

WASHINGTON COUNTY SHERIFF'S OFFICE

2020 PERFORMANCE MEASURES

Services Division



JULY 31, 2021

The Sheriff's Office has identified specific Performance Goals for various work groups. Following each calendar year end, managers compile data in order to assess performance over a wide range of functions. This is an important step toward holding work groups accountable for tracking use of their approved budget, encouraging staff productivity, and ensuring quality services to our community. These documents are also published for public review to improve understanding.

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SERVICES

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

Staffing

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

FTE	2016	2017	2018	2019	2020
POLICE CERTIFIED	6.00	6.00	5.00	7.00	10.00
JAIL CERTIFIED	4.00	4.00	5.00	7.00	4.00
SUPPORT STAFF	69.00	69.00	70.00	73.50	74.75
TOTAL	79.00	79.00	80.00	87.50	88.75

Budget

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
BUDGET TOTAL	\$7,919,957	\$8,412,782	\$8,741,548	\$10,334,329	\$11,229,631
ALARM PERMITS	\$531,834	\$573,525	\$480,517	\$501,166	\$514,441
CIVIL	\$1,635,803	\$1,710,185	\$1,718,171	\$1,712,806	\$1,752,236
CRIME PREVENTION	n/a	n/a	n/a	n/a	n/a
CRIMINAL RECORDS	\$2,082,934	\$2,157,303	\$2,209,905	\$2,366,806	\$2,450,959
EVIDENCE	\$525,903	\$549,438	\$589,622	\$741,396	\$816,126
FORENSICS	\$772,139	\$848,129	\$993,983	\$963,008	\$1,094,984
PROFESSIONAL STANDARDS	\$916,248	\$631,891	\$703,889	\$769,265	\$822,378
SERVICES ADMIN	n/a	\$369,432	\$459,073	\$510,426	\$577,042
TRAINING	\$1,455,096	\$1,572,879	\$1,586,388	\$2,769,456	\$3,201,465

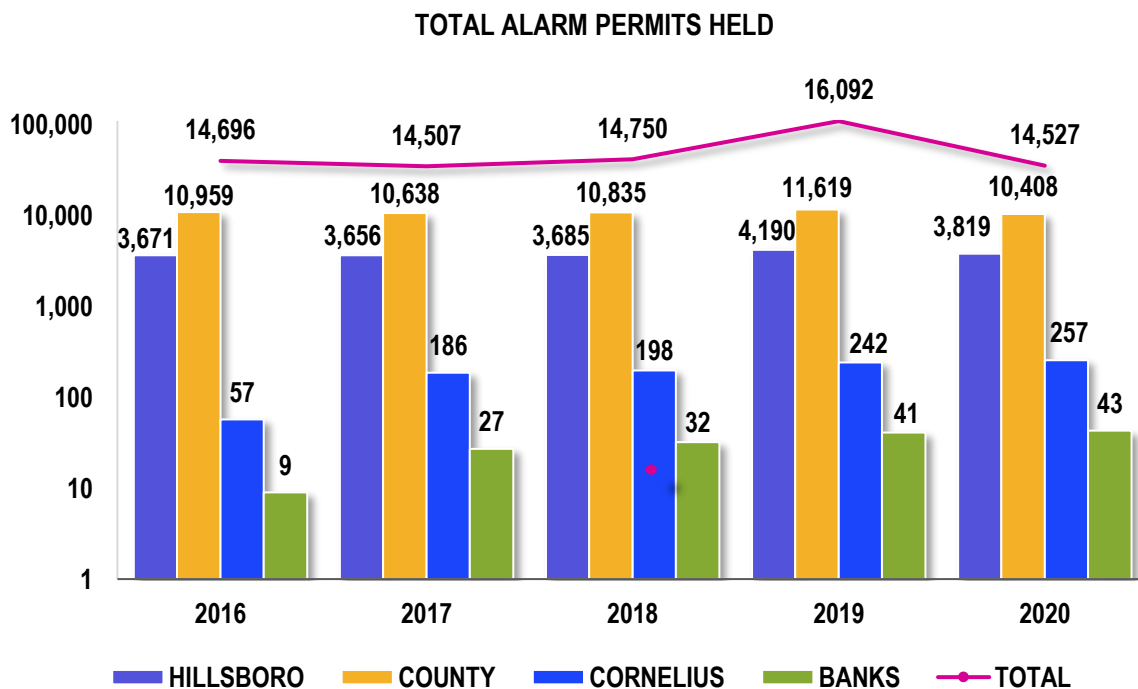
ALARM PERMITS

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

With oversight and support from the alarm coordinator, this unit is supervised by the civil unit supervisor and is staffed with one full-time administrative specialist II. The combined Permits budget for concealed handgun licenses and alarms is \$514,441.

Alarm Permits Held

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



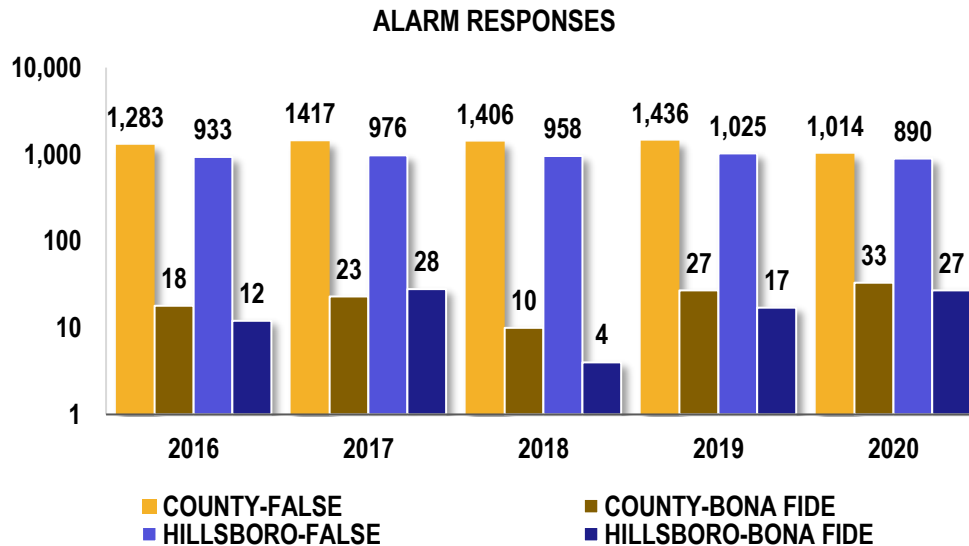
The processing of alarm permits is the most significant portion of the workload in the Alarm Permit Unit.

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

Alarms staff daily review all alarm activity that gets called in to WCCCA to identify unpermitted alarm users, who are then instructed to obtain an alarm permit. Alarm users and companies that violate the alarm ordinance are issued citations, which also serve to encourage permit compliance. In 2020, 14,527 alarm permits were renewed. In addition, 1,193 new customers obtained permits, including the cities of Banks (5), Hillsboro (392) and Cornelius (47).

Alarm Responses

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



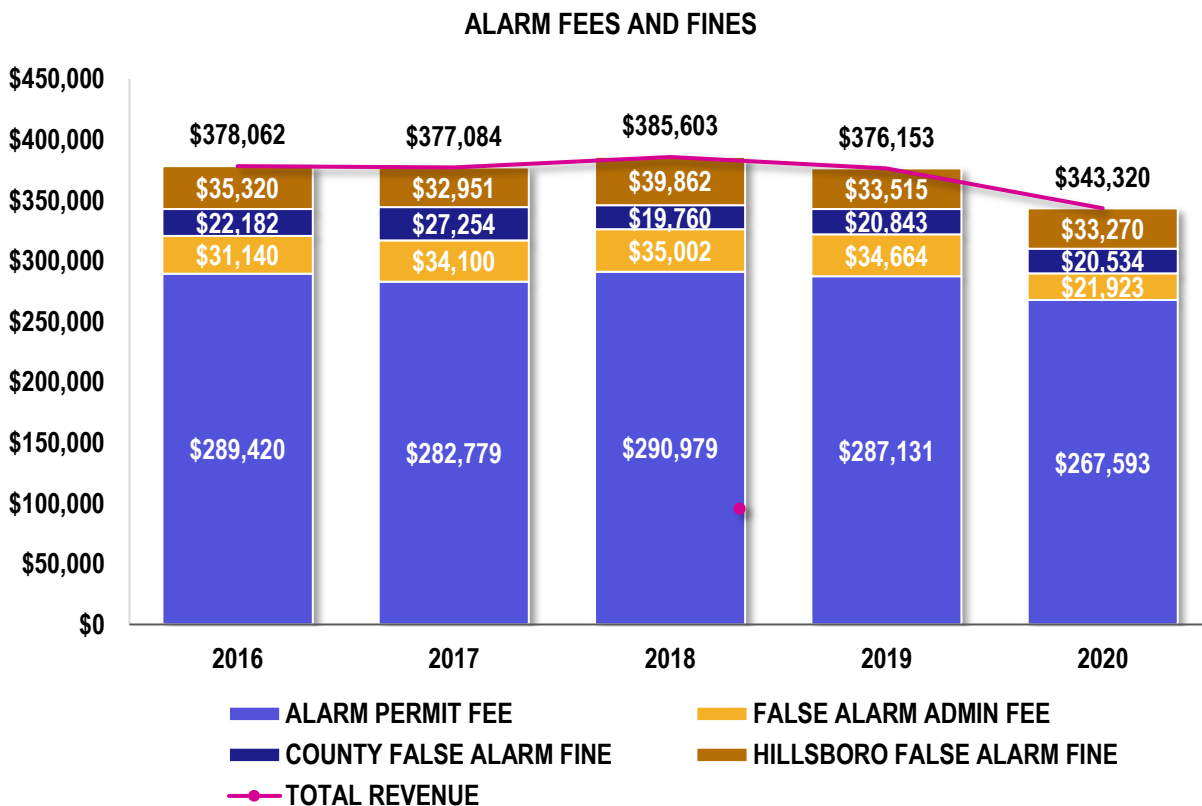
In 2020, Washington County Sheriff's deputies responded to 1,014 alarms, of which 33 were bona fide (3.2%). Typically, about 98% of all alarm calls are false. Hillsboro officers responded to 890 alarms, of which 27 were bona fide (3.0%). Sheriff's deputies respond to about 3-4 false alarms per day. A typical false alarm call takes about 30 minutes to service, which translates to approximately 2 hours per day that deputies spend responding to false alarms. It is not unusual for more than one deputy to respond to an alarm; that additional time is not accounted for here.

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

Fees and Fines

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

Alarm Unit staff also bill and track accounts that are past due with their false alarm fines or permit renewal payments. Accounts that are more than 90 days past due are revoked, unpaid false alarm fines may be sent to collections, and their properties can be flagged at police dispatch. If revoked accounts create additional alarm calls after being revoked, they are issued citations for violation of the alarm ordinance. For the majority of 2020 (emergency period 4/1/20-present) and into 2021, the Alarm Permit Unit opted out of charging the \$17 late payment penalty and 90-day revocation/reinstatement penalty, to keep pace with other moratoriums during the COVID-19 pandemic and its economic impact on citizens' ability to pay.



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

BACKGROUND INVESTIGATIONS

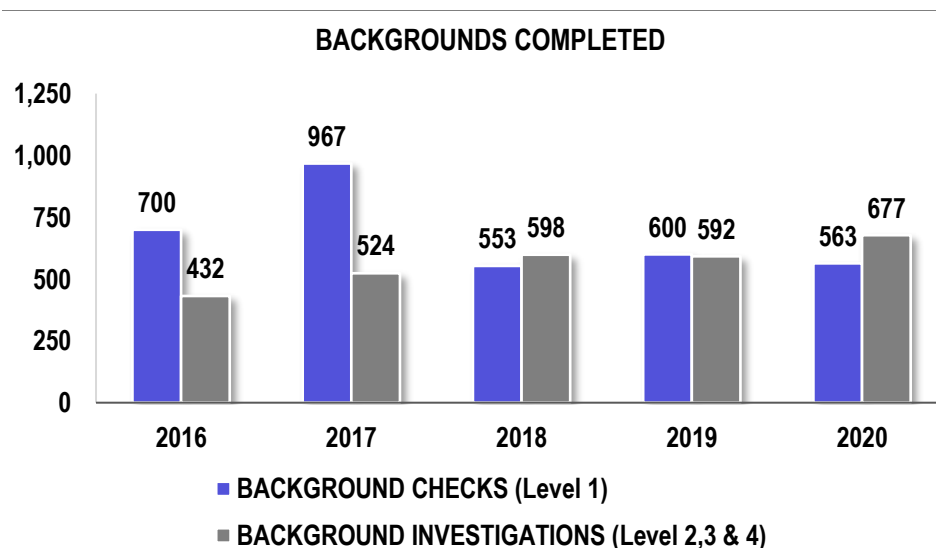
The Background Investigations Unit is comprised of retired law enforcement officers with experience in supervision and investigations. By employing retired law enforcement officers, the Sheriff's Office maintains a high-quality investigative team at a reduced cost. Background Investigations staff are supervised by a sergeant in the Professional Standards Unit. In 2020, this unit was staffed by one full-time senior administrative specialist, one full-time investigator and 8 part-time investigators who worked 7,137 hours (3.4 FTE equivalent).

Background Investigations

There are four levels of background investigations:

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

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



In 2017, investigators performed significantly more Level 1 background checks due to tow contract renewals and Sheriff's Office seismic upgrades that required giving access to workers in secure areas. In 2019, the 8.5% rise in background checks was partly due to contract renewals and an increase in projects requiring new vendors or contractors that had not previously been used before. In 2020, Recruitment Unit efforts resulted in a greater number of applicants which increased the number of background investigations performed. Additionally, temporary adjustments to the recruitment process due to the COVID-19 pandemic resulted in another 20-30 additional full background investigations: both factors contributed to the 14.4% increase in background investigations last year.

CIVIL

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

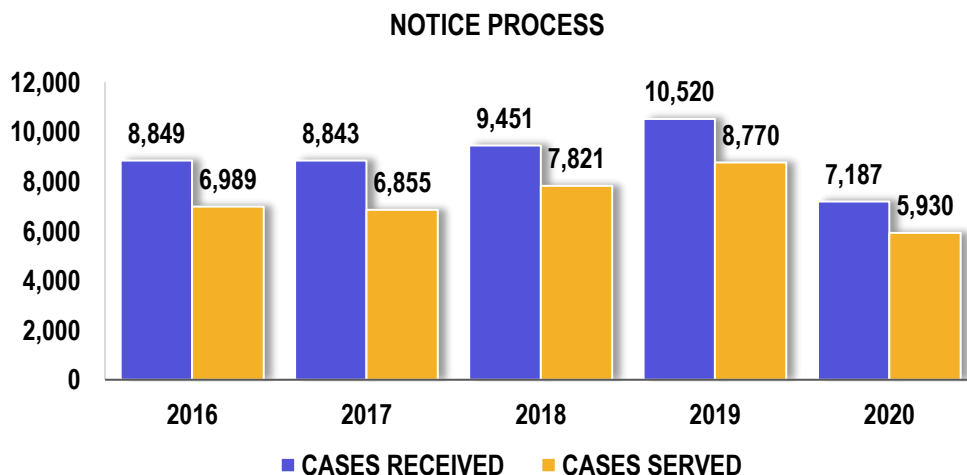
The Civil Unit is staffed by 12 FTE to include a civil unit manager, 1 civil unit supervisor, 1 certified deputy sheriff, 5 civil deputies, and 4 administrative specialist II's. The 5 civil deputies are uniformed and armed but are not certified peace officers. The Civil Unit budget for FY 20/21 is \$1,752,236.

Notice Process

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

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

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

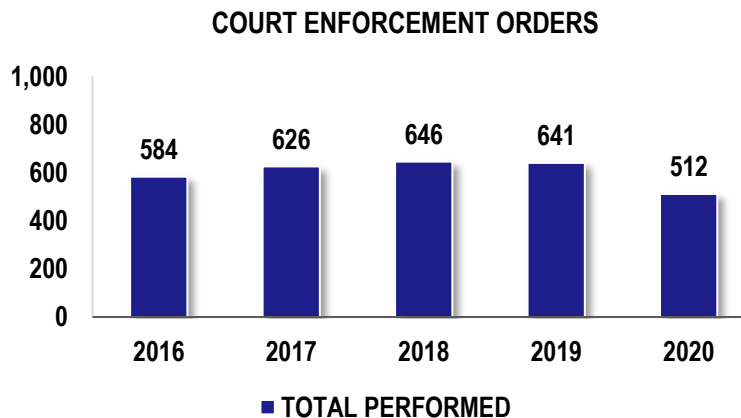


In 2020, the Civil Unit saw a decrease from the prior year in both the number of cases received (31.7%), and the number of cases served (32.4%). The COVID-19 pandemic was a driving force in the factors that contributed to the decline in caseload for Civil Unit staff. The ability to serve papers was impacted by Governor Brown's executive order to close public buildings as court closures and slowdown reduced the number of filings. Following, an additional executive order placed a moratorium on residential evictions, further reducing staff caseload. Economic downturn and strain also meant fewer people were spending money to enforce judgements or to pursue money owed in non-commercial transactions. Regular creditor/plaintiff customers and

creditor's attorneys state that it costs money to collect money, and when the creditor is short on cash, they think twice about filing suit against a debtor.

Court Enforcement Orders

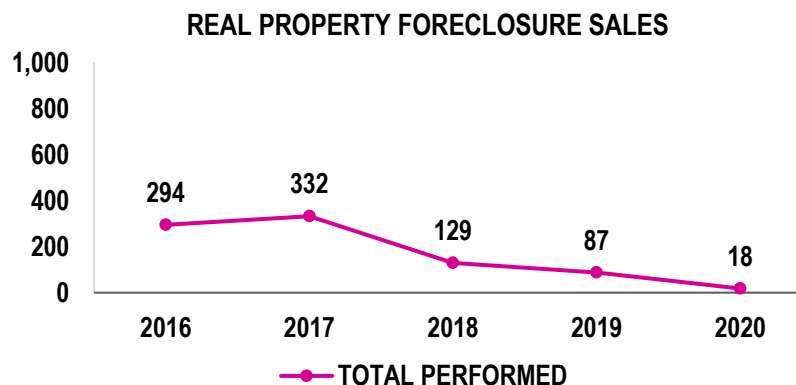
State law requires the Sheriff to enforce Writs and Orders of the court and does not allow private citizens to take this action. As the sole provider of these services in Washington County, the Sheriff's Office is relied upon to act as the court's enforcement arm – ensuring that court orders are carried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



Service of enforcement orders totaled 512 in 2020, with protection order enforcements (319) being the largest single enforcement category. Similar to the decline in staff caseload, court enforcement orders were reduced with the Governor's executive order blocking residential evictions. Additionally, court delays and unemployment may have contributed to the drop in filings, including the number of protection order petitions.

Real Property Foreclose Sales

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



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

process. Approximately \$474 out of the deposit is retained by the county on each sale to compensate for the staff time, which is returned to the General Fund.

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

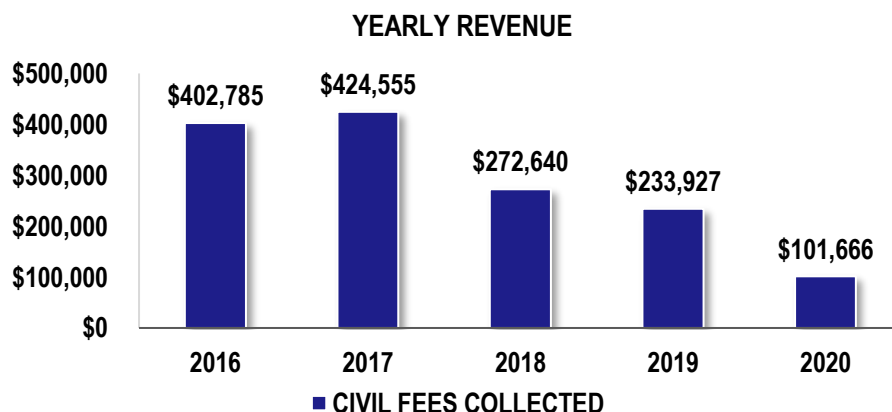
In 2015, foreclosure filings in the courts started dropping significantly, as banks began transitioning back to the use of non-judicial Trustee Sale process, which does not involve the courts or the Sheriff. This downward trend continued into 2018. In 2017, the WCSO and the Polk County Sheriff's Office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

Real property foreclosures totaled 18 in 2020, a decrease of 131% from the 87 in 2019. This decrease was due to Oregon's moratorium that halted foreclosures statewide and will continue to cause a ripple well into 2021. The moratorium originally expired 12/31/20, but the federal government reinstated the moratorium through at least September 30, 2021 through House Bill 2021. This bill is retroactive to December 31, 2020.

Civil Fees Collected

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

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

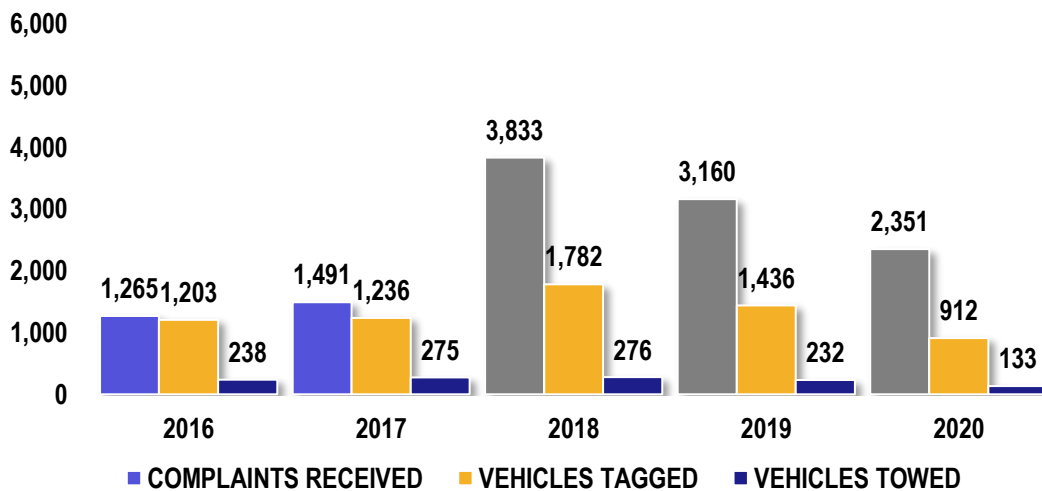


Out of a total deposit of \$974 for a property sale, the Sheriff's Office realizes approximately \$474 to reimburse the county for staff time spent on each sale process. The net property sale revenue for 2020 amounted to approximately \$8,532. The balance of collected revenue came from service fees for court documents.

Abandoned Vehicles and Parking Violations

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

ABANDONED VEHICLE AND PARKING VIOLATIONS



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

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

Starting April 2020, tagging vehicles with expired or missing license plates was suspended due to DMV and DEQ closures, a consequence of the COVID-19 pandemic. In total, WCCCA dispatched 2,351 complaints last year: 1,119 abandoned vehicle complaints and 1,232 parking violation complaints. Of those complaints, Civil Unit staff followed up on 912 tagged vehicles; 133 of them were towed.

NOTE: In March 2021, Complaints Received stats were updated to reflect Abandoned Vehicle and Parking Complaint calls for service in the countywide beats only as this reflects where Civil staff provides services. This update resulted in a change to the numbers reported for 2018 and 2019.

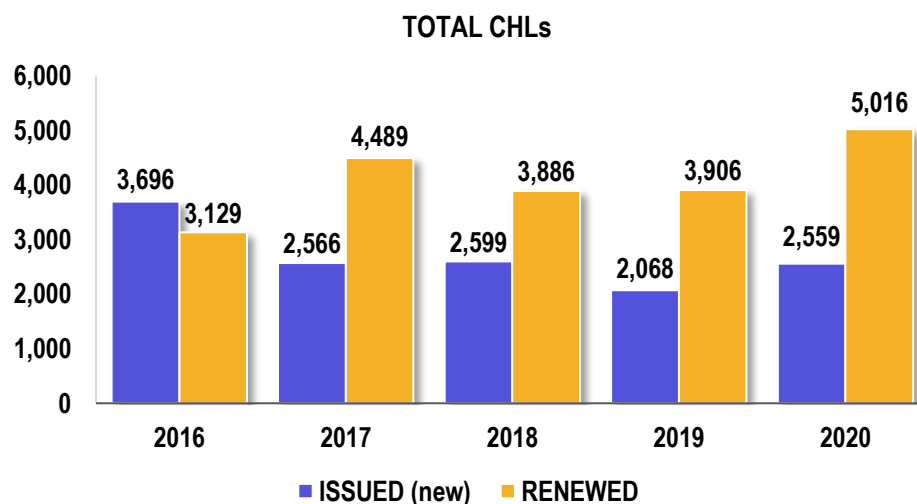
CONCEALED HANDGUN LICENSES

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

This unit is staffed by 3.75 FTE to include a senior administrative specialist, two full-time and one three-quarter time administrative specialist II'(s). The combined Permits budget for concealed handgun licenses and alarms is \$514,441.

New and Renewal CHLs

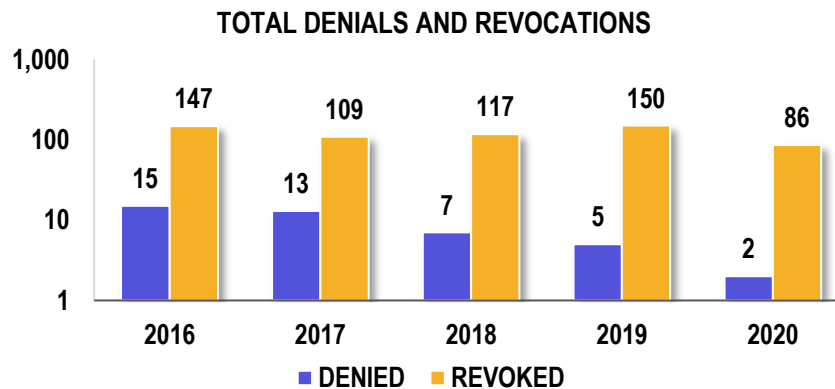
This unit processes applications for new and renewal CHLs and performs the necessary background checks and fingerprinting for each applicant. It represents a significant portion of the workload for this unit.



New CHL licenses increased dramatically in 2013 after several high-profile public shooting events early in the calendar year. Since 2015, the number of new CHLs processed per year has consistently exceeded 2,500. Moving into 2020, there were 2,559 new CHLs; this is about 24% more than the 2,068 in 2019. In 2020, there were 25,962 CHL holders; up slightly from 25,471 the prior year, even though WCSO was closed to all new CHLs for 3 ½ months of 2020 due to the pandemic.

CHL Denial and Revocation

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

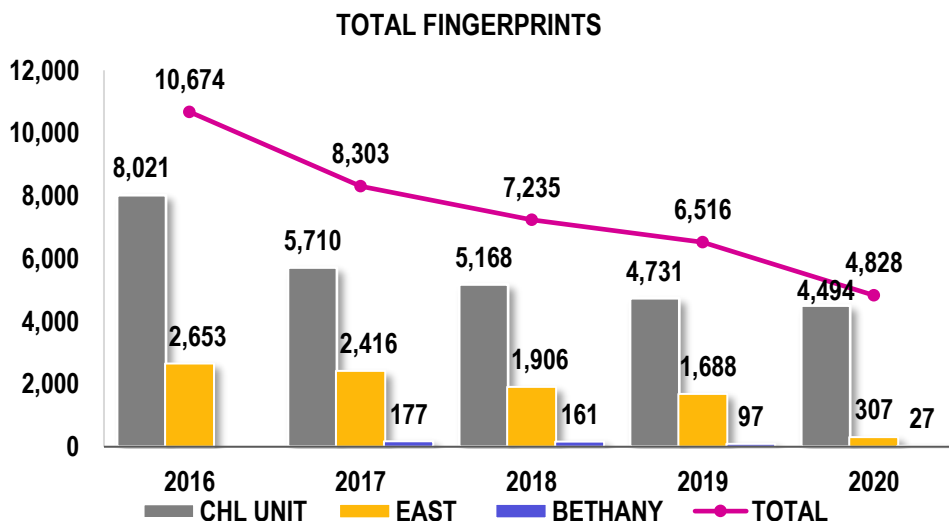


In 2020, a total of 86 CHLs were revoked, some for more than one reason - 17 for pre-trial felony arrest, 56 for pre-trial misdemeanor, 8 for stalking or restraining orders, 6 for being a danger to self or others, 1 for a felony convictions and 1 for a misdemeanor conviction.

Additionally, 2 CHL applications were denied – 1 for a misdemeanor conviction, and 1 for a warrant.

Fingerprinting

The CHL Unit along with our East and Bethany precincts provide fingerprinting services to the public for \$25 for 2 fingerprint cards (\$2 for additional cards). The most common groups of people needing fingerprints, other than CHL applicants, are schoolteachers, health care givers, aviation students, some insurance agents, juvenile sex offenders, real estate agents, childcare workers, and adult foster care workers. There are some people, such as Sheriff's Office applicants, volunteers, contractors, DA's Office, Juvenile Department, and new CHL applicants who are not charged the fee.



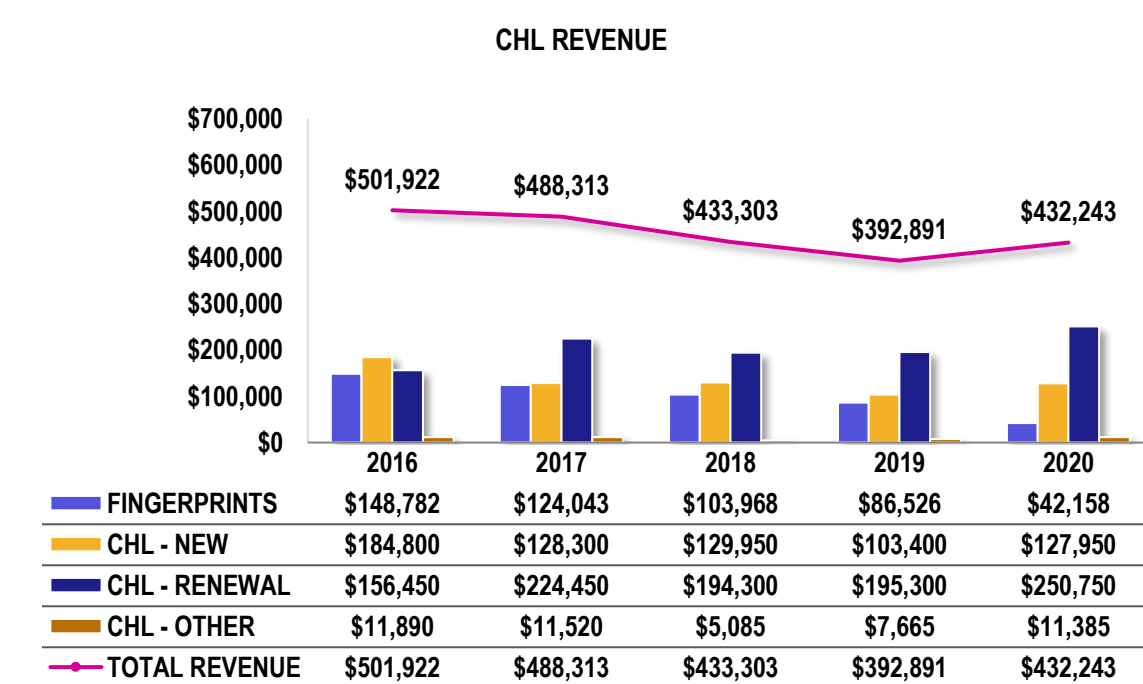
Staff fingerprinted 4,494 people in 2020: 5% fewer than the prior year. The decline in fingerprint services over the last five years may be attributed to a few factors:

- A legislative change in 2015 allowing Department of Human Services (DHS) workers to use a private company which resulted in fewer of those workers relying on the WCSO for that service.
- Around 2016, Fieldprint, a commercial fingerprinting company that is widely available and conveniently located in most states, opened additional locations in the Portland metro area.
- In 2020, due to safety precautions implemented as a result of the COVID-19 pandemic, Bethany and East precincts discontinued fingerprinting services to the public beginning April 1st, followed by CHL November 17th. As a result, CHL staff provided 93% of fingerprinting services last year.

CHL Revenue

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

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



This unit collected \$432,243 in fees during 2020 and was 100% funded by those fees. The fingerprinting revenue shown above includes public fingerprinting revenue for the CHL Unit, as well as, Bethany and East precincts. This revenue is returned to the County's General Fund.

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

CRIMINAL RECORDS

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

Critical support includes processing and maintaining police records, out-of-custody jail booking files, and maintaining arrest warrants issued by the Washington County Circuit and Justice courts; receiving bail and adult in custody (AIC) commissary deposits; and providing copies of police reports to the public. As of 2020, CHL staff receive funds for fingerprinting and concealed handgun licensing fees.

A staff of 34.75 FTE provide round the clock services, including a criminal records manager, 1 new assistant criminal records manager, 6 shift supervisors, 1 court coordinator, 3 warrants processors, and 22.75 criminal records specialists. Of the total positions, 1 FTE was added in September. This added FTE allowed for the 3rd warrant processing assignment, increasing the scope of all warrant processors work to include complex public records requests. The Criminal Records Section budget for FY 20/21 is \$2,450,959.

Operational Definitions

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

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

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

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

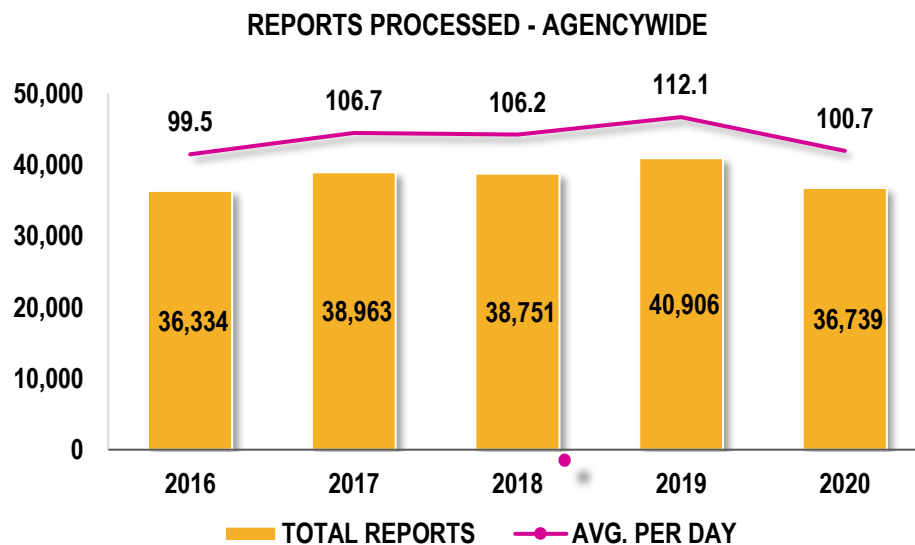
Computer Aided Dispatch (CAD): CAD is computerized aided dispatch that allows access to status updates on calls and deputies. It displays information such as call type, location, and status.

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

Reports Written

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

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



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

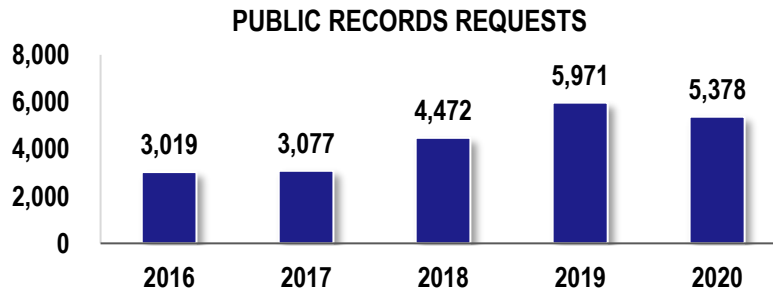
From 2015 to 2019, the number of reports processed increased 25.3%. This upward trend was expected to continue, however due to impacts from the COVID-19 pandemic, fewer reports were written in 2020 resulting in a 10.2% decline in reports processed. This measure is important because it is an indication of workload for the deputies writing the reports as well as for the staff who process them. The new system also demands longer staff processing times for each report.

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

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

Public Records Requests

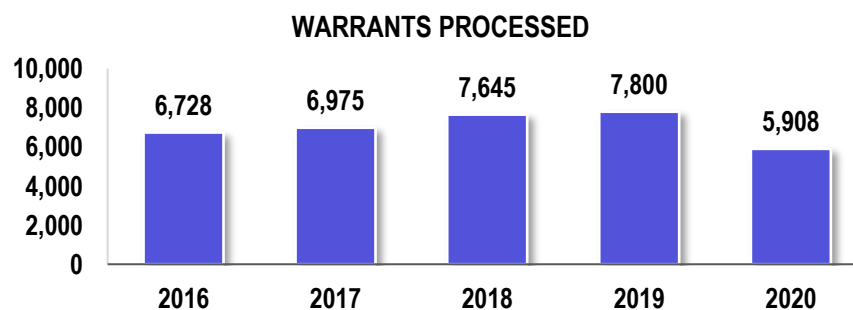
Public records requests represent a significant workload for the Criminal Records personnel. Staff began tracking the number of public records requests received in November 2015. Each public records request takes about 30 minutes to process, to include researching the request, applying appropriate statutory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



Public records requests increased 94% from 2017 to 2019. In 2020, Criminal Records staff processed a total of 5,378 public records requests; a decline of just 9.9% which can be attributed to impacts from the COVID-19 pandemic. Overall, the marked increase in public records requests processed over the years is due to both an increase in requests and the implementation of GovQA; the database public records requests are processed in. The deployment of GovQA has provided a better mechanism for tracking the status and outcome of public records requests. Prior to GovQA, tracking was limited and did not capture the true workload.

Warrants Processed

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



Warrants are tracked in 3 categories: failure to appear in court, probation violations, and all others. In 2020, this two-person unit processed 5,908 warrants. The 24.3% decline from the prior year is an anomaly that resulted from the effects of the COVID-19 pandemic.

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

INVESTIGATIVE SUPPORT SERVICES

Forensic Services | Property and Evidence

Forensic Services

The Forensic Science Unit (FSU) is responsible for processing crime scenes for physical evidence, performing laboratory evidence processing, and conducting latent print examinations. FSU services are a countywide resource, which can be requested by the Sheriff's Office or any city police department in Washington County. Services are available M-F, during normal business hours but may be requested 24-hours a day, 7 days a week based on magnitude of the incident.

The unit is staffed by 6 FTE to include a forensic unit supervisor, three forensic analysts, and two forensic technicians. The Forensic Unit budget for FY 20/21 is \$1,094,984.



In January 2020, the Forensic Science Unit was awarded accreditation by the American National Standards Institute (ANSI) National Accreditation Board (ANAB) for meeting the ISO/IEC¹ 17020:2012 requirements for forensic inspection with a scope in friction ridge and scene investigation². This award exemplifies international standards and best practices and is based on the assessment of an agency's technical qualifications and competence for conducting inspection activities within the scope. A review is conducted each year with a full re-assessment performed every four years.

Accreditation is vital to the FSU as it ensures forensic analysts and technicians are maintaining the highest professional standards while remaining unbiased in both their analyses and testimonies. Accreditation enables the FSU to rely on best practices for processing crime scenes and examining evidence while receiving ongoing training in order to maintain credibility in the county, scientific community, and the legal system.

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

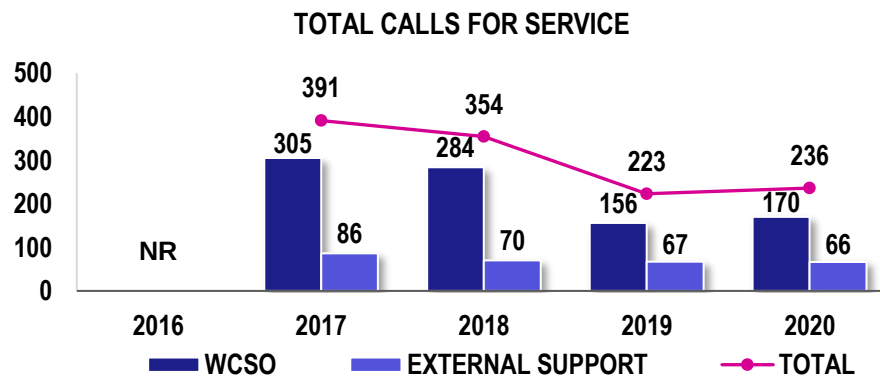
Forensic Technician Calls for Service

Forensic technicians are non-certified employees who assist deputies, detectives, and local police officers with processing crime scenes, including taking photographs, collecting evidence, processing the scene for latent fingerprints and DNA, writing reports, and testifying in court. The forensic technicians are also available to assist with follow-up tasks to include deceased print collection for records clearance, surveillance video retrieval, and collection of elimination DNA standards. Their work frees deputies to interview witnesses, follow-up on leads at other locations, or to simply return to patrol more quickly.

In February 2020, forensic technicians experienced fully trained staffing levels for the first time since 2018. In October, forensic technicians began offering a new Surveillance Video Retrieval service. Additionally, a new method for providing greater ease of use for initiating follow-up requests was deployed using PSWeb, an in-house built web application that provides access to multiple data sources.

¹ ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission).

² Surveillance Video Retrieval is not an accredited service.

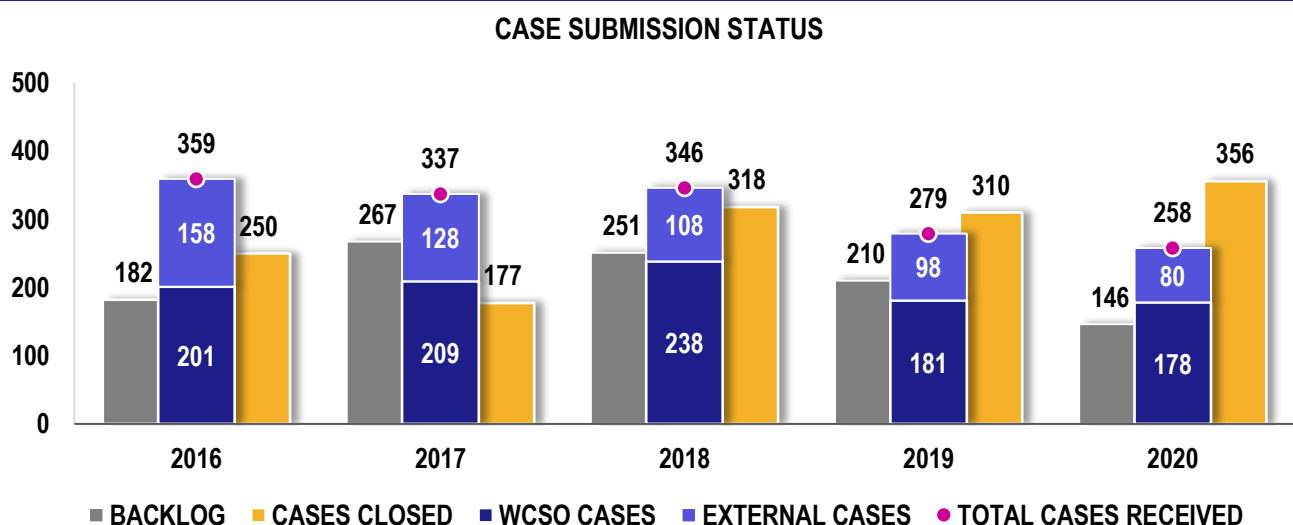


In 2020, the number of calls for service responded to by forensic technicians increased 6% from the prior year. The minimal increase in activity is believed to be an impact of the COVID-19 pandemic. To prevent unnecessary exposure to staff and/or the potential spread of the COVID-19 virus, FSU temporarily suspended the administrative collection of deceased prints for records clearance. In addition, as businesses temporarily closed and community members remained quarantined, fewer crime types serviceable by forensic technicians occurred, resulting in an overall decrease in average calls for service over the past four years.

Forensic Analyst Examination Requests

Forensic analysts are non-certified employees who respond to process complex violent crime scenes and examine evidentiary items submitted for analysis. A significant portion of their work involves laboratory evidence processing, performing latent print examinations, report writing, and testifying in court. The forensic analysts also assist the interagency Major Crimes Team by processing violent crime scenes county-wide.

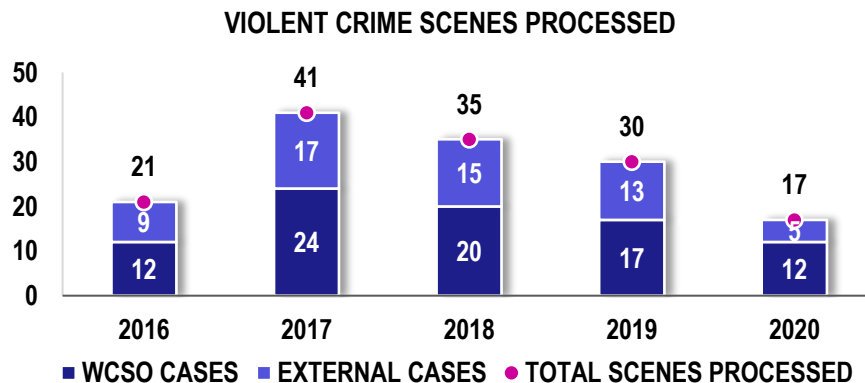
Requests for forensic examination (or case submissions) are received by the laboratory and prioritized based on crime type. Each case worked by an analyst undergoes technical review by another qualified analyst prior to closure. Upon completion of a case, a report is written detailing the findings. Over the last five years, the average number of cases received per month was approximately 26 cases. Typically, it takes staff about 3 weeks to complete a case once opened.



In 2020, forensic analysts received a total of 258 requests for examination, 8% fewer than the prior year. During this time, the analysts successfully closed 356 cases, 15% more than the prior year.

Cases received between January and December, but not completed within that same timeframe are considered backlogged. Backlogged cases in 2020 decreased 30% compared to the previous year. Backlogged cases are cumulative from year to year when the number of cases closed does not exceed the total cases received, plus the backlog from the prior year. As the backlog carries over from year to year, limited backlog (below 27 cases) is an indicator that staffing levels and productivity are optimal for analysts, and that they can keep up with annual case submissions. In 2020, the resulting backlog was 146 cases. The total cumulative backlog from 2019 (95 cases) and 2020 (146 cases) is 241 cases.

In addition to laboratory processing and analysis, forensic analysts responded to a total of 17 complex crime scenes in 2020, ranging from homicide to missing person, 43% fewer than the prior year.



The variability in the number of case submissions received, case submissions completed, cases backlogged, and crime scenes processed in 2020 from the prior year can be attributed to several factors:

- Due to the COVID-19 pandemic, fewer crime types serviceable by FSU occurred, resulting in fewer calls for service.
- A significant portion of case submissions received by the laboratory are from scenes processed by the forensic technicians; thus, as forensic technician calls for service declined, so too did case submissions to the laboratory.
- In 2020, two new forensic analysts were hired to fill vacant positions. Staff attention shifted to training these new members, who are not yet authorized to conduct independent casework.
- The number of staff authorized to conduct independent casework was limited; and thus, several requests for complex crime scene processing were referred to the Oregon State Police Forensic Lab.
- A plan to increase efficiencies in examination request processing was implemented in 2019. The strategy involved batch processing evidence to allow for the expeditious forwarding of DNA evidence to the Oregon State Police Forensic Lab and subsequent closure of cases with no prints of value. This program has proven to be a success, resulting in an increase in cases closed under the constraints of limited trained staff.

NOTE: The following updates have been made as of 2020 reporting. The number of forensic technicians is no longer tracked in comparison to the volume of calls they respond to on the Calls for Service chart. The number of calls for service responded to is dependent on the number of forensic technicians available. The Case Submission Status and the Violent Crime Scenes Processed charts replaces the Evidence Items Examined and Latent Print Comparison charts of the Forensic Services performance measures as a more meaningful workload measure reflective of staff productivity. Additionally, with the planned deployment of the new Laboratory Information Management System (LIMS) in 2021, latent print comparisons will no longer be tracked. For both the Calls for Service and Case Submissions Status charts, WCSO data from 2016 to 2018, included partner contract city cases. As of 2019, partner contract city cases are counted under the External categories.

Property and Evidence

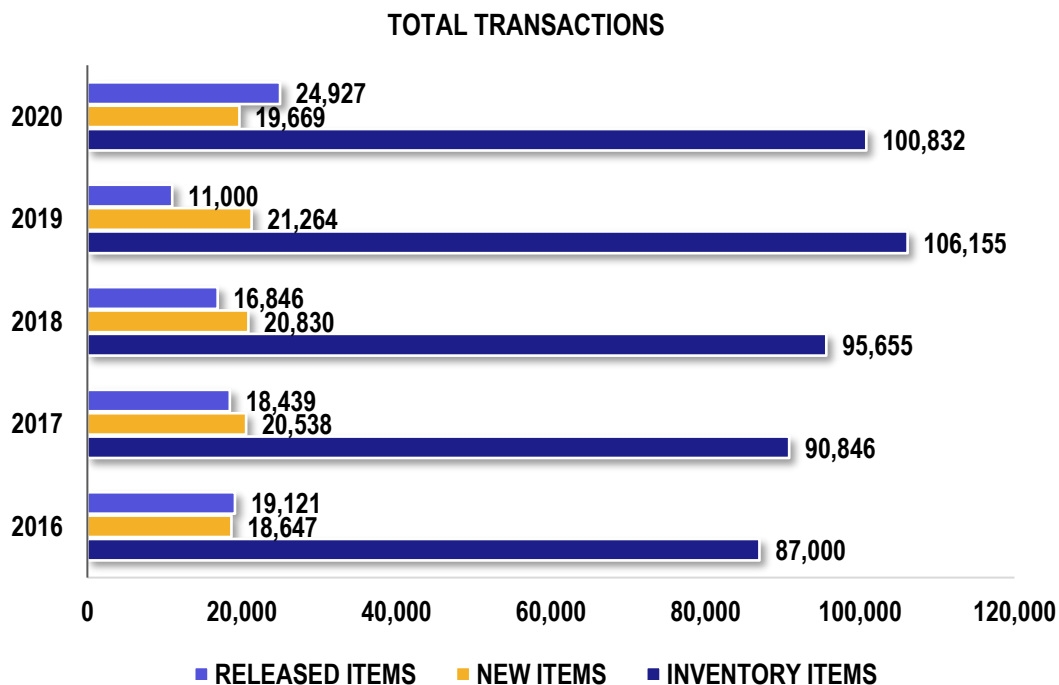
This unit is staffed by 6 FTE to include a senior evidence officer and five full-time evidence officers. The FY 20/21 budget is \$816,126. In September 2019, a new team member was hired to fill the fifth evidence officer position that was added in July 2019. Upon the completion of new-hire training, the responsibility of this new member is to fulfill discovery requests for body-worn camera footage for criminal cases; work currently handled by a member of the Law Enforcement Technology Unit. Tracking the number of discovery requests for body-worn camera footage will begin in early 2020.

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

Property and Evidence Transactions

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

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



In 2020, Property and Evidence received 19,669 items and released 24,927. There was a 5% decrease in overall inventory from 106,155 down to 100,832 items.

Evidence officers track the chain of custody of every item, which means they know where it is at all times from receipt to disposition. They must also ensure proper packaging to maintain the integrity of the item, as well as its condition. Every year, the work group performs a full item-by-item inventory. Over all locations, our team was able to account for 100% of the 100,832 items in our 2020 inventory!

PROFESSIONAL STANDARDS

The Professional Standards Unit (PSU) is responsible for tracking complaints, service-related inquiries, and internal affairs investigations involving the Sheriff's Office or specific staff. PSU is staffed with two sergeants and a senior administrative specialist. The FY 20/21 budget for PSU is \$822,378.

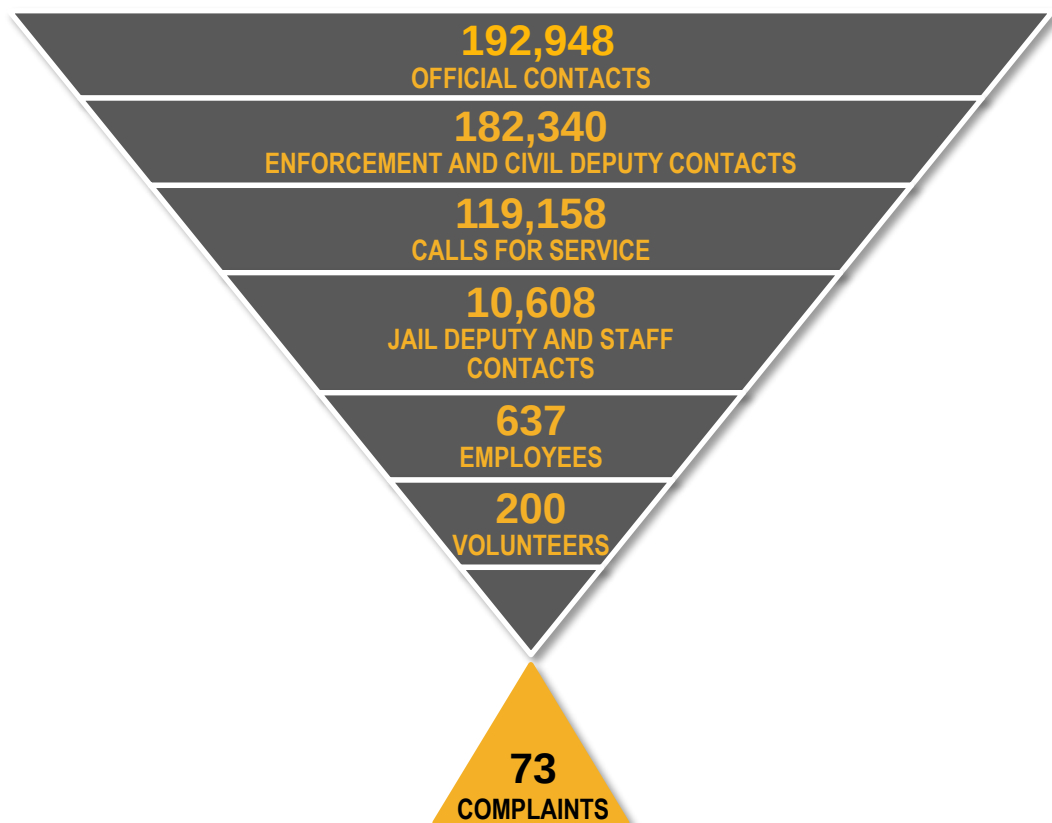
Public Contact and Complaints

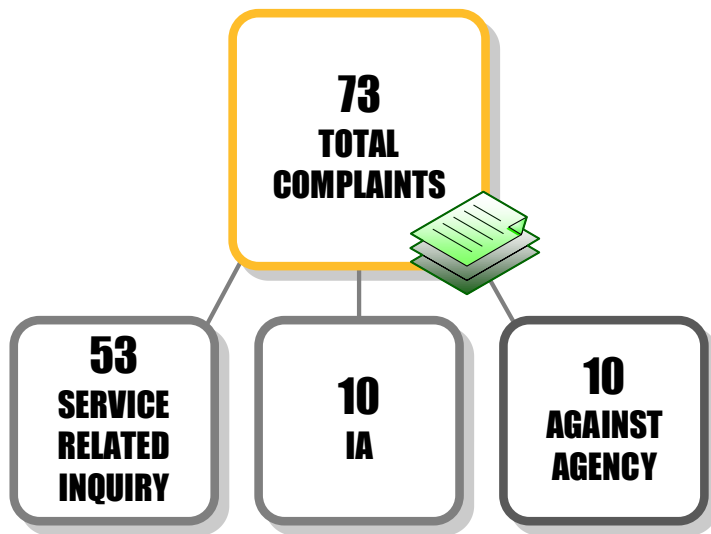
Each step of the complaint investigation process has the potential to increase the workload for people at multiple levels in the organization and to distract staff from the WCSO mission.

In 2020, the WCSO employed 637 staff and 200 volunteers to serve all residents and visitors. Overall, there were fewer contacts compared to prior years reports due to impacts from the COVID-19 pandemic. Still, enforcement and civil deputies made 182,340 documented contacts with the public in the course of answering 119,158 calls for service. In addition, the jail processed 10,608 bookings and jail visitors.

Additionally, there are many thousands of informal or undocumented business contacts that occur when people visit the Criminal Records Office, register concealed handgun licenses, renew alarm permits, or access a myriad of other WCSO services.

The WCSO received a total of 73 internal and external complaints for the year - the equivalent of 1 complaint for every 2,643 documented contacts. In 2020, we had the equivalent of 1 complaint for every 4,632 documented contacts (254,742 official contacts).





Complaints are considered in 3 categories that address the seriousness of the alleged conduct. In 2020, the agency received 73 total complaints.

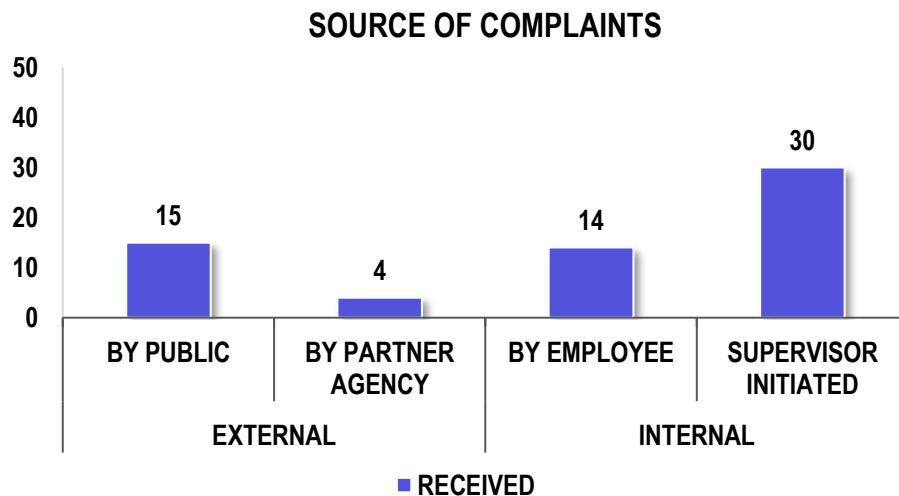
Employee behavior was the subject of 63 internal and external complaints. Of them, 53 were assigned to supervisors for investigation and 10 required an internal affairs investigation due to more serious allegations.

Agency dissatisfaction complaints usually address frustration with an agency practice, a law, or the criminal justice system. A total of 10 complaints expressed dissatisfaction with the agency.

Complaints Involving Staff

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

In 2020, WCSO staff were the subject of 63 unique complaints. The initial investigation of 1 complaint at the lower level of supervisor inquiry transferred to an internal affairs investigation as more serious allegations were discovered. Supervisors initiated 30 (48%) of complaints against staff to determine if staff actions were consistent with the agency mission, policy, procedures, and training.



Complaints are addressed initially by a supervisor. Some complaints can be resolved at this point with a supervisor providing clarifying or background information; however, if the complainant is not satisfied or the supervisor feels the incident needs further investigation, the supervisor will conduct a preliminary investigation. The preliminary investigation often involves interviews with the named employee and any witnesses. The supervisor shares the result of the preliminary investigation with the chain of command to determine if further investigation is appropriate.

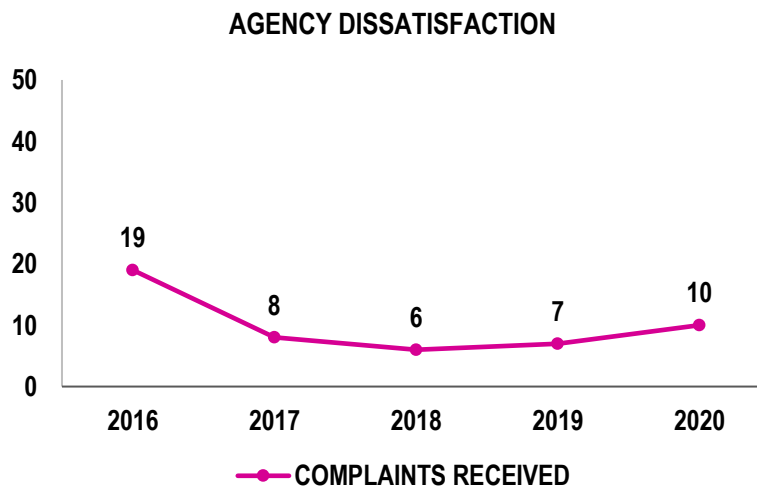
Outcomes of Complaints

In 2020, 23 complaints were unfounded, withdrawn or not sustained, and no action was taken. The 32 investigations that led to sustained allegations resulted in counseling, training, or formal discipline; 1 investigation was suspended due to staff resignation during the investigation. At the end of the year, 7 complaints were still pending resolution.

	OUTCOMES	TOTAL	% OF TOTAL
NO ACTION TAKEN	NO ACTION TAKEN	23	36.5%
COUNSELING OR TRAINING	COUNSELING	13	20.6%
	TRAINING	3	4.8%
FORMAL DISCIPLINE	ORAL REPRIMAND	8	12.7%
	WRITTEN REPRIMAND	6	9.5%
	SUSPENSION - TIME OFF	2	3.2%
	DEMOTION	0	0.0%
	TERMINATION	0	0.0%
NOT COMPLETED	RESIGNED IN LIEU OF TERMINATION	0	0.0%
	INVESTIGATION SUSPENDED	1	1.6%
PENDING AT END OF YEAR	PENDING OUTCOME	7	11.1%
TOTAL		63	100.0%

Agency Dissatisfaction

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



In 2020, the WCSO reviewed 10 complaints alleging disagreement with agency practices or policy. One complaint is still pending resolution; the remaining 9 were resolved with no action taken and did not indicate a pattern of behavior or other valid concern regarding an area of law, policy, or procedure.

TRAINING

The Training Section is staffed by 16 FTE including a lieutenant, 1 sergeant, 1 firearms program coordinator, 1 use of force program coordinator, 1 enforcement training coordinator, 1 jail training coordinator, 1 emergency vehicle operations coordinator, 3 training specialists, 1 training section equipment technician, 1 senior administrative specialist, 2 administrative specialist II's and 1 general services aid; with 1 general services aid vacancy. The Training Unit budget for FY 20/21 is \$3,201,465.

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

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

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

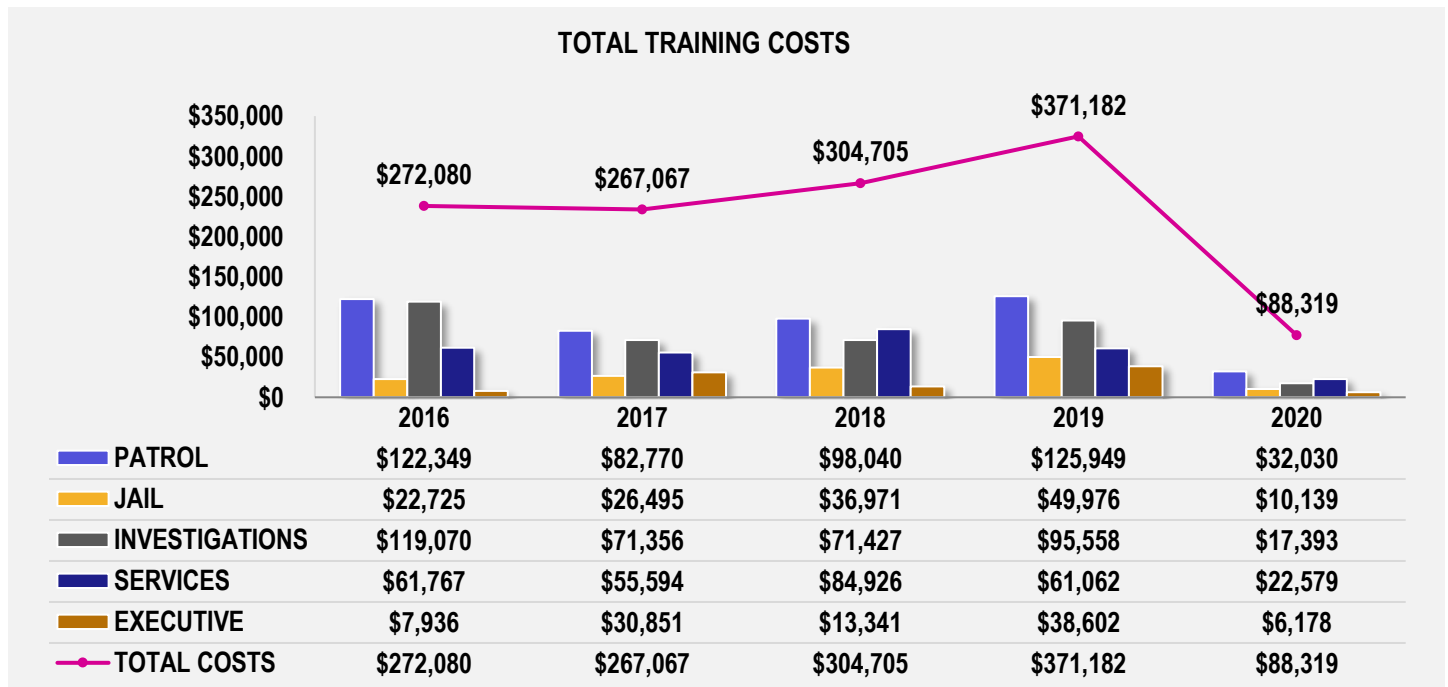
- Developing a strategic training plan for all WCSO staff
- Develop and build the use of force and firearms programs for WCSO
- Purchase, maintain and evaluate defensive tools
- Developing and instructing courses
- Administering training requests and travel related to training
- Evaluating training for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

As with many other workgroups, the Washington County Sheriff's Office Training Section was dramatically affected by the COVID-19 pandemic last year. As a result, the below training costs and training hours metrics will reflect a significant reduction for 2020.

Training Costs and Training Hours

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

In 2020, training costs dropped a staggering 76%. With an inability to send staff to specialized training, expenses from airline tickets, hotel accommodations and class registrations went down. The direct impact of those cost savings was a 55% decrease in external training hours. While in-person training was limited or cancelled due to COVID-19 safety precautions, staff found themselves enrolling in many online courses that were offered for free or at a significant cost savings when compared to traveling to locations for events.



One of the primary goals of the Training Section is to determine training continuity and provide quality training to all divisions while minimizing financial and staffing impacts. This is achieved by combining focused instruction directed at supporting priorities unique to each division and meeting the Sheriff's Office mission as a whole. Typically, the more expensive types of training are for new staff or staff assigned to new areas of responsibility. Last year, there was a 38% reduction in the total training hours received.

External training provides an agency-wide benefit by promoting career development, encouraging professional relationship building, and achieving agency best practices. Gaining knowledge of other agency experiences provides opportunities to discover what strategies, programs or processes have proven successful versus those that did not result in the anticipated or desired outcomes.

Last year, online hours supplemented external training hours for much of the year out of necessity. While the online platform will continue to be a valuable resource for delivering and receiving training, many training experiences cannot be attained through the online environment. There remains the tangible component integral to physical skills, investigatory and other training events that are only accomplished in person.

EXTERNAL TRAINING HOURS

	2016	2017	2018	2019	2020	TREND
PATROL	6,163	6,279	6,575	7,264	3,680	
JAIL	1,490	1,473	1,926	1,970	620	
INVESTIGATIONS	2,729	2,784	1,748	2,555	1,118	
SERVICES	1,654	1,933	1,733	2,358	1,022	
EXECUTIVE	308	581	376	606	213	
TOTAL HOURS	12,344	13,050	12,349	14,753	6,653	

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

Internal Training hours received through the Training section saw a reduction of 32% over the course of 2020. Despite the decrease in overall hours, staff remained busy instructing. Each year, Training section staff host and instruct four, nine-week long pre-academies. Last year, the number of student new hires were significantly higher compared to previous years.

INTERNAL TRAINING HOURS

	2016	2017	2018	2019	2020	TREND
PATROL	18,802	20,222	21,322	19,083	13,684	
JAIL	9,100	11,628	11,121	16,314	10,395	
INVESTIGATIONS	1,591	1,738	1,097	1,249	638	
SERVICES	971	917	1,664	1,287	1,160	
EXECUTIVE	82	108	130	130	77	
TOTAL HOURS	30,546	34,613	35,333	38,062	25,953	

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

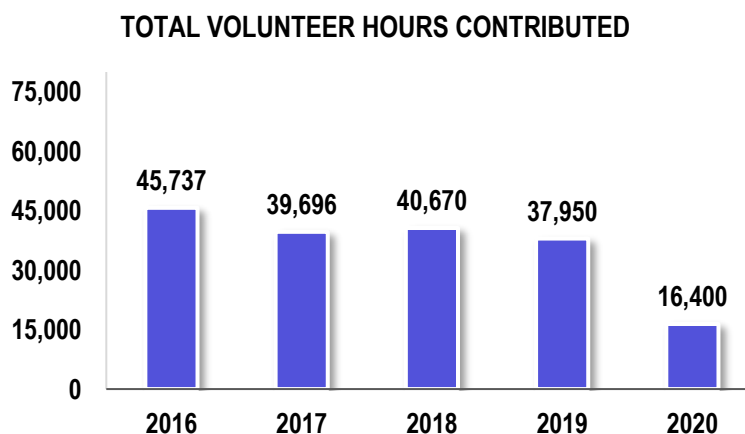
The Oregon Department of Public Safety Standards and Training requires all certified employees to attend a minimum of 84 maintenance hours of training every 3 years. Sheriff's Office policy and Oregon Jail Standards require certified jail employees attend a minimum of 40 hours of annual maintenance training. As a result of the extraordinary impacts from the COVID-19 pandemic, both Oregon Jail Standards and the Oregon Department of Public Safety and Training provided variances in those situations where staff members were unable to meet the required hours.

VOLUNTEER AND INTERN PROGRAM

Sheriff's Office volunteers stepped up during the onset of the COVID-19 pandemic and Oregon wildfires of 2020. From sewing hundreds of masks for staff to providing mounted security for animals displaced by the fires to chaplains taking phone calls from adults in custody, our volunteers shone. Those individuals called off their volunteer posts frequently (and still) express their desire to return. Not only that, but new volunteer applications continue to arrive during this period of social unrest and frustration. Our office will be ready and eager to accept the help of these unpaid public servants just as soon as health guidelines allow for it.

Volunteer Hours Contributed Annually

In 2020, 200 volunteers contributed a total of 16,400 hours (7 FTE equivalent). The number of volunteers decreased by 31.7% from 2019 and the number of hours logged decreased by 56.8% for the same period. The average number of hours logged per volunteer dropped from 129 to 82.



The monetary equivalent of our volunteers' contribution totaled \$468,056.00 (calculated at the 2020 per-hour rate of \$28.54).

Many people choose to apply for volunteer positions with the hope it will someday segue into a full-time, paid position, and the Sheriff's Office has a solid record of doing just that. Last year, one former volunteer was selected for a variable hour paid position and two were hired as full-time employees.

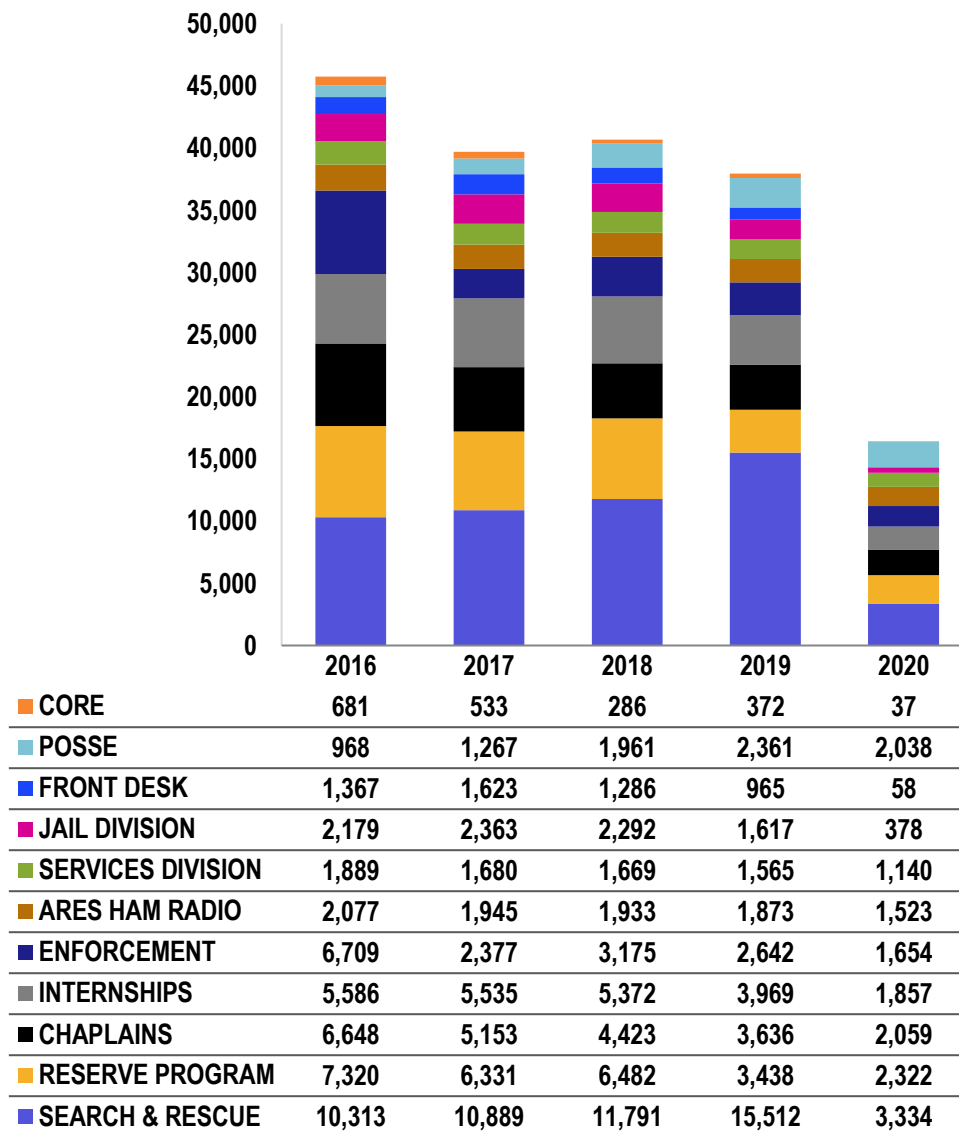
TOTAL VOLUNTEERS HIRED FOR FULL-TIME POSITIONS

	2016	2017	2018	2019	2020
RESERVE DEPUTIES	2	3	3	2	0
CRIMINAL JUSTICE INTERNS	7	1	3	2	1
VOLUNTEERS FOR OTHER POSITIONS	3	2	3	1	2

Often, volunteers and interns gain experience that improves their suitability for a deputy position. In this case, one former intern was selected for a Jail deputy role, while two other volunteers were hired into an administrative support position and a jail service technician position, respectively. Volunteering can also inform potential candidates about the wide variety of non-uniformed, paid positions within the WCSO.

The following graph represents the 11 main branches of the volunteer program and how volunteer contributions within those programs changed from 2016 through 2020. Below is an exploration of how some areas of the program were negatively affected by COVID-19 guidelines while some other groups remained active, whether by their inherent characteristics or through innovative solutions.

VOLUNTEER HOURS DETAIL



Chaplains:

Jail chaplain shifts, jail therapy dog visits, and community chaplains' patrol ride-a-longs have all been affected by COVID-related regulations. After in-person visits to the Jail were suspended, the group launched a new method of chaplaincy. Adults in custody are now able to reach an on-call chaplain via phone call. This practice remains as of early February 2021, but Jail chaplain hours dropped 63% in 2020. Community chaplains kept their hours consistent by continuing to take on-call shifts and respond to scenes when safe.

Front Desk:

The Law Enforcement Center's reception desk was quickly closed upon the announcement of COVID restrictions. The desk was removed to make way for socially distanced entry and exit pathways dropping the team's hours to just 58 in 2020, a considerable reduction from 965 hours in 2019.

Internships:

Our Criminal Justice internships consist of in-person shifts with many divisions and departments across the County infrastructure. We suspended internships in March 2020, as did most schools in the area. Counseling interns in Jail Programs were also called off their posts for the same reason. We lost hours in these segments but gained with our Jail Medical interns. Our contracted Jail medical providers continued to host interns, adhering to health and safety guidelines. This unit saw an increase of 575 hours from 2019 to 2020. Overall, internships were down 53% from last year.

Jail Division:

Our Jail Division was especially impacted by pandemic closures and restrictions. In particular, classes and trainings instructed by volunteers in Jail Programs came to a temporary end. Hours for resources like GED tutoring, library assistance, and recovery meetings dropped significantly. Jail staff are keeping a close eye on state guidelines so we can reconnect volunteers as soon as possible.

Posse:

Our Mounted Posse was able to keep active over the last year, even responding directly to the fires that occurred in Oregon simultaneous to the pandemic. The group contributed 491 hours of service to help care for and protect animals displaced by the fire and to support in other ways. In 2020, 13 Posse members spent 2,038 hours volunteering, compared with the same number donating 2,361 hours of service the year before.

Reserve Program:

COVID restrictions kept our reserve deputies away from the office for around eight months. Reserves remained available for call outs, including those related to the Oregon wildfires. We saw the largest effect on the team's Patrol shifts and special events and missions. Looking at these two general categories, we lost 1,641 hours (69%) of volunteer hours from 2019 to 2020. We also cancelled the annual reserve deputy recruitment, which means no academy will take place in 2021. We plan to run the academy again starting in January 2022, with applicants who are selected in the prior year's recruitment.

Search & Rescue:

Overall, SAR hours dropped 78% from 2019 to 2020. A significant decrease of hours stemmed from limited training opportunities for our Search & Rescue team. Normally the group has twice monthly training, a two-week long academy, and two overnight trainings. These opportunities were not possible in much of 2020, leading to a decrease from 8,007 to only 707 training hours overall. Large community events, often heavily attended by SAR volunteers, were also cancelled this year.

APPENDIX -DATA SOURCES

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