

ALLEGAN COUNTY SHERIFF'S OFFICE

Three Year Action Plan



January 2005

BLAINE A. KOOPS, SHERIFF

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ACKNOWLEDGEMENTS

A special thanks to Dr. Terry Fisk who gave of his time and talents to facilitate our planning sessions.

The members of the Action Planning Team, serving as representatives of all members of the Sheriff's Office, have dedicated themselves to attaining our vision "*to be recognized as a premiere community-based criminal justice agency by providing excellent services that enhance the quality of life.*" Our thanks to the Action Planning Team members:

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Allegan County Sheriff's Office Action Plan

2005 – 2008

“Serving with honor and integrity”

Recently members of the Allegan County Sheriff's Office sat down and reviewed our original Action Plan, which was developed in the spring of 2001. The members of our Action Planning Team evaluated the results of the original (2001) Plan in the development of our new Action Plan for 2005-2008.

An Action Plan serves several purposes. First, it serves as a guide for planning budgets, setting yearly goals, and allocating resources. Furthermore, it gives an organization, outside observers, and stake holders a graphic representation of how far an organization has grown. The Action Plan is a visual depiction of the original goals and objectives outlined, and how those have been achieved (or not achieved.) More importantly, the Action Plan serves as guide, or road map, for everyone to gauge individual successes within an organization.

In this version (2005-2008) of our Action Plan, several aspects of the process have changed. First, it has become apparent that trying to plan for a five-year forecasting window for an organization as complex and diversified as a Sheriff's Office is, in reality, too long. Too many aspects change; economic conditions that were stable five years ago now are unstable, decreasing or non-existent. Demands for services change – emerging issues such as methamphetamine use, investigation, and clean-up require an immediate response, rather than a long-term strategic approach. To a large degree, external forces and funding drive not only the programs we offer, but also the frequency and timeliness with which we respond to citizen's calls for service. An agency must remain flexible to the changing calls for service, economic conditions, and changes in overall community requirements. For those reasons, this planning document will focus on a three-year planning window, rather than the original five-year time period.

Second, this planning document focused not only on solid programmatic goals and objectives, such as community policing and community corrections, but the team also worked through a number of action items to improve the internal administrative operations and philosophy of the department. These objectives are designed to make the Allegan County Sheriff's Office even more professional, effective, and efficient.

The process focused more on the team members as *leaders in the organization, regardless of their rank or position*. The planning process utilized the concepts from *Principles of a High Performance Organization* (page 5) under the direction of our facilitator, Dr. Terry Fisk of Grand Valley State University. “The process” focused on action items and operational decisions that resulted from the eight steps outlined below. Those steps are:

- Step One:** Become aware of the issue or problem.
Why should it be part of our plan?

- Step Two:** Define the issue or problem. The team must come to a consensus as to what the definition of “a problem” is.
Write it down or graph it.

- Step Three:** Gather information.
What knowledge, skills and assets do we need to achieve our goal(s)?

- Step Four:** Are there alternate solutions?

- Step Five:** Evaluate alternatives.
Why would or wouldn’t they serve as a viable solution?

- Step Six:** Make recommendations.
They should be obtainable and reasonable.

- Step Seven:** Implement plan.
Assign responsibility. Chart an anticipated date of implementation or completion.

- Step Eight:** Develop evaluation criteria.
How do we determine success?

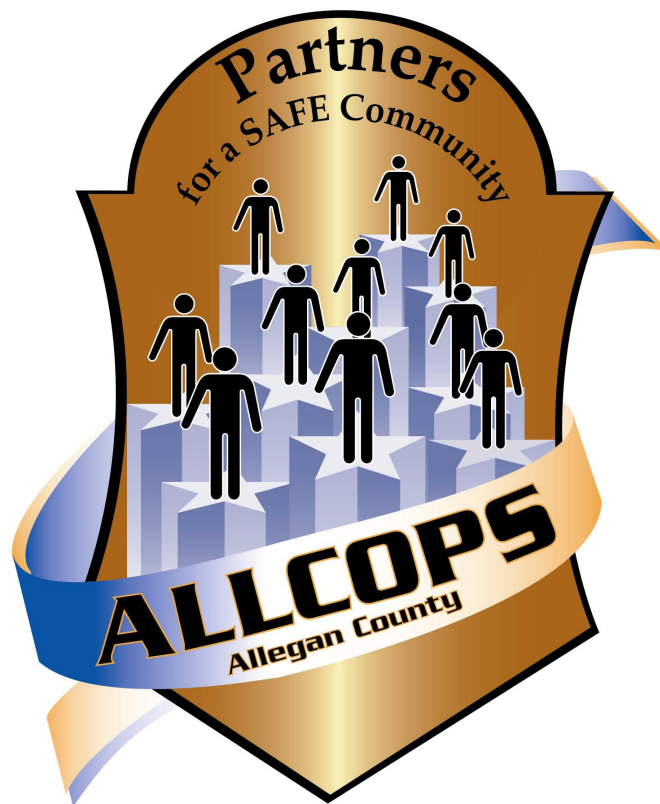
The end result was a much more concise, “doable,” and action-oriented plan.

Each action item has a Goal Summary Sheet. This sheet is the problem narrative or “the meat” behind the development of the graphed action item.

Our process also included a review of our Mission - Value - Vision Statements. There were some suggestions to do some minor tweaking of the various statements, but after debate at both the Team meeting and a subsequent Command Staff meeting, the decision was made to stand on our current statements. The statements are based on good, sound

principles, and are well accepted across the criminal justice profession. In fact, they have served as models for other criminal justice organizations.

The members of the Allegan County Sheriff's Action Planning Team are proud to present the 2005 – 2008 Allegan County Sheriff's Office Action plan. We dedicate this Action Plan to the hard working men and women of the Allegan County Sheriff's Office who, with *"uncompromising honor and integrity"* serve the citizens of Allegan County.



A Safe Community
It's up to **ALL** of us

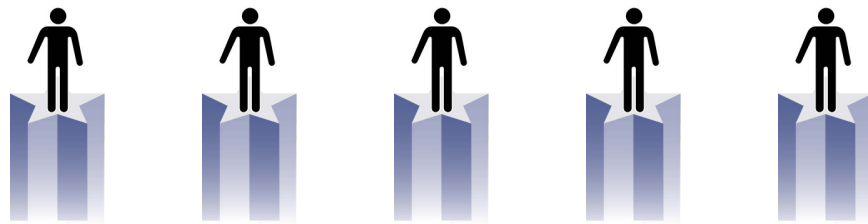
PRINCIPLES OF HIGH PERFORMANCE ORGANIZATIONS

- A mission and vision driven by citizens, employees and stakeholders
- Broad based employee and leadership involvement
- Leaders and Leadership that supports a quality culture
- A Learning-centered environment (Learning organization)
- Respect for and willingness to invest in people
- Collaboration and a shared institutional focus
- Agility, flexibility and responsiveness to changing needs and conditions
- Planning for innovation and improvement
- Fact-based information gathering and thinking to support analysis and decision-making
- Integrity and responsible institutional citizenship

***The decisions you make as an organization effect
people, their lives and their quality of life.***

ALLEGAN COUNTY SHERIFF'S OFFICE

ACTION ITEMS



2005 ACTION ITEM #1 – ADMINISTRATIVE

Reorganize Administrative / Support Staff

PROBLEM STATEMENT:

Support staff need clear direction for work product that is required, both internally and externally. There is no concise, permanent chain of command.

GOAL:

To ensure that work product, i.e. case reports, monthly and year-end statistics are clear, concise and accurate.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Reorganization of support staff duties

Develop job descriptions / definitions / task analysis

Include development of Supervisor of Administrative Operations

TIMEFRAME:

Development of process began in 2004

Implementation to be complete in April 2005

FOLLOW-UP:

Review of daily crime and incident reports by Command Officers for accuracy and completeness. Usable, accurate, concise daily, monthly and yearly reports.

2005 ACTION ITEM #2 – ADMINISTRATIVE

Accountability Plan for Administration

PROBLEM STATEMENT:

Weak communication link between Administration, Supervision and Line Staff
Lack of understanding of day-to-day operations; why-how-when-who-where we do things

GOAL:

Increase awareness between ranks of day-to-day issues affecting Sheriff's Office operations. Ensure that everyone is aware of decisions, program implementation before programs become active.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Develop a method for better shared communication, i.e.

- Formal newsletter

- Formal communication links between all divisions and command levels

- Informal discussion between Administration, Supervision and Line Staff

TIMEFRAME:

Plan to be in place by June 2005

FOLLOW-UP:

Revisit issue at the end of 2005. Evaluate method(s) developed. Query members of the organization regarding the effectiveness of the method(s).

2005 ACTION ITEM #3 – ADMINISTRATIVE

Quarterly Training Updates

PROBLEM STATEMENT:

Failure to comply with State, MIOSHA, and our liability carrier's standards increase risk of liability. Properly trained personnel are essential to meet our mission. 24 / 7 operation makes training opportunities difficult.

GOAL:

To develop a quarterly training schedule that meets current training standards set by State, MIOSHA, and our liability carrier.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Supervisor and Staff time to develop overall training requirement to include, but not be limited to:

- Firearms
- First Aid
- Blood borne Pathogens
- Employee Relations
- Defensive Driving

TIMEFRAME:

Implementation of quarterly plan has begun. Staff Sergeant reviews training with Command Staff on a bi-weekly basis. Full plan to be in place by June 2005.

FOLLOW-UP:

Reduction of liability exposure. Reduction in workers compensation claims. Reduction of citizen complaints. Increase in quality of life of citizens of Allegan County.

2005 ACTION ITEM #4 – OPERATIONAL

Implement Vehicle Replacement Plan

PROBLEM STATEMENT:

The rotation of patrol and administrative fleet is inconsistent. The reduction of fiscal resources in recent years has increased the overall mileage of the fleet. The safety of the fleet has been reduced—and the liability factor increased.

GOAL:

Develop a fleet replacement plan that is long-term (5 years.) Maintain a fleet that is safe and reliable for staff and the general public.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Fiscal resources to annually replace vehicles that fall outside established professional and liability carrier guidelines.

TIMEFRAME:

Implementation to begin July 2005. The first total rotation to be complete in five years.

FOLLOW-UP:

Reduction of vehicle maintenance costs
Reduction of claims

2005 ACTION ITEM #5 – OPERATIONAL Cell / Dorm Video System

PROBLEM STATEMENT:

Safety of staff and inmates

Linear design facility is plagued with straight line “blind spots” in this structure type

GOAL:

To reduce the risk of injury to staff & inmates by providing a safe work environment for staff, and a safe confinement space for inmates

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Fiscal resources to purchase additional video cameras that link in to the existing system

Staff analysis on locations needing video cameras

Qualified vendor to install cameras into the existing system

TIMEFRAME:

Implementation should be complete by July 2005.

FOLLOW-UP:

Staff analysis on perception of safety

Reduction of inmate to inmate, and inmate to staff altercations

2005 ACTION ITEM #6 – OPERATIONAL / ADMINISTRATIVE Training for Direct Supervision

PROBLEM STATEMENT:

Paradigm shift for staff from linear, indirect supervision philosophy to podular direct supervision philosophy

GOAL:

Agency / staff buy-in of direct supervision doctrine
Explain / understand benefits to Staff / Inmates / Community of direct one-on-one interaction with inmates

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Fiscal resources to take Staff / County Administration / County Commission on fact-finding visits to direct / indirect institutions
(A grant through the National Institute of Corrections is being sought)

TIMEFRAME:

Visits to be completed by October 2005

FOLLOW-UP:

Do we have an understanding of the direct vs. indirect supervision doctrine?
Are we comfortable with the paradigm shift?
Does the community understand the benefits, both fiscally / operationally / socially?

2006 ACTION ITEM #1 – ADMINISTRATIVE

Policy / Timeline / Process for Discipline

PROBLEM STATEMENT:

No concise system to track disciplinary action

No consistent process for violations, i.e. like violation / like consequences

GOAL:

Assign internal investigations to independent Command Office, i.e. alleged violation in patrol is assigned to Services Command Officer. Develop policy on when to activate Michigan Sheriff's Association Mission Team.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Re-implementation of internal investigations managed by Services Division Command

Development of flow chart and policy for disciplinary action

Work with County Human Resources Staff when applicable

TIMEFRAME:

Process has begun

Internal investigations have been reassigned from the Detective Bureau to Services
Command Officer

Policy / flowchart to be complete by January 2006

FOLLOW-UP:

A useable flow chart that is understandable by the staff and the public

2006 ACTION ITEM #2 – ADMINISTRATIVE Redesign Rank Structure

PROBLEM STATEMENT:

No direct chain of command (i.e. responsibilities) of Team Sgts. v. Operational (Shift Supervisor)
Uniform Officers in essence have two bosses.

GOAL:

Clear lines of responsibility that delineate complaint / report duties of Line Deputy and still achieve objectives of Community Policing (Team) concept

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Supervisory personnel assigned to oversee Community Policing activity
A clean chain of command and clearly delineated span of control and delineated authority

TIMEFRAME:

Process to begin mid-2005 with operational chain of command complete by June 2006

FOLLOW-UP:

A workable chain of command structure that allows us to complete day-to-day obligations and still realize the goal of being a community-based organization

2006 ACTION ITEM #3 – ADMINISTRATIVE

Dedicated Training Supervisor

PROBLEM STATEMENT:

Lack of accurate recordkeeping
Liability to the County, County Administration, Sheriff and individual Officers
Selection and promotion of qualified personnel

GOAL:

Development of quarterly training calendar
Develop career tracks for all personnel

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Assign Supervisor to aggressively develop accurate recordkeeping program
Develop an individual career track for personnel
Re-institute training subcommittee at the Command level
Fiscal allocation of a Supervisory level position for a Training Sergeant

TIMEFRAME:

Development has begun
Re-implementation of Command level training Committee activated on a bi-weekly basis
Full implementation June 2006

FOLLOW-UP:

Ease and accuracy of tracking overall agency training
Method to individually track personnel training records

2006 ACTION ITEM #4 - OPERATIONAL

Increase Corrections Staffing to MDOC Approved Levels

PROBLEM STATEMENT:

Corrections staff allocation is below approved levels

GOAL:

An approved MDOC / County plan to increase staffing level to meet facility post requirements within two years

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Fiscal resources (approved by County Board action)

Hiring and training new correctional staff

TIMEFRAME:

Selection process has commenced

Total MDOC / County approved plan operational July 2006

FOLLOW-UP:

Reduction in liability exposure

A facility that is safer and more secure by reduction of inmate on inmate and inmate on staff altercations

2006 ACTION ITEM #5 – OPERATIONAL

Expand Transport

PROBLEM STATEMENT:

Inmate transports are trending upward
Safety & security of staff, community, and inmates are at risk

GOAL:

Increase transport staff to a level that is safe & secure for staff, public & inmates,
particularly for “walk over” to Court appointments

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Fiscal resources to increase staff time that is allocated to transport duty

TIMEFRAME:

Expansion / justification plan will commence in early 2006 and be operational by
September 2006

FOLLOW-UP:

Reduction or elimination of prisoner altercations during transport and / or Court
appearances

2006 ACTION ITEM #6 – OPERATION

Increase Detective Staffing

PROBLEM STATEMENT:

Excessive open caseload

Some crimes not investigated, i.e. NSF checks, identity theft, minor assaults

GOAL:

Reduce caseload of open cases

More rapid closure of cases

Investigation of lower property crimes and assaults

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Fiscal resources to increase staff in Detective Bureau

Select and train personnel

TIMEFRAME:

Justification plan to begin Fall 2005

Personnel selected and trained by September 2006

FOLLOW-UP:

Increase number of cases that are investigated and successfully prosecuted and closed

2006 ACTION ITEM #7 - OPERATIONAL Training Detective

PROBLEM STATEMENT:

Lack of understanding of elements of a crime, proper reporting and investigative standards from Road Patrol Deputies to Detective Bureau

GOAL:

Develop a temporary assignment position of "Training Detective"
Road Patrol personnel temporarily assigned to Detective Bureau for case investigation and evaluation

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Develop temporary assignment job description of "Training Detective"
Identify "Mentor" Detectives
Develop Detective F.T.O. program
Select personnel

TIMEFRAME:

Development of job description, F.T.O. program to begin Spring 2006
Identification of D.B. Mentors, selection of personnel September 2006

FOLLOW-UP:

Better quality of reports coming from the field
Higher level of conviction / closure rate

2007 ACTION ITEM #2 – OPERATIONAL

Privatize Civil Process

PROBLEM STATEMENT:

Requires staff time without proper reimbursement

GOAL:

Privatize Civil Process

Sub-contract to private vendor

Relieve Sheriff's Office of this responsibility

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Understand purpose / legal requirements of Civil Process

Development of criteria for private Civil Process service

Develop protocol for Civil Process service

TIMEFRAME:

Investigation and research will begin mid-2006 by Administrative Services Command Staff

Sub-contract to private vendors in place by May 2007

FOLLOW-UP:

More staff time for Sheriff's personnel for projects / responsibilities related to criminal investigations and corrections functions

2007 ACTION ITEM #3 – OPERATIONAL Computer Crimes Specialist

PROBLEM STATEMENT:

Increase in criminal activity involving identity theft, internet and electronic information crimes—especially targeting senior citizens
Investigation requires special knowledge and training

GOAL:

Increase investigations of electronic information crimes

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Development of Computer Crime Investigator job description
Fiscal resources
Identify personnel with computer expertise
Assign personnel to Detective Bureau
Train personnel

TIMEFRAME:

Investigation / research and justification plan to begin mid-2006
Fiscal resources identified for 2007 budget cycle
Selection of personnel, program operational by June 2007

FOLLOW-UP:

Increased activity in electronic crime investigation
Increased number of convictions and case closures

2007 ACTION ITEM #4 - OPERATIONAL

Paperless Reporting - Traffic Citation Warning System

PROBLEM STATEMENT:

Duplicate forms and effort
Human resources allocated to complete recordkeeping

GOAL:

Reduce entry to one time data entry point
One point recovery of information

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Thorough understanding of paper flow through entire criminal justice system and related sub-systems
Investigation and activation of reliant software
New hardware procurement through Information Services, Land Information, and Central Dispatch

TIMEFRAME:

Investigation & research to begin mid-2006
New process in place June 2007

FOLLOW-UP:

Realization of one point entry and one point recovery of data

2007 ACTION ITEM #5 – OPERATIONAL

Increase Staffing Level to 1.14 / 1,000

PROBLEM STATEMENT:

Staffing falls far short of regional average officer to citizen ratio of 1.14 / 1000

61 law enforcement officers 2001 population 105,665 .67 officers / 1000 citizens

59 law enforcement officers 2004 population 115,572 .52 officers / 1000 citizens

GOAL:

Increase uniformed & investigative staff to meet the growing needs of the Allegan County community

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Identify additional funding streams

Enhance current funding stream

Recruit / hire qualified applicants

Employees to successfully complete F.T.O. program

TIMEFRAME:

This is an ongoing issue.

Staffing levels are always a concern. By July 2007, through other proposed programming and additional funding, our goal is to achieve a strong law enforcement presence.

FOLLOW-UP:

Reduced response time

Increased safety and security for those in Allegan County

Increased citizen satisfaction with services delivered

2007 ACTION ITEM #6 - OPERATIONAL Civilianize Crime Tech Program

PROBLEM STATEMENT:

Utilizing certified law enforcement personnel to collect and analyze forensic evidence

GOAL:

To employ civilian forensic evidence technicians
Enhance evidence collection in a more efficient & effective manner

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Develop job task analysis
Identify funding stream
Identify chain of command
Recruit / hire qualified applicants

TIMEFRAME:

Process investigation & analysis will begin January 2007
Budget request for fiscal year 2008
Implementation by December 2007

FOLLOW-UP:

Evidence tracked and collected in concise format
Increase available "undedicated" time for law enforcement personnel

2007 ACTION ITEM #7 - OPERATIONAL Fugitive Apprehension Team

PROBLEM STATEMENT:

There are currently approximately 4,000 active, open warrants in Allegan County

GOAL:

Reduce active, open warrants

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Job task analysis

Identify funding source

Identify chain of command - law enforcement / corrections combination

Recruit / hire / train through F.T.O. process

TIMEFRAME:

Investigation & research to begin Spring 2007

Funding cycle (FY 2008)

Operational December 2007

FOLLOW-UP:

Reduction of outstanding warrants

Focus on outstanding felony warrants