees the training center operations and supervises three full-time and 12 part-time staff.

Prior to February 2021, the PSTC had a Management Analyst position assigned to the center. During this study, that position was transferred to the Training Division to start the CCSO Wellness program.

The range supervisor is a retired law enforcement officer who manages the public range 40 hours a week to include additional classes. The range is open to the public Tuesday through Thursday and Saturday and Sunday. In addition to the range supervisor, 12 part-time employees with NRA certification assist with public usage of the range providing safety briefings, some range cleaning, managing the front desk on the weekends and selling PTSC ammunition, targets and logo merchandise. The full-time PSTC range safety officer is responsible for maintaining and cleaning 18 range lanes to include removal of the hazmat material. This employee is close to retirement and a replacement will be needed soon.

Administrative support is responsible for front desk reception, helps with some scheduling for outside law enforcement agencies and provides fingerprint services and passport photos to the public. The revenue from the fingerprint and passport photos averages \$6,000 monthly and helps cover the cost of that position. Prior to PSTC losing

a position to the Training division, all the coordinating duties for the outside law enforcement agencies' use of the range and classrooms were also part of the admin duties. The PSTC manager has taken some of these responsibilities. When the administrative person is sick or on vacation there is limited back up for her position from the Training Division. The PSTC manager is working with county technology services to use technology to enable outside agencies to reserve the facility and range online.

In addition to servicing the training needs of CCSO and surrounding police agencies, the Public Safety Training Center provides services to the public for profit. The current PSTC Manager has increased revenue for the facility which offsets the funds needed from the county for building and program operations. A Management Analyst position was recently moved from PSTC to the Training Division to develop a Wellness program for CCSO. This shifted all the clerical duties, public front desk duties, facility usage coordination and the passport/fingerprint program to one remaining administrative employee.

Due to Covid19, the facility had restricted access to the public, alleviating some of the need to be at the front desk. As public restrictions ease there will be increased need for administrative support. In the interim, the PSTC Manager has taken some of the administrative duties, which limits the ability to plan revenue generating strategies for the facility. It is recommended CCSO add 0.5 clerical FTE to support current administrative functions and backfill for the full time administrative employee's absences.

Recommendation:

Add a 0.5 FTE clerical staff for a total of 1 manager and 3.5 full time support staff.

(4) Operational Support

The Administrative Services Manager is a civilian Division head. CCSO created this position and renamed the division the Operational Support Division in 2019. The Training Unit used to be housed within this Division but was removed with the organizational changes in 2019. The current incumbent oversees the Background and Recruitment Unit, the Fleet and Facilities Unit, the Records Unit, and the Technology Unit. A supervisor from each reports to the Administrative Services Manager.

The Clackamas County Sheriff's Office Background and Recruitment Unit is comprised of a supervisor and five (5) part-time temporary civilian background investigators. The hours the investigators work depend on the CCSO recruitment and background cycle. The background investigators are mostly retired former law enforcement. Background

investigators are assigned candidates after they pass the testing requirements for their respective discipline (patrol or jail) and the CCSO Captain's interview board.

New recruits must pass the National Testing Network Exam. Lateral applicants must meet Oregon Department of Public Safety Standards qualifications before an interview process with a Captain-led panel. Once applicants pass the exam and are approved by the panel, Background Investigators use a quick elimination short Statement of Personal History to start the background process. The average time for investigators to complete a background investigation is 6 weeks. In FY 2020 CCSO hired 4 new recruit deputies and 8 lateral deputies.

The CCSO Background Investigation Unit assigned 163 investigations in 2019, 147 in 2020 and 51 as of the end of April 2021. Those numbers include both sworn and civilian investigations. For Oregon Law Enforcement agencies, approximately 5% to 8% of assigned police background investigations result in an agency hire. In 2020, CCSO hired 10 deputies, or 7% percent of their assigned applicants with the current staffing of 5 background investigators. CCSO plans to add one additional background investigator to meet the need for new hires.

There are currently 28 vacancies for both sworn and non-sworn personnel. CCSO has received funding for 16 additional deputy positions. To achieve full staffing, a pool of approximately 450 applicants who have passed all testing requirements and have advanced to the background investigation stage will be necessary.

CCSO uses part-time retired law enforcement officers to perform background investigations. As the need for background investigations fluctuates, CCSO has increased or decreased part time investigators. There is a lack of continuity in having all part-time investigators. Because of their limited availability, phone calls may not be returned in a timely manner, reports can take longer, and the background process is extended. Due to the number of background investigations that will need to be completed for CCSO to meet current and anticipated vacancies, CCSO should hire two full time investigators and supplement with the part-time investigators.

Recommendation:

Hire two full time background investigators to manage the anticipated hiring needs for CCSO and maintain consistent pool of candidates eligible for hire.

(2) Facilities and Fleet

Facilities and Fleet is comprised of a Supervisor, Fleet Deputy, and two part time couriers.

The Supervisor is primarily responsible for the coordination of facility maintenance services between the CCSO and County facility maintenance staff and serves as a project manager for Sheriff's Office capital improvement projects. The supervisor also assists with management of the CCSO fleet program. They are responsible for facility maintenance coordination for all Sheriff's Office occupied facilities with the exception of the Jail, which has its own dedicated internal maintenance team.

A dedicated facility maintenance coordinator/liaison for a Sheriff's Office is a common practice in an agency the size of CCSO. Due to security and restrictions for law enforcement operations, it is critical to have a dedicated resource to escort maintenance contractors while onsite and have a dedicated point person to resolve maintenance issues. Availability and on-call facility maintenance contact is critical since law enforcement operations are 24/7. Most other government operations work traditional business hours and have limited after-hour requests. One opportunity is to reclassify the position from a supervisor to coordinator due to the current one-to-one reporting relationship, which does not necessitate the need for a supervisor when both position could report directly to the Chief Deputy. The Supervisor position should be reclassified as a Coordinator when the position turnover.

The Fleet Deputy is tasked with serving as the CCSO fleet manager and is responsible for the acquisition and disposal of vehicles and coordinating preventive maintenance services with County fleet. Having a dedicated point person for fleet management is important considering the size of the Sheriff's Office fleet and due to the high utilization rate requiring annual purchasing. The process for acquiring, commissioning, and disposing of a law enforcement fleet is time consuming and cumbersome. However, this position is not required to be a deputy classification. The position should transition to a civilian (non-sworn) position.

Recommendations:

The Fleet and Facilities Supervisor position should be reclassified as a Coordinator.

The Fleet Deputy position should be reclassified to a non-sworn position.

(3) Finance

Finance comprises six positions: Finance Manager, Accounting Specialist (2), Financial Analyst, and Management Analyst (2). The primary roles of Finance include managing the Sheriff's Office budget preparation, monitoring of revenue and expenditures, processing accounts payable/receivable, purchasing, payroll processing, contract, and grant management. These duties are split between staff, with teams of positions specifically trained to address specific functional areas. .

The Financial Analyst focuses on duties which include financial forecasting, analysis, reporting and financial compliance issues. Further, this position will assist in the development and monitoring of the Sheriff's Office budget, to include preparing proposals and reports to assist in the evaluation of budgets and programs for regular analysis. This position also tracks expenditures and activities for compliance with the terms and conditions of agreements. The Financial Analyst assists in the development of Interagency Cooperative Agreements and Intergovernmental Agreements. Serves as Lead Worker for the Finance Team.

One Accounting Specialist primarily focuses on payroll functions for the Sheriff's Office and had traditionally been supported in a backup capacity by an additional Accounting Specialist. The County is in the process of fully implementing a new digital payroll system that will reduce a portion of the time commitment for staff in processing payroll. The new payroll system should be fully implemented by the end of FY 2021-22. This change will free up time for the Accounting Specialist to focus on other tasks and support the Finance Team in completing other administrative tasks. Effectively reducing the workload for the Finance Manager and Financial Analyst; reducing overtime hours worked by the Financial Analyst and additional hours worked by the Finance Manager.

The Finance Manager is responsible for many tasks, including budget development and management, development of policies and procedures (with the Financial Analyst), oversight of treasury accounts, representing the Sheriff's Office to the Board of County Commissioners and on various workgroups, conducting performance evaluations, strategic planning and goal setting for the team. The Finance Manager directs the Team in collecting data for performance measures and completing special projects as assigned by the Sheriff's Executive Leadership Team.

The current approach to grants in the CCSO is that when a grant opportunity comes available it is assigned to as an ancillary duty to the most appropriate staff in the organization. This poses challenges as the assigned individual may have limited or no experience with grant applications. Once grants are received, then the burden of grant administration falls to Finance. The current approach to grant writing and administration is an ancillary duty that is spread across the organization.

Recommendation:

Maintain the six positions currently authorized for Finance.

(4) Information and Technology

Information and Technology manages the Sheriff's Office's information technology, including internally managed systems, networks, and mobile technology. They interface with the County on information technology issues, plan for new system, implement new

systems and update existing ones. The functions for which technology needs are managed are organizationally comprehensive, including law enforcement, administrative functions, as well as the jail. They also provide help desk support to CCSO information technology users. Staff are allocated in the following roles:

- Three (3) Senior Systems Analysts are dedicated to applications development
- One (1) Microcomputer Support Specialist dedicated to systems operations
- Two (2) Microcomputer Support Specialist are dedicated to help desk functions and cell phone and laptop setup

One Senior Systems Analyst position has been vacant since last year.

The unit is headed by the Technology Systems Manager, like IT staff, a civilian classification.

There are several current and projected on the immediate horizon issues which are significant for the unit. These include:

- In the past, many of the applications utilized by the CCSO have been internally developed (e.g., professional standards, patrol scheduling, permits, and overtime reporting). The CCSO is committed to replacing many of these individual, unlinked and inadequate systems. While these will largely be off the shelf acquisitions, they will need efforts to implement, operate and support.
- The CCSO's 'compstat' has no real staff support to develop crime and other analytical reports in support of it. Information and Technology has an important role in this.
- The CCSO is evaluating Body Worn Camera's (they have videos in vehicles, not personal BWC's). The acquisition and support of BWC's will have a significant impact on the unit.
- The CCSO is developing new reporting and analytical systems in support of trends in issues such as use of force.
- There are large systems needs in the CCSO – for example, the Sheriff's Office is evaluating a new jail management system.

The impacts on Information and Technology with these new and emerging efforts will be in addition to growth in the need, use and support of information technology to manage

operations, to report internally and to the public, and with social media and connectivity. The sixth Senior Systems Analyst needs to be filled rather than be left open to assist with these ongoing and emerging issues.

Recommendation:

Fill the vacant Senior Systems Analyst position in Information and Technology.

(5) Records

The Clackamas County Sheriff's Office Records Unit fulfills numerous roles for the organization, including:

- Support to the public – they are open seven days each week during the day (0800 – 1700) for purposes of records requests, report copies, etc. Public support on the phones is also provided (including for the jail).
- Staff are deployed 24/7 in support of warrant validation, restraining orders, etc. In 2020, there were 7,269 warrants entered and 1,401 protective orders entered.
- Staff are part of the quality control process for reports generated in the field.
- Staff also handle alarm permitting, reporting and false alarm billing. In 2020 there were 506 alarm registrations (though in pre-pandemic 2019 there were 806). There were 1,353 false alarms last year.
- Other roles include:
 - Parking citation processing (432 in 2020)
 - Tows processing (3,548 in 2020)

The unit is supported by the following staff who work 10-hour shifts:

- Two (2) Shift Coordinators who are lead workers and not shift supervisors. However, they each have unique responsibilities in addition to general task sharing – one handles restraining orders and the other does the UCR for the CCSO.
- 11 Records Clerks. All are generalists except one handles alarm billing. Staff are scheduled three (3) per shift on swings and nights and four (4) during the days. This allocation generally results in two on duty each shift after leaves (or to a minimum of one except on the day shift).

The unit is managed by a Records Manager who also provides oversight on the day shift. Her unique roles also include RMS updates, use of force reports, officer involved shooting reports and other external reporting.

Changes in Records Unit workloads will be tied, in part, to changes in information technology, as described in a previous section. New systems include RMS, GovQA for online public information requests, online reporting, etc.

Line staffing is sufficient to handle daily workloads and special responsibilities. Backlogs do grow during many shifts; however, the 10 hour shift has a built-in overlap between shifts that alleviates backlogs.

The concept of lead staff works well in a small unit. However, one of the staff assigned to day shift should be designated as a Coordinator to function as a lead worker, alleviating the Manager from performing shift duties.

Recommendation:

Designate one of the Records Clerks assigned to the day shift as a Shift Coordinator (a lead worker).

5. Administrative Functions

Administration is comprised of the executive team, Strategic Policy / Legal, Public Information, and Professional Standards functions of the Sheriff's Office. With each functional area lead reporting directly to the Sheriff.

(1) Strategic Policy and Legal Liaison

The Strategic Policy and Legal Liaison provides advice on policies and training as well as disciplinary issues and public information requests. As part of the executive management team, the Strategic Policy and Legal Liaison participates in discussions and initiatives relating to strategic direction and service delivery, such as 'Managing for Results'.

An important role for the Strategic Policy and Legal Liaison's office is the review and development of policies and procedures for the Sheriff's Office. A Strategic Policy and Legal Liaison position was created to assist with this. In the past, these efforts were geared to obtaining accreditation and to have an ongoing capability within the CCSO to be current. There are additional needs for a law enforcement agency that go beyond policy development – the impacts of policies on training and hiring needs, for example, as well as their transparency for the public.

Recommendation:

Develop a more holistic plan for strategic policies in the Sheriff's Office that extend to the impacts on recruitment, training and the involvement of the community.

(2) Public Information Unit / Community Relations

The Public Information Unit (PIU) reports directly to the Sheriff/Undersheriff and provides a focal point for media contact, public affairs and communication to County residents. The public information unit (PIU) is comprised of one sworn Public Information Officer (PIO), a Deputy, two full-time and one part-time Community Relations Specialists who are civilian communication professionals.

Public Information Officer

The PIO provides lead work supervision and direction to the PIU and is responsible to the Sheriff for the development, coordination, and implementation of PIU activities related to media, business and community relations. The PIO is responsible for assuring the

accuracy of information released to the public. The PIO approves media releases and documents the author of any media release. PIO is on call 24 hours a day 7 days a week. The Public Information Officer is responsible for:

- Responding as necessary to the scene of major incidents, disasters, or emergencies.
- Coordinating the release of information concerning investigations and operations that impact the community.
- Preparing press releases, articles, social media posts, and other materials for public consumption.
- Developing strategies and procedures for working effectively with the media.
- Collaborating with the executive team management to ensure a cohesive public image.
- Speaking directly to the public or media to address questions and represent the organization.
- Developing community engagement strategies
- Ensuring brand consistency across all forms of communication both internal and external.

Community Relations

Community Relations Specialists are civilian communication professionals. CCSO has two full-time and one part-time Community Relations Specialists. Community Relations Specialists work with the PIO on the development, coordination and implementation of media content and other materials for public consumption.

One full-time Community Relations Specialist position is responsible for videography, photography and video and sound-editing.

The other full-time Community Relations Specialist position is responsible for editing and production of written content such as press releases, articles, and social media posts. The part-time Community Relations Specialist position is responsible for research and story development, attends community meetings, county meetings and provides summaries of the meeting to the PIO for distribution to the CCSO executive team.

Industry best practices for public information and community engagement in law enforcement do not prescribe staffing ratios or measurable variables to recommend staffing levels for public information offices. Rather, industry best practices recommend law enforcement agencies cultivate open lines of communication with professional

media and general public and utilize technology and resources necessary to bridge gaps in communication. IACP recommends law enforcement agencies utilize Public Information Officers to retain their control to directly connect and engage with the community.

One PIO on-call 24 hours a day for agency this size is creates a large demand on one person. To reduce the call out workload of the PIO a back-up PIO should be considered. Rotating a back-up in for primary and on call out response to media on a regular basis would reduce the demand on one person.

Industry best practices for public information and community engagement in law enforcement do not prescribe staffing ratios or measurable variables to recommend staffing levels for public information offices. Rather, industry best practices recommend law enforcement agencies cultivate open lines of communication with professional media and general public and utilize technology and resources necessary to bridge gaps in communication. IACP recommends law enforcement agencies utilize Public Information Officers to retain their control to directly connect and engage with the community.

The PIO and Community Relations Specialists have created media content that is easily consumed by the public and professional media. The PIO and Community Relations Specialists have developed a proactive professional media strategy that connects with the community and reflects positively on the CCSO. CCSO only has one PIO who is on call 24 hours a day 7 days a week. One PIO on-call 24 hours a day for agency this size is too much of demand for one person. To reduce the call out workload of the PIO a back-up PIO should rotate in for primary and on call out response to media on a regular basis. The schedule could be every other weekend or one week a month.

Recommendation:

CCSO should rotate a backup PIO on a regular basis to periodically relieve the primary PIO.

(3) Professional Standards

Professional Standards consists of 1 lieutenant, 2 detectives and 1 management analyst. Professional Standards is responsible for fielding complaints, conducting investigations,

and entering data into the Internal Affairs (IA) database. The unit also tracks service complaints (minor complaints) that are handled by unit supervisors.

The Lieutenant provides overall leadership of professional standards, keeps the Sheriff and Undersheriff informed as needed. The Lieutenant assigns and assists with investigations. The detectives investigate complaints, conduct interviews, and write investigations. The management analyst compiles data, conducts data entry and produces reports.

The following table shows the approximate number of work activities for detectives from 2020:

Internal Affairs Workload

Activity	# of Cases Assigned (2020)
Complaints Received	124
Complaints Investigated	124
TOTAL	124

The following table shows the caseload hours information for the IA cases:

Internal Affairs Caseload Hours

Case Type	# of Cases Assigned (2020)	Investigative Hours Each	Hours X Number of Cases
Receive and Document Complaint	124	1	124
Investigate Complaint	124	24	1,920
TOTAL	178	N/A	2,044

As mentioned above there are a total of 2 detectives (authorized) assigned to work these cases. Using the calculation of net available workload hours for detectives and total 2020 caseload the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		2,044
<i>Divided by total net available hours for 1 detective (1,253)</i>	÷	1,253
Number of Detectives Needed	=	1.63

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 1.63 however, the Professional Standards Detectives also conduct data entry, attend meetings, give briefings, assist unit supervisors with questions, and perform other administrative tasks related to internal affairs functions which requires additional time which is not tracked. Professional Standards is current with investigations, though from time to time there are investigations that are more time consuming and make it difficult to meet investigative timelines.

The management analyst also enters all field complaints into the database. There was a total of 107 service complaints filed and tracked in 2020. Performance metrics for tasks associated with the management analyst are not tracked.

The professional standards unit is current on all tasks and able to handle the current assigned workload. The caseload for the two investigators assigned is below the threshold when another investigator position should be considered.

Recommendation:

Maintain current Professional Standards staffing of 1 Lieutenant, 2 detectives and 1 management analyst.

(4) A Safe Place Family Justice Center

A Safe Place Family Justice Center (ASP-FJC) for Clackamas County opened in December 2013 as the community's collective response to adults and children impacted by family violence. The mission of ASP-FJC is to improve the lives of survivors of domestic violence, sexual assault, and elder abuse through empowerment, coordinated services, and collaboration. ASP-FJC is comprised of 10 public and non-profit on-site partners including Clackamas County Sheriff's Office, Children, Family and Community Connections/Clackamas County Health, Housing and Human Services, Clackamas County Circuit Court, Clackamas County District Attorney's Office Domestic Violence & Vulnerable Adult Unit and Victim Assistance Program, Clackamas Women's Services, Oregon Department of Human Services Adult Protective Services and Self-Sufficiency Services, Safety Compass, Abuse Recovery Ministry Services, Legal Aid Services of Oregon, and Victim Rights Law Center.

In 2019, there were 4,621 visitors for services with an average of 19 visits per day. Partners co-located under one roof provide trauma-informed, wrap around services to survivors and their children free of charge. Services offered include safety planning, assistance filing protective orders, access to emergency shelter, civil legal services, food

resources, housing and counseling. Additionally, 529 protective orders were processed allowing survivors to appear via video on-site at ASP-FJC courtroom with advocacy and support throughout the court process.

In 2018, ASP-FJC became an affiliated Family Justice Center through The Family Justice Center Alliance, a program of Alliance for HOPE International. ASP-FJC met the all the standards for consideration including having a centralized intake process and an information sharing process with co-located agencies such as a community based domestic and sexual violence program, law enforcement, prosecution, and civil legal services. Centers affiliated with the Alliance for HOPE International have demonstrated the integrations of the Family Justice Center Guiding Principles into service provision and policies and procedures are in accordance with promising practices.

(4.1) ASP-FJC Staffing and Roles

A Safe Place Family Justice Center (ASP-FJC) is comprised of 1.0 FTE Director (Administrative Service Manager), 1.0 FTE Program Services Coordinator (Management Analyst II), 1.0 FTE Victim Assistant (Human Services Coordinator) and 1.0 FTE Office Specialist (Office Specialist II). ASP-FJC also contains two investigate units which will be analyzed separately.

The Director is responsible for managing the overall operations of ASP-FJC and develops and implements policies, procedures and goals that further the mission of the center. The position provides comprehensive oversight, training and supervision to 3.0 FTE CCSO ASP-FJC staff and coordinates with on-site partners to ensure high quality delivery of services to survivors accessing the center. The position oversees ASP-FJC programs including Video Court Program, Centralized Intake, VOICES and Volunteer Program, compliance of collaborative grants, data collection, budget and building maintenance.

The Program Services Coordinator serves as the point person for ASP-FJC partners and community organizations, coordinates referrals and services for survivors on a daily basis. The position is responsible for providing consultation, triage and lead when emergent needs arise and coordinates resources for the center including food. Plans and coordinates survivor focused events through the creation of workgroups and assists with the planning for Camp Hope Oregon and the Pathways Program. Position represents ASP-FJC at multi-disciplinary, task force and assists the ASP-FJC Director in coordinating outreach efforts and managing the website and social media accounts.

The Victim Assistant manages an independent and complex case load of crime victims assigned by the Domestic Violence Enhanced Response Team. Responsible for providing

direct victim services as a liaison between crime victims and law enforcement, coordinating victim interviews for crime reporting, and provides support through investigation process and criminal proceedings. Assists CCSO the DVERT Sergeant with administrative duties and provides support for daily unit operations and assist with coordination of workflow. Plans, coordinates and co-leads the multi-agency Clackamas County High Risk Response Team and Lethality Assessment Program consisting of maintaining case information and reports in the database system.

The Office Specialist is responsible for opening the center, receiving and transferring phones, welcoming survivors accessing services and maintaining daily schedule. Serves as the National Warrant Sweep Coordinator, a day-long event, in which agencies across the United States attempt to serve outstanding family-violence warrants. Maintains calendar system for appointments, Civil Legal Services intake process and record systems and provides quarterly center statistics. Operates office machinery, submits facility requests and assists ASP-FJC Administrative Services Manager with special projects.

With the recent re-organization, the FJC lost the lieutenant position that was responsible for overall operations. This change resulted in additional tasks to being assigned to other personnel and the loss of one FTE. The workload of the center did not diminish and the added tasks and roles for other personnel reduced their ability to assist with walk in clients and answering phones.

An additional need within the FJC is a fluent Spanish speaker to handle walk in clients and to answer phones. It is estimated that 15% of the client base speaks only Spanish or Spanish is the preferred language of communication.

To aid with Spanish language clients and to assist with covering lunches, walk-ins and answering phones an additional Spanish language office specialist is needed.

(4.2) Domestic Violence (DVERT)

DVERT investigates domestic violence cases. The unit consists of 1 sergeant, 1 deputy which is currently vacant and 1 victim advocate which is vacant too. Detectives from Adult Sex Crimes now investigate Domestic Violence cases as well. The sergeant also oversees the Adult Sex Crimes Unit. The Office Specialist assigned to DVERT answers phone calls and performs administrative functions. In order to develop caseload hours a

performance matrix was used. The performance metrics were developed through numerous interviews with detectives in other police studies.

(4.3) Caseload Data

To conduct an analysis of investigative workloads in most cases 2019 caseload data was used. However, case assignments have changed and some cases that were formally investigated by HVCU were moved to the Adult Sex Crimes. In these few examples we used 2020 caseload data because it is more reflective of current staffing and caseloads.

Not all investigative cases require the same number of investigative hours, for example a homicide investigation requires more investigative time (and resources) than a burglary. To factor for this, Matrix Consulting Group developed several case type investigative caseload work hours. These were developed through dozens of studies and interviews with detective working cases. The following case type caseload workload hours were used for DVERT (Domestic Violence) and Adult Sex Crimes:

(4.4) Domestic Assault

Domestic violence crimes are unique in that victim and the suspect are known; however, victims may not be fully cooperative with the investigation. The safety of the victim also can be affected unlike many other investigative cases. These types of cases typically do not require a DVERT deputy to respond to a scene and are often handled as follow up after initial investigation by patrol.

Common Evidence/Interviews	Common Processes	Approximate Time	% of Time Completed
Video/Pictures of injuries	Review of video/pictures taken at the scene and BWC	4 hours (To review and write report)	100%
Social Media/Electronic Records/physical location	Warrants/Subpoenas/Document review	12 hours (Includes reviewing and report writing)	30%
Cell Phones	Cell Phone Downloads	5 hours (Some phones take much longer)	30%
	Surveillance (Locating suspect)	3 hours (To review and write report)	50%
Victim Statement	Victim Interview	6 hours (Includes report writing)	100%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Witnesses	Witness Interviews	2 hours (Includes report writing)	30%
Suspect	Suspect Interview	6 hours (Longer if lodged - Includes report writing)	50%
Post Arrest Follow-Up	Review Jail Calls	20 hours (Includes report writing)	50%
Total		58 hours- If all tasks completed	

This list is not all inclusive and does not contain all elements and not every domestic violence case will have the same amount of evidence or interviews conducted. Investigators may also be involved in working with DV advocates or arranging for services for the victim when needed.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **26.2 hours** per solvable case.

(4.5) Sex Assault

Sex Assault and crimes against children are even more complex cases that are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	3 hours (Includes submission and report)	30%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	3 hours (Includes Inspecting and writing report)	33%
Cell Phones	Cell Phone Downloads	20 hours (Some phones take much longer)	33%
Video	Review of video recovered from scene and BWC	4 hours (To review and write report)	50%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Social Media/Electronic Records/physical location	Warrants/Subpoenas	20 hours (Includes reviewing and report writing)	33%
	Surveillance (Locating suspect)	10 hours (Includes report writing)	30%
Sex Assault Kit	Sex Assault Exam	8 hours (Done by Hospital Staff, but a detective is required to be present at hospital and requires submission to lab)	90%
Victim Statement	Victim Interview	6 hours Interviews are recorded (Includes report writing)	100%
Witnesses	Witness Interviews	6 hours (Includes report writing)	50%
Suspect	Suspect Interview	6 hours (Longer if lodged -Includes report writing)	50%
Post Arrest Follow-Up	Review Jail Calls	20 hours (Includes report writing)	10%
Total		106 hours- <i>If all tasks completed</i>	

This list is not all inclusive and does not contain all elements and not every sex assault case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **41.29 hours** per solvable case.

(4.6) Total Caseloads for DVERT

The following table shows the number of 2019 DVERT cases that were assigned:

Domestic Violence Cases

Case Type	Total Cases Assigned (2019)
Domestic Violence	103
TOTAL	103

(5) Adult Sex Crimes

Adult sex crimes detectives investigate all sex crimes where the victim is over 16 years of age. The unit consists of 1 sergeant and 3 detectives. 1 Detective is dedicated to human trafficking cases. The sergeant also oversees DVERT.

(5.1) Caseloads for Adult Sex Crimes

There was a change in units where adult sex crimes were investigated, so the 2019 caseload only has 12 cases. To better reflect current caseloads 2020 data was used.

Adult Sex Crimes Cases

Case Type	Total Cases Assigned (2020)
Sex Assault	54
Human Trafficking	30
TOTAL	84

(5.2) Total Caseload Hours for DVERT and Adult Sex Crimes (Including Human Trafficking)

The following table shows the caseload hours information for Adult Sex Crimes:

Adult Sex Crimes Caseload Hours

Case Type	# of Cases Assigned (2020)	Investigative Hours Each	Hours X Number of Cases
Domestic Violence	103	26.2	2,699
Sex Assault	54	41.29	2230
Human Trafficking	30	39.94	1,198
TOTAL	187	N/A	6,126

There are a total of 3 detectives assigned to work these cases. One of these detectives is assigned on a part time basis FBI Human Trafficking Task Force.

Using the calculation of net available hours and total caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		6,126
<i>Divided by total net available hours for one detective (1,253)</i>	÷	1,253
Number of Detectives Needed	=	4.88

As the chart indicates the recommended caseload hours assigned represents approximately 4.88 detective positions and there are 3 detectives assigned. This does not factor in collateral duties. The caseload analysis indicates there are more cases than can be effectively worked with the current resources. To effectively work the current caseload, it is recommended that 5 detective positions be assigned. This is an increase of 2 detective positions, for a total of 5 detectives.

(5.4) Administrative Staff

A Safe Place Family Justice Center (ASP-FJC) is comprised of 1.0 FTE Director (Administrative Service Manager), 1.0 FTE Program Services Coordinator (Management Analyst II) and 1.0 FTE Office Specialist (Office Specialist II).

The Director is responsible for managing the overall operations of ASP-FJC and develops and implements policies, procedures and goals that further the mission of the center. The position provides comprehensive oversight, training and supervision to 3.0 FTE CCSO ASP-FJC staff and coordinates with on-site partners to ensure high quality delivery of

services to survivors accessing the center. The position oversees ASP-FJC programs including Video Court Program, Centralized Intake, VOICES and Volunteer Program, compliance of collaborative grants, data collection, budget and building maintenance.

The Program Services Coordinator serves as the point person for ASP-FJC partners and community organizations, coordinates referrals and services for survivors on a daily basis. The position is responsible for providing consultation, triage and lead when emergent needs arise and coordinates resources for the center including food. Plans and coordinates survivor focused events through the creation of workgroups and assists with the planning for Camp Hope Oregon and the Pathways Program. Position represents ASP-FJC at multi-disciplinary, task force and assists the ASP-FJC Director in coordinating outreach efforts and managing the website and social media accounts.

The Office Specialist is responsible for opening the center, receiving and transferring phones, welcoming survivors accessing services and maintaining daily schedule. Serves as the National Warrant Sweep Coordinator, a day-long event, in which agencies across the United States attempt to serve outstanding family-violence warrants. Maintains calendar system for appointments, Civil Legal Services intake process and record systems and provides quarterly center statistics. Operates office machinery, submits facility requests and assists ASP-FJC Administrative Services Manager with special projects.

(5.5) Performance Metrics

Family Justice Center

Activity	Number (2019)
Protective Orders Processed	528
Law Enforcement Referrals	213
Referred to the District Attorney	46
Total Visits (739 with Children present)	4,621

As the table above indicates the Family Justice Center averages about 19 visits per day assisting in a variety of activities in support of domestic violence victims and their families. This represents about 2 visits per hour which with current staff is manageable.

There is no current backlog of tasks to be completed and current responsibilities and tasks can be completed with current staffing.

Recommendations:

Add an additional Spanish speaking Office Specialist to existing staffing level for a total of 4 positions in the Family Justice Center.

Increase detective staffing by 2 detectives for a total of 5 detectives and 1 sergeant and 1 victim advocate assigned in the Family Justice Center.

6. Detention System Projections

This chapter of the report will analyze the historic jail population trends and provide adult in custody and bedspace projections through 2035.

1. Historic Jail Trends

There are several important data sets to understand jail trends. These data sets include: bookings; average daily population (ADP), and average length of stay (ALOS). Also, due to capacity restrictions in the Clackamas County Jail, they force release individuals with lower level and non-violent charges. The following tables outline historic data trends for the jail.

10-Year Aggregate Trends

	ADP (in-custody)	Bookings	ALOS
2011	468	14,257	12.0
2012	468	14,390	11.9
2013	485	15,160	11.7
2014	490	14,778	12.1
2015	515	15,646	12.0
2016	503	16,164	11.4
2017	484	15,182	11.6
2018	466	13,875	12.3
2019	467	14,464	11.8
2020	254	6,602	14.0

For analysis purposes, the project team excluded 2020 data due to the impacts of the Covid19 pandemic. The Jail reduced capacity and limited bookings as a result of enhanced public health safety measures.

From 2011 to 2019 the average daily population fluctuated between 466 and 515 adults in custody for the year. Based on the current operating capacity of 461 beds, the jail was operating at or above capacity each year.

The State of Oregon allows local jails that are over operational capacities to “force release” low level individuals to prevent overcrowding. These individuals are either placed on electronic home detention or directly released with no supervision. Clackamas County has been forced releasing adults in custody when the jail population is over their operational capacity threshold since at least 2000. The following table summarizes the forced releases by month between 2014 and 2020.

Forced Releases (2014 – 2020)

	2014	2015	2016	2017	2018	2019	2020
January	211	151	195	199	180	83	47
February	99	102	226	110	92	97	58
March	190	186	235	218	111	102	40
April	190	169	262	296	86	79	1
May	207	250	322	198	102	92	3
June	177	228	296	185	71	55	21
July	167	219	271	193	57	59	13
August	193	253	310	235	120	69	73
September	152	215	276	208	81	54	52
October	154	311	287	151	121	76	88
November	78	156	214	129	101	23	72
December	154	175	146	134	38	65	65
Total	1,972	2,415	3,040	2,256	1,160	854	533
Monthly Avg	164	201	253	188	97	71	44

The number of forced releases peaked in 2016, which also corresponded to the second highest average daily population for the jail. 2019 had the lowest number of forced releases between 2014 and 2019. The number of forced releases by month ranged between 71 and 253 between 2014 and 2019.

To determine what the average daily population for the Jail would have been if forced releases had not occurred, the project team combined the average length of stay for each year and multiplied it by the number of forced releases. This provided the total number of bed days, which were divided by 365 to determine the average daily population for the year. The average daily population for in-custody and forced release population is summarized in the following table.

Historic In Custody and Forced Release ADP

Year	In Custody ADP	Forced Release ADP	Total ADP
2011	468	16	484
2012	468	29	497
2013	485	80	565
2014	490	65	555
2015	515	79	594
2016	503	95	598
2017	484	72	556
2018	466	39	505
2019	467	28	495

The range of adults in custody when accounting for those housed in the jail and forced released ranged from a total population of 484 in 2011 to a high of 598 in 2016.

2. Custody Snapshot

To gauge the types of adults in custody housed in the jail, the project team requested information related to the adult in custody's charge, classification, and deposition (pre-trial or sentenced), and sex information. These factors along with other information can impact the type of bedspace needed in a detention facility. A daily snapshot of the jail was requested and provided for three days each year between 2018 and 2020.

The provided snapshot included the number of adults in custody by custody level and sex. The following table summarizes the adult in custody classification level percentages for the days requested.

Adult in Custody Classification Level Data

Housing Unit Designation	2/1/18	6/1/18	9/1/18	2/1/19	6/1/19	9/1/19	2/1/20	6/1/20	9/1/20	Average
Inmate Worker - Male	8.5%	8.9%	7.7%	7.7%	7.7%	7.1%	6.4%	5.8%	6.2%	7.3%
Inmate Worker - Female	1.8%	1.2%	1.5%	1.4%	1.2%	1.0%	1.2%	1.2%	1.8%	1.4%
Transitional Population - Male	0.9%	0.5%	0.0%	3.2%	1.4%	2.0%	2.2%	1.7%	0.4%	1.4%
Disciplinary Seg - Male	3.5%	1.4%	2.7%	1.9%	1.0%	2.2%	4.0%	4.6%	2.2%	2.6%
Administrative Seg - Male	3.7%	3.6%	4.5%	3.0%	4.3%	3.9%	4.2%	2.9%	4.4%	3.8%
Protective Custody - Male	12.7%	15.2%	12.9%	15.3%	15.9%	15.6%	13.6%	19.7%	15.6%	15.2%
Maximum Custody - Male	10.4%	10.8%	10.9%	9.0%	10.8%	11.0%	10.9%	13.3%	10.2%	10.8%
General Population - Male	35.1%	35.4%	34.7%	36.2%	37.3%	38.0%	37.5%	27.2%	35.1%	35.2%
Maximum / High Medium - Female	2.5%	2.2%	4.5%	3.2%	4.1%	3.4%	3.5%	5.8%	4.4%	3.7%
General Population - Female	9.7%	10.4%	9.9%	9.3%	10.3%	8.8%	8.6%	5.2%	5.3%	8.6%
Admin/Disciplinary Seg - Female	2.3%	2.7%	2.5%	2.1%	2.2%	2.7%	2.0%	1.7%	4.4%	2.5%
Medical / MH	1.6%	1.9%	2.0%	1.6%	1.7%	2.0%	1.5%	5.8%	3.1%	2.4%
Intake - Male	5.5%	4.8%	5.0%	4.2%	1.7%	2.2%	3.5%	2.9%	6.7%	4.0%
Intake - Female	1.6%	1.0%	1.2%	1.9%	0.5%	0.2%	1.0%	2.3%	0.0%	1.1%
In-Custody Total	100.0%									

General population males accounted for an average of 35.2% of the adults in custody housed in the jail. This is a combination of minimum and medium classification levels. Male adults in custody that were in maximum, segregation, or protective custody units accounted for 32.4% of all adults in custody.

Medical and mental health adults in custody averaged 2.4% of the adults in custody population, but it should be noted that only one of the medical/mental health housing units was operated and may not reflect all individuals who may qualify for this housing designation.

The following table summarizes male, female, and medical/mental health adults in custody.

Male, Female, and Medical/Mental Health Snapshot

Housing Unit Designation	2/1/18	6/1/18	9/1/18	2/1/19	6/1/19	9/1/19	2/1/20	6/1/20	9/1/20	Average
Male Percentage	80.4%	80.7%	78.4%	80.5%	80.0%	82.0%	82.2%	78.0%	80.9%	80.4%
Female Percentage	18.0%	17.3%	19.6%	17.9%	18.3%	16.1%	16.3%	16.2%	16.0%	17.3%
Medical / MH	1.6%	1.9%	2.0%	1.6%	1.7%	2.0%	1.5%	5.8%	3.1%	2.4%
Total	100.0%									

Males averaged 80.4% of the adult in custody population and females accounted for 17.3% of the adult in custody population.

A summary of the peak booking times was provided as part of an overview of jail performance report. In 2019 and 2020, the most frequent hour for jail bookings was between 1100 and 1259 hours. Out of the 24 month sample, 23 of the 24 months the

highest number of bookings occurred during these two hours. The one exception was April 2020, when the most bookings occurred during the 0800 hour.

The peak bookings by day was provided for 2019 and 2020. During this 24 month time period, the most bookings occurred on Friday 12 times (50%), followed by Tuesday eight times (33%), Thursday three times, and on Wednesday one time. Tuesday and Friday had the most bookings in 2019 and 2020.

3. Inmate Projection Models

This section of the analysis outlines the approach to projecting adults in custody population.

A total of ten projection models using different independent variables and different statistical methods were used for the adults in custody models. Following is a description of each model considered, broken into the three modeling categories: Demographic Based Models (population); System Based Statistical Models (based on adults in custody trends); and Time Series Models. Each model was analyzed and appropriate models were averaged to develop projections.

Demographic Based Models: Following is a description of the three demographic based models applied.

- Model 1 – Average daily population ratio to Clackamas County Population takes the existing, high, average, and low historic ADP ratios to Clackamas County
- Models 2 & 3 - Percentage and Number Change for average daily population per 1,000 Clackamas County Population determine the percentage and number increase in average daily population to the number Clackamas County residents. The percentage and number rate change is extended to 2035 from the 2019 base. The percentage is applied to the official Clackamas County population projections. County population projections were provided by Portland State University.

System Based Statistical Models: Following is a description of the four system based models applied.

- Models 4 & 5 - Historical Trend Percentage and Number Increase calculate the total percentage or number change from the beginning point to the end point of the historical data series. The annual percentage (or number) increase rate used in the model was applied to the base year (2019) and subsequent years to calculate future annual average daily population for adults in custody.
- Model 6 - Mean Deviation compares the peak year population to the average from the historic data. The models is standardized by dividing the number of years

observed. The mean deviation model shows the high points in most models as it is projected forward.

- Model 7 - Historical Compound Annual Growth Rate (CAGR) uses the historic annual growth rates to determine a percentage of growth. Often used in financial forecasting, the CAGR is applied to the projection end date of 2035.

Time Series Models: Following is a description of the three statistical models applied. Note that Time Series Model projections are only used if their r-squared value is above 0.8. This is a correlation of how strong the historic and projected data fit within the models parameters.

- Model 8 - Linear Regression determines a best fit line to 2035 considering the historic ADP data over time period.
- Model 9 - Multiple Regression determines a best fit line to 2035 considering the historic ADP data over time and Clackamas County population.
- Model 10 - Exponential Smoothing identifies levels and trends by smoothing the data points (ADP) to decrease irregularity and adds a seasonality factor. The seasonal indexes are obtained by smoothing seasonal patterns in the historical data. The exponential smoothing model gives older historic data progressively-less weight while new historic data is weighted more. A damping value of 0.9 was used.

The following table presents the historical data for ADP, population, per capita ratios, and data trends.

Historic Adults In Custody Trends

	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total Chg	% Chg	Ann % Chg
Clackamas County Population	379,592	383,074	387,442	393,378	399,647	406,625	412,442	415,416	418,187	38,595	10.2%	1.3%
Total Jail & Forced Releases ADP	484	497	565	555	594	598	556	505	495	10.6	2.2%	0.3%
Annual Jail ADP	468	468	485	490	515	503	484	466	467			
Forced Release ADP	16	29	80	65	79	95	72	39	28			
Total ADP per 1,000 County Population	1.28	1.30	1.46	1.41	1.49	1.47	1.35	1.22	1.18	-0.1	-7.2%	-0.9%

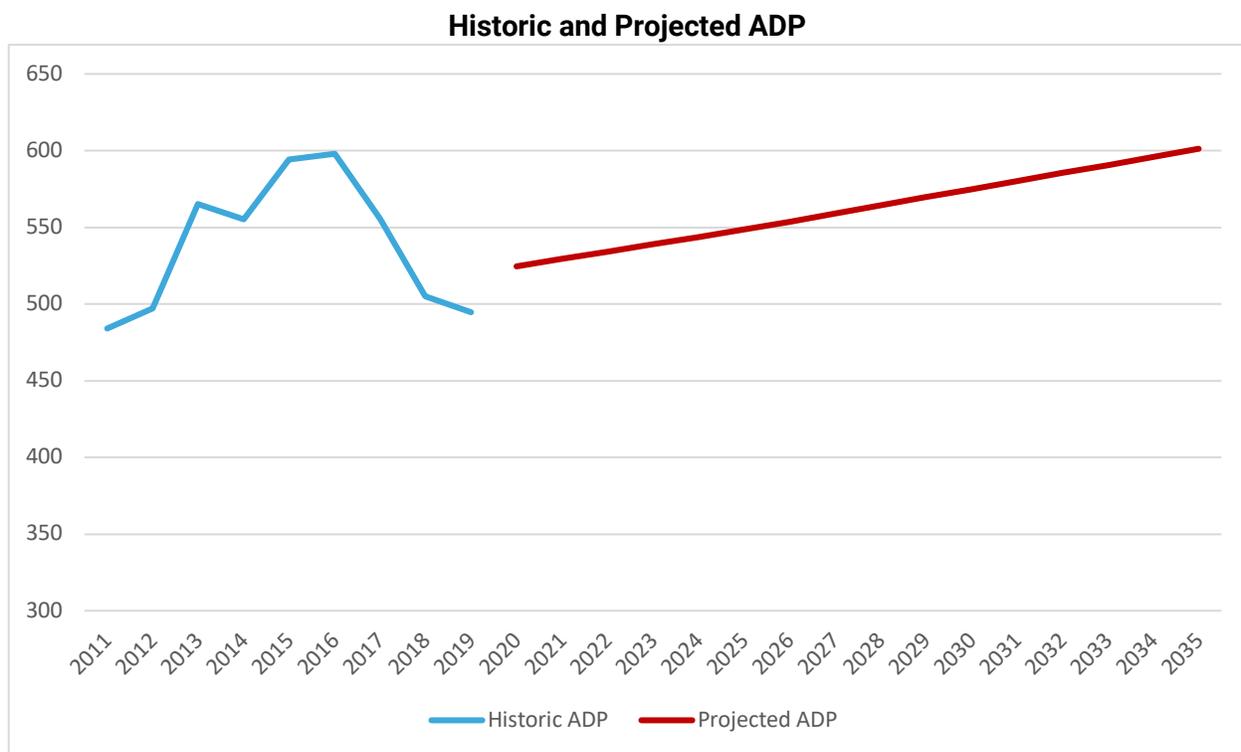
Historical Trends 2011 - 2019	% Change		# Change		Average	CAGR
	Percent	Per Year	Number	Per Year	2011-19	2011-19
Total Jail & Forced Releases ADP	2.19%	0.27%	11	1.33	539	0.27%
Total ADP per 1,000 County Population	-7.24%	-0.90%	-0.09	-0.01	1.35	-0.93%

The following table presents the 10 projections models previously discussed and projects the adults in custody population in five year increments.

Adults in Custody Projection Models

Projection Models	2020	2025	2030	2035
Clackamas County Population Projection	421,360	437,222	460,401	483,349
1) Ratio to County Population				
a. Average = 1.35	569	590	621	652
b. Existing (2019) = 1.18	498	517	545	572
c. High (2015) = 1.49	626	650	685	719
d. Low (2019) = 1.18	498	517	545	572
2) ADP Ratio to County Population % Increase = -0.90% / year from base: 1.18	494 1.17	489 1.12	490 1.07	489 1.01
3) ADP to County Population # Increase = -0.012 / year from base: 1.18	493 1.17	487 1.11	486 1.06	482 1.00
4) Historical ADP % Increase = 0.27% / year from base: 495	496	503	510	516
5) Historical ADP # Increase = 1.33 / year from base: 495	496	503	509	516
6) Mean Deviation = 7.40 / year from base: 495	502	539	576	613
7) Compound Annual Growth (ADP) 0.27%	496	503	510	517
8) Linear Regression R ² = 0.01	546	554	561	569
9) Multiple Regression =R-Square: 0.10 Variables: Time, County Population	508	426	407	387
10) Exponential Smoothing (Damping V_i; $R^2 = 0.95$)	531	562	593	624
Projected ADP (Avg of Models 1a, 5, 6, 10)	525	548	575	601
<i>ADP per 1,000 County Population</i>	1.24	1.25	1.25	1.24

As seen in the table above, a total of four projection models were averaged to project future average daily population. Models 1A, 5, 6, and 10 were used to project the adult in custody population. The projected population in 2035 is 601 adults in custody. This is an increase from the 2019 ADP of 495 or 14.6%. The following line graph shows the historic and projection ADP trends.



The projected ADP is only slightly higher than the historic peak that occurred in 2016.

4. Bedspace Needs

Once ADP projections are completed, classification and peaking factors are added to the projected ADP to determine total bedspace needs for the system. Local jail populations tend to fluctuate throughout the year, along with the need to take beds offline for maintenance and classification considerations for the facility. A classification factor is added to the ADP to allow for the proper classification of male and female inmates for each security level. A classification factor of 10% was added to the ADP to allow for different housing needs of inmates based on behavior management problems, periodic classification changes, separation requirements, and maintenance/repairs to assure that there are sufficient beds to effectively and safely manage the prison population. This is the industry standard of 10% to account for Clackamas County typically housing individuals with varying degree of offenses and some requiring higher security classification.

Average daily population numbers were provided in a monthly total and therefore the data did not allow for a determination of a daily peaking factor. With current trends in justice reform in Oregon, to include subsequent decriminalization of certain felony drug charges and prison reforms at State legislature for reduction in prison population (justice reinvestment), the jail is expected to see an increase in misdemeanor charges over the

next few years. There may be various changes in booking volumes and quick releases for non-violent offenses such as DUI. Therefore, a peaking factor of 10% was used to account for changes in populations.

The combined peaking and classification factor of 20% was used to determine the total bedspace needs. The peaking and classification factor is added to the projected ADP to determine total bedspace needs for the Jail. The following table summarizes the total bedspace needs for Clackamas County.

Bedspace Needs

	2025	2030	2035
Average Daily Population	548	575	601
Classification Factor (10%)	55	57	60
Peaking Factor (10%)	55	57	60
Total Beds	658	690	721

In 2035, a total of 721 beds are needed in the Clackamas County Jail. This is 230 beds more than what is currently available in the Jail, and 256 more beds than what is currently in operation.

The current capacity of the jail has not met the County’s needs for the majority of the past decade and is not adequately sized to meet the future bedspace needs. Due to the age and disjointed design of the existing jail, the County should build a new, direct supervision jail to meet the current and future needs of the County.

Recommendation:

Build a new direct supervision jail with a minimum of 721 beds to meet the 2035 needs.

7. Projected Service Needs and Staffing

Clackamas County has experienced significant growth and development in recent years, altering the service needs of the Sheriff's Office. With an expanding population, CCSO must respond to additional calls for service, investigate more crimes, house more inmates, and provide a number of services on a larger scale. For the Sheriff's Office to be able to anticipate and adapt to these increasing workloads, it is critical that these relationships be better understood in terms of how they affect specific staffing needs. The following chapter provides this analysis, forecasting how population increases will affect service needs, as well as how those increases affect staffing level needs for every position and assignment within the sheriff's office.

(1) Data Collected to Conduct the Projections Analysis

A critical component of the analysis is the subdivision of the service area into constituent elements, namely incorporated, unincorporated, and contract service areas (particularly Happy Valley and Wilsonville). To be able to individually forecast population and service needs in each of these areas individually, a variety of data sources were used to construct an interrelated series of estimates.

The project team collected data from a number of sources in order to project both population and service needs over the next decade, including the following:

- 2010 U.S. Census data at the individual block level, which includes both population and housing unit figures.
- 2018 American Community Survey (ACS) prepared by the U.S. Census Bureau at the block group level of geography, including estimates for population and housing units.
- Municipal and county boundary GIS layers.
- Urban growth boundaries.
- Other GIS base layer data to better understand geography, such as roads, topography, and hydrology.
- Computer aided dispatch data covering calendar year 2019.
- UCR Part I crime data for the year 2019.

- Land use data.
- Population forecasts developed by Portland State University.

The latter of these served as the central guide for the population forecasts, providing total population forecasts for Clackamas County in 2020 and 2030, as well as population data for unincorporated areas in 2020.

(2) Methodological Overview

The forecasts operate across a timeline from 2010 to 2030, with data for each year subdivided into four zones: Unincorporated, incorporated, Wilsonville, and Happy Valley. Reliable ACS and Census information and forecasts are used to construct 'keyframe' data points in certain years for which data is available. For instance, because the CAD data received by the project team covers calendar year 2019, that year is the only data for which actual counts are developed – all other years are estimated. Rates of change and relationships between different variables are then used to extrapolate from the keyframe data points to develop forecasts for future years.

'Keyframe' data points and their sources include the following:

- Population within each of the four subdivided zones in 2010 and 2018 [Census and ACS].
- Housing units within each of the four subdivided zones in 2010 and 2018 [Census and ACS].
- Population in unincorporated areas in 2020 [Portland State University].
- Calls for service in 2019 [CCSO CAD data].
- Part I crimes within each of the four subdivided zones in 2019 [CCSO UCR data cross-referenced with CCSO CAD data].
- Population forecasts at the countywide level in 2020, 2025, and 2030 [Portland State University].

From these data points, forecasts are made for every variable in each year from 2018 through 2030 for each variable used in the analysis.

(3) Projected Growth in Population and Service Needs

The forecasting process is anchored by housing unit development. Historical (2010-2019) rates of change in housing unit construction are used to produce estimates for the number that will be produced over the next decade in each zone.

Projected Housing Unit Growth

Zone	2020	2025	2030	+/-
Incorporated	70,816	73,786	76,756	+ 5,940
Unincorporated/Estacada	81,707	87,232	92,757	+ 11,050
Wilsonville	10,321	11,406	12,491	+ 2,170
Happy Valley	6,998	8,468	9,938	+ 2,940
Total	169,842	180,892	191,942	13.0%
<i>Total (CCSO Service Area)</i>	<i>99,026</i>	<i>107,106</i>	<i>115,186</i>	<i>16.3%</i>

Relative to 2020, Happy Valley experiences by far the most significant growth, with the number of housing units increasing by 42% over the 10-year timeframe. Incorporated areas grow the slowest, at 8.4%, while unincorporated areas increase markedly faster, at approximately 13.5% over 10 years.

The years of data from U.S. Census (2010) and ACS (2019) data provide accurate counts by each subdivided zone for both population and housing units. Outside of these keyframe years, these figures cannot be updated for both metrics. Consequently, for both 2010 and 2019, the population per housing unit is calculated for each zone. These ratios, as well as their trajectory of change from that period, are used to forecast how population per housing unit will evolve for each year from 2020 through 2030.

These estimates are then used to estimate population within each zone over the next ten years by multiplying these ratios by the housing unit forecasts for each zone. The following table presents the results of these calculations:

Projected Population Growth

Zone	2020	2025	2030	+/-%
Incorporated	172,901	175,653	183,353	+ 6.0%
Unincorporated/Estacada	207,640	213,962	225,922	+ 8.8%
Wilsonville	24,102	25,687	27,909	+ 15.8%
Happy Valley	20,359	21,919	23,287	+ 14.4%
Total	425,003	437,221	460,471	8.3%
<i>Total (CCSO Service Area)</i>	<i>254,122</i>	<i>261,569</i>	<i>277,118</i>	<i>9.0%</i>

In contrast with the housing unit forecasts, Wilsonville displays the greatest estimated growth rate due to its comparatively higher population per housing unit ratio, particularly by 2030. In aggregate, the unincorporated areas retain the vast majority of population added (+18,282) compared to Wilsonville (+3,807) and Happy Valley (+2,928).

To estimate the number of community-generated calls for service, 2019 data is geocoded and counted in GIS within each zone. The totals are then compared against estimated population by zone in 2019 to produce a ratio of calls per capita. The results of these calculations are used to project calls for service over the next decade by multiplying the per capita ratios by estimated population through the year 2030, as shown in the following table:

Projected Growth in Calls for Service

Zone	2020	2025	2030	+/-
Unincorporated/Estacada	31,928	32,901	34,740	+ 2,812
Wilsonville	4,525	4,822	5,239	+ 714
Happy Valley	3,365	3,623	3,849	+ 484
Total	39,818	41,346	43,828	+ 10.1%

Part I crimes are estimated using the same process as calls for service, by first determining the per capita ratios in 2019, where data is available and has been measured by zone, and multiplied by population totals through the year 2030. The following table provides the results of this analysis:

Projected Growth in Part I Crime Cases

Zone	2020	2025	2030	+/-
Unincorporated/Estacada	6,546	6,745	7,122	+ 576
Wilsonville	620	660	718	+ 98
Happy Valley	868	935	993	+ 125
Total	8,034	8,340	8,833	9.9%

Overall, part I crime cases are estimated to growth by just under 10%, the majority of which occurring within the unincorporated areas of the county.

(4) Overview of Projected Staffing Needs

The service need projections provide the basis of the methodology used to determine staffing needs for many functions within CCSO. Positions whose workload is related directly to these metrics, such as patrol deputies to call for service workloads, can then be determined using the forecasts through 2030. Similarly, investigative positions can be estimated based on forecasted growth in Part I crime occurrences.

From the foundation that these metrics provide, the staffing needs for every other Sheriff's Office function are then able to be developed. The majority of these projections are interrelated, while other positions do not scale directly with service needs. This includes executives and managers, as well as unique roles within CCSO. A number of roles scale to the size of the organization based on the workload involved in supporting the Sheriff's Office, such as human resources and financial management.

The scaling factors used can be grouped into several categories:

- Service needs and related workloads (e.g., patrol staffing scaling to call for service workloads).
- Span of control for supervisors and other relationships between positions (e.g., patrol sergeant staffing scales based on the number of deputies reporting to them).
- Non-scaling/unique positions that are not adjusted throughout the projection timeframe (e.g., the sheriff is a unique role).
- Electively determined needs for proactive positions that are targeted to achieve public safety goals, rather than handling reactive workloads.

- Ratio-based positions that scale based on one or more variables, such as the size of the organization. This also includes support positions, such as administrative assistants.
- Fixed coverage plan, where needs are determined based on a more comprehensive assessment for needs in a detention facility staffing plan, which does not scale directly with projected growth in the county.

Using these scaling factors, the projection analysis determines the staffing levels needed over the next ten years. The following pages contain this analysis, including for each position the scaling factors used, current (filled) staffing, authorized (budgeted) staffing, staffing levels recommended in the report, 2025 forecasted needs, and 2030 forecasted needs.

A summary of the results of the projections analysis is provided below, charting the difference between 2021 recommended levels, 2025, and 2030 projected needs:

Summary of Staffing Projections

	Rec. 2021	2025	2030	+/- 10YR
Administration	24	24	24	+0
Operations – Investigations	52	52	54	+3
Operations – Patrol	156	161	168	+12
Operations – Risk Management	2	2	2	+0
Operations – Training and Wellness	5	5	5	+0
Public Safety and Support Services	230	231	233	+3
Total	468	480	491	+23

(5) Comprehensive List of Projected Staffing Needs

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Administration							
Administration	Sheriff	Unique/Non-scalable	1	1	1	1	1
	Management Analyst 1	Support Scales based on positions supported and workload involved.	1	1	1	1	1
Strategic Policy & Legal Liaison	Strategic Policy and Legal Liaison	Unique/Non-scalable	1	1	1	1	1
	Policy Analyst	Unique/Non-scalable	1	1	1	1	1
Public Information	Deputy	Unique/Non-scalable	1	1	1	1	1
	Community Relations Specialist	Service Needs Scales to projected increases in population.	2	2	2	2	2
	Part-Time Community Relations Specialist	Service Needs Scales to projected increases in population.	0.5	0.5	0.5	0.5	0.5
Professional Standards	Lieutenant	Unique/Non-scalable	1	1	1	1	1
	Detective	Ratio-based Scales to the number of sworn employees in the organization, at 1 per 50 FTEs.	2	2	3	3	3
	Management Analyst	Support Scales based on positions supported and workload involved.	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Family Justice Center	Director	Unique/Non-scalable	1	1	1	1	1
DVERT	Sergeant	Span of Control (Inv.) Scales to number of direct reports, at 1 per 8 FTEs.	1	1	1	1	1
	Deputy	Service Needs Scales to projected increases in Part I crimes relative to staffing.	1	1	1	1	1
	Human Services Coordinator	Unique/Non-scalable	1	1	1	1	1
	Office Specialist	Unique/Non-scalable	1	1	2	2	2
Adult Sex Crimes Unit	Detective	Service Needs Scales to projected increases in Part I crimes relative to staffing.	2	3	5	5	5
	Victim Advocate	Service Needs	0	1	1	1	1
Operations–Patrol							
Administration	Captain	Unique/Non-scalable	1	1	1	1	1
	Management Analyst	Support Scales based on positions supported and workload involved.	1	1	1	1	1
BHU	Lieutenant (Collateral)	Unique/Non-scalable	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
	Clinician	Elective As a proactive function, determined based on identified priorities.	2	2	2	2	2
QAU	Sergeant	Unique/Non-scalable	1	1	1	1	1
	Crime Analyst	Elective As a proactive support function, determined based on identified priorities.	2	2	2	2	2
Neighborhood Livability Project	Sergeant	Span of Control (Field Proactive) Set at 1 sergeant per 6 direct reports.	0	0	1	1	1
	Deputy	Elective As a proactive function, determined based on identified priorities.	0.5	0.5	3	3	3
1st Shift Patrol (Graveyard)	Lieutenant	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Span of Control (Field) Set at 1 sergeant per 6 direct reports, with a minimum of 4 set due to the lack of overlapping shifts.	4	4	4	4	4
	Deputy	Service Needs Scales to projected increases in calls for service within unincorporated areas, as well as Estacada.	16	17	14	14	15
Marine Unit	Sergeant	Span of Control (Field Proactive) Set at 1 sergeant per 5 direct reports.	1	1	1	1	1
	Deputy	Elective As a proactive function, determined based on identified priorities.	2	2	3	3	3

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
2nd Shift Patrol (Day)	Lieutenant	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Span of Control (Field) Set at 1 sergeant per 6 direct reports.	4	4	4	4	5
	Deputy	Service Needs Scales to projected increases in calls for service within unincorporated areas, as well as Estacada.	12	18	22	23	24
	CSO	Service Needs Scales to projected increases in calls for service within unincorporated areas, as well as Estacada.	3	3	3	3	3
<i>Motors (Assignment)</i>	Deputy	Elective Determined based on need. Recommended increase to 2 DUI deputies and 1 traffic enforcement deputy, for a total of 3.	2	2	3	3	3
3rd Shift Patrol (Cover)	Lieutenant	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Span of Control (Field) Set at 1 sergeant per 6 direct reports.	3	3	4	4	4
	Deputy	Service Needs Scales to projected increases in calls for service within unincorporated areas, as well as Estacada.	16	20	17	18	18
	CSO	Service Needs Scales to projected increases in calls for service within unincorporated areas, as well as Estacada.	4	4	4	4	4
4th Shift Patrol (Swing)	Lieutenant	Unique/Non-scalable	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
	Sergeant	Span of Control (Field) Set at 1 sergeant per 6 direct reports.	4	4	3	3	4
	Deputy	Service Needs Scales to projected increases in calls for service within unincorporated areas, as well as Estacada.	16	16	18	19	20
	CSO	Service Needs Scales to projected increases in calls for service within unincorporated areas, as well as Estacada.	1	1	1	1	1
Happy Valley	Captain	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Span of Control (Field) Set at 1 sergeant per 6 direct reports.	2	2	3	3	3
	Detective	Service Needs Scales to projected increases in Part I crimes relative to staffing, specifically within Happy Valley.	1	1	1	1	1
	Deputy	Service Needs Scales to projected increases in calls for service within Happy Valley.	11	11	11	12	13
	CSO	Service Needs Scales to projected increases in calls for service within Happy Valley.	1	1	1	1	1
Wilsonville	Captain	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Span of Control (Field) Set at 1 sergeant per 6 direct reports.	3	3	3	3	3

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
	Detective	Service Needs Scales to projected increases in Part I crimes relative to staffing, specifically within Wilsonville.	2	2	2	2	2
	Deputy	Service Needs Scales to projected increases in calls for service within Wilsonville.	15	15	15	16	17
	CSO	Service Needs Scales to projected increases in calls for service within Wilsonville.	1	1	1	1	1

Operations – Investigations

Administration	Captain	Unique/Non-scalable	1	1	1	1	1
CCITF (Clackamas County Inter-Agency Task Force)	Lieutenant	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Span of Control (Field Proactive) Set at 1 sergeant per 6 direct reports.	1	2	1	1	1
	Deputy	Elective As a proactive function, determined based on identified priorities.	6	7	7	7	7
Investigations	Lieutenant	Unique/Non-scalable	1	1	1	1	1
Homicide and Violent Crime Unit	Sergeant	Span of Control (Inv.) Scales to number of direct reports, at 1 per 8 FTEs.	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Crime Scene Investigations (CSI)	Investigative Analyst	<i>[New Position] Support Scales based on positions supported and workload involved.</i>	0	0	1	1	1
	Detective	Service Needs Scales to projected increases in Part I crimes relative to staffing.	5	5	6	6	7
	Sergeant	Span of Control (Inv.) Scales to number of direct reports, at 1 per 8 FTEs.	1	1	1	1	1
	Crime Scene Investigators	Service Needs Scales to projected increases in Part I crimes relative to staffing.	2	2	3	3	3
Computer Forensics	Computer Forensic Analyst	Support Scales based on positions supported and workload involved.	1	3	3	3	3
Forensic Imaging	Forensic Image Specialist	Support Scales based on positions supported and workload involved.	1	1	1	1	1
Child Abuse Team	Sergeant	Span of Control (Inv.) Scales to number of direct reports, at 1 per 8 FTEs.	1	1	2	2	2
	Detective	Service Needs Scales to projected increases in Part I crimes relative to staffing.	6	6	10	10	11
Property Crimes	Sergeant	Span of Control (Inv.) Scales to number of direct reports, at 1 per 8 FTEs.	0	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
	Detective	Service Needs Scales to projected increases in Part I crimes relative to staffing.	4	4	4	4	4
	Community Service Officer	Support Scales based on positions supported and workload involved.	1	1	1	1	1
Criminal Reconstruction and Forensic Testing (CRAFT)	–	<i>(Assigned as a collateral duty)</i>	0	0	0	0	0
Air Unit	–	<i>(Assigned as a collateral duty)</i>	0	0	0	0	0
Property and Evidence	Supervisor	Span of Control (Non-Field) Set at 1 supervisor per 12 direct reports.	1	1	1	1	1
	Property Coordinator	Service Needs Scales to projected increases in Part I crimes relative to staffing.	1	1	1	1	1
	Property Specialist	Service Needs Scales to projected increases in Part I crimes relative to staffing.	2.5	3	3	3	3

Operations – Training and Wellness

Training Division	Captain	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Unique/Non-scalable	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Collateral Specialty Training staff	Deputy	Ratio-based Scales to size of organization, at 1 deputy per 150 sworn FTEs.	2	2	2	2	2
Wellness	Management Analyst II	Support Scales based on positions supported and workload involved.	1	1	1	1	1

Operations – Risk Management

Risk Management	Captain (Collateral Duty for Training Captain)	Unique/Non-scalable	1	1	1	1	1
	Management Analyst II	Support Scales based on positions supported and workload involved.	1	1	1	1	1

Public Safety and Support Services

Jail Administration	Captain	Unique/Non-scalable	1	1	1	1	1
	Executive Assistant	Unique/Non-scalable	0	0	1	1	1
	Management Analyst 2	Support Scales based on positions supported and workload involved.	1	1	1	1	1
	Technology Specialist	Support Scales based on positions supported and workload involved.	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Administration	Lieutenant	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Span of Control (Non-Field) Set at 1 supervisor per 8 direct reports.	1	1	1	1	1
	Community Service Officer (CSO)	Support Scales based on positions supported and workload involved.	3	3	3	3	3
<i>Jail Services Team</i>	Office Manager (JST Manager)	Unique/Non-scalable	1	1	1	1	1
	JST Unit Coordinator	Unique/Non-scalable	1	1	1	1	1
	Jail Service Technician (JST)	Fixed coverage Scales to fixed-post staffing needs, which will not scale with projected growth.	13	15	15	15	15
Operations	Lieutenant	Unique/Non-scalable	1	1	1	1	1
	Sergeant	Unique/Non-scalable	1	1	1	1	1
	Deputy	Service needs Based on fixed post staffing plan, which will not scale significantly with projected ADP changes over the next decade.	6	6	6	6	6
	Training Deputy	Unique/Non-scalable	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Facility Maintenance	Coordinator	Unique/Non-scalable	1	1	1	1	1
	Senior Maintenance Specialist	Support Scales based on positions supported and workload involved.	2	2	2	2	2
	Maintenance Specialist	Support Scales based on positions supported and workload involved.	1	1	2	2	2
	Maintenance Assistant	Support Scales based on positions supported and workload involved.	1	1	1	1	1
Food Service	Coordinator	Unique/Non-scalable	1	1	1	1	1
	Cook	Ratio-based Scales to projected ADP, at 1 JST per 140 ADP, rounded to the nearest 0.25 FTE.	3	3.75	3.75	4	4
Security	Lieutenant (Watch Commander)	Unique/Non-scalable	2	2	2	2	2
	Sergeant	Span of control	10	10	10	10	10
	Corrections Deputy	Fixed coverage Scales to fixed-post staffing needs analysis. 95 CDs are required in the current jail, while 125 CDs would be required in a new jail with a 56-bed housing unit.	83	85	95	95	95
	Classification Deputy	Fixed coverage Scales to fixed-post staffing needs, which will not scale with projected growth.	4	4	4	4	4

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Civil	Captain	Unique/Non-scalable	1	1	1	1	1
	Civil Sergeant	Span of Control (Field) Set at 1 sergeant per 8 direct reports.	1	1	1	1	1
	Civil Deputy ⁴	Service needs As a proxy, scales with population countywide.	5	5	5	5	5
	Administrative Specialist (Civil)	Support Scales based on positions supported and workload involved.	3	3	3	3	3
	Sergeant (Courthouse)	Unique/Non-scalable	1	1	1	1	1
	Deputy (Current Courthouse)	Service Needs As a proxy metric, the position scales with population countywide.	13	14	14	14	15
	Deputy (New Courthouse position needs)	Additional positions needed for construction of new courthouse with 16 courtrooms	0	0	0	5	5
	Licensing Specialist	Unique/Non-scalable	1	1	1	1	1
	Clerk	<i>[New Position] Support Scales based on positions supported and workload involved.</i>	0	0	1	1	1
	Office Coordinator	Support Scales based on positions supported and workload involved.	1	1	1	1	1

⁴ The new courthouse is still in the planning stage. This, as well as court schedules will impact civil deputy needs.

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Public Safety Training Center	Manager	Unique/Non-scalable	1	1	1	1	1
	Range Supervisor	Span of Control (Field) Set at 1 sergeant per 8 direct reports.	1	1	1	1	1
	Range Safety Officer	Unique/Non-scalable	1	1	1	1	1
	Admin Support	Support Scales based on positions supported and workload involved.	1	1	1.5	1.5	1.5
	Part time Range Safety Officer	<i>Ratio-based Scales with firing lanes and operational hours. Part-time position – figures reflect the sum of 0.5 FTE increments for each part-time employee.</i>	6	6	6	6	6
Operational Support	Manager	Unique/Non-scalable	1	1	1	1	1
Background / HR / Recruitment	Supervisor	Span of Control (Non-Field) Set at 1 supervisor per 12 direct reports.	1	1	1	1	1
	Background Investigators (Part time)	Ratio-based Scales to the number of sworn employees in the organization, at 1 per 50 FTEs.	5	5	5	5	5
	Background Investigators (Full time)	Ratio-based Scales to the number of sworn employees in the organization and investigative needs	0	0	2	2	2
	Human Resource	Ratio-based Scales to size of the organization, at 1 per 300 FTEs.	2	2	3	3	3

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
Fleet & Facilities	Supervisor (Rec.: Coordinator)	<i>[Recommended change to Coordinator position] Span of Control Scales to number of direct reports, at 1 per 12.</i>	1	1	1	1	1
	Fleet Deputy	<i>[Recommended change to civilian] Ratio-based Scales to number of sworn employees, at 1 per 300 FTEs.</i>	1	1	1	1	1
	Part-time Courier	Support Scales based on positions supported and workload involved.	2	2	2	2	2
Information & Technology	Technology Systems Manager	Unique/Non-scalable	1	1	1	1	1
	Senior Systems Analyst	Ratio-based Scales to size of the organization, at 1 per 80 FTEs.	5	6	6	6	6
Records Unit	Records Manager	Unique/Non-scalable	1	1	1	1	1
	Shift Coordinators	Ratio-based Set at 1 supervisor per shift.	2	2	3	3	3
	Records Clerk	Service needs Scales to projected increases in calls for service within both unincorporated and contract service areas, as well as Estacada.	11	11	10	11	11
Finance	Manager	Unique/Non-scalable	1	1	1	1	1
	Accounting Specialist II	Ratio-based Scales to size of the organization, at 1 per 250 FTEs.	2	2	2	2	2

Unit/Division	Position	Scaling Factors	Curr.	Auth.	Rec. 2021	2025	2030
	Financial Analyst	Unique/Non-scalable	1	1	1	1	1
	Management Analyst	Unique/Non-scalable	2	2	2	2	2

Attachment A – Descriptive Profile of the Sheriff's Office

1. Introduction

The following descriptive profile outlines the organization, structure, and staffing of the Clackamas County Sheriff's Office (CCSO). The information contained in the profile has been developed through a number of interviews conducted within CCSO at all levels of the organization, including managers, supervisors, and line-level staff.

It is important to note that the primary objective of this profile is to review and confirm our current understanding of the Sheriff's Office. Consequently, analysis or findings are not contained in this document. Instead, the structure of the profile is as follows:

- The organizational structure of each area of the Sheriff's Office.
- High level descriptions of the main functions and work areas of each division.
- The number of authorized (budgeted) and current (filled) positions by rank or classification assigned to each functional area.
- The roles, objectives, and responsibilities of each functional area.

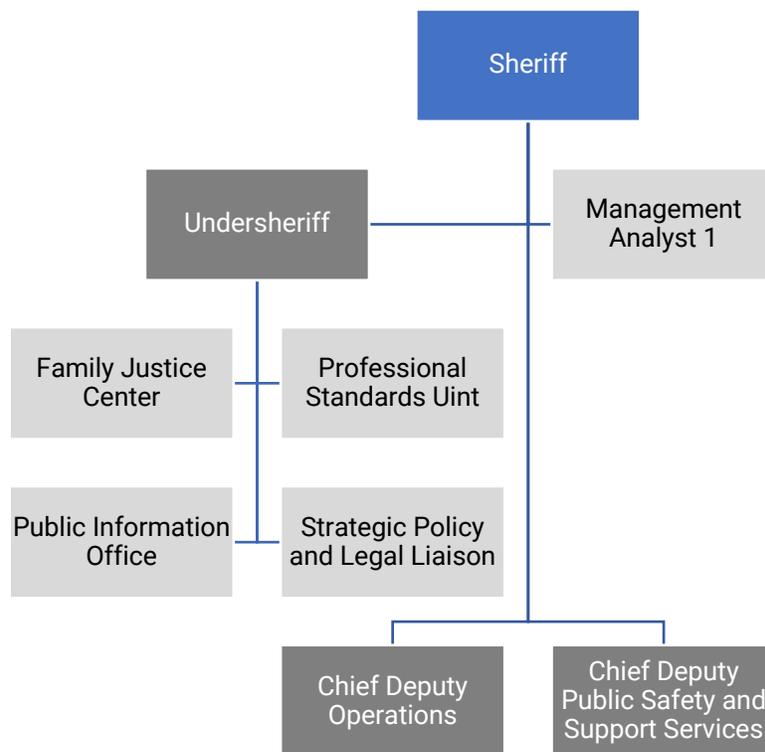
The profile is the first deliverable of this project, and should be considered a document that will develop further as the project progresses. The profile will help serve as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in scope of the study.

2. Administration

Administration is comprised of the executive team, Finance, Public Information, and Professional Standards functions of the Sheriff’s Office. With each functional area lead reporting directly to the Sheriff.

(1) Organization

The following chart outlines the organization of the administrative functions of the office of the Sheriff (The units under the Chief Deputies will be described in further detail in subsequent chapters of this profile):



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff of the Sheriff’s Administration excluding Operations and Public Safety and Support Services which are detailed in other chapters:

Unit/Division	Curr.	Auth.	Position	Unit Description
Administration	1	1	Sheriff	<ul style="list-style-type: none"> The Sheriff provides executive leadership of the Sheriff's Office and serves as the chief law enforcement official of the County. Interfaces with the elected officials and the public, as necessary. The Management Analyst supports the top CCSO command staff as well as the Strategic Policy Liaison in administrative help and as needed.
	1	1	Management Analyst 1	
Strategic Policy & Legal Liaison	1	1	Strategic Policy and Legal Liaison	<ul style="list-style-type: none"> Provides on policies and training on the policies, policy reviews generally, disciplinary issues, information requests, etc. As part of the executive management team, participates in issues relating to strategic direction and service delivery. Participates in various internal efforts such as 'Managing for Results' as well as external efforts such as the State's body-worn camera policies. Evaluates operational risks and mitigation measures.
	1	1	Policy/Performance Research Analyst	
Public Information	1	1	Deputy	<ul style="list-style-type: none"> Responds to all media requests 24/7 on call -creating all press releases. Produce content for the Sheriff's Office media websites/monitors all social media. Creates CCSO content and video/stories for media and public consumption. Creating website for recruitment. Provides media material for and major events.
	2	2	Community Relations Specialists	
	.5	.5	Part-Time Community Relations Specialist	

Professional Standards	1	1	Lieutenant	<ul style="list-style-type: none"> The Professional Standards Unit is responsible for investigating and tracking complaints as well as other employee performance metrics. The lieutenant oversees the overall operation of the unit and ensures complaints are properly investigated. The detectives conduct internal affairs investigations. The Management analyst compiles data and completes does annual reports.
	2	2	Detectives	
	0.5	0.5	Management Analyst	
Family Justice Center	1	1	Administrative Services Manager	<ul style="list-style-type: none"> Family Justice Center is a wrap-around service model for victims of domestic violence. The Administrative Services Manager is in charge of the FJC and coordinates center activities and partnerships. The sergeant assigns and monitors cases, supervises detectives. Triage and investigate Domestic Violence Cases. Human Services Coordinator serves as a victim's advocate and facilitates the high Risk Response Team (HRRT), and is the CCSO representative to Camp Hope. Investigate Adult Sex Crimes for when the victim is 16+ years. Assist Victims of abuse with services.
DVERT	1	1	Management Analyst	
	1	1	Office Specialist	
	1	1	Sergeant	
	0	1	Deputy	
	1	1	Human Services Coordinator	
Adult Sex Crimes Unit	3	3	Detectives	
	0	1	Victim Advocate	

3. Operations

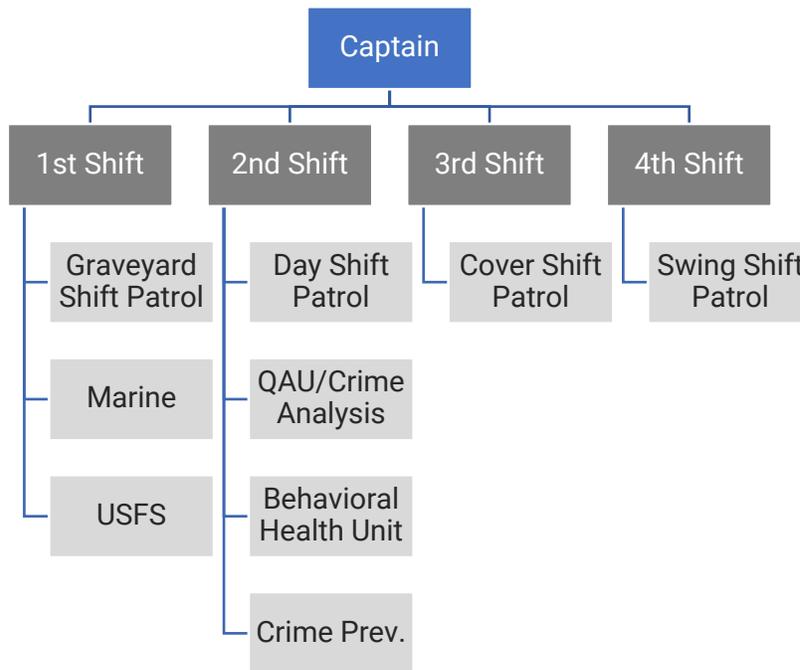
Operations is headed by a Chief Deputy and includes the Patrol, Investigations, Training and Wellness, and Risk Management divisions.

(1) Patrol

Patrol is headed by a captain and is subdivided into four shifts, as well as three contract services units that are each headed by a Captain. The contract city captains report to the Chief Deputy.

(1.1) Organization

The following chart outlines the organization of the Patrol Division within Operations:



(1.2) Staffing and Unit Descriptions

Unit/Division	Curr.	Auth.	Position	Unit Description
Patrol Division	1	1	Captain	<ul style="list-style-type: none"> The Captain manages and is responsible for the administration of the Patrol Division. Responsible for strategic planning and long-term direction of the division.
	1	1	Management Analyst	

Unit/Division	Curr.	Auth.	Position	Unit Description
1st Shift Patrol (Graveyard)	1	1	Lieutenant	<ul style="list-style-type: none"> • Works a 10-hour shift from 2100 to 0700. • Provides comprehensive patrol services throughout the CCSO service area, which is primarily comprised of unincorporated parts of the county, as well as contracts for Estacada, Wilsonville, and Happy Valley. • 1 deputy position is a K9 and now contributes to minimum staffing.
	4	4	Sergeant	
	16	17	Deputy	
Marine Unit	1	1	Sergeant	<ul style="list-style-type: none"> • Works seven days per week with varying daylight hours and are supplemented by State Marine Service Officers. • Particularly during the summer season, conducts proactive enforcement and responses to incidents within waterways. • During the winter season, conducts training, education, and river management activity, such as clearing debris from the river.
	2	2	Deputy	
2nd Shift Patrol (Day)	1	1	Lieutenant	<ul style="list-style-type: none"> • Works a 10-hour shift from 0700 to 1700. • Provides comprehensive patrol services throughout the CCSO service area, which is primarily comprised of unincorporated parts of the county, as well as contracts for Estacada, Wilsonville, and Happy Valley. • CSOs take telephone reports for certain types of calls that are diverted from field response. • 1 deputy is assigned to Estacada each day, working from 1200 to 2200. • 1 deputy position is K9s and now contribute to minimum staffing.
	3	4	Sergeant	
	12	18	Deputy	
	3	3	CSO	
<i>Motors (Assignment)</i>	1	1	Sergeant (Collateral Duty)	<ul style="list-style-type: none"> • Works a 10-hour shift from 0700 to 1700 as part of 2nd Shift (Day) Patrol. • Conducts traffic enforcement throughout the CCSO service area. • Contributes to the fulfillment of minimum staffing requirements. • DUI Deputy is currently assigned to night shift.
	2	3	Deputy	
	1	1	DUI Deputy	

Unit/Division	Curr.	Auth.	Position	Unit Description
3rd Shift Patrol (Cover)	1	1	Lieutenant	<ul style="list-style-type: none"> • Works a 10-hour shift from 1100 to 2100. • Provides comprehensive patrol services throughout the CCSO service area, which is primarily comprised of unincorporated parts of the county, as well as contracts for Estacada, Wilsonville, and Happy Valley. • CSOs take telephone reports for certain types of calls that are diverted from field response. • 1 deputy is assigned daily as a traffic car as staffing allows. • 1 deputy position is K9s and now contribute to minimum staffing.
	3	4	Sergeant	
	16	20	Deputy	
	4	4	CSO	
4th Shift Patrol (Swing)	1	1	Lieutenant	<ul style="list-style-type: none"> • Works a 10-hour shift from 1700 to 0300. • Provides comprehensive patrol services throughout the CCSO service area, which is primarily comprised of unincorporated parts of the county, as well as contracts for Estacada, Wilsonville, and Happy Valley. • 1 deputy position is K9s and now contribute to minimum staffing.
	4	4	Sergeant	
	16	16	Deputy	
Happy Valley	1	1	Captain or Lieutenant	<ul style="list-style-type: none"> • The captain serves as the police chief for Happy Valley, coordinating and working with city leadership on issues and priorities that emerge. • Police vehicles and uniforms are specially designed to provide the visual feel of a local police department. • 2 deputies are an assigned traffic car that and contributes to minimum staffing. • The CSO takes telephone reports for certain types of calls that are diverted from field response. • Note: An SRO position will be added on July 1, 2021.
	2	2	Sergeant	
	1	1	Detective	
	11	11	Deputy	
	2	2	Traffic Deputy	
	1	1	CSO	

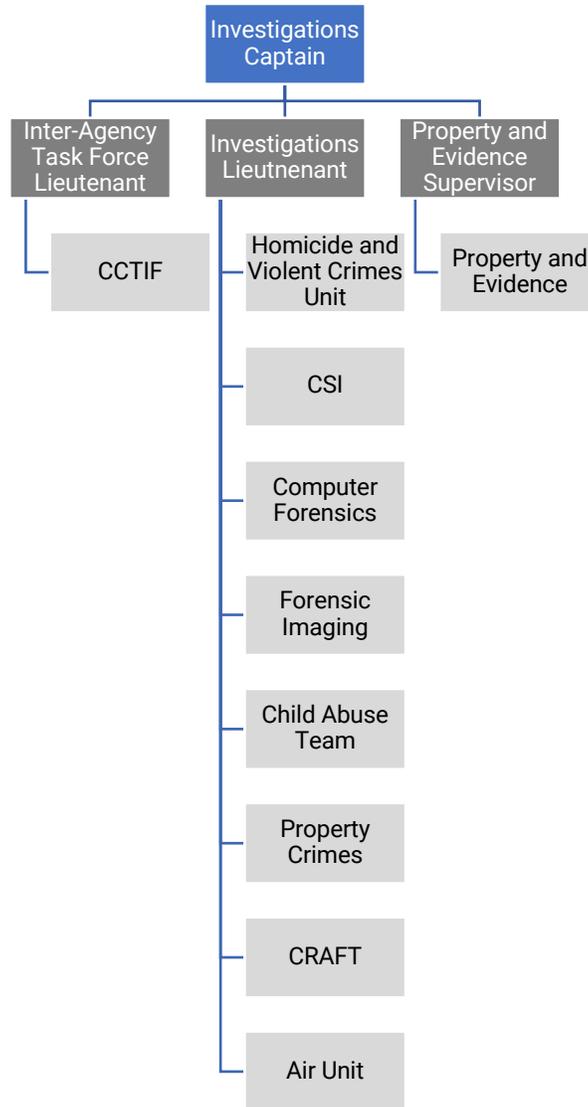
Unit/Division	Curr.	Auth.	Position	Unit Description
Wilsonville	1	1	Captain or Lieutenant	<ul style="list-style-type: none"> • The captain/lieutenant serves as the ‘police chief’ for Wilsonville., coordinating and working with city leadership on issues and priorities that emerge. • Police vehicles and uniforms are specially designed to provide the visual feel of a local police department. • Provides comprehensive police services to the City of Wilsonville via contract agreement, with the bulk of staff (excluding the detectives and CSO) assigned to patrol. • The detectives are responsible for handling all cases generated within Wilsonville. • 2 deputies are traffic cars that also staff district and contribute to minimum staffing. • The CSO takes telephone reports for certain types of calls that are diverted from field response.
	3	3	Sergeant	
	2	2	Detective	
	15	15	Deputy	
	1	1	CSO	
Estacada	0.5	0.5	Captain or Lieutenant	<ul style="list-style-type: none"> • The captain/lieutenant serves as the ‘police chief’, coordinating and working with city leadership on issues and priorities. • Patrol staff work 1200 – 2200 hours each day in Estacada. One works Wednesday – Saturday, the other works Sunday – Tuesday. • When Estacada deputy is not on duty, the East County Deputy handles the CFS.
	1.75	1.75	Deputy	
	1	1	School Resource Deputy	

(2) Investigations Division

Investigations consists of an Inter-agency Task Force, Investigations, Crime Scene Investigations, Computer Forensics, Forensic Imaging, CRAFT, and Property and Evidence. Investigations is led by a Captain who is supported by two Lieutenants and a Property and Evidence supervisor.

(2.1) Organization

The following chart outlines the organization of Investigations:



(2.2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff within the Investigations Division:

Unit/Division	Curr.	Auth.	Position	Unit Description
Administration	1	1	Captain	<ul style="list-style-type: none"> The Investigations Division conducts follow up on cases. The Captain provides overall leadership of Investigations. Conducts planning and coordination of investigative resources.

Unit/Division	Curr.	Auth.	Position	Unit Description
CCITF (Clackamas County Inter- Agency Task Force)	1	1	Lieutenant	<ul style="list-style-type: none"> The Inter- Agency Task Force is a proactive investigative unit that focuses on narcotic related investigations and assists with investigative surveillance. (The unit is funded by HIDTA) The lieutenant provides overall leadership of the unit. The sergeant provides direct oversight of the unit. Deputies follow up on narcotic investigative tips, conduct surveillance, write search warrants, and make arrests. One Deputy is assigned to the Joint Terrorism Task Force. The deputies generally work a 4–10-hour day shift schedule (8am to 6pm) Tuesday through Friday.
	1	2	Sergeant	
	6	7	Deputy	
	1	1	Management Analyst II	
Investigations	1	1	Lieutenant	<ul style="list-style-type: none"> The lieutenant provides overall leadership of the units in investigations.
Homicide and Violent Crime Unit	1	1	Sergeant	<ul style="list-style-type: none"> The Homicide and Violent Crime unit conducts investigations into homicides, suspicious deaths, and other serious person crimes. The Sergeant provides daily leadership to the unit, assigns, and monitors cases. Deputies conduct follow up investigations, review evidence, write search warrants and reports and aid in the prosecution of cases. The deputies generally work a 4–10-day shift schedule (8am to 6pm) Tuesday through Friday.
	5	5	Detective	
Crime Scene Investigations (CSI)	1	1	Sergeant	<ul style="list-style-type: none"> CSI processes major crime scenes and recovers evidence. The sergeant provides overall leadership of the unit. The deputies process crime scenes, recover evidence, and document activities and procedures. One of the deputies is also an evidence tech for computer forensics.
	2	2	Investigator (non-sworn)	

Unit/Division	Curr.	Auth.	Position	Unit Description
Computer Forensics	1	1	Computer Forensic Analyst	<ul style="list-style-type: none"> • Computer Forensics conducts analysis of digital evidence. • The two analysts conduct computer forensics (1 vacancy).
Forensic Imaging	1	1	Forensic Image Specialist	<ul style="list-style-type: none"> • Forensic Imaging produces composite sketches from interviews and video evidence and completes facial image reconstruction from unidentified skulls.
Child Abuse Team	1 6	1 6	Sergeant Detective	<ul style="list-style-type: none"> • The Child Abuse Team investigates child abuse and child sex crimes. • The Sergeant provides daily leadership to the unit, assigns, and monitors cases. • Deputies conduct follow up investigations, review evidence, write search warrants and reports and aid in the prosecution of cases. • The deputies generally work a 4–10-hour day shift schedule (8am to 6pm) Tuesday through Friday. • One deputy conducts ICAC investigations.
Property Crimes	1 4 1	1 4 1	Sergeant Detective Community Service Officer	<ul style="list-style-type: none"> • The Property crimes unit investigates property crimes. • The Sergeant provides daily leadership to the unit, assigns, and monitors cases. • Deputies conduct follow up investigations, review evidence, write search warrants and reports and aid in the prosecution of cases. • The deputies generally work a 4–10-hour day shift schedule (8am to 6pm) Tuesday through Friday. • The CSO provides administrative support to the unit.
Criminal Reconstruction and Forensic Technician (CRAFT)	0	1	Deputy (Now conducted as a collateral duty)	<ul style="list-style-type: none"> • CRAFT responds to and investigates serious and fatal accidents. • The deputy conducts serious and fatal accident investigations. Assists with recovering and documenting evidence. • Conducts Reconstruction analysis to identify a cause for the collision.

Unit/Division	Curr.	Auth.	Position	Unit Description
Air Unit	0	1	Assigned as a collateral duty	<ul style="list-style-type: none"> The Air unit provides surveillance and other air support for unit investigations and patrol support. The CCSO has 4 drones. The unit is not staffed as a full-time unit. The Sergeant in the Sex Crimes Unit manages drones on a collateral duty basis.
Property and Evidence	1 1 2.5	1 1 3	Supervisor Property Coordinator Property Specialist	<ul style="list-style-type: none"> The Property and Evidence unit is responsible for storage of items in the possession of CCSO. The supervisor is responsible for the day-to-day operations of the unit. Property coordinator, intake property, inventory and place items into appropriate storage areas. Property specialists are responsible for the maintenance and disposition of items in the custody of the CCSO.

(3) Training and Wellness Division

Training and Wellness is responsible for the development of training for Sheriff’s Office personnel and for wellness programs. The division is led by a Captain.

The following table provides the personnel and major tasks of staff for Training & Wellness Division.

Unit/Division	Curr.	Auth.	Position	Unit Description
Training Division	1 1 2	1 1 2	Captain Sergeant Deputies	<ul style="list-style-type: none"> Provide required skills and knowledge training for full time deputies in the area of firearms, tactics and vehicle operations. Monthly trainings. Coordinate the FTEP program for new deputies. Coordinate firearms, defensive tactics vehicle reporting and familiarization with county systems for new hires. Post Academy class for new hires. Provide yearly active shooter training. Alternate yearly CPR and EVOC training. Review use of force reports for monthly patrol command meeting.
Collateral Specialty Training staff				
Wellness	1	1	Management Analyst I	

Unit/Division	Curr.	Auth.	Position	Unit Description
				<ul style="list-style-type: none"> Develop Officer Wellness program to include physical fitness and emotional wellness. Peer support.

(4) Risk Management

Risk Management is responsible coordinating the tort claims process with County Council and recommending actions for reducing liability.

The following table provides the personnel and major tasks of staff within Risk Management:

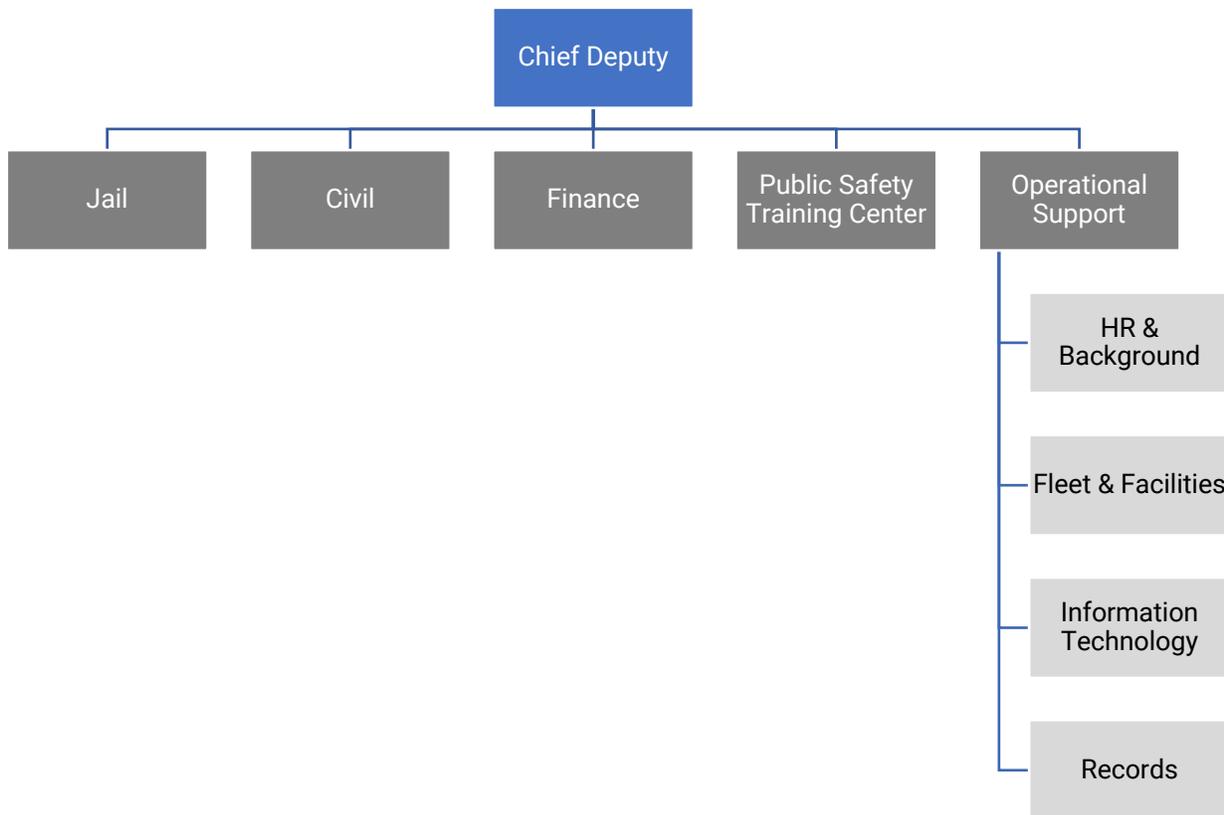
Unit/Division	Curr.	Auth.	Position	Unit Description
Risk Management	1	1	Captain	<ul style="list-style-type: none"> Coordinate with County Council for medical/tort claims. Accident claims. The management analyst assists with coordination of claims and torts.
	1	1	Management Analyst I	

4. Public Safety and Support Services

Public safety and support services is a wide variety of functions including: Jail; Community Corrections Captain (excluded from study); Civil; Public Safety Training Center; Finance; Operational Support; and Policy and Performance. Public safety and support services is comprised of non-law enforcement services and includes both sworn and non-sworn personnel.

(1) Organization

The following chart outlines the organization of public safety and support services:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff within public safety and support services:

Unit/Division	Curr.	Auth.	Position	Unit Description
Jail Administration	1	1	Captain	<ul style="list-style-type: none"> • Captain serves as the Jail Administrator and oversees the entirety of the jail operations. • Analyst oversees the entire budget, payables and procurement process in the jail and provides limited administrative support to the jail executive team. • Microcomputer Specialist provides administrative and technology support to the jail.
	1	1	Management Analyst II	
	1	1	Microcomputer Specialist	
Administration	1	1	Lieutenant	<ul style="list-style-type: none"> • Lieutenant is responsible for overseeing all administrative matters of the jail, including: payroll, HR functions, PREA coordinator, inmate grievances, inmate discipline, staff peer support, inmate program coordinator, and contract coordination. • Sergeant assist LT with duties and is primarily assigned policy and procedure updates, inmate visitation, commissary, supply order, and oversees CSOs. • 2 CSOs are assigned to the jail's public lobby and assist with visitation. 1 CSO is assigned to process CCSO mail, including inmate mail.
	1	1	Sergeant	
	3	3	Community Service Officers (CSO)	
Jail Services Team	1	1	Office Manager (JST)	<ul style="list-style-type: none"> • Office Manager oversees the JST Unit and manages inmate funds and deposits into the inmate trust account • Assist with the inmate record keeping process and serves as a liaison between the jail and the judicial system. • Maintain all inmate records, process documentation for release, bail/bond payment, warrant checks (after hours), calculate inmate work/good behavior time credits, probation / parole sanctions / revocations, sentence orders, etc. • Two JSTs are assigned to video court and court services to facilitate arraignment and process court orders. Work Monday – Friday. • JSTs primarily assigned to 10-hour shifts, minimum staffing of 2 per shift.
	1	1	JST Unit Coordinator	
	13	15	Jail Service Technician (JST)	

Operations	1	1	Lieutenant	<ul style="list-style-type: none"> • Lieutenant oversees the operations of the jail, including contracted medical, kitchen operations, maintenance, and training programs. • Sergeant supervises the electronic home detention program, transports, inmate work program, and inmate programs. • 1 Deputy serves as the K9 Deputy, 2 deputies are assigned to transport duties, 1 deputy is inmate work program coordinator, 2 deputies assigned to electronic home detention. Transport work Mon – Fri, others are 10 hour shift schedule. • Training deputy oversees the correction deputy training, FTO, and in-service training programs.
	1	1	Sergeant	
	6	6	Deputy	
	1	1	Training Deputy	
Facility Maintenance	1	1	Coordinator	<ul style="list-style-type: none"> • Responsible for maintaining the jail and adjacent warehouse and maintenance facilities. • Primarily focusing on reactive maintenance tasks and proactive services. • Coordinator and senior specialist focus on all maintenance issues and repairs. Coordinate outside contractors as needed. • Specialist focuses on preventive maintenance program and coordination of services. • Assistant is responsible for supply ordering/storage and performing custodial services in the non-inmate areas of the facility.
	2	2	Senior Maintenance Specialist	
	1	1	Maintenance Specialist	
	1	1	Maintenance Assistant	
Food Service	1	1	Coordinator	<ul style="list-style-type: none"> • Responsible for the meal preparation of the jail. • Coordinator oversees the operation of the kitchen including ordering of supplies and meal preparation. • Cooks are responsible for meal preparation and guiding inmate work crews. • Kitchen is operated from 0500 to 2000 hours.
	3	3.75	Cook	

Security	2	2	Lieutenant (Watch Commander)	<ul style="list-style-type: none"> • Lieutenants oversee the daily operations of the jail. One is assigned to the day shift and the other to the night shift. • Sergeants serve as front line supervisors of the jail and reports directly to the watch commander in the Lieutenant's physical absence. Minimum staffing of 2 sergeants per a shift. 5 Sergeants assigned to each shift. Posts are located in booking, and housing. • Deputies are assigned to a specific post each shift and provide security of facility and inmate supervision. Address inmate problems and concerns. Conduct daily counts and cell checks. Responsible for booking / releasing and escorting inmates. Deputies work either the day shift (0600 – 1800 hours) or night shift (1800 – 0600 hours). Work a 4/4/3/3 schedule, with the 4th workday being an 8 hour shift. • Classification deputies are tasked with conducting inmate (re)classification assessment and reviewing inmate disciplinary reports. Coverage provided 7 days per week.
	10	10	Sergeant	
	83	85	Corrections Deputy	
	4	4	Classification Deputy	

Civil	1	1	Captain	<ul style="list-style-type: none"> • Captain oversees the daily operations of the courthouse security, civil, and concealed handgun licensing program. • Civil is tasked with processing and delivering/serving all civil process papers in the County. • Civil deputies are assigned to a geographic region. Primarily work Monday – Friday on a 4/9/5/9 schedule. • Courthouse security deputies are responsible for security inside the courthouse (except screening checkpoint), inmate security/escort, and serving as bailiff for judicial proceedings. 10 deputies assigned to County Courthouse, 1 deputy at Juvenile courtroom, and 1 assigned to Justice Court. 2 deputies are assigned to transport duties. Work a 4/95/9 schedule with multiple shifts between 0700 and 1800 hours. • Licensing specialist and office coordinator staff the concealed handgun licensing (CHL) office. They process new applications and renewals for CHL
	1	1	Civil Sergeant	
	5	5	Civil Deputy	
	3	3	Administrative Specialist (Civil)	
	1	1	Sergeant (Courthouse)	
	13	14	Deputy	
	1	1	Licensing Specialist	
	1	1	Office Coordinator	
1	1	Management Analyst II		
Public Safety Training Center	1	1	Manager	<ul style="list-style-type: none"> • Manager is responsible for the oversight of the daily operations of the training center to include two full ranges, marketing, creating and monitoring revenue. • Range supervisor responsible for day to day (40 hours a week) public range operations to additional classes. • Range Safety Officer responsible for physical maintenance of the range to include hazmat disposal and containment matter. • Admin support coordinates the range usage with outside LE, coordinates finger printing and passport photos, coordination of handgun courses and LE training classes in the facility. • Part time range safety officers support the public range area with safety briefings, selling targets and ammunition, monitor public usage of the range, restock items for purchase
	1	1	Range Supervisor	
	1	1	Range Safety Officer	
	1	1	Admin Support	
	12		Part time Range Safety Officers	

Operational Support	1	1	Manager	<ul style="list-style-type: none"> • Civilian Division Commander responsible for oversight of 4 supervisors 26 FTE • Develop Recruitment Program
Background / HR Recruitment	1	1	Supervisor	<ul style="list-style-type: none"> • Supervision of the background and recruitment processes.
	5	5	Background Investigators	<ul style="list-style-type: none"> • Background investigators are assigned candidates for background investigation. Background investigations are a comprehensive 6-to-8-week process.
	2	2	Human Resource	<ul style="list-style-type: none"> • Monitor applicants through several phases of the application process prior to assignment of background investigation.
Fleet & Facilities	1	1	Supervisor	<ul style="list-style-type: none"> • Supervisor oversees the coordination of facility maintenance services between the CCSO and County staff. Serves as internal project manager for CIP projects. Assist the Fleet Deputy with management of the CCSO fleet program.
	1	1	Fleet Deputy	
	2	2	Part-time Couriers	<ul style="list-style-type: none"> • Fleet Deputy serves as the CCSO fleet manager. Includes the acquisition and disposal of vehicles, vehicle commissioning, and coordination of preventive maintenance services between County and CCSO staff. • Couriers shuttle inter-office mail and vehicles between CCSO buildings.
Information & Technology	1	1	Technology Systems Manager	<ul style="list-style-type: none"> • Manage internal technology (networks, phones, etc.), mobile and other systems for CCSO.
	6	5	Senior Systems Analysts	<ul style="list-style-type: none"> • Maintain security for CCSO systems. • Implement, update, integrate software systems. • Manage information storage and software licenses. • Research and plan new systems. • Two (2) SAAs are application developers; one (1) SSA is dedicated to systems operations; (2) SSAs are help desk support.

Records Unit	1	1	Records Manager	<ul style="list-style-type: none"> • 24/7 operations for records requests, FOIA requests, support for major reports, processing of parking citations. 3-10 hour shifts. • Incoming phone calls to CCSO for information, reports, etc. • Receives and validates warrants and restraining orders. • One (1) staff handles alarms permits and false alarm billings. • Service to the public between 8-5, 7 days per week. • The Manager supervises day shift, RMS updates, use of force reports, subpoenas, and media requests. • Shift coordinators are lead workers, not supervisors; they also have special responsibilities (e.g., one handles restraining orders, another does UCR).
	2	2	Shift Coordinators	
	11	11	Records Clerks	
Finance	1	1	Manager	<ul style="list-style-type: none"> • Manager is responsible for the oversight of the daily operations of the unit, annual budget preparation, monitoring of CCSO revenue and spending, and grant administration. • One Accounting Specialist II focuses on account payables/receivables and the other is tasked with purchasing functions. • Financial Analyst assists the Manager with operations, budget, and grant administration • Management Analyst is tasked with procurement functions, contracts and agreements, and is the liaison with County Finance
	2	2	Accounting Specialist II	
	1	1	Financial Analyst	
	2	2	Management Analyst	

Attachment B – Employee Survey Summary

As part of the Matrix Consulting Group's study of the Clackamas County Sheriff's Office, an employee survey was conducted to gauge the opinions of staff on a number of topics relevant to the study. The survey was distributed electronically via email to Sheriff's Office staff during February and March 2021. Of 479 invitations sent, a total of 312 responses (full or partial) were received, for a response rate of 65%.

1. Key Findings

While the following sections discuss survey responses in more depth, the key takeaways from the survey are summarized in the following bullet points.

- **Level of Service and Community Relationships:** Most respondents believe the Sheriff's Office provides a high level of service to the community, and that the Department has a good rapport with the community, including the residents of contract cities. These factors were listed as the top strengths of the Sheriff's Office in the open-ended question section of the survey.
- **Functional Systems:** Throughout the survey, respondents gave high marks to the systems in place for accomplishing work. Investigative case management systems, inmate classification systems, the assignment of responsibilities, the contract service model, and shift schedules all received high marks from their respective divisions.
- **Staffing:** The need for more staff was a consistent theme throughout the survey and the top issue for respondents. In both the multiple-choice and open-ended response sections, participants in patrol, investigations, the jail, and throughout the Department consistently made clear that they viewed staffing as insufficient to provide proactive time, meet minimum staffing levels, and ensure safety.
- **Training:** Opinions on training were mixed, with slim majorities agreeing that their training is sufficient and no respondent group disproportionately disagreeing. Training appeared in the open-ended responses as both a strength and an opportunity for improvement.
- **Balance of Investigations:** Respondents from the Investigations Division indicated that they think the balance of staffing assigned to proactive vs. reactive investigative units needs to be revised.

- **Jail Facilities:** In addition to staffing, the top issue for staff in the Jail Division was the state of the jail facilities, which they rated poorly.
- **Future Direction and Morale:** While a majority of management and civilian staff said they believed the Sheriff’s Office is heading in the right direction, the responses of deputies and sergeants (i.e. the Patrol Division), the largest group of participants, tended to be ‘mixed’. Patrol Division staff also tended to indicate that they have “low” or “very low” morale, though majorities indicated that they intended to make a career at the CCSO.,

These findings are expanded upon in the following sections.

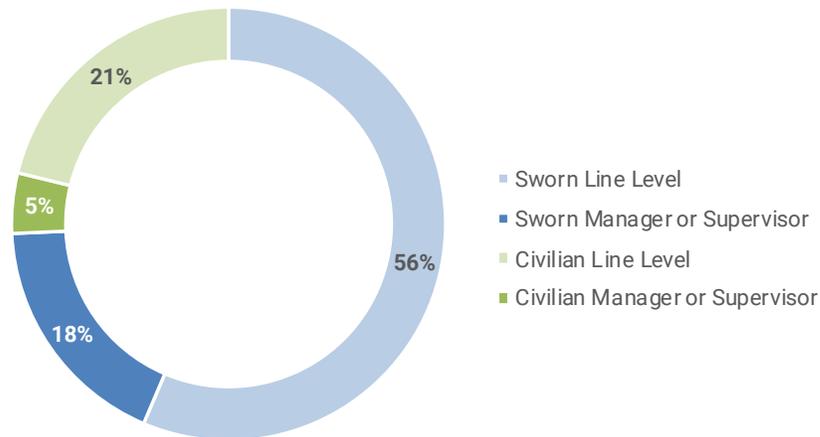
2. Respondent Demographics

While the survey was anonymous, it did ask respondents to identify their current level in the organization. This information helps to understand and compare the responses from different employee groupings.

The following table shows the responses received to the question of respondents’ current organizational level.

Current Level in Organization	Count	Percentage
Deputy	156	50.0%
Detective	20	6.4%
Sergeant	35	11.2%
Lieutenant or higher	21	6.7%
Non-sworn Staff	66	21.2%
Non-Sworn Manager or Supervisor	14	4.5%
Total	312	100%

The largest group of respondents, accounting for 50% of all participants, were sworn deputies. Line-level sworn staff (deputies and detectives) accounted for 56% of responses, and all line-level staff, including civilians, accounted for 78% of respondents. The following chart shows a breakdown of respondent organizational levels.

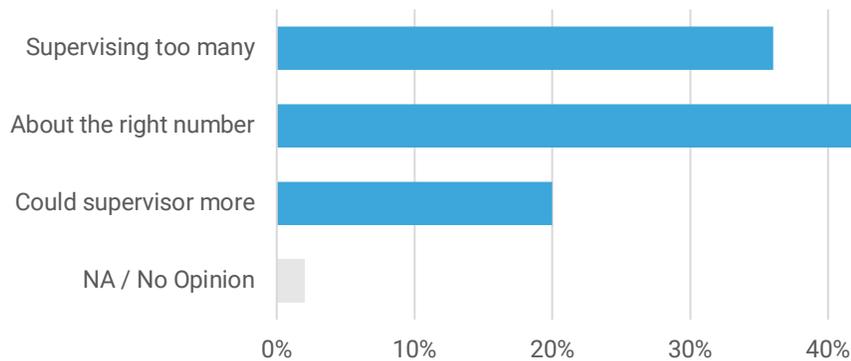


3. Multiple-Choice Responses: General

The first section of the survey asked participants to respond to a series of multiple-choice statements. The first of these statements was directed only to respondents who indicated that they have a managerial or supervisory role. It asked about their current workload levels. The table and chart below show the responses received.

Which of the following statements best describes your work as a manager or supervisor?

Current Level in Organization	Count	Percentage
I supervise too many people and/or functions to give adequate attention to each	18	36%
I supervise about the right number of people and/or functions to give adequate attention to each	21	42%
I could supervise more people and/or functions and still give adequate attention to each	10	20%
Not applicable / No opinion	1	2%
Total	50	100%



The next section of the survey was open to all respondents, asking them to indicate their level of agreement or disagreement with a series of statements. The available responses were “Strongly Agree” (SA), “Agree” (A), “Neutral” (N), “Disagree” (D), “Strongly Disagree” (SD), and “N/A” (not applicable).

The following chart shows the levels of agreement and disagreement to each of the statements in this section of the survey. The blue shading indicates greater numbers of responses.

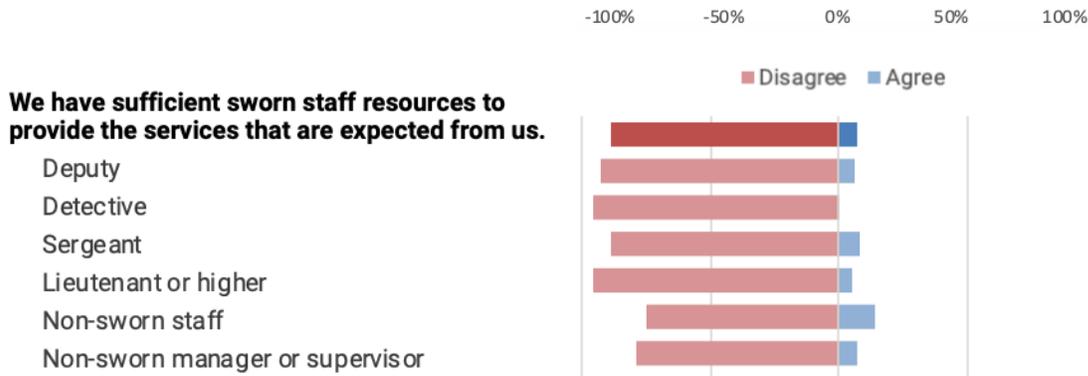
#	Statement	SA	A	D	SD	N/A
1	The Clackamas County Sheriff’s Office provides a high level of service to the community.	38%	48%	9%	4%	0%
2	County residents view CCSO favorably.	32%	63%	1%	0%	3%
3	Residents of contract cities view CCSO favorably.	32%	53%	2%	1%	12%
4	I plan on making a career here at CCSO.	45%	36%	5%	3%	11%
5	We have sufficient sworn staff resources to provide the services that are expected from us.	1%	7%	33%	55%	4%
6	We have sufficient civilian staff resources to provide the services that are expected from us.	22%	38%	17%	10%	12%
7	The Sheriff’s Office is headed in the right direction.	5%	42%	20%	16%	17%
8	The Sheriff’s Office has the staff needed to perform safely in the field.	0%	13%	33%	46%	7%
9	I receive the training I need to do my job well.	7%	54%	25%	10%	4%
10	Our organizational structure is appropriate for a sheriff’s office our size.	3%	33%	27%	22%	15%

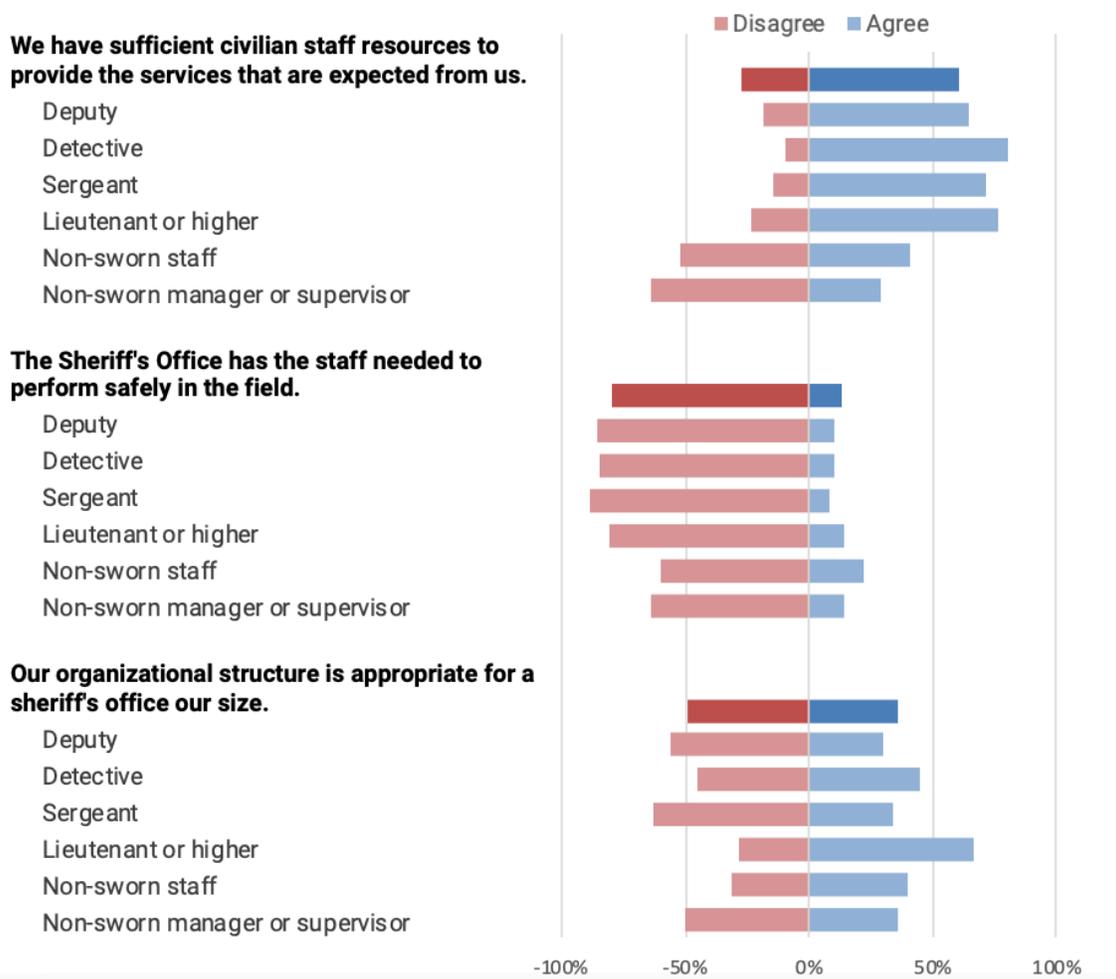
Statements #1, #2, and #3, regarding the Department’s level of service and relationship with the community, received strong majorities of agreement. Likewise, most staff agreed with Statement #4, that they plan to make a career at the Department. Smaller majorities agreed with Statement #6 regarding the sufficiency of civilian staff, and with Statement #9 on the adequacy of training. Staffing was the topic to receive by far the most disagreement: both Statements #5 and #8 were met with strong majorities of disagreeing responses.

The following subsections review these responses in more depth, analyze difference in the responses of different participant groups and discuss their implications.

(1) Staffing Levels, Particularly for Sworn Staff, Are a Primary Concern of Department Staff.

Staffing was the issue most concerning to Department staff, as shown in responses to Statements #5 and #8, as well as (to a lesser extent) Statements #6 and #10. The following charts show the levels of total agreement and disagreement to these statements from each group of respondents.





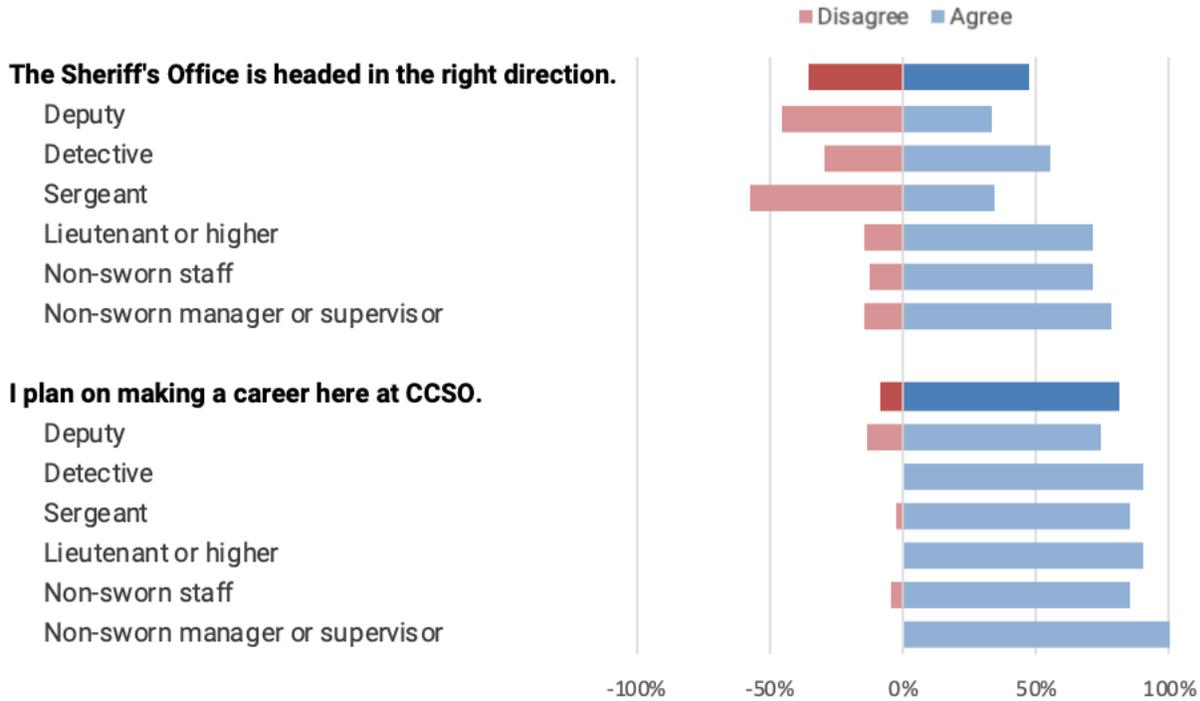
Nearly all staff disagreed with Statement #5 regarding the sufficiency of staff to meet expectations. Likewise, strong majorities disagreed with Statement #8 about the sufficiency of staffing numbers to operate safely in the field.

Attitudes on the sufficiency of civilian staffing numbers were generally positive – except among civilian staff themselves, a majority of whom disagreed with Statement #6 on this topic.

Opinions were mixed on the Department's organizational structure.

(2) Sentiments Vary on the Direction the Department is Currently Heading, But Almost All Staff Plan to Make a Career with the Department.

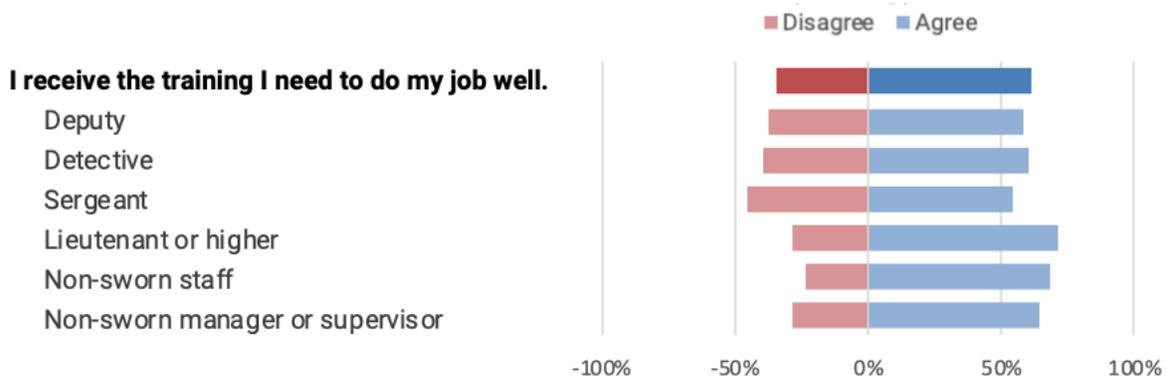
Statement #7 asked whether the Department is headed in the right direction. It received neither a majority of agreement or disagreement overall, but a strong majority of staff agreed with Statement #4, indicating that they plan to make a career at the Department.



Strong majorities of management and civilian staff, as well as a slim majority of detectives, believe the Department is headed in the right direction. Patrol staff responses, however (deputies and particularly sergeants), were mixed on this. Regardless, a majority of every group of respondents said they plan to make a career with the Department, including about 75% of deputies.

(3) Small Majorities of Staff Across All Groups Believe That the Training They Receive is Sufficient.

A majority of staff agreed with Statement #9 that they receive the training they need to do their job well. The following chart breaks down these responses by group.



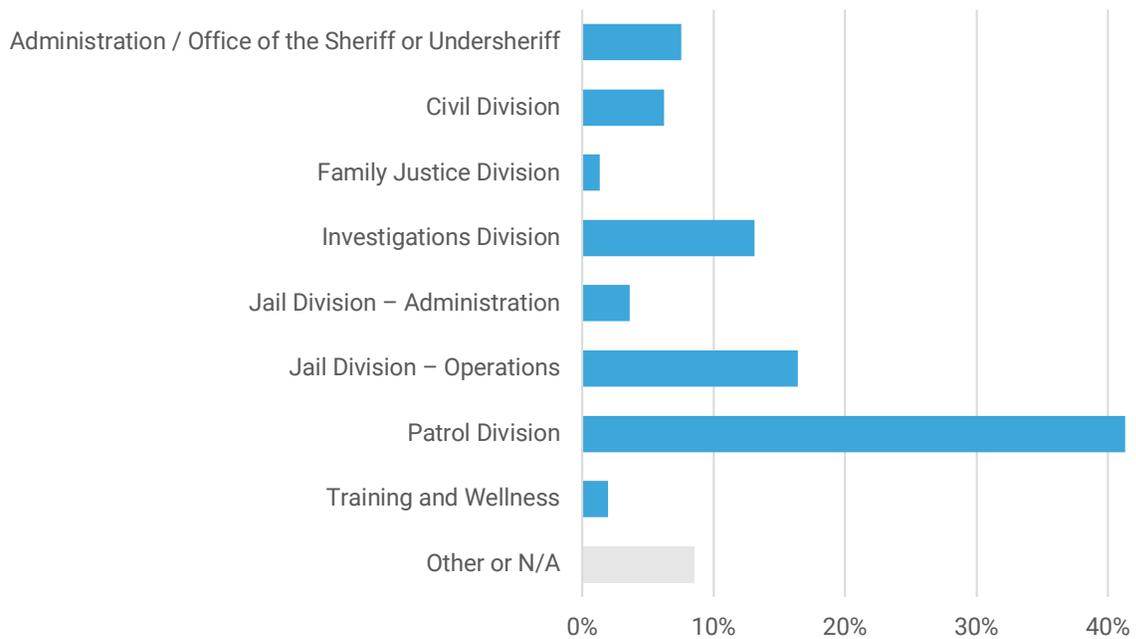
Responses varied only slightly between groups.

4. Multiple-Choice Responses: Division-Specific

The next section of the survey asked respondents which division they work in and directed several of them to sets of questions which were specific to their answer. The following table and chart show the breakdown of responses.

In what part of the organization is your current assignment?

Response	Count	Percentage
Administration / Office of the Sheriff or Undersheriff	23	7.5%
Civil Division	19	6.2%
Family Justice Division	4	1.3%
Investigations Division	40	13.1%
Jail Division – Administration	11	3.6%
Jail Division – Operations	50	16.4%
Patrol Division	126	41.3%
Training and Wellness	6	2.0%
Other or N/A	26	8.5%
Total	305	100%



The largest number of responses came from the Patrol Division (42%), with the Jail and Investigations divisions providing 20% and 13% of responses respectively.

(1) Patrol Division Staff Believe Staffing Is Insufficient Resulting in a Lack of Proactive Time.

The 126 respondents from the Patrol Division were first asked to identify whether they primarily work for a contract city versus County patrol. A minority (17.3%) said that they are assigned to a contract city.

Are you primarily assigned to a contract city?

Response	Count	Percentage
Yes	29	17.3%
No	139	82.7%
Total	166	100%

All respondents in the Patrol Division were then presented with the following statements for them to indicate their levels of agreement or disagreement.

#	Statement	SA	A	D	SD	N/A
1	The amount of proactive time available to patrol enables us to address problems in the community.	4%	19%	45%	20%	13%
2	Our contract service model works well.	7%	48%	12%	7%	26%
3	Backup responses are timely when needed.	1%	23%	45%	14%	17%
4	Our response times to low priority calls are appropriate.	3%	35%	37%	10%	16%
5	Our response times to high priority calls are appropriate.	5%	45%	27%	8%	15%
6	The district boundaries make sense to me.	5%	36%	33%	12%	14%
7	Patrol workload is relatively equal among the different districts.	1%	5%	46%	37%	11%
8	Patrol is adequately staffed on each shift.	0%	1%	26%	65%	8%
9	We have sufficient CSOs to handle the types of issues they are assigned to.	5%	34%	33%	13%	16%
10	Sergeants have adequate time available to supervise in the field.	13%	51%	15%	7%	14%

Staffing was the area of most pressing concern for patrol. Statement #8 received overwhelming (91%) disagreement, most of it “strong disagreement”, showing that staffing is viewed as inadequate. Statement #1, that there is sufficient proactive time available, also received a majority (65%) of disagreement, as did Statement #3 about the timeliness of backup. Statement #7 about the equality of workload distribution between districts, also received a strong majority (83%) of disagreement. On the other hand, responses on response times to higher and lower priority call response times were positive or mixed.

In contrast, Statement #10 received a majority (64%) agreement, suggesting that sergeants have sufficient supervisory time available.

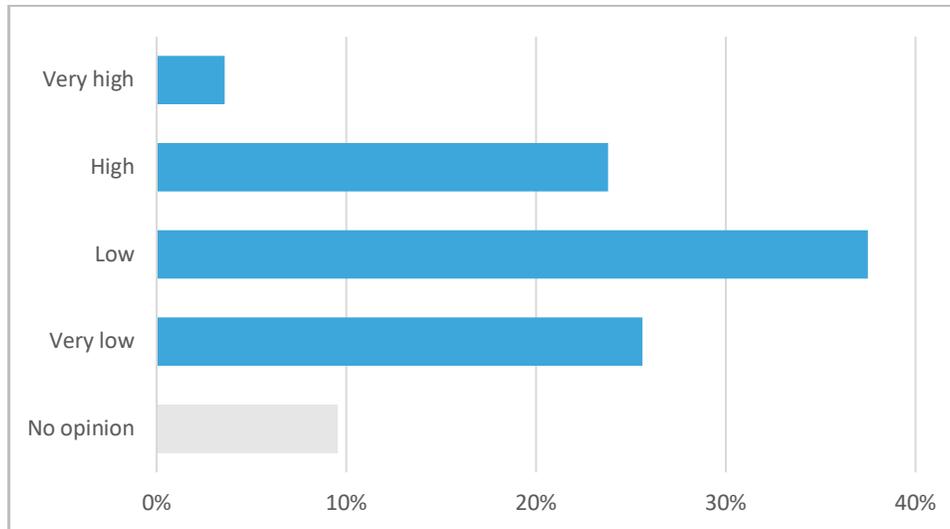
Most patrol staff view that the contract service model works well. Statement #2 received significantly more agreement (45%) than disagreement (19%).

Opinions were mixed in response to other statements on topics like the district boundaries and the sufficiency of CSO staffing.

Patrol Division employees were also asked about their morale levels. The following table and chart show their responses, over 60% of which were either “low” or “very low”.

How would you rate your morale?

Response	Count	Percentage
Very high	6	3.6%
High	40	23.8%
Low	63	37.5%
Very low	43	25.6%
No opinion	16	9.5%
Total	168	100%



(2) Most Investigations Staff Think the Division Has Good Case Management Processes and Assignment of Responsibility and Workloads, but Staffing Is a Major Concern.

The following statements were posed to the 40 respondents who indicated that they work in the Investigations Division, and they were asked to indicate their level of agreement or disagreement.

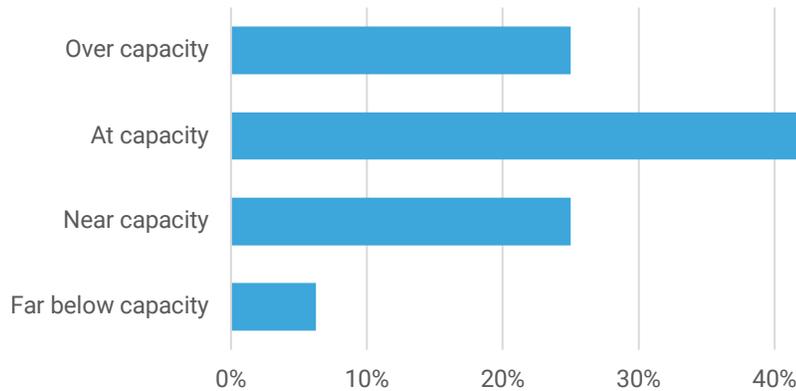
#	Statement	SA	A	D	SD	N/A
1	We have sufficient civilian staffing to support investigations.	11%	29%	33%	11%	16%
2	We have the right balance of staff assigned to proactive investigation units (e.g., narcotics) versus reactive (i.e., caseload-driven) investigation units.	0%	11%	60%	22%	7%
3	In general, we have the staff we need to investigate solvable cases.	0%	29%	49%	16%	7%
4	The delineation of responsibilities between investigative units works well.	7%	56%	20%	2%	16%
5	Our case management systems work well.	7%	51%	16%	9%	18%
6	Detectives in my unit have roughly equal caseloads.	7%	43%	11%	2%	36%
7	Caseloads are reviewed regularly with sergeant.	16%	47%	13%	0%	24%
8	We screen out the right number of cases.	4%	40%	16%	2%	38%

Respondents tended to agree with Statements #4, #5, #6, #7, and #8, that the Division’s work approaches and assignment of responsibilities and workload are effective. However, statements about the sufficiency of staffing received more disagreement than agreement – particularly Statement #2 regarding the balance of proactive and reactive investigations staff.

Respondents were also asked to describe their current caseload. The following table and chart show that most consider themselves to be working at capacity, with about 25% near capacity and another 25% over capacity.

How would you describe your current caseload?

Response	Count	Percentage
Over capacity	4	25.0%
At capacity	7	43.8%
Near capacity	4	25.0%
Far below capacity	1	6.3%
Total	16	100%



Investigative staff were also asked what percentage of their cases they considered to be solvable. The following table shows their responses, which averaged to 80.2%

In your estimate, what percentage of the cases assigned to you are solvable?

100	80
100	78
98	75
95	75
90	70
85	62
85	60
80	50

Average: 80.2%

(3) Jail Division Staff Viewed Staffing and Facilities Maintenance Issues as Their Most Pressing Concerns.

The 61 respondents who stated that they work in the Jail Division were presented with the following statements.

#	Statement	SA	A	D	SD	N/A
1	Our inmate classification system accurately categorizes inmates.	14%	59%	10%	5%	12%
2	I feel reasonably safe in my work.	16%	53%	21%	9%	2%
3	We have adequate staffing for our safety.	5%	26%	41%	22%	5%
4	Our facilities are well maintained.	3%	14%	40%	38%	5%
5	Our shift schedule is optimal for meeting staffing requirements.	12%	62%	14%	9%	3%
6	Our shift schedule is optimal for employee quality of life.	21%	55%	12%	9%	3%
7	When incidents occur, backup responses are timely.	29%	60%	3%	2%	5%
8	Before the COVID-19 pandemic, we had the staff we need to meet minimums without using much overtime.	3%	21%	47%	24%	5%
9	Since the COVID-19 pandemic, we have had the staff we need to meet minimums without using much overtime.	7%	26%	45%	19%	3%

Respondents tended to agree with Statement #1, that the inmate classification system works accurately, with Statement #2, that they feel safe, with Statements #5 and #6, regarding the shift schedule, and with Statement #7 about the timeliness of backup.

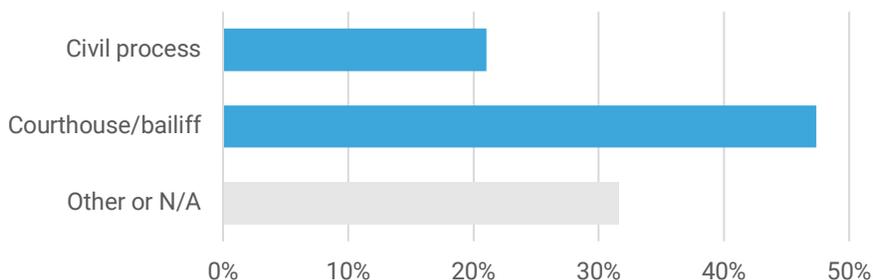
Staffing and facilities, however, are issues. Responses to Statements #3, #8, and #9 suggest that they view staffing – both before and after Covid19 – as insufficient to meet minimums or ensure safety. Statement #4 also received a majority of disagreement, suggesting that the jail facilities are in need of upkeep.

(4) Respondents from the Civil Division Believe the Division Is Organized and Operating Well.

Because of the different responsibilities of civil process versus court security, these staff were asked about their current assignment. The following table and chart show the responses received.

Which area of Civil Division are you assigned to?

Current Assignment	Count	Percentage
Civil process	4	21.1%
Courthouse/bailiff	9	47.4%
Other or N/A	6	31.6%
Total	19	100%



The 19 respondents indicating that they work in the Civil Division were asked to respond with their level of agreement or disagreement to the following set of statements.

#	Statement	SA	A	D	SD	N/A
1	We are able to keep up with workload.	28%	56%	11%	6%	0%
2	My supervisor sets clear expectations for me.	68%	32%	0%	0%	0%
3	Civil process service is organized efficiently.	42%	32%	0%	0%	26%
4	Everyone in my unit has about the same workload.	26%	47%	21%	0%	5%

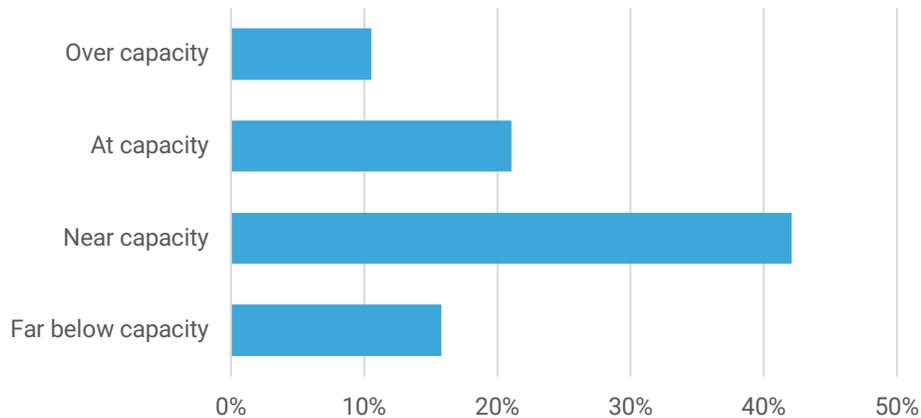
#	Statement	SA	A	D	SD	N/A
5	The boundaries of the Civil districts work well.	16%	37%	5%	0%	42%
6	Our current shift schedule works well for employee quality of life.	32%	42%	16%	5%	5%
7	Our current shift schedule is optimal for meeting staffing requirements.	26%	32%	26%	0%	16%

These staff expressed agreement with every statement in the section, with strong agreement to Statement #2 about the clarity of expectations set by supervisors. The only statement to receive more than 25% disagreement was #7, regarding the shift schedule.

These respondents were also asked to characterize their current workload. As the following table and chart show, nearly half consider themselves to be working near capacity.

How would you describe your current workload?

Response	Count	Percentage
Over capacity	4	25.0%
At capacity	7	43.8%
Near capacity	4	25.0%
Far below capacity	1	6.3%
Total	16	100%



(5) The Training and Wellness Division Believes They Are Operating Well and Providing a High Level of Service.

Respondents view the quality of deputies in the field and their relationships with the community as the greatest strengths of the Sheriff's Office. The quality of staff, the training they receive, and the level of internal and community support they experience were the most common themes present in the responses to this question.

(2) Respondents View Staffing Needs as the Greatest Improvement Opportunity, Followed by Compensation, Training, and Intangible Factors Impacting Morale.

The next question asked respondents, "what are the most significant opportunities for improvement in the Clackamas County Sheriff's Office?". There were 224 responses. The following word cloud shows the most frequently used language:



The most common themes raised in response to this question, as with multiple-choice statements throughout the survey, had to do with staffing. Particularly for patrol, staffing levels are viewed by staff as the primary issue which needs to be addressed. Other issues like compensation, improved training, and leadership and morale were also raised.