

ALLEGAN COUNTY SHERIFF'S OFFICE

Three Year Action Plan



2008 - 2010

BLAINE A. KOOPS, SHERIFF

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ACKNOWLEDGEMENTS

A special thanks to Williamson (Billy) N. Wallace III, who gave of his time and talents to facilitate our planning session.

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

2008 – 2010

“Serving with honor and integrity”

Recently members of the Allegan County Sheriff's Office and several members of the community sat down and reviewed the previous Action Plan, which was developed in the spring of 2005. The members of our Action Planning Team evaluated the results of the 2005 - 2008 Plan in the development of our new Action Plan for 2008 – 2010.

The team began the planning process by reviewing the Value, Vision, and Mission statements of the Allegan County Sheriff's Office. The result was a “tweaking” of our Value Statement to reflect “professional values” rather than just “values”. The Vision Statement also was revised to reflect the progress we have made in eight years. The Vision Statement now will state “It is the vision of the Allegan County Sheriff's Office to continue to progress as a premiere community-based criminal justice agency by providing excellent services that enhance the quality of life.”

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 (2008 - 2010) of our Action Plan, several aspects of the process have changed. Challenges and issues in some cases remain the same, but others are resolved and others emerge. Demands for services change - for example, continued aggressive enforcement and treatment of methamphetamine use, investigation, and clean-up require an immediate response and 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 citizens' calls for service. An agency must remain flexible to the changing calls for service, economic conditions, and changes in overall community requirements.

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 6) under the direction of our facilitator, Williamson A. Wallace III of Grand Valley State University. "The process" focused on action items and operational decisions that resulted from the four steps outlined below. Those steps are:

STRATEGIC PLANNING PHASES:

4-Step Process:

- Step 1) Strategic Planning Session
 - a. goals and objectives
 - b. feasibility
 - c. priority resources

- Step 2) Development Team Meetings
 - a. Action Plan
 - 1. knowledge
 - 2. skills
 - 3. assets

- Step 3) Implementation
 - a. Three Year Action Plan for 2008 – 2010

- Step 4) Assessment & Review
 - a. On-going process – Are we meeting our goals and objectives?
 - b. Things will change – need to remain fluid & make revisions on the fly.
 - c. Formal process – get together and assess programs at pre-determined times throughout the three years.

Timeline:

Step 1	Step 2	Step 3
February - March 2008	April-October 2008	2008 – 2010

The four "C's" followed during our planning session:

Communicate
Consider other opinions
(Be) Constructive
Contribute

Each Action Item has a summary sheet. This sheet is the issue narrative or “the meat” behind the development of the action item.

At first glance, the timeline appears extremely aggressive. In fact, there are 34 action items. Even though the Sheriff’s Office does have many “irons in the fire”, this timeline and initiative does provide a visual reference for the issues we are facing and will confront in the next three years. Included in these Action Items is a celebration of the 175th Anniversary of the Allegan County Sheriff’s Office and its services offered to keep the Allegan County community safe. We are truly looking forward to the celebration and sharing with the Allegan County community our commitment to them, and through their resources, the community’s commitment to the Office of Sheriff.

The members of the Allegan County Sheriff’s Action Planning Team are proud to present the 2008 – 2010 Allegan County Sheriff’s Office Action Plan. We dedicate this 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

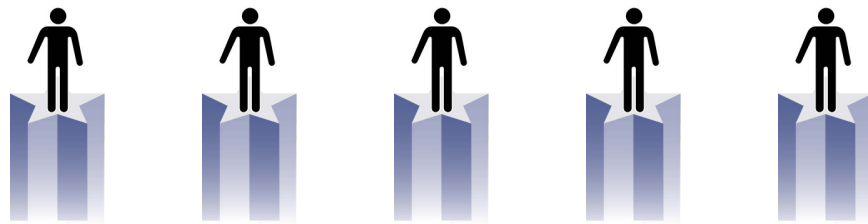
PRINCIPLES OF HIGH PERFORMANCE ORGANIZATIONS

- 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



2008 ACTION ITEM

MCT Project

Command Officer Responsible: Uniformed Services Commander

ISSUE STATEMENT:

We continually look for new and better ways to electronically share data between the centralized databases and those who respond to direct calls for service from citizens 24 hours a day, 365 days a year. To expedite response on driving status and registration, wireless submission of police reports, availability to the field officers of both county e-mail and inter-agency e-mail, and access to the Internet, and to identify the location of field units within Allegan County.

GOAL:

To provide state of the art technology so field personnel can communicate a full spectrum of criminal justice information which includes, but is not limited to, vehicle to vehicle communication, incident reports, photographs, and paperless issuance of citations.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Determine the most efficient method of wireless communication technology between field MCTs and Central Dispatch. Research vendors and issue an RFP. Contract with selected vendors. Installation of equipment, with associated training on equipment.

TIMEFRAME:

This has been an on-going project for the last two years, with the project finally coming to fruition with the identified hardware, being a Panasonic Toughbook, and the identified software to include the TALON product and New World software and the transmission by Alltel Remote Wireless Network. All field units within Allegan County should be fully equipped and operational by the fall 2008.

FOLLOW-UP:

Continual review of new applications that will be available to field law enforcement officers to increase productivity, enhance both officer and public safety and timely dissemination of criminal justice information.

2008 ACTION ITEM

Training Detective

Command Officer Responsible: Investigative Services Commander

ISSUE 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:

Continue development of job description, F.T.O. program to begin Spring 2008
Identification of D.B. Mentors, selection of personnel September 2008

FOLLOW-UP:

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

2008 ACTION ITEM

Major Case Team

Command Officer Responsible: Investigative Services Commander

ISSUE STATEMENT:

Criminal cases are time- and resource-consuming events, frequently because of increased case loads and the complexity of a criminal case. Law enforcement agencies find they individually can't dedicate resources to effectively investigate several prior and existing capital offense cases.

GOAL:

Bring justice to the victims of capital cases. Bring perpetrators of capital cases to justice. Bring closure to families and the community in high profile capital cases.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

All law enforcement organizations in Allegan County have adopted the *ALLCOPS* philosophy. That philosophy calls for combining resources and coordinating efforts to serve the Allegan County community. The Allegan County Sheriff's Office will serve as the lead coordinating agency in this venture. Other agency participation will vary depending on the case(s) being investigated.

TIMEFRAME:

The first cases will be investigated in Spring 2008 by the Focused Investigation Team (FIT).

FOLLOW-UP:

Initial cases selected for FIT have had stunning successes, with one case from Wayland being ruled an accidental death. A second 15 year old case has resulted in charges being brought against two individuals for murder. FIT will be revised in late summer 2008 and subsequently every quarter thereafter, with adjustments made based partially on the participation of other agencies.

2008 ACTION ITEM

Develop 24 Hour Supervision Plan for Corrections

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

Proper and effective supervision of personnel results in increased accountability, higher productivity, reduced citizen complaints and lower civic liability.

GOAL:

Provide 24-hour coverage for Sergeant-level supervision of line staff. Currently our personnel allocation does not allow for direct supervision of line personnel. Responsibility for supervision is relegated to an appointed line officer as a Designated Supervisor.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Develop plan on providing 24-hour Supervision coverage
Request additional supervisor's position through County's budgetary and RFA process

TIMEFRAME:

Research existing supervisory personnel resources and assignments in Summer 2008
If validated and justified, request additional supervisory position through budget process in Fall 2009
Select additional supervisory personnel through promotion process in early 2010

FOLLOW-UP:

Review impacts of 24-hour corrections supervision plan

2008 ACTION ITEM

New Inmate Phone System

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

The current inmate phone vendor corporation was exiting the inmate phone system market. This prompted the selection of a new phone vendor. We have found that the inmate phone system is an invaluable tool for inmate discipline and their ability to communicate with family and friends.

GOAL:

To replace the current phone system with a newer phone system.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Review the number of available outlets in the jail facility

Develop an RFP

Select appropriate vendor

Installation of new equipment

TIMEFRAME:

Fall 2008 utilization of new system and training for both correctional staff and investigators on the system's potentials and features.

2009 - Make adjustments if necessary

FOLLOW-UP:

Late 2009 – review satisfaction with the selected vendor and new contract language if necessary

2008 ACTION ITEM

Quarterly Training Updates

Command Officer Responsible: Services Commander

ISSUE 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 2008.

FOLLOW-UP:

Reduction of liability exposure and in worker's compensation claims. Reduction of citizen complaints and increase in quality of life of citizens of Allegan County. Increase in the knowledge base of work/tasks to serve the public more effectively and efficiently.

2008 ACTION ITEM

More Services Available via the Internet

Command Officer Responsible: Administrative Operations Supervisor

ISSUE STATEMENT:

Increasingly, it has become evident that the general public and insurance companies expect us to make use of the Internet to provide information and is extremely important given the fact that this eliminates the need to physically come to the Sheriff's Office to retrieve a report or file a complaint.

GOAL:

The goal is to provide information and reports that is available to the public. Utilize the Internet to inform the public. Enhance the public's ability to access our services, reports and applications without a personal appearance at the department.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Programs and information solicited by the public will be identified through community input. The Administrative Operations Supervisor will coordinate web page content and services with the County Information Services Department.

TIMEFRAME:

The County of Allegan has recently created a position that is responsible for web-based applications. This position has been invaluable to the Allegan County Sheriff's Office for the development of our website which gives explanation of the Sheriff's Office services available to the public and services available to the public via the Internet. We have implemented such programs as direct e-mail access to Sheriff's Office staff, accident reports request, and citizen complaint submission via the Internet, along with issues and articles that may be of general interest to the public. It would be extremely advantageous to the public to be able to access firearms registration, application for concealed weapons permits, and the ability to register (re-register) for the Sex Offender registry. At a future time, it may also be advantageous for the public to submit biometric information, including fingerprints and handprints. This is an on-going process; we have a number of forms and programs already available via the Internet, but our plan is to continue to explore and research additional program availability via the Internet.

FOLLOW-UP:

A perpetual review of services offered online. Input from the Sheriff-Community Relations Advisory Board on accessibility and services provided online.

2008 ACTION ITEM

Accountability (Communication) Plan for Administration

Command Officer Responsible: Undersheriff

ISSUE 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 and 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 2009.

FOLLOW-UP:

Revisit issue at the end of 2009. Evaluate method(s) developed. Query members of the organization regarding the effectiveness of the method(s).

2008 ACTION ITEM

Domestic Violence Investigator

Command Officer Responsible: Investigative Services Commander

ISSUE STATEMENT:

Of the issues facing society and the issues facing the Allegan County Sheriff's Office, domestic violence between domestic partners whether it is between husband/wife, boyfriend/girlfriend, parent/child or live-in roommates remains at the top of the list. This is not only a law enforcement issue, but it is also a societal issue since in many of these cases, the causational factors run much deeper than just the physical and verbal assaults that ensue during an event. Research has found that in many cases, substance abuse is at the root cause of these relational disputes.

GOAL:

To develop short term and long term strategies for combating domestic violence. The short term goal would be to investigate domestic violence by assigning a specific person(s) to domestic violence cases in Allegan County. The Prosecutor's Office also has a great desire to impact domestic violence by assigning prosecutorial staff to this specific crime. The long term goal is to proactively work with other partners in Allegan County, to include Mental Health, substance abuse agencies, and counseling organizations such as Sylvia's Place and Safe Harbor to positively impact domestic tranquility in Allegan County.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

A review of the criminal activities generated by this crime type over the last 5 years in analysis can establish a trending analysis on this issue.

TIMEFRAME:

Request additional personnel in the 2009-2010 County budgeting cycle if warranted. Explore in 2009 – 2010 any granting opportunities that may be applicable to this subject matter.

Training the selected personnel in 2011 and begin program implementation

FOLLOW-UP:

Complete a statistical analysis of domestic violence in Allegan County. Determine if statistics show an increase or decrease in domestic violence incidents. Ascertain victims' attitudes about delivery of service.

2008 ACTION ITEM

Homeland Security TALON/CORE I-SERVICE Software

Command Officer Responsible: Uniformed Services Commander

ISSUE STATEMENT:

To need to share data in an efficient and effective format is a continual challenge for society. This is also true in criminal justice. Utilization of technology has and will continue to allow law enforcement personnel to exchange data effectively and with expedience.

GOAL:

To share information both internally and externally with all law enforcement and criminal justice organizations in the 5th Homeland Security District of the Michigan State Police. The TALON/CORE software allows each organization to maintain its own data, but a requesting organization can search and query the TALON system to see if a person of interest, property and/or inmate have shown activity in any other informational system within the TALON/CORE network.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Understanding the day-to-day information exchange needs of online law enforcement. Working group of criminal justice professionals to evaluate, purchase and activate software.

Funding is being sought through 5th District Homeland Security grant

TIMEFRAME:

The investigation on this software is complete.

In mid-2008, funding will be sought through the 5th District Homeland Security network through a granting opportunity to secure the TALON/CORE software.

Implementation will begin in early 2009, with full implementation in mid-2009.

FOLLOW-UP:

The TALON/CORE software will be reviewed at the end of 2009 to see if any updates are applicable or whether the system is successful and ascertain whether the ability to use TALON/CORE and move into the State of Michigan's I-SERVICE system and beyond to the national NDEX system.

2008 ACTION ITEM

Annual Citizens' Police Academy

Command Officer Responsible: Uniformed Services Commander

ISSUE STATEMENT:

There has always been a great interest among the general public to understand the inner workings and operations of the Sheriff's Office. The Citizens' Police Academy gives the ordinary citizen an opportunity to get a snapshot view over a 10 week time period of what actually transpires during a criminal investigation, a criminal prosecution, and incarceration. The sessions typically are held once a week in the evening for between two and four hours. Citizens are also given the opportunity to experience the equipment, i.e. firearms.

GOAL:

A better understanding of how law enforcement and criminal justice systems work in Allegan County by general citizens.

KNOWLEDGE, SKILLS, AND ASSETS NEEDED TO IMPLEMENT:

Existing personnel and equipment are all utilized for this program. No additional personnel are sought, however, presenters of the information typically complete the Citizens' Police Academy schedule during assigned work hours. The coordination of this program is the main expenditure of personnel resources of the command officer and assigned personnel for this program.

TIMEFRAME:

All participants, both citizens and law enforcement, prosecutory and criminal justice personnel declared it a resounding success. The second formalized Citizens' Police Academy will occur in Fall 2008 with organization of the program beginning in Summer 2008. This will be an annual, on-going presentation sponsored by the Allegan County Sheriff's Office.

FOLLOW-UP:

Review of the academy evaluations at the end of each programming session.

2008 ACTION ITEM

Enhanced Community Services

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

The philosophy of the corrections system has evolved over many years. Whereas in the past it was strictly incarceration for crimes against the state, it is now evolving into not only incarceration, but also looking at the causational factors of crime. Our community would be well served to have inmates who are leaving the correctional system who have benefited from life skills training and exposure. Currently the DEBTS program has reached its capacity to allow inmates to participate in community corrections programming.

GOAL:

In the current correctional facility, to enhance the current DEBTS Program at nominal or minimal cost.

To improve the personal life of inmates and provide them with life skills prior to exiting the criminal justice system.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Calls for DEBTS services from municipalities continue to increase on an annual basis. It would be advantageous and fiscally prudent to explore the possibility of increasing County personnel assigned to Community Service administration, implementation and supervision. Exploration with courts, probation and corrections staff to determine if unsentenced inmates, such as probation and parole violators, could participate in the DEBTS program prior to actual sentencing by a judge.

TIMEFRAME:

To analyze the current DEBTS results, research and secure additional community service opportunities within Allegan County.

Recruit additional community services personnel

Community service personnel responsibilities

Reallocate personnel where applicable

FOLLOW-UP:

Resulting benefits to the Allegan County community.

2008 ACTION ITEM

Expanded Service Hours

Command Officer Responsible: Investigative Services Commander

ISSUE STATEMENT:

We need to better serve our client base, that being the citizens of Allegan County. Citizens require services such as requests for concealed weapons permits, applications, copies of police reports, and registration of firearms, but their work schedules preclude them from the normal "8 to 5" business hours that the Sheriff's Office had traditionally been open. In early 2008, an experiment was conducted to reallocate front office personnel, thus expanding the overall number of hours that the Sheriff's Office front counter was open. The resulting analysis was extremely encouraging and that portion of the expanded service hours will continue now on a permanent basis.

GOAL:

To further expand our service hours to accommodate additional evening hours and possibly weekend hours for those individuals that require gun safety inspections, gun registrations, CCW's, sex offender registration, etc. would be examined and reallocation of front desk personnel made where applicable.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Explore the possibility of expanding part-time personnel to enhance our service hours opportunities.

TIMEFRAME:

We will examine if additional staff reallocation can occur, and if not, identify other resources that make our goal attainable.

FOLLOW-UP:

Review the analysis of client or citizens using our services during the expanded hours.

2008 ACTION ITEM

Jail Population Management Plan

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

Recently the State of Michigan enacted new legislation, (the Michigan Jail Overcrowding Emergency Powers Act, 1982 PA 325, amended MCL 801.51 through 801.60 by Public Acts 139 and 140 of 2007) that requires all county jails to develop a jail management plan in response to anticipated overcrowding events.

In addition to this, it has become evident in Allegan County that a jail population plan in conjunction with the Circuit Court judges, the District Court judges and the Probate Court judges is needed in order to have an agreement in place relative to jail population management, and a program in place where the entire criminal justice system is aware of available bed space, aligning with judges to allocate jail beds per their required needs, i.e. felonies, misdemeanors, and civil defendants.

GOAL:

The goal is to develop a jail management plan that would be advantageous to both the judges in Allegan County as well as the Sheriff's Office for an equitable bed sharing plan and operation of a safe correctional facility.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Conversations and discussions with all players in the criminal justice system, as far as available bed space for a jail management plan.

TIMEFRAME:

Approval through the Community Corrections Advisory Board by fall 2008.

FOLLOW-UP:

This plan will have to be reviewed annually given the fact that situations and crime types changes on an annual basis, and also given the fact that bed space will not increase in Allegan County until new facilities are online. It may incorporate the need for some extra jail bed space in other counties, which would facilitate the need for contracts with those counties for additional bed space.

2008 ACTION ITEM

Integration of Emergency Management

Command Officer Responsible: Undersheriff

ISSUE STATEMENT:

Ever since September 11, 2001, it has become evident that emergency management has also taken on an additional role, that being Homeland Security. With this in mind, it was deemed advantageous by both County Administration, the County Board of Commissioners, and the Sheriff's Office that administration of Allegan County Emergency Management should be assigned to the Sheriff's Department and control of that unit should transfer to the Sheriff's Office.

GOAL:

To ensure that the citizens of Allegan County not only enjoy a robust emergency management plan for natural and man-made events, but also enjoy the security of a robust and aggressive Homeland Security plan integrated within the Michigan State Police 5th District. This opportunity also presents itself in the form of granting opportunities, which have become available through the Office of Homeland Security at the national and state levels.

Reorganization of the Emergency Management team into the Sheriff's Office chain of command.

Job descriptions of Emergency Management and Homeland Security Personnel.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

A thorough understanding of personnel assigned to this organization, of the chain of command, and chain of responsibility between the Sheriff and the County Board of Commissioners.

Budget allotment transferred to Sheriff's Office under new line item.

TIMEFRAME:

Beginning in January 2008, the line item for Emergency Management/Homeland Security was assigned to the Sheriff's Department budget.

All personnel, duties and responsibilities are anticipated to be completed by the fall of 2008.

FOLLOW-UP:

2009 review of the daily activities of Emergency Management personnel.

Ascertain whether additional resources are necessary and process requests for those needed resources.

2008 ACTION ITEM

Faith-based Life Skills Living Unit

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

It has become recognized within the corrections profession that with other members of that particular faith, inmates experienced a better understanding of their own personal issues and the need to change their lifestyle and behavior upon exiting the corrections system.

GOAL:

To develop living spaces within the Allegan County Jail that would be specifically designed and reserved for individuals of like faith.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Understand the dynamics of the faith-based community.

Elicit the expertise and knowledge of faith-based organizations such as Forgotten Man Ministries.

Identify potential dormitories or housing units within the correctional facility that could be reallocated for a faith-based ministry component.

Make any structural changes that may need to occur within the living facilities.

TIMEFRAME:

Additional information on faith-based housing units was procured during the 2008 American Jail Association annual conference in Sacramento, CA by Corrections command and line staff.

Needed requirements to facility management and prepare through the annual budgeting process for the financial requirements that may be needed to accommodate this project in the 2009 budget.

FOLLOW-UP:

Mid 2009 – review the faith-based living unit and determine if indeed there is an impact on jail population and inmate lifestyle change, and if there is a reduction in recidivism.

2008 ACTION ITEM

Peer Support Team

Command Officer Responsible: Undersheriff

ISSUE STATEMENT:

Officers experience intense, traumatic events that can have serious long-term consequences for them, their families, and the department. We must ensure that officers involved in critical incidents have the tools at hand to cope with such events.

While in most instances the symptoms may subside in a matter of weeks, a few of those affected by such stress may suffer permanent emotional trauma that could adversely affect their continued value to the department and cause serious problems in their personal lives.

Allegan County provides an excellent employee assistance program. Still, many experts agree that peer to peer communication and relationships are essential to employee health.

GOAL:

To provide department employees and their families with emotional and psychological support associated with their involvement in a critical stress incident. To lessen the impact on employees exposed to traumatic incidents by providing information on what to expect, how to respond to stress and provide mental health information as needed.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

Identify staff personnel interested in implementing and participating in a peer to peer support program
Critical Incident Stress Management Training for all team members
Produce flyers/brochures to educate department employees on the benefits of the program
Develop procedures
No additional financial obligation will be needed for this program

TIMEFRAME:

Exploration of this issue and program was begun in Spring 2008.
Implementation of the Peer Support team has begun. Members have been selected and will begin training in Fall 2008.
Team to be available for peer assistance by January 2009

FOLLOW-UP:

Review the peer support program and its use to determine if changes are needed at year end.

2009 ACTION ITEM

New Cadet Program

Command Officer Responsible: Uniformed Services Commander

ISSUE STATEMENT:

It is very advantageous to have prospective criminal justice professionals who are currently enrolled in advanced criminal justice programs at local universities and colleges participate in direct law enforcement support services.

In addition to this, the monetary impact is minimal to the organization, yet the benefit realized by having additional support staff in both corrections and front desk operations is extremely economically attractive to a criminal justice organization.

GOAL:

To incorporate college students who are aggressively pursuing a career in criminal justice into direct front desk and correctional activity to give them a field experience and also provide a financial benefit for them for participating in the program.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Identify the current staffing positions that could benefit from the assistance of cadets, including an assistant to the Sheriff's Administrative Assistant and an assistant to the Control Officer in the Corrections Division, which would be extremely beneficial to personnel assigned to that position.

TIMEFRAME:

Begin examination of the current operations to specifically identify positions where assistance from cadets would be beneficial.

Develop a job description for the cadet position.

Identify the proper equipment, i.e. uniforms for the cadets

Begin the selection process through the County's Human Resources selection process

Hire the first cadets

FOLLOW-UP:

Review the existing programming to see if indeed the new cadet has been effective in reducing work load for identified staff positions.

Identify the financial benefits to the County by having cadets in place.

Review with the selected cadets whether they believe the program was influential and beneficial for them for experiencing direct, on-line work within the criminal justice field.

2009 ACTION ITEM

Jail Booking Remodel

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

The Allegan County Jail Booking area has long been identified as an area of extreme liability for the County given the current configuration and the lack of overall space in that section of the jail.

GOAL:

To increase safety for officers and inmates who are being booked in and out of the facility.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Assess the current Booking area as far as lack of space and also other dangers that might be present.

Review the plan with the Department of Corrections and secure their approval for any changes.

Assess the cost for the physical changes to the facility and request assistance from Facilities Management for the development of a plan to enact the suggested changes.

TIMEFRAME:

Since a line item request has been made in the 2008 budget for this change, procurement of materials should begin in 2008.

Beginning actual construction and physical change to the Jail Booking area will hopefully be completed by mid 2009.

FOLLOW-UP:

Assess the incident reports to determine if incidents of disruptions, fights, and disorderly confrontations have been reduced.

2009 ACTION ITEM

Increase Detective Staffing

Command Officer Responsible: Investigative Services Commander

ISSUE 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 Spring 2009

Personnel selected and trained by September 2009

FOLLOW-UP:

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

2009 ACTION ITEM

Jail Surveillance Video Recording

Command Officer Responsible: Corrections Services Commander

ISSUE 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 2009.

FOLLOW-UP:

Staff analysis on perception of safety

Reduction of inmate to inmate, and inmate to staff altercations

Reduction in liability claims against the County of Allegan

2009 ACTION ITEM

Fugitive Apprehension Team

Command Officer Responsible: Uniformed Services Commander

ISSUE 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 2009

Operational December 2009

FOLLOW-UP:

Reduction of outstanding warrants

Focus on outstanding felony warrants

2009 ACTION ITEM

Dedicated Training Supervisor

Command Officer Responsible: Services Commander

ISSUE 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 - in process as of June 2008
Re-implementation of Command-level Training Committee activated on a bi-weekly basis

FOLLOW-UP:

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

2009 ACTION ITEM

Paperless Reporting - Traffic Citation Warning System

Command Officers Responsible: Investigative Services Commander
Administrative Operations Supervisor

ISSUE 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 relevant software (in process)
New hardware procurement through Information Services, Land Information, and Central Dispatch

TIMEFRAME:

Investigation & research to begin early 2009
New process in place June 2009

FOLLOW-UP:

Realization of one point entry and one point recovery of data

2009 ACTION ITEM

Jail Industry Program

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

It has become clearly evident in the corrections profession that inmates that are provided with an opportunity to perform meaningful tasks with an obvious positive outcome, i.e. a service or a product, actually are much less disruptive and recidivism rates show that they have a slower rate of return to a correctional system. The Jail Industry program is not new and has been functioning for many years at both the State and Federal level. It is a rather new concept at the county level and has slowly gained acceptance at the county level, particularly since the State of Michigan is known as a union state.

GOAL:

To provide inmates with positive opportunities to produce goods and/or services within the confines of a correctional system

Goods or services produced for municipalities, non-profit organizations, and a light program at very minimal cost. The goal also is not to displace any private interests or organizations that may be already producing a good or services.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

The examination of successful institutions around the United States that have implemented Jail Industry programs.

A review of facilities and equipment – this may be dependent on the goods or services that are offered through the Jail Industry Program.

Development of job descriptions and/or staff reallocation if necessary.

TIMEFRAME:

Begin research in early 2009.

Reconfigure jail space if applicable.

Identify goods and services that could be produced through a Jail Industry program.

In late 2009, begin a pilot program with inmates enrolled in the Jail Industry program.

FOLLOW-UP:

Ascertain whether inmate recidivism has decreased and determine whether there is satisfaction among inmates and staff as far as providing activity of this nature.

Determine whether there has been a positive or negative impact from the goods or services produced.

2009 ACTION ITEM

Achieve CJM Certification for all Corrections Supervisors

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

Allegan County has taken the lead in the State of Michigan for achieving professional certification for its correctional staff. Allegan County currently enjoys the highest correctional officer certification through the American Jail Association. We plan on continuing this trend by now having all correctional supervisors in the correctional system successfully take and complete the Corrections Jail Management certification through the American Jail Association.

This will reduce liability and also provide professional “buy-in” from the correctional staff. Professional satisfaction in jobs within the correctional system will also heighten individuals’ feeling of self worth and commitment to the Allegan County Sheriff’s Office and the County of Allegan.

GOAL:

To have corrections supervisors become certified as soon as is practical, particularly after being newly promoted, to achieve the level of 100% compliance within the corrections supervisory ranks to achieve this certification

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Procure the necessary coursework through the American Jail Association and schedule times for the corrections supervisors to study the material and take the testing.

TIMEFRAME:

While many of the corrections officers are already American Jail Association certified as per corrections officer standards, only a couple of the corrections supervisors have achieved the level of Certified Jail Manager certification. The Allegan County Sheriff’s Office will be experiencing a number of retirements which will result in a number of promotions for correctional supervisors in the next two years.

FOLLOW-UP:

On an annual basis, review personnel training records to see if they are progressing toward full certification through the American Jail Association Certified Jail Manager certification process.

2010 ACTION ITEM

Public Notification System

Command Officer Responsible: Emergency Management Director

ISSUE STATEMENT:

Public notification of public safety events has long been a goal of public safety organizations. Methods of communicating with the public do exist. These include the regular print media, radio and television, which also includes the Amber Alert System. Also, the Allegan County Sheriff's Office through a granting opportunity, procured the services of "Protect Our Children", which is a missing child system which also can be utilized for missing persons information through the phone network in a specific area. Still, there is a need to have a more direct, more inclusive and more encompassing public notification of events such as blocked roads, weather events, flooding events, missing persons and solicitations from the public for information on crimes committed within a particular area.

To better communicate with the public in Allegan County as to the need and information offered by particularly law enforcement in Allegan County.

GOAL:

Implement advanced notification of public safety information to the general public through varying means.

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

There are a number of programs available which include Reverse 9-1-1 and area-wide phone dissemination. Many schools are currently using these types of systems for school delays and school closings. The technology is clearly available and should be utilized. Need to ascertain where the central depository of information and equipment should reside, possibly Central Dispatch.

There are funds available through Homeland Security grants that could be utilized to procure the equipment, although one issue that will have to be examined is ongoing operational costs, since this could be rather substantial given the fact that there are a number of phone companies and many calls would result in long distance charges to various parts of Allegan County.

TIMEFRAME:

Beginning investigation in late fall 2009, and review the collected information and the possible vendors and equipment in 2010, and implement a pilot public phone notification system in mid 2010.

FOLLOW-UP:

In 2011, determine whether this has been an effective method of communication and determine whether additional methods or methodology should be sought for communicating directly with the public in Allegan County.

2010 ACTION ITEM

Expand Prisoner Transport

Command Officer Responsible: Corrections Services Commander

ISSUE 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, and particularly for “walk over” to Court appointments. This may not necessarily mean an increase in personnel, but it may mean a new initiative with the various Sheriff’s Offices in West Michigan to coordinate inmate transportation.

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 2009 and be operational by September 2010.

FOLLOW-UP:

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

2010 ACTION ITEM

Increase Staffing Level to 1.14 / 1,000

Command Officer Responsible: Uniformed Services Commander

ISSUE 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. Also to partner through law enforcement contracts with Allegan County municipalities and townships.

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 2010, through other proposed programming and additional funding, our goal is to achieve a strong law enforcement presence. This will be an on-going issue as population trends fluctuate.

FOLLOW-UP:

Reduced response time

Increased safety and security for those in Allegan County

Increased citizen satisfaction with services delivered

2010 ACTION ITEM

Corrections Mentoring Program

Command Officer Responsible: Corrections Services Commander

ISSUE STATEMENT:

There is no formal program currently in place to start preparing officers for promotion to a supervision level.

GOAL:

To ease the transition to a correctional facility work environment under the guidance of a trained mentor /senior officer

To lower the turnover rates among new officers

Provide closer and more consistent training.

Provide additional career opportunities.

Gain “buy in” to the Sheriff’s mission from the employee/ trainee

KNOWLEDGE, SKILLS AND ASSETS NEEDED TO IMPLEMENT:

Select mentors/training officers

Provide advanced training in ethics, communication, leadership skills and motivational skills

Grant more responsibility to mentors

TIMEFRAME:

Developmental process began in 2008

Implementation to be complete in January 2010

FOLLOW-UP:

Review of Trainee with schedule CADRE meetings

Review of mentors at monthly Sergeants/Supervisors meeting

2010 ACTION ITEM

Computer Crimes Specialist

Command Officer Responsible: Investigative Services Commander

ISSUE 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-2009
Fiscal resources identified for 2010 budget cycle
Selection of personnel, program operational by June 2010

FOLLOW-UP:

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

2010 ACTION ITEM

Recognition & Celebration of the ACSO 175th Anniversary

Command Officer Responsible: Sheriff

ISSUE STATEMENT:

Celebration and recognition of 175 years of law enforcement and corrections services to the citizens of Allegan County by the Allegan County Sheriff's Office.

GOAL:

Esprit de Corps is extremely important to the heart of a criminal justice agency. Development and recognition of agency legacy prompt employee esprit de corps and loyalty to the agency's mission.

KNOWLEDGE, SKILLS & ASSETS NEEDED TO IMPLEMENT:

The Sheriff-Community Relations Advisory Board has expressed an interest in spearheading this venture. They will organize a subcommittee to research and explore possible celebration scenarios. The Allegan County Historical Society has also expressed an interest in the project.

TIMEFRAME:

Fall 2008 – SCRAB Subcommittee established
Research to commence in early 2009
Development of celebration continues through early 2010
August 2010 Celebration occurs

FOLLOW-UP:

Review of celebration by antidotal information from SCRAB and other community members.