



**The following is the Community Safety Plan  
July 2002.  
It was presented to the Board of Supervisors on  
August 6, 2002 by members of the  
Advisory Council listed on the last page  
of the plan.**



# BUILDING SAFER COMMUNITIES



# IN SHASTA COUNTY



**A COMMUNITY SAFETY PLAN**

**PREPARED JULY 2002**



# SHASTA COUNTY

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## Office of the Sheriff



July 30, 2002

**Jim Pope**  
**SHERIFF-CORONER**

**Larry Schaller**  
**UNDERSHERIFF**

Dear Community Members and Staff,

For several years it has been our objective to complete a review of our patrol service to the citizens of Shasta County. To that end, the task was divided into several components: a) Community Services Survey, b) line and staff input, and c) a series of community meetings.

The survey was administered to obtain a sample or snapshot of community feedback regarding community services and safety. It was not intended to be an exhaustive analysis.

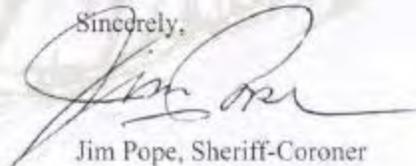
The departmental input was to capture recommendations for service delivery from the practitioners; those faced with the reality of twenty-four hour public safety responsibilities in rural Shasta County.

The community meetings served as a forum for interested citizens to participate in recommending cost-effective public safety enhancements. Interestingly enough, the recommendations evolved in three general categories:

- 1) Community Crime Prevention,
- 2) Emergency Preparedness, and
- 3) Delivery of Patrol Services.

The resulting work product serves as a template for ...*building safer communities in Shasta County*. It is realistic and straightforward. The work is not done. It simply enters the next phase of *implementing, monitoring and modifying* to ensure the plan is viable and sustainable. Our collective commitment and success determines the future of our community safety.

Sincerely,



Jim Pope, Sheriff-Coroner

**SERVICE**

*With Pride and Excellence*

# COMMUNITY SAFETY PLAN

## ... building safer communities in Shasta County

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## **“...BUILDING SAFER COMMUNITIES IN SHASTA COUNTY”**

**MISSION:** The Shasta County Sheriff’s Office is committed to building safer communities in cooperation with those we serve.

### **Primary Benefits of the Community Safety Plan:**

- Identifies community desires.
- Encourages volunteerism.
- Builds public trust.
- Opens communication and nurtures relationships.
- Is results-based and reinforces accountability.
- Enhances community and staff involvement.
- Improves quality of life.
- Fosters mutual cooperation between allied public safety agencies.
- Stresses emergency preparedness.
- Provides a cost-effective road map for the future.

# Executive Summary

The following is a summary of the recommendations received from citizen and staff input. The combined recommendations serve as a road map for **building safer communities**. The recommendations are simplistic, random as received, and not prioritized. This document represents several separate inputs, which collectively integrate to enhance operational efficiencies.

## Community Recommendations

- Establish a Community Safety Officer.
- Reinvigorate the Neighborhood Watch Program.
- Establish a Business Watch Program.
- Establish a Sheriff's Youth Activity League.
- Reemphasize Citizen Academies for the public.
- Maintain the School Resource Officer Program.
- Expand the You Are Not Alone (YANA) Program.
- Establish annual multi-agency community meetings.
- Interface with community juvenile accountability boards.
- Train volunteers to conduct crime prevention presentations.

## Community Emergency Preparedness

- Utilize departmental citizen volunteers to fulfill the President's recommendation to form a Citizen Corps.
- Establish Neighborhood Emergency Support Teams (NEST).
- Emergency preparedness recommendations.

In your home and neighborhood:

Your community:

At work:

Pets and Livestock:

Before a disaster strikes:

During a disaster:

If you cannot evacuate your livestock:

If you lose your livestock:

After a disaster:

### Patrol Team Issues

- Do not fill grant positions until a replacement is ready for Patrol.
- Increase the number of personnel assigned to Patrol.
- Proactive recruitment of staff in publications, academies, colleges, etc., as well as in-depth exit interviews to determine the reasons a person separates employment.
- When a deputy is sent to a school, his shift needs to be filled to maintain the minimum staffing.
- An in-field dictation system needs to be developed.
- Improve organizational communication.
- Improve internal communication between deputies by having periodic joint briefings between the patrol stations, to include station detectives.
- In-house training programs should be developed that teach the subject matter in short blocks of instruction.

### Staff Planning Team

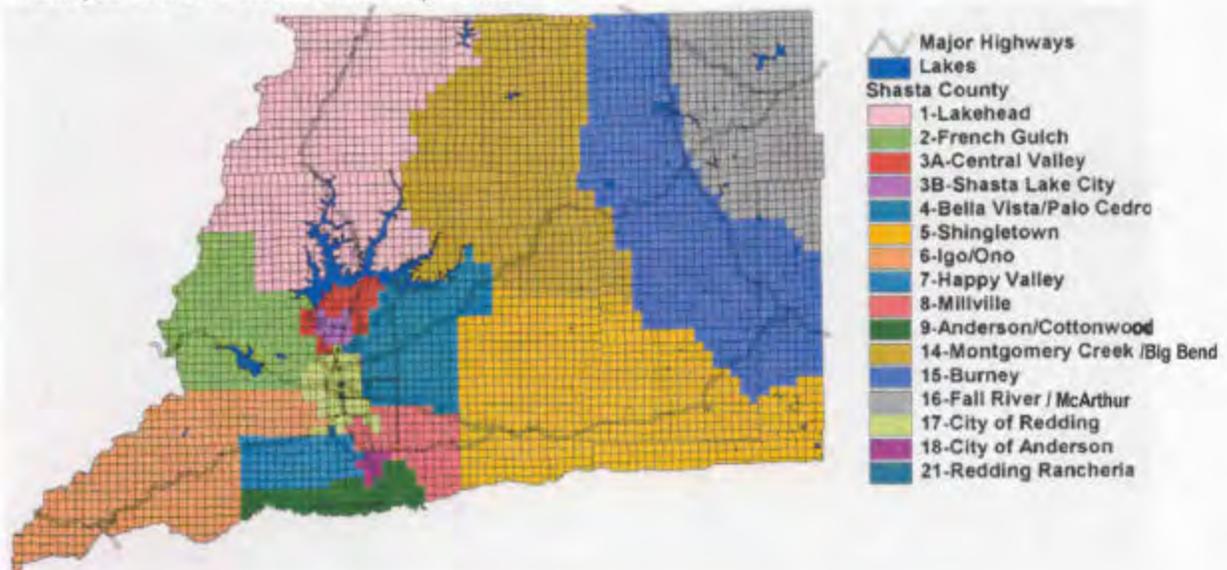
- Review the beat boundaries.
- Develop a Patrol Staff Accountability Plan.
- Maximize the capabilities of the Crime Analysis Unit.
- Review the personnel evaluation process.
- Emphasize inter-agency and in-house training.
- Establish an effective method of communication with the volunteers.
- Review Patrol workload, staffing levels and schedules.
- Initiate Community Safety biweekly data review.
- Flatten the organizational structure.
- Submit annual progress report to the Sheriff and Board of Supervisors documenting outcomes.

# Shasta County Sheriff's Office Community Service Survey



## Your Neighborhood

Please complete this survey based upon where you live in Shasta County. You may answer all of the questions or as many as you'd like. Use the map and select the area number which includes the area in which you live or is closest to where you live.



Prior to hosting a series of community meetings, Sheriff's Office volunteers, mainly the Citizen's Volunteer Patrol, distributed the Community Service Survey throughout pocket communities in the county. This survey was not a comprehensive study of the population; rather it was a random/nonscientific sampling of the residents in order to provide a general idea of the community's feelings on several issues and to aid us with presenting the community meetings. More than one thousand surveys were distributed to eight "communities" within the county. Three hundred and ten surveys (31%) were returned.



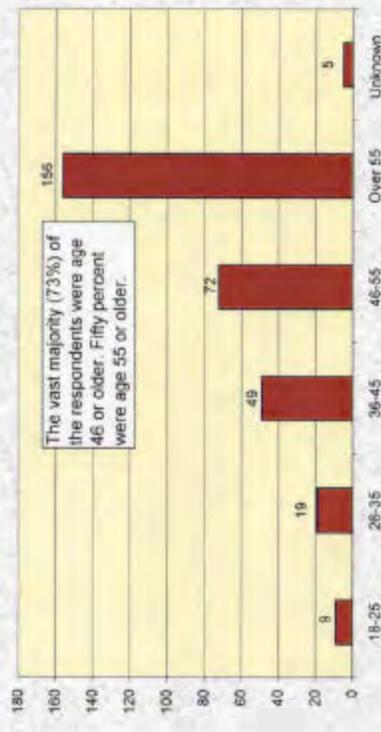
# Shasta County Sheriff's Office Community Survey Results

Shasta County All Beats

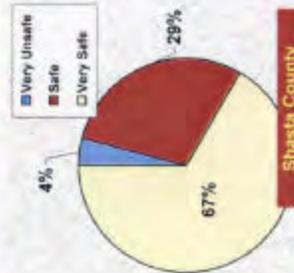
Total Number of Respondents: 310 Beats: SO1-8 SO2-1 SO3-33 SO4-8 SO5-55 SO7-43 SO8-3 SO9-39 SO13-1 SO14-18 SO15-59 SO16-39 SO17-3 SO18-1

## Your Neighborhood

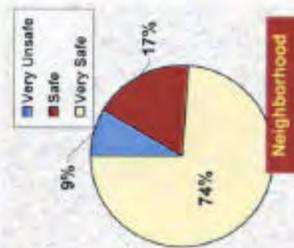
Question 2: Age ranges of respondents to survey



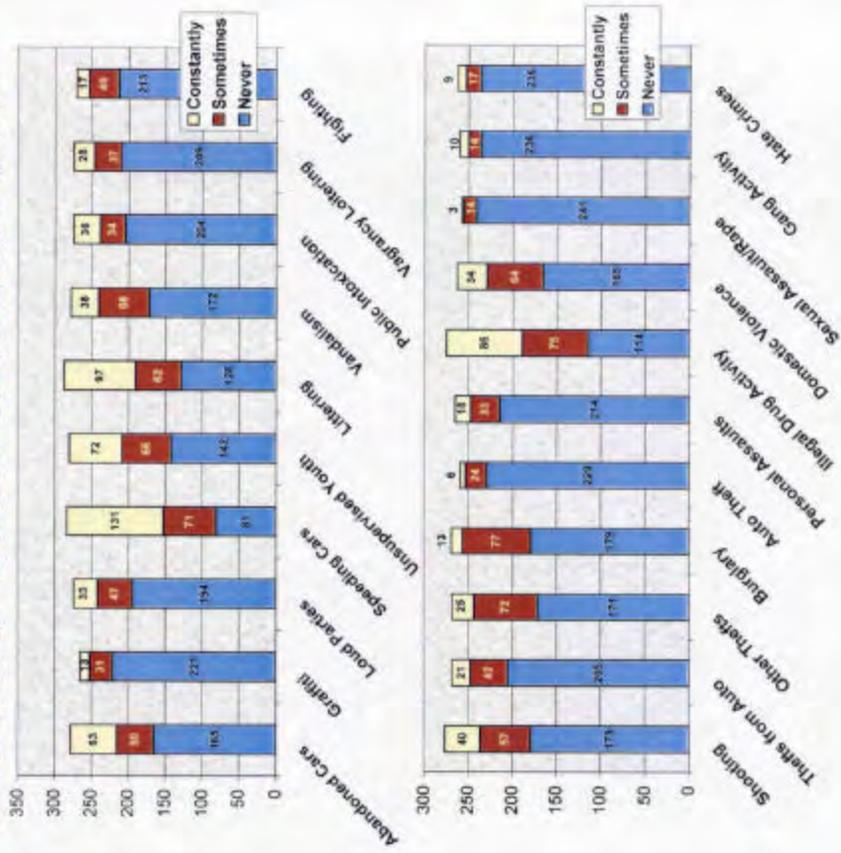
Question 3: How safe of a place to live is Shasta County?



Question 4: How safe of a place to live is your neighborhood?



Question 5: How often do the following activities or crimes occur in your neighborhood?



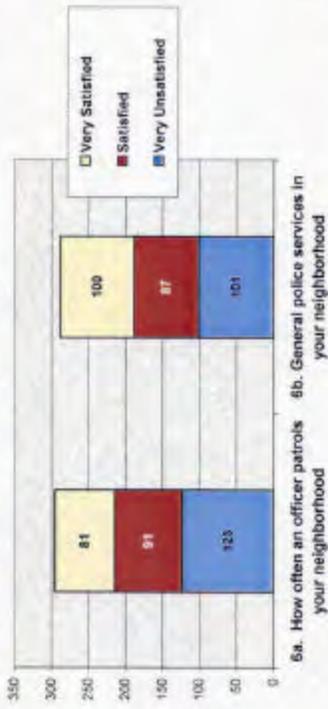


# Shasta County Sheriff's Office Community Survey Results Shasta County All Beats

## Contact with the Sheriff's Office

Question 6: Rate your level of satisfaction with the Sheriff's Office in the following areas:

- 6a. How often an officer patrols your neighborhood
- 6b. General police services in your neighborhood

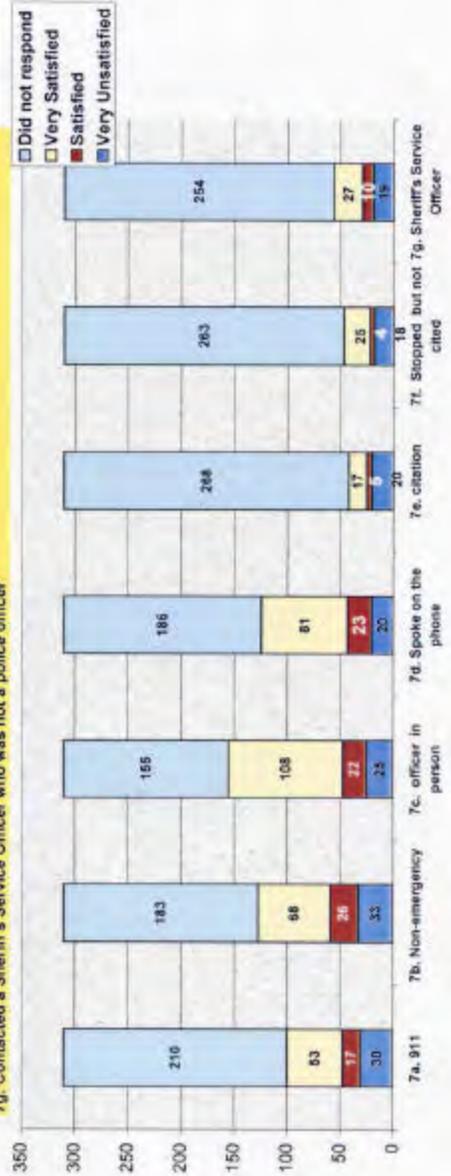


6a. 58% of respondents were satisfied/very satisfied with how often an officer patrols their neighborhood.

6b. 65% of respondents were satisfied/very satisfied with the level of police services in their neighborhoods.

Question 7: If you personally had contact with the Sheriff's Office within the past 12 months, rate your level of satisfaction with the service you received based upon the following types of contact you had:

- 7a. Called 911 for emergency assistance
- 7b. Called for a non-emergency reason
- 7c. Dealt with an officer in person
- 7d. Spoke on the phone with an officer
- 7e. Received a citation
- 7f. Was stopped by an officer but was not cited
- 7g. Contacted a Sheriff's Service Officer who was not a police officer





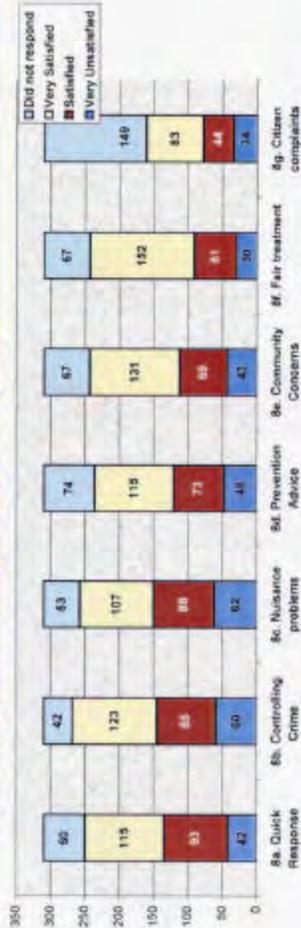
# Shasta County Sheriff's Office Community Survey Results Shasta County All Beats

## Service Expectations

Question 8: Rate your level of satisfaction with the Shasta County Sheriff's Office in the following areas:

- 8a. Providing quick response to emergency situations
- 8b. Controlling crime in your neighborhood
- 8c. Helping with neighborhood nuisance problems
- 8d. Providing crime prevention advice
- 8e. Understanding community concerns
- 8f. Providing fair and equal treatment to all
- 8g. Handling citizen complaints against the Sheriff's Officers

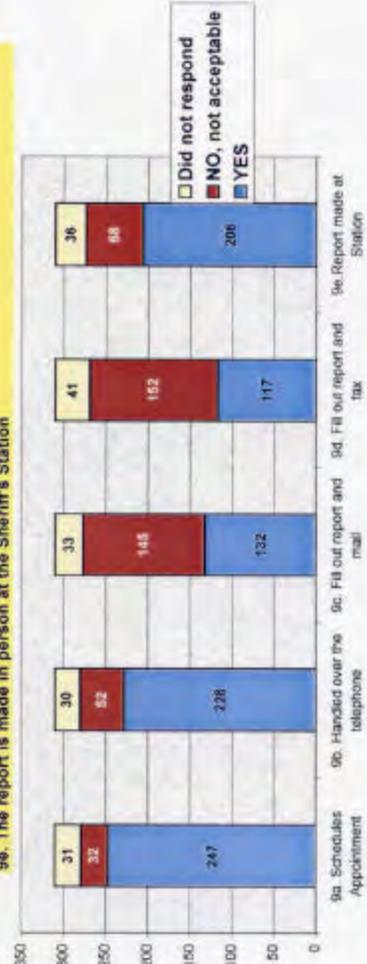
8. Responses indicate the majority of respondents feel the Sheriff's Office has a good relationship with the community.



## Question 9: Would alternate methods for handling non-emergencies be acceptable?

- 9a. The officer schedules an appointment to meet you at a later time
- 9b. The report is handled over the telephone
- 9c. You fill out a report and mail it to the Sheriff's Office
- 9d. You fill out a report and fax it to the Sheriff's Office
- 9e. The report is made in person at the Sheriff's Station

9. A majority of those surveyed were willing to use alternate methods of police service as long as it involved personal contact with a Sheriff's Office employee.



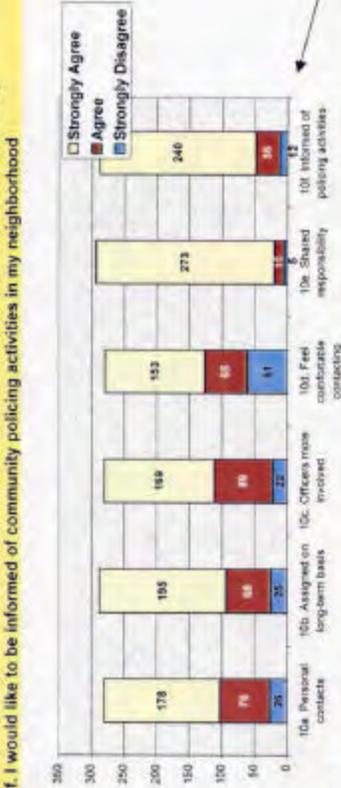


# Shasta County Sheriff's Office Community Survey Results Shasta County All Beats

## Community Involvement

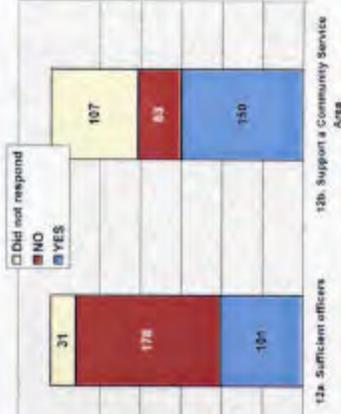
Question 10: Please indicate how strongly you agree or disagree with the following statements:

- 10a. Officers should spend more time making personal contacts with neighborhood residents
- 10b. Officers should be assigned to a neighborhood on a long-term basis
- 10c. I would like to see officers more involved in community programs such as school activities
- 10d. I feel comfortable contacting the Sheriff's Office to make suggestions or complaints
- 10e. Making communities safer and more livable is a shared responsibility of officers and community
- 10f. I would like to be informed of community policing activities in my neighborhood



Question 12a: Do you think there are sufficient officers on patrol in your community?

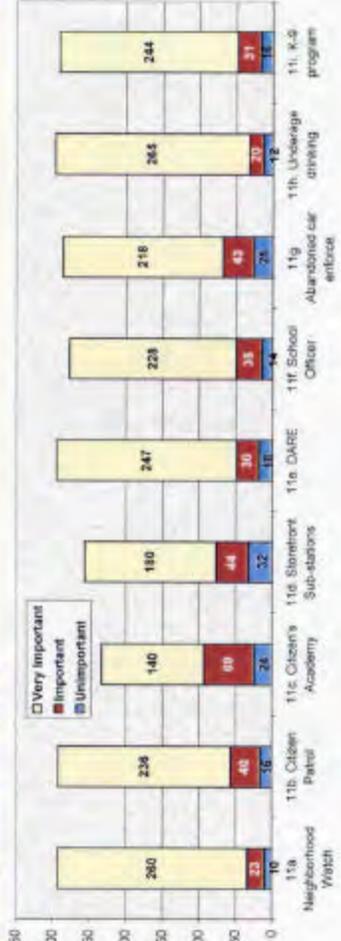
Question 12b: If no, would you be willing to support a Community Service Area?



10. This graph indicates the majority of respondents want to have more contact with officers and share in the responsibility of community safety.

Question 11: Please indicate the importance to the community of the following Sheriff's Office programs:

- 11a. Neighborhood Watch Programs
- 11b. Citizen Patrol
- 11c. Citizen's Academy
- 11d. Storefront Sub-Stations
- 11e. Drug Abuse Resistance Ed (DARE)
- 11f. School Resource Officer Program
- 11g. Abandoned Vehicle Enforcement
- 11h. Underage Drinking/Liquor
- 11i. K-8 Program



11. An overwhelming amount of respondents felt that all programs provided by the Sheriff's Office were valuable.

## **RESPONDENT COMMENTS**

As part of the community surveys, attendees were asked to comment on issues they felt were important to them.

### STAFFING

- Need more deputies.
- Need more presence in town.
- Put more officers in the area.
- Like to see more personnel so we would have quicker response to calls.
- Arrival time too slow, need more officers to catch people during crimes.
- Sheriff's Office very reactive; however, need more staff for pro-active system to stop crime.
- Need more animal control.
- Need more K-9's.
- Need more officers in rural areas.
- Need more stray dog enforcement officers.
- Shingletown is growing and we need 24-hour coverage.

### RESPONSE TIMES

- The Sheriff should have responded quicker.
- Arrival time too slow, need more officers to catch people during crime.
- Took too long for deputy to respond to drunken man with a weapon in my driveway.
- The reason a quick response is not made is that we do not have enough deputies to patrol the Igo area.

### SCHOOLS

- School Resource Officer in Burney a huge success; officers should spend more time at schools.
- School program is crucial. Meth Task Force presentations and education / prevention classes work.
- I strongly support the School Resource Officer Program.

### PATROL

- Doing fine so far.
- You sent an officer to our Pride Day meeting. Gave helpful tips. Positive results with sheriff.
- Need to see patrol go down our streets.
- Reporting face to face with the officer or by telephone are the most preferred means to report information.
- Just be out "in force" more. More drive-bys to let people know sheriffs are there.
- More visible presence of deputies on the streets.
- All police community relations / calls / reports should be handled in person.

## TRAFFIC

- Speeding problems in Windsor Estates. Stop signs do not work. Need patrol to help with this problem.
- Need more traffic control on Autumn Harvest Road.
- Need more patrol on Shasta Dam Blvd. and Shasta Park Drive, also during student lunch hour on Boulevard.
- Enforce parking of big-rigs in residential areas. Haul off abandoned autos on private property.
- The excessive number of speeding cars on Hawthorne is absurd.

## PROFESSIONALISM

- Officers always helpful and kind. Sheriff's Office does very good work. Thank you.
- Sheriff's Office over-steps its authority on occasion.
- There is laughing and joking while others are hurting. Insensitivity within the Sheriff's Office.
- Having the officer listen to requests and concerns before telling me nothing could be done.
- Generally, Sheriff's Office is doing a great job in Burney.
- Filing a report is not as important as seeing an appropriate response.

## COMMUNITY SERVICE DISTRICT

- Would be willing to support a Community Service District if they will enforce existing laws/ codes.
- Can't afford the fee.
- Willing to support fee if not too much. A lot of people on SSI up here.
- We need more patrols. Realize there is no money for it. We pay for fees for other services; why not one for patrols? I would support it.
- When additional fees are collected, they are not usually spent in a positive manner, just a way to get more money.

## MISCELLANEOUS

- Need more follow up with cases in a timely manner.
- I reported a burglary at the library. Case was closed in less than two weeks. No effort to find thief.
- Stop pulling people over for description of stolen vehicle. Happened to me on Hwy 273.
- Would like to see more "Broken Window" philosophy from our Sheriff.
- It's disgraceful that our deputies and firemen don't get raises when Redding does.
- Community involvement with citizens and Sheriff's Office on a continual basis.
- Youth program to give teens as much as possible to do.
- Like to speak with person and not machine.
- I feel that personal contact, even at a later time, gives a better opportunity to explain the problem.

# **COMMUNITY MEETINGS AND RECOMMENDATIONS**

Over a period of two months, eight community meetings were held throughout the county. The various communities were grouped together geographically in order to achieve a commonality of interests for discussion purposes. Participants at the meetings were given information regarding the structure and the responsibilities of the Sheriff's Office. A video addressing building safer communities was shown with a discussion following. The participants were then engaged in a brain storming session focused on the question: What do we do to build safer communities? The suggestions from these meetings were documented, and then expanded upon by Sheriff's Office staff. Finally, a committee of representatives from the various communities reviewed the recommendations and provided input.

## **Community meeting locations**

1. East Burney Elementary School  
Burney/Cassel/Round Mountain/Montgomery Creek
2. Fall River Elementary School  
Fall River/Mc Arthur/Glenburn
3. Black Butte Elementary School  
Shingletown/Whitmore/Oak Run/Viola
4. West Cottonwood Junior High School  
Cottonwood
5. Junction Elementary School  
Palo Cedro/Bella Vista/Jones Valley/Millville
6. Happy Valley Elementary School  
Happy Valley/Olinda
7. Shasta Union Elementary School  
French Gulch/Old Shasta/Igo/Ono
8. John Beaudet Senior Community Center  
City of Shasta Lake

## **Recommendation #1**

### *Establish a Community Safety Officer*

1. What the recommendation accomplishes:

In attempting to mobilize the community, there is a need to have an agency be the catalyst for change. A Community Safety Officer would be the Sheriff's Office contact person for the various groups within the county. This position would be responsible for liaison activities, coordinating community events, providing instruction, and acting as a clearinghouse for information and resources. The Community Safety Officer would be a Sheriff's Service Officer.

2. Identify the method to accomplish the recommendation:

An allocation for a Sheriff's Service Officer position will need to be provided in future budgets.

3. Needs to fulfill the recommendation:

- a. Manpower - Allocate one or more full-time Sheriff's Service Officers to community crime prevention responsibilities.
- b. Resources - Workstation, phone, and access to a vehicle.
- c. Timeline - Target '03-'04 fiscal year.

## **Recommendation #2**

### *Reinvigorate the Neighborhood Watch Program*

1. What the recommendation accomplishes:

The Neighborhood Watch Program is a mainstay of community safety. It brings neighborhoods together to provide support, information, and assistance in the fight against crime. It mobilizes the citizens who thereby act as a collective body instead of independently.

2. Identify the method to accomplish the recommendation:

Neighborhood groups can be formed and function independently. The Community Safety Officer would assist the groups with training. Volunteers could be trained to act as instructors.

3. Needs to fulfill the recommendation:

- a. Manpower - Volunteer labor will come from the various departmental volunteers and community members to be coordinated by the Community Safety Officer.
- b. Resources - Each group provides all materials and facilities needed.
- c. Timeline - Fiscal '03-'04.

### **Recommendation #3**

#### *Establish a Business Watch Program*

1. What the recommendation accomplishes:

Similar to the Neighborhood Watch Program, the Business Watch Program brings local businesses together to address crime concerns in their area.

2. Identify the method to accomplish the recommendation:

With the assistance of the Community Safety Officer, the local business groups could be formed and then function as independent partners.

3. Needs to fulfill the recommendation:

- a. Manpower - Volunteer labor coordinated by the Community Safety Officer.
- b. Resources - Each group provides all materials and facilities needed.
- c. Timeline - Fiscal '03-'04.

### **Recommendation #4**

#### *Establish a Sheriff's Youth Activity League*

1. What the recommendation accomplishes:

Numerous studies have shown that juveniles who participate in athletics or other organized activities are less likely to become involved in criminal behavior. A private organization provides funding for the establishment of the activity league. Under the supervision of volunteers, the league engages juveniles in various sporting activities. These activities provide the juveniles with an outlet for their energy that otherwise may be directed towards less desirable activities.

2. Identify the method to accomplish the recommendation:

Obtain private funding and establish the activity league. Solicit volunteers to provide supervision and guidance to the participants.

3. Needs to fulfill the recommendation:

- a. Manpower - Volunteer labor will be solicited from the Sheriff's Office employees and coordinated by the youth services sergeant.
- b. Resources - Equipment and materials will be purchased from donated funds. Sheriff's Office facilities could be used when available; otherwise, appropriate existing facilities would be utilized.
- c. Timeline - Calendar year '03.

## **Recommendation #5**

### *Re-emphasize Citizen Academies for the public*

1. What the recommendation accomplishes:

A Citizen Academy is a series of classes, which inform the general public about the duties, functions, and responsibilities of the Sheriff's Office. By educating the public as to the job of law enforcement, they become better informed and actively engaged in the policing of their communities. Law enforcement personnel as well as the public benefit from the lines of communication established in the academies.

2. Identify the method to accomplish the recommendation:

Sheriff's Office personnel, with an expertise in the particular subject matter to be taught, will put on a series of classes.

3. Needs to fulfill the recommendation:

- a. Manpower - Sheriff's Office personnel, and allied agency personnel when appropriate, will provide the instruction to be coordinated by the Community Safety Officer.
- b. Resources - Equipment and materials are minimal and would be provided by the Sheriff's Office. Existing facilities will be used for instruction.
- c. Timeline - Fiscal '03-'04.

## **Recommendation #6**

### *Maintain the School Resource Officer Program*

1. What the recommendation accomplishes:

For the last three years, the Sheriff's Office has been able to provide School Resource Officers (SRO) to various school districts throughout the county. This grant-funded program has greatly improved our effectiveness in the schools. An understanding between educators and law enforcement has developed that has allowed both parties to work together to solve school-related crime. The School Resource Officers have been able to establish a bond with the students, which previously did not exist. They **handled 2,246 calls for service during 2001**. They also perform numerous additional duties that enhance the security level of our schools and the community such as:



- a) Provide security at school sponsored sporting events, dances, and other events.
- b) Provide traffic control on and off the school campuses.
- c) Serve as members of the school safety boards and are responsible for school safety measures.
- d) Serve as members of School Attendance Review Board.
- e) Serve as members of individual education planning boards.
- f) Provide countless hours of counseling to students.
- g) Assist with countywide youth programs such as “Drugstore,” “Every 15 Minutes,” and “Sober Grad.”
- h) Serve as presenters at “Career Day” functions at various school campuses.
- i) Provide leadership and mentoring to school population.
- j) Provide drug and alcohol recognition training for school staff.
- k) Assist other agencies with information and investigations.

**The loss of the School Resource Officer Program will not only increase the workload for Patrol, but seriously reduce the level of safety that now exists at the targeted schools.**

2. Identify the method to accomplish the recommendation:

Funding for the School Resource Officer positions will be requested from the county and/or school districts.

3. Needs to fulfill the recommendation:

- a. Manpower - One School Resource Officers per participating high school district and its feeder schools coordinated by the Youth Services Sergeant.
- b. Resources - Would be supplied by the Sheriff’s Office and the school districts.
- c. Timeline - Fiscal ’02-’03.

## **Recommendation #7**

### *Expand the You Are Not Alone (YANA) Program*

1. What the recommendation accomplishes:

YANA (You Are Not Alone) is a volunteer program designed to aid elderly and shut-in individuals. Volunteers are provided with a list of individuals who are in need of home visits. These volunteers regularly stop by and visit the person and check on their welfare. They provide assistance and support for those in need.

2. Identify the method to accomplish the recommendation:

Each Citizen Patrol group should train an individual(s) in the specifics of the YANA program. The patrols would then make the site visits a part of their patrol schedule.

3. Needs to fulfill the recommendation:

- a. Manpower - Volunteer labor via the Citizen Patrol coordinated by a Community Safety Officer.
- b. Resources - Minimal, supplied by the patrols.
- c. Timeline - Fiscal year '03- '04.

## **Recommendation #8**

### *Establish annual multi-agency community meetings*

1. What the recommendation accomplishes:

Communications between the various state and county agencies, and the residents of the various communities have always been troublesome. A board of county and state representatives could periodically hold community meetings around the county and address concerns. By having the numerous agencies represented at the forums, issues could be addressed quickly and efficiently.

2. Identify the method to accomplish the recommendation:

Each agency wishing to participate would assign a representative to the meetings. Local community groups would be contacted to sponsor and advertise the meetings.

3. Needs to fulfill the recommendation:

- a. Manpower - One representative from each agency coordinated by station Lieutenants.
- b. Resources - Minimal equipment and materials. County or private facilities could be used for the meetings.
- c. Timeline - Annually in fall, winter, or early spring.

## **Recommendation #9**

### *Interface with community juvenile accountability boards*

1. What the recommendation accomplishes:

Administered by the Probation Department, juvenile accountability boards are currently being utilized in some parts of the county. These local boards hear selected juvenile cases. Since the juveniles are judged by members of their community, they are held accountable to that community. The boards are composed of local volunteers who hear and make judgments on selected cases.

2. Identify the method to accomplish the recommendation:

In cooperation with the Probation Department, local community members are solicited and trained. These boards would work closely with the justice system to hold the juveniles accountable for the crimes they commit. This recommendation is consistent with the Community Corrections Plan.

3. Needs to fulfill the recommendation:

- a. Manpower - Oversight by the Probation Department and local accountability board members.
- b. Resources - Minimal equipment. Local county/school facilities could be used.
- c. Timeline – Fiscal '02-'03.

## **Recommendation # 10**

### *Train volunteers to conduct crime prevention presentations*

1. What the recommendation accomplishes:

Crime prevention training is an area in which the Sheriff's Office has been unable to provide sufficient personnel to meet the community's needs. This recommendation would seek to train local volunteers in crime prevention. These people would then be able to provide training on a continual and consistent basis.

2. Identify the method to accomplish the recommendation:

Identify and train local volunteers in crime prevention techniques. The Citizen Volunteer Patrols would be well suited to receive and provide this type of training.

3. Needs to fulfill the recommendation:

- a. Manpower - Volunteer coordinated by a Community Safety Officer. Some paid staff may be required to provide the initial instruction, however, federal programs such as Citizen Corp will receive funding in the near future for training of volunteer groups.
- b. Resources - Minimal.
- c. Timeline - Fiscal '03-'04.

# COMMUNITY EMERGENCY PREPAREDNESS



## **Recommendation #11**

*Utilize departmental citizen volunteers to fulfill the President's recommendation to form a Citizens' Corps*

### 1. What the recommendation accomplishes:

This action aligns all Sheriff's Office Volunteers; i.e. Citizen Patrols, Search and Rescue members, Reserves, Chaplains, Explorers, etc., as a "Citizen Corps" as called for by the President of the United States.

### 2. Identify the method to accomplish the recommendation:

The Shasta County Sheriff's Office has nearly 500 citizen volunteers; a two to one ratio to paid employees. These committed community activists will be engaged to foster local response to manmade and/or natural crisis in Shasta County.

### 3. Need to fulfill the recommendations:

- a) Manpower - Deputy Director of Emergency Services to coordinate.
- b) Resources - Sheriff's Citizen Volunteers and City of Redding and Anderson resources.
- c) Timeline - March '03.

## **Recommendation #12**

### *Establish Neighborhood Emergency Support Teams (NEST)*

1. What the recommendation accomplishes:

This program provides training in emergency preparedness and in basic response techniques to local trainers who in turn train citizens, enabling them to take a more active role in personal and public safety.

2. Identify the method to accomplish the recommendation:

The Federal Emergency Management Agency sponsors this training through the President's Citizens Corps. Local volunteer groups could be identified who have a desire to receive the training. These volunteers would then instruct their neighborhood and community members in community safety. Various Neighborhood Emergency Support Team groups could be formed throughout the county.

3. Needs to fulfill the recommendation:

- a. Manpower - Volunteer manpower coordinated by a Community Safety Officer.
- b. Resources - Training items would be provided by FEMA. This department could provide the facilities. Equipment needed for the establishment of the Neighborhood Emergency Response Teams would be purchased by the groups.
- c. Timeline - Fiscal '03-'04.

## **Emergency Preparedness Recommendations**

The following are excerpts from the Citizen's Preparedness Guide published by the Attorney General's Office of the U.S. Department of Justice ([202-616-6500](tel:202-616-6500)) and the National Crime Prevention Council ([www.weprevent.org](http://www.weprevent.org)). We encourage you to visit these and other sites to obtain information, which will help you prepare for an emergency.

### ***In your home and neighborhood:***

- \* Make a list of important local phone numbers.
- \* Write down phone numbers and contact information for your family in case they are separated.
- \* Make your house easy to find. (Street numbers are large and illuminated).
- \* Organize an emergency preparedness kit containing:
  - A three-to-five day supply of water (one gallon per person per day, replace every six months).
  - Food that will not spoil and requires no cooking (enough to last 72 hours).
  - A first aid kit and needed medicines.
  - Emergency tools like a radio, cell phone, flashlight, and extra batteries.
  - A portable emergency generator if possible.
  - Alternate cooking source (camp stove or barbeque with fuel).
  - Extra blankets, clothing, shoes and money. Remember that banks may be shut down and ATM machines inoperative.
- \* Develop a home evacuation plan and practice with your family and neighbors.

- \* Plan how to take care of your pets.
- \* Learn how to shut off utilities such as gas, electricity, and water. Keep an adjustable wrench on hand to shut off utilities.
- \* Teach your children how to stay in touch.
  - Make sure they know how to contact you at work.
  - Make sure they know their address.
  - Work with neighbors to find places that are safe for children to go in case of emergency.
  - Explain 9-1-1 to your children.
- \* Maintain easily accessible inventory list of property and important documents.

***At work:***

- \* Learn about your company's emergency plans and practice them.
- \* Know the exit and emergency routes.
- \* Have a designated post evacuation meeting location.
- \* Make plans for co-workers who are disabled.
- \* Know the location of fire extinguishers and medical kits.
- \* Gather personal emergency supplies in a desk drawer.
- \* Put together an office phone tree.
- \* Make plans to help each other.

***In your community:***

- \* Develop a list of emergency services and their phone numbers and addresses.
- \* Find out about community emergency plans.
- \* Make sure schools and workplaces have updated contact information for your family.
- \* Make plans to meet with family members if an emergency happens while your family is separated.
- \* Plan for what you may need if you're away from home during an emergency.
- \* Be prepared to help others.
- \* Join or start a neighborhood group.
- \* Share the information you learn.

***Pets and Livestock***

In addition to your personal and family safety during an emergency, you must be prepared to care for your animals. The Shasta County Sheriff's Animal Regulations Unit has provided the following information regarding animal evacuations.

***Before a disaster strikes:***

- \* Pre-plan where to take your animals in the event of an evacuation (fairgrounds, private farms, stables, etc.).
- \* Be familiar with evacuation routes to your destination.
- \* Be sure animals will load.
- \* If you don't have your own vehicles, make arrangements with someone before the disaster strikes.

- \* Prepare a Disaster Kit, which includes:
  - Your name, address, and phone number
  - Your vet's name, address, and phone number
  - Vaccination records
  - Medications
  - Water buckets
  - Plastic trash barrel with lid
  - Non-nylon leads, halters, and shanks
  - Food
  - Water
  - Special dietary/medical instructions
  - Horse blanket or sheet
  - Photo of animal
  - Leg wraps
  - Fly spray
  - Hoof pick
  - Wire cutters
  - Sharp knife

***During a disaster:***

- \* Listen to the Emergency Alert System (EAS) and evacuate when advised. If you choose to remain, at least evacuate your animals along with the Disaster Kit.
- \* Animal behavior changes during disasters.
- \* Upon a warning notification, ready your animals - bring them in from fields, put halters on, etc.
- \* Evacuate your horses/livestock early, if possible, to insure their safety and reduce stress.
- \* Take all vaccinations, medical records, and enough hay and water for three days.
- \* Call your destination to make sure it is still available.
- \* If possible, use roads not in use for human evacuation when transporting livestock.

**If you cannot evacuate your livestock:**

Leave them in a pre-selected area appropriate for the type of disaster. Call the Sheriff's Animal Regulations Unit and request the Animal Evacuation Team.

**If you lose your livestock:**

Contact your animal shelter, humane society, veterinarians, brand inspectors, stables, surrounding ranches/farms or other facilities. Listen to EAS for groups that may be accepting lost animals. When you find your animal, use caution when handling it. They may panic or be in pain. Examine them thoroughly and seek medical attention, if needed. Call the shelters and let them know your animal has been located. They will take them off their list of lost animals.

***After a disaster:***

- \* Check fences to ensure they are intact.
- \* Check pastures for sharp objects that could injure livestock.
- \* Look for downed power lines and trees.
- \* If you find someone else's livestock, call your local shelters. Isolate the animal until it can be returned to its owner or examined by a vet.

# Patrol Beats

Shasta County covers 3,850 square miles. The County is divided into 18 beat areas. Beats 17 and 18 are the incorporated cities of Redding (59.43 square miles) and Anderson (6.43 square miles). They have law enforcement services provided by their respective police departments.

The Sheriff's Office North County Station is responsible for the unincorporated areas of northern Shasta County beats 1, 2, 3A, 3B, and 4. Officers share the station with the City of Shasta Lake. There are 4 officers, 2 resident deputies and 2 sergeants. The sergeants share their supervisory duties with the City of Shasta Lake. One lieutenant (station commander) manages the station. The lieutenant shares his responsibilities with the City of Shasta Lake Law Enforcement contract.

Beat 1 is the Lakehead area. This covers the area north of the Interstate-5 Pit River Bridge north to the county line, west to the county line and east to Fenders Ferry Road. Two resident deputies cover this area. They work 12-hour shifts. The beat area does not have 24-hour coverage, but has 12-hour coverage 7 days a week, unless a deputy is not available due to injury, illness, training, etc.

Beats 2, 3A, and 4 receive 24-hour coverage generally by one officer assigned to cover all three beats. This officer frequently assists the officer in the City of Shasta Lake and/or vice versa.

Beat 2 is the French Gulch/Old Shasta area. The beat area extends west to the county line.

Beat 3A is the unincorporated area around the City of Shasta Lake. It encompasses Keswick and Mountain Gate.

Beat 4 covers the Bella Vista, Jones Valley, Millville, and Palo Cedro areas. This area basically covers east of Interstate-5, north of Highway 44, north to Lake Shasta, and east to Oak Run Road.

Beat 3B is the incorporated City of Shasta Lake with 11.5 square miles. The city contracts law enforcement services with the Shasta County Sheriff's Office. The city is staffed with 9 patrol officers including one designated for traffic enforcement, 1 investigator, 2 Sheriff's Service Officers, and 1 lieutenant (station commander) whose responsibilities are shared with the unincorporated area of the North County Station. Beat 3B receives 24-hour coverage with one patrol officer plus a cover shift officer, which covers part of day shift and part of night shift (the officers work 12-hour shifts). The traffic officer generally works 4, 10-hour shifts per week.

The South County/Anderson Station is responsible for beats 5, 6, 7, 8, and 9. The station is located at 2110 North Street in the City of Anderson. Three sergeants, 19 deputies, and 1 service officer staff the station. One lieutenant (station commander) manages the station. This station also houses Youth Services, which has 1 sergeant, 5 deputies, and 1 service officer.

Beat 5 encompasses the communities of Oak Run, Whitmore, Shingletown, and Viola. The station is staffed by 3 resident deputies and 1 sergeant in Shingletown; the beat area basically covers the area east of Palo Cedro/Millville to Eskimo Hill Snow Park, and south of Highway 299E. This area receives coverage by 3 resident deputies and a sergeant who live in the beat area. The officers generally work 12-hour shifts. The area does not have 24-hour coverage. Officers are subject to call out in their off hours.

Beats 6 and 7 encompass the communities of Igo, Ono, Platina, Happy Valley, and Olinda. These beats cover the area west of Interstate-5, north to Placer Road, west to the county lines, and south to the Anderson area. One officer working a 12-hour shift covers the beats on a 24-hour basis.

Beat 8 is the southern Palo Cedro area east of Interstate-5, to the Millville area, and south to the Sacramento River. This area receives 24-hour coverage by one officer working a 12-hour shift.

Beat 9 is primarily the Cottonwood area south of Anderson to the County line, west to the lower Gas Point Road area, and east to the Sacramento River. This beat receives 24-hour coverage by 1 officer on a 12-hour shift.

On any given day there are generally 3-4 officers working beats 6, 7, 8, and 9, though officers are routinely out of their beat areas to back up other officers on in-progress calls or to follow-up on investigations.

The Sheriff's Burney Station is responsible for the eastern Shasta County Inter-Mountain area. The Burney Station is responsible for over 1,620 square miles. One lieutenant (station commander), 2 Patrol Sergeants, 9 Patrol Deputies, 1 School Resource Officer, and 3 Sheriff's Service Officers staff the Station. This area receives 24-hour coverage by officers who work 12-hour shifts. The station beat areas are 14, 15, and 16. The coverage area is east of Highway 299E at Oak Run Road to the Lassen County line, and the area east of the Eskimo Hill Snow Park. Beat 14 serves the communities of Montgomery Creek, Round Mountain, and Big Bend. Beat 15 covers communities: Burney, Johnson Park, Old Station, and Hat Creek. Beat 16 covers: Fall River Mills, McArthur, Glenburn, Cassel, and Dana. Generally, one officer is assigned to cover beat 15 and 1 officer for beat 16, and they share the responsibility for beat 14.

**The total Patrol Division allocated staff is as follows:**

1 Captain Division Commander  
½ Administrative Secretary II

**Burney Station**

1 Lieutenant  
2 Sergeants  
9 Patrol Deputies  
1 School Resource Officer  
(Burney/Fall River High Schools)  
1 Sr. Service Officer  
2 Service Officers

**North County Station**

1 Lieutenant (½ City-½ County)  
2 Sergeants  
12 Patrol Deputies (4 County-8 City)  
2 Service Officers (City)

**Lakehead Substation**

2 Patrol Deputies

**South County Station**

1 Lieutenant  
3 Sergeants  
19 Patrol Deputies  
1 Service Officer

**Shingletown Substation**

1 Sergeant  
3 Patrol Deputies

**Youth Services**

1 Sergeant  
1 DARE Deputy  
1 Service Officer  
4 School Resource Officers

- Gateway School District
- Foothill High School
- West Valley High School
- Pacheco Intermediate/Happy Valley Elementary

Total funded allocations: 71.5

Actual staffed allocations: 63.5

# Beat Coverage by Shift

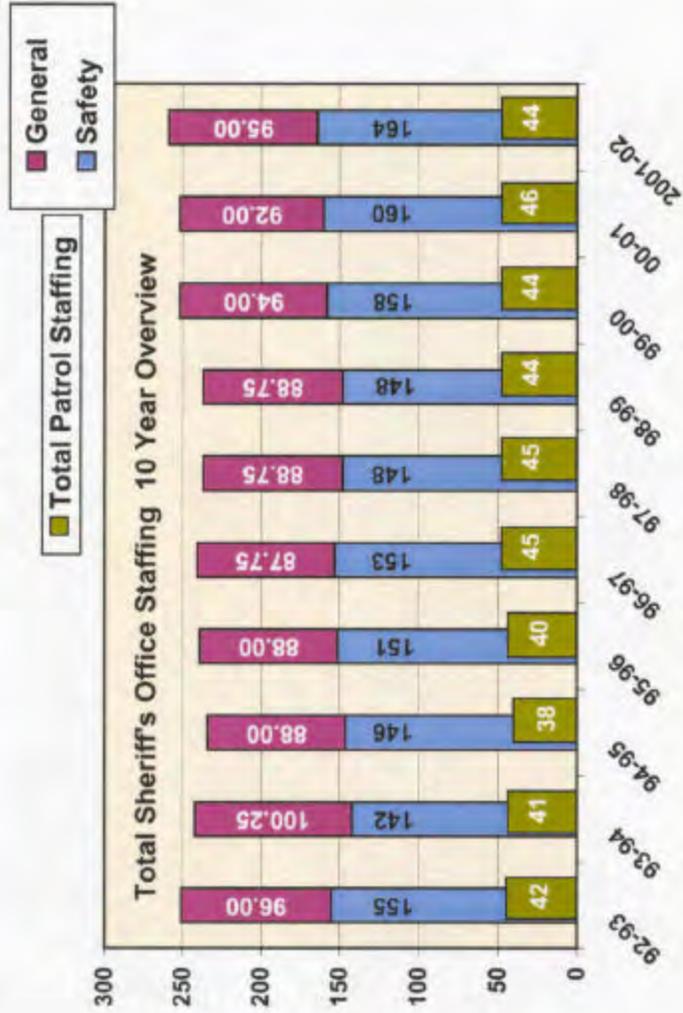


# Patrol Beats

## Staffing Comparisons 1992 - 2002 Ten year overview

	92-93	93-94	94-95	95-96	96-97	97-98	98-99	99-00	00-01	2001-02
Safety	155	142	146	151	153	148	148	158	160	164
General	96	100.25	88	88	87.75	88.75	88.75	94	92	95
<b>Totals</b>	<b>251</b>	<b>242.25</b>	<b>234</b>	<b>239</b>	<b>240.75</b>	<b>236.75</b>	<b>236.75</b>	<b>252</b>	<b>252</b>	<b>259</b>
*Total Sworn Patrol Staffing	42	41	38	40	45	45	44	44	46	44

(\*Includes Sergeants, North, South, and Burney Stations)



**Total Staffing**

**3.2% growth over 10 years**

**Safety**

**5.8% growth over 10 years**

**General**

**<1% decline over 10 years**

**Patrol**

**4.8% growth over 10 years**

Note: No Office of the Sheriff, Services, Custody, Coroner, Investigators, Boating Safety Unit, and COPS/SRO officers included in total sworn patrol staffing

## 10 Year Overview

TOTAL PATROL STAFFING * including Sergeants North, South, and Burney Stations	92-93	93-94	94-95	95-96	96-97	97-98	98-99	99-00	00-01	2001-02
	42	41	38	40	45	45	44	44	46	44

Note: NO Office of the Sheriff, Services, Custody, Coroner, Investigators, Boating Safety Unit, and COPS/SRO officers included in total sworn patrol staffing

**4.8%** increase in patrol staffing levels between 1992 and 2002

Data obtained from City of Shasta Lake annual contracts

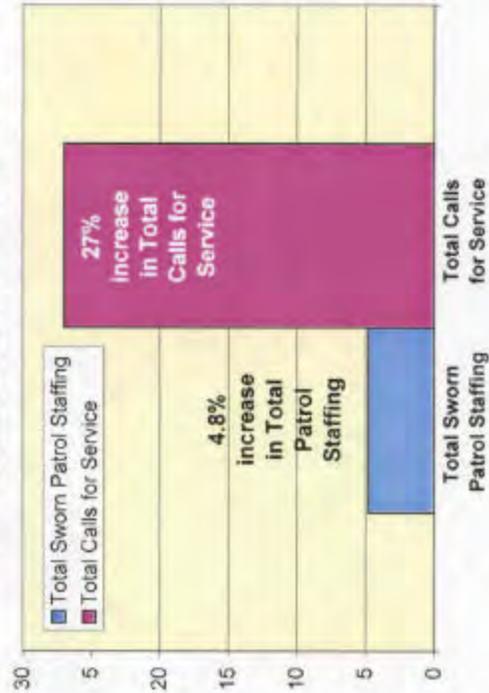
CALLS FOR SERVICE 1992-2001	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	32,757	34,902	39,942	40,091	38,893	41,121	42,123	40,021	42,131	41,548

**27%** increase in calls for service between 1992 and 2001

SHASTA COUNTY POPULATION 1992-2001	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	156,500	158,100	159,000	159,700	160,000	161,200	161,900	162,200	164,300	165,700

**5.9%** increase in population between 1992 and 2001

Calls for Service vs. Patrol Staffing Levels between 1992 and 2002 Shown in % Differences

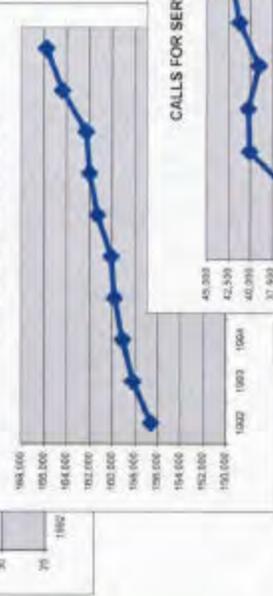


While the County population has increased by 5.9% and calls for service have increased by 27%, patrol staffing has increased by only 4.8% since 1992.

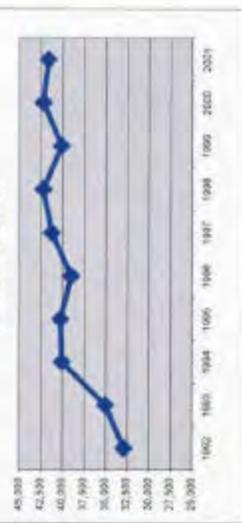
TOTAL PATROL STAFFING



SHASTA COUNTY POPULATION



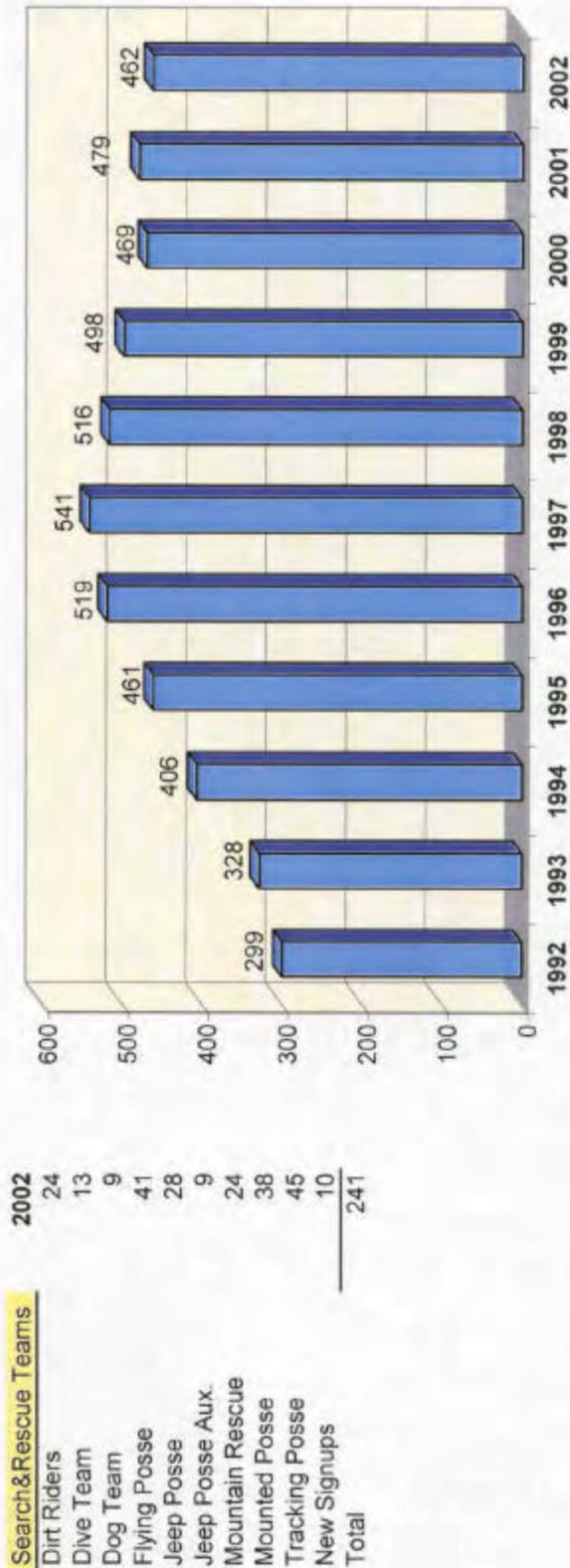
CALLS FOR SERVICE



## Volunteer Statistics

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Citizen Volunteers	20	48	116	181	228	232	228	221	190	200	189
Reserves	14	14	14	14	14	17	12	12	14	14	17
Explorers	15	16	26	16	17	17	16	15	15	15	15
Search and Rescue	250	250	250	250	260	275	260	250	250	250	241
<b>Totals</b>	<b>299</b>	<b>328</b>	<b>406</b>	<b>461</b>	<b>519</b>	<b>541</b>	<b>516</b>	<b>498</b>	<b>469</b>	<b>479</b>	<b>462</b>

Total Number of Sheriff's Volunteers from 1992 to 2002



Search&Rescue Teams	2002
Dirt Riders	24
Dive Team	13
Dog Team	9
Flying Posse	41
Jeep Posse	28
Jeep Posse Aux.	9
Mountain Rescue	24
Mounted Posse	38
Tracking Posse	45
New Signups	10
<b>Total</b>	<b>241</b>

Sheriff Pope is very proud of the almost 2-to-1 ratio of volunteers to employees at the Sheriff's Office.

# Patrol Team

## Introduction

During the initial meeting for the Patrol Plan, the team members identified internal issues to be addressed. A committee of line and supervisory staff was formed to address the issues and recommend solutions.

The committee conducted a series of one-on-one surveys with members of the patrol force to identify their issues and concerns. Those items were placed into the categories of staffing, dictation, communications, and training. The committee addressed the issues related to each topic and offered solutions.

## STAFFING

### Recommendation #13

*Do not fill grant positions until a replacement is ready for patrol*

#### Issue

Grant positions are not backfilled prior to implementation of the grant. The number of grant positions has expanded over the years. It has been the practice to fill the grant position as it becomes available by transferring personnel from the Patrol force. In some cases it can take several months to fill the Patrol position with a replacement. This practice adversely impacts the patrol force.

#### Response

Grant positions require the position be filled before it is reimbursable; therefore, there is no funding for a new allocation to be trained until the grant position is filled. Other positions that are able to go unfilled have been left vacant to alleviate the shortages in patrol until the replacement officer is ready for patrol duty. The alternative is to not pursue grant funding for specialized public safety programs.

### Recommendation #14

*Increase the number of personnel assigned to patrol*

#### Issue

Insufficient manpower exists to have a pool of deputies ready to transfer to patrol. The department is now and will be experiencing a change that has not been seen previously. Given the time it takes to hire, train, and transfer a deputy, a pool of already field-trained employees would allow for the immediate filling of positions left vacant by transfers, promotions, etc.

The committee struggled with this problem in which solutions to many problems result from a need for more manpower. The obvious suggestion of requesting more personnel from the Board of Supervisors was put forth; however, it was realized this request is repeated yearly in one form or another. With that in mind, the committee explored other ways to develop a pool of deputies. Given the limited ability to fund new positions, the committee explored ways to eliminate/transfer positions to accommodate the proposed manpower pool.

- a) Increase the use of extra-help deputies.

With the coming retirements, these retirees could be used in a variety of positions such as patrol, jail, backgrounds, grant funded positions, etc.

- b) Replace the Classification Officers with civilian employees.

Savings resulting from this may be able to fund a position.

- c) Transfer the Sheriff's Service Officer Sergeant to the next vacant sergeant position.

Have the Sheriff's Service Officer report to the Watch Commander (recently implemented). Transfer the sergeant's position to patrol, and then transfer the position that would have promoted back to the jail.

- d) Eliminate the Intelligence Sergeant position. Transfer this position to free another deputy.

- e) Retrieve one position back from Shasta Interagency Narcotics Task Force.

- f) Replace the Work Release coordinator with a civilian. A qualified civilian with a construction background could be hired.

### Response

The need for a manpower pool sufficient to maintain several Field Training Officer positions has been addressed in the transition to Corrections Officers. The Board of Supervisors has allowed the department four unfunded Corrections Officer positions to help accommodate the staffing drain during training. The use of retirees as "extra help" will be utilized and reviewed on a case-by-case basis. Civilianization is underway for the Custody Division, which includes the Classification Officers and Work Release positions.

Several suggestions were made regarding replacing current deputy positions with civilian employees, thereby funding additional deputy positions with the savings. At the end of the jail transition, deputy positions will have been transitioned to corrections positions. The savings associated, however, will not be translated into new deputy positions. As part of the Deputy Sheriff Association negotiations for 3% @ 50, savings will be used to offset the increase in contributions resulting from the enhanced retirement plan.

In light of the events of September 11, 2001, the Intelligence Sergeant position has become more important than ever before. This position interacts closely with the California Anti-Terrorism Information Center as well as various federal, state, and local agencies regarding issues of homeland security. Additionally, Shasta County is experiencing a resurgence in gang activity, which threatens the quality of life we enjoy in the north state. The Intelligence Sergeant works closely with other gang units

in identifying potential threats and developing appropriate responses. Lastly, this position functions as the liaison between the Sheriff's Office and the Redding Rancheria and Win-River Casino.

We do not have the ability to remove one position from Shasta Interagency Narcotic Task Force. Our contractual agreement with the task force requires we provide two positions to the unit. As has happened with other task forces, insufficient staffing on our part could lead to the demise of the unit. This department will not abandon its drug enforcement commitment. If we allow our guard to wane and the flow of illegal drugs to increase, we will be faced with an insurgence of crimes, gangs, and violence.

Additionally, the utilization of Sheriff's Service Officers was initiated in 1991 to free up deputies for hands on peace officer responsibilities; i.e., court Officer, Evidence Lab, Training Coordinator, and the three area stations; North and South County, and Burney. Expanded use of Service Officer for non-peace officer duties is our intended course of action. Keys to improved community and officer safety lie with both supplemental staffing and community support. Supplemental staffing is driven by calls for service, population increases and funding. Nationally, ratios for officers to population are utilized. It is our intention to move forward with safety and general member staffing requests for patrol services each year until this matter is resolved. Also, this process of community safety surveying and planning is intended to garner community support and ownership. We do not operate in a vacuum, rather we seek to partner with the communities we serve utilizing both employees and volunteers.

### **Recommendation #15**

*Proactive recruitment of staff in publications, academies, colleges, etc., as well as in depth exit interviews to determine the reasons a person separates employment*

#### **Issue**

Staffing problems come about because of our inability to successfully recruit new employees. In order to successfully recruit quality candidates we must be competitive in the marketplace. Issues such as pay disparity with the Redding Police Department, new employees paying their PERS, a lengthy jail assignment upon appointment, and the lack of 3% at 50 all contribute to our inability to recruit.

#### **Response**

Recent changes have solved a large part of our recruitment problems. Transitioning the jail to Corrections Officers and increasing the retirement to 3% at 50 formula will help make us competitive. As a result of the transition to Corrections Officers in the jail, deputies hired in the future will be able to go directly to patrol duties and will not need to spend several years in the jail. This has been a major obstacle in our ability to recruit quality people. The disparity in pay between the Redding Police Department and our department is an issue to be negotiated by the Deputy Sheriff's Association. Sheriff Pope does believe wages should be competitive with like agencies.

## **Recommendation #16**

*When a deputy is sent to a school, his shift needs to be filled to maintain the minimum staffing*

### Issue

Positions left vacant from POST back-fill schools are not being filled, or are being filled incorrectly. Replacing the deputy on Peace Officer Standards for Training (POST) reimbursable back-fill overtime would solve both shortages. Sergeants will make every effort to cover POST back-fill schools with overtime prior to reassigning a resident deputy.

### Response

The POST Commission has suspended “back fill” funding as a budget matter. If reinstated the recommendation will be reinstated as a general practice.

## **DICTATION**

## **Recommendation #17**

*An in-field dictation system needs to be developed*

### Issue

There is no current system for the patrol deputies to dictate their cases. The patrol force is spending an ever-increasing amount of time typing their cases. This requires they leave their patrol areas and return to their stations, thus reducing the available manpower in the field.

Once dictated, the report would be electronically transmitted to the main office where it would be typed. A typing pool would need to be developed to transcribe the cases. The committee conducted a six-month study of overtime associated with writing reports. Approximately \$5,000 was expended for the typing of reports (\$10,000/yr). This figure does not include the costs associated with the typing of reports while on duty. Given the cost of overtime, straight time, and the costs associated with voice activated computer systems, it may be feasible to develop a typing pool.

### Response

We are committed to funding a system that serves the needs of the patrol force. The 2002-03 budget includes funding for transcription services.

# COMMUNICATIONS

## **Recommendation #18**

*Improve organizational communication*

### Issue

While top-down and bottom-up communications have greatly increased over the years, the subject remains a major concern among the patrol force. The committee put various suggestions forth.

- \* The Captain and the Undersheriff need to have more contact with the patrol force. Site visits to the various stations have been encouraged for several years. However, other responsibilities seem to restrict the visits. This needs to be given a higher priority. The Undersheriff should visit the patrol force at least quarterly.
  
- \* The Lieutenants need to have more interaction with their employees. The Lieutenants are the members of administration who should have constant interaction with the patrol force. This interaction would allow the staff to get accurate, timely, and reliable information on what is happening in the department. Lieutenants should spend the time necessary to develop relationships with their employees. Once these relationships are built, deputies will be less hesitant to communicate their concerns and will be more open to the explanations provided by the administration. Good communication can only happen in an atmosphere of mutual trust.

### Response

The department fully concurs with the above recommendations and commits to their implementation.

## **Recommendation #19**

*Improve internal communication between deputies by having periodic joint briefings between the patrol stations, to include station detectives*

### Issue

Communications within a decentralized organization such as ours is always difficult. The watch commanders will make every effort to conduct a joint briefing for all shifts at least once per week. This briefing should be held at a time and place that will have the least impact on service delivery. A briefing at least once a week, which combines the North and South Stations, would help alleviate the feeling of separation.

### Response

Combined briefings between stations are now currently done on occasion based on operational workload.

# TRAINING

## Recommendation #20

*In-house training programs that teach the subject matter in short blocks of instruction should be developed*

### Issue

Lack of consistent training increases liability and reduces cohesiveness among the deputies. Training in self-defense, baton, arrest techniques, building searches, etc., is either non-existent or sporadic at best. Several in-service training programs have been started, however, they do not continue because of budgetary constraints. Deputies feel the lack of training puts them at risk and puts the department in a position to be vicariously liable for their actions. Recently POST required each deputy receives recurrent perishable skills training. These blocks of instruction can be given during the quarterly range training days. Short periods of instruction should not unduly impact the budget in that the deputies are required to qualify on duty.

### Response

The above recommendation is to be implemented in concert with range training on an ongoing basis. Future “training day” overlap is subject to supplemental staffing and scheduling adjustments.



*Dictation will streamline report writing.*

# STAFF PLANNING TEAM

As a part of the planning for this project, Sheriff's Office line and command staff conducted a series of internal meetings to determine those areas in which we could improve. A series of recommendations were made which will allow us to provide better services to the communities we serve.

## **Recommendation #21**

*Review the beat boundaries*

1. What the recommendation accomplishes:

A review of the current beat structure is needed to properly allocate existing manpower. Some of the existing beats have a higher call ratio than can be handled by staff. A restructuring of the beat boundaries could even the workload. A review should be conducted at least every four years.

2. Identify the method to accomplish the recommendation:

A committee of patrol staff and a representative from SHASCOM (dispatch) will meet and review the current beat boundaries. They will make appropriate recommendations.

3. Needs to fulfill the recommendations :

- a. Manpower - Four Sheriff's Patrol and one SHASCOM (dispatch) representative.
- b. Resources - Existing.
- c. Timeline - Every four-year term of office.

## **Recommendation #22**

*Develop a Patrol Staff Accountability Plan*

1. What the recommendation accomplishes:

A review of patrol policy and procedure needs to be undertaken. This review will examine to what level we hold our employees accountable and how consistent we are in doing so. Policy and procedure will be examined to assure it is consistent with our mission.

2. Identify the method to accomplish the recommendation:

A committee of Supervisors and Training Officers will be formed to study the issue and make recommendations.

3. Needs to fulfill the recommendations:

- a. Manpower - Supervisors and Training Officers currently assigned to patrol.
- b. Resources - Existing.
- c. Timeline - by March '03.

**Recommendation #23**

*Maximize the capabilities of the Crime Analysis Unit*

1. What the recommendation accomplishes:

Current, accurate, and specific data relating to crime trends in a particular area can be vital information to aid the patrol force. This information can be used to adjust patrol strategies, allocate manpower, inform the public on crime trends, and ultimately reduce crime.

2. Identify the method to accomplish the recommendation:

A review of the various duties of the Crime Analysis Unit needs to be conducted. In addition to providing crime statistics to the patrol force, the unit is currently called upon to serve as the department's graphics arts department, publisher, information clearing house, and general "catch all" unit. An analysis of this unit would seek to prioritize their duties and make recommendations regarding manpower needs.

3. Needs to fulfill the recommendation:

- a. Manpower - Prioritize existing activities.
- b. Resources - Existing.
- d. Timeline - Immediately.

**Recommendation #24**

*Review the personnel evaluation process*

1. What the recommendation accomplishes:

The generic county evaluation form does not adequately evaluate the duties and philosophies of the Sheriff's Office to ensure accountability and desired results. A modification of the evaluation form would make the process more meaningful to the employee and the department's desired outcome.

2. Identify the method to achieve the recommendation:

A review of the evaluation form and a comparison of other departmental evaluations in use would be conducted by a panel of staff and patrol representatives. They would seek to design a form that would address those tasks specific to law enforcement, which cannot be properly evaluated using the existing form. Consideration should also be given to creating a written set of standards, which could be applied to the existing form.

3. Needs to fulfill the recommendation:

- a. Manpower - Form a review panel of staff and patrol representatives.
- b. Resources - Should a new form be developed? Printing, distribution, and training will be required.
- c. Timeline - Winter months '03.

**Recommendation #25**

*Emphasize inter-agency and in-house training*

1. What the recommendation accomplishes:

The State of California Department of Justice Commission on Peace Officer Standards and Training (POST) mandates minimum levels of training for peace officers in the state. These mandates often require officers to travel outside the area to attend classes. Due to budget constraints, POST has recently requested departments throughout the state provide as much local training as possible. This recommendation would emphasize a shift in ideology, which develops our employees as instructors who provide in-house, local, and regional training.

2. Identify the method to accomplish the recommendation:

Identify those employees who either have an expertise in a particular subject matter or have an interest in developing an expertise. These employees should then be sent to instructor level courses. Instructors from allied agencies with a particular expertise should also be identified and recruited as instructors.

3. Needs to fulfill the recommendation:

- a. Manpower - Identify and train employees.
- b. Resources - The Record Range has recently been improved and is now an excellent site for training. This facility should be used for in-house and regional inter-agency training sessions.
- c. Timeline - In process, complete by January '03.

## **Recommendation #26**

*Establish an effective method of communication with the volunteers*

1. What the recommendation accomplishes:

The Sheriff's Office relies upon its nearly 500 volunteers to provide important functions such as: Search and Rescue, Reserve, Chaplains, patrols, Citizen Patrol, and various duties at our offices. Effective communication with the various volunteer groups is vital to keeping them informed and feeling they are a part of the organization. Volunteers must feel they are a part of the organization and that their duties help in the overall effort. If not, they lose interest and eventually resign.

2. Identify the method to accomplish the recommendation:

A review of how we utilize our volunteers and how we communicate with them needs to be conducted. Many volunteer units could be utilized more effectively by expanding their responsibilities. Ways to communicate such as: bulletins, website postings, e-mail, Sheriff's Office representation at volunteer meetings, and recognition of their efforts all need to be reviewed and improved.

3. Needs to fulfill the recommendation:

- a. Manpower - Review committee composed of staff, line personnel, and volunteers.
- b. Resources - Website, e-mail.
- c. Timeline - Finalize website and e-mail enhancements by February '03.

## **Recommendation #27**

*Review patrol workload, staffing levels and schedules*

1. What the recommendation accomplishes:

This item connects to the issue of beat boundaries and accountability. Accountability for calls for service, case follow-up effectiveness, and proactive problem solving are dependent on distributed workload, reasonable staffing levels, and appropriate scheduling for community safety services.

2. Identify the method to accomplish the task:

Request Peace Officer Standards and Training (or other outside resource) audit of service delivery to develop objective, cost-effective recommendations for implementation.

3. Need to fulfill the recommendation:

- a) Manpower - Audit Team.
- b) Resources - Existing staff and audit services.
- c) Timeline - Target July '03, subject to audit availability.

## **Recommendation #28**

### *Initiate Community Safety data review*

1. What the recommendation accomplishes:

Sharpens focus, commitment and accountability of command and line staff for proactive planning, tactics, and teamwork. "What gets measured, gets done."

2. Identify the method to accomplish the recommendation:

Utilizing data from Crime Analysis, patrol staff and Citizen Volunteers, Command Staff will report activity and tactical outcome results on a biweekly basis to the Office of the Sheriff. Command staff will be challenged to achieve results that work.

3. Needs to fulfill the recommendation:

- a) Manpower - Patrol Lieutenant tasked to develop.
- b) Resources - Patrol staff, Crime Analysis, and Citizen Volunteer Patrol.
- c) Timeline - Implement in phases as the process is developed and refined.

## **Recommendation #29**

### *Flatten the organizational structure*

1. What the recommendation accomplishes:

Hierarchal organizational structures tend to dilute effective flow of communication up and down the chain of command. Flattening the structure serves to empower staff and productivity.

2. Identify the method to accomplish the recommendation:

The Undersheriff will be responsible for ensuring this recommendation is accomplished.

3. Needs to fulfill the recommendation:

- a) Manpower – Undersheriff, utilizing staff and POST input, will formalize for review by the Sheriff and ultimately the Board of Supervisors.
- b) Resources - See manpower.
- c) Timeline - July '03.

### **Recommendation #30**

*Submit annual progress report to the Sheriff and Board of Supervisors documenting outcomes*

1. What the recommendation accomplishes:

To ensure the Community Safety Plan is implemented, monitored, and modified as warranted, we propose to report progress and obstacles to the Sheriff and the Board of Supervisors.

2. Identify the method to accomplish the recommendation:

The Advisory Council will track progress and report activity.

3. Needs to fulfill the recommendation:

- a) Manpower - Existing staff and volunteers.
- b) Resources - See manpower.
- c) Timeline - July '03 and '04.



# SHASTA COUNTY

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## Office of the Sheriff



July 30, 2002

Jim Pope  
SHERIFF-CORONER

Larry Schaller  
UNDERSHERIFF

Dear Friends and Partners,

The collective input of this yearlong review clearly identifies Community Crime Prevention, Emergency Preparedness, and the delivery of patrol services as issues of concern to the Service Survey respondents and community meeting representatives. A strong common thread between community and departmental input emerges that identifies **staffing, communications, and training** as fundamental to enhanced community safety.

Deputy sheriffs are "peace officers" by statute. As peace officers, their duties include crime prevention, problem solving, and law enforcement. Deputies working in remote rural areas clearly recognize that "how we do" our duties is every bit as important as "what we do." We have a number of quality people doing quality work. Yet, in the past ten years, calls for service have increased by a resounding 27%. Staffing, even with grants, has not kept pace with population shifts and calls for service. Expanded use of general member staff has been underway since Sheriff Pope took office in 1990, but a comprehensive patrol staffing analysis is now clearly warranted.

Staffing includes: (1) community crime prevention officers, (2) professional peace officers who both solve community problems and enforce the law, and (3) activist citizen volunteers serving as extensions of their neighborhood's commitment to community safety.

Communication includes the internal and external exchange of information and solutions for community safety issues; i.e. neighborhood and business watch activities, bulletins, website and e-mail resources; regular community meetings; periodic joint station briefings; management by walking around (connecting with staff and community); Citizen Corps and/or Neighborhood Emergency Support Teams (NEST); You Are Not Alone (YANA) programs; School Resource Officers; etc. Effective communication is fundamental to effective leadership.

Training for deputies, service officers, and citizen volunteers enhances performance and safety. People are our greatest asset. As we invest in them, we invest in community crime prevention, emergency preparedness, and officer and community safety.

This document is informational and not a funding request. It serves to establish the fact that it takes trained, qualified staff and volunteers communicating together to get the job done. Enough rhetoric. Now is the time for action. Please join us as we plan to utilize this roadmap to **build safer communities in Shasta County.**

Sincerely,

Larry Schaller, Undersheriff

LS:dj

**SERVICE** \_\_\_\_\_  
*With Pride and Excellence*

# ACKNOWLEDGMENTS

## Advisory Council

### Community Representatives:

Susan David – Fall River  
Peggy Foster – Shasta  
Bill Griffith – Palo Cedro  
Christy Martin – Shasta Lake  
Lynn Miller – Burney  
Bill Price – Cottonwood  
Johanna Trenerry – Happy Valley  
Chet Wright – Shingletown

### Patrol Team:

Ron Smith, Sgt. – North County Station  
Rick Phay, Sgt. – Burney Station  
Dennis Carroll, Sgt. – Shingletown Substation  
Tim McDonald, Sgt. – Marijuana Eradication Team  
Stan Morgan, Sgt. – Jail  
Joe Gonzalez, Dep. – Burney Station  
Tom Campbell, Dep. – North County Station  
Pam DePuy, Dep. – South County Station  
Rick Slocum, Dep. – Shingletown Substation

### Staff Planning Team:

#### Project Director:

Greg Wrigley, Lt. – Burney Station

Rick Burnett, Capt. – Patrol Commander  
Harry Bishop, Lt. – North County Station  
Tom Bosenko, Lt. – South County Station  
Ron Smith, Sgt. – North County Station  
Mark Lillibridge, Sgt. – Youth Services  
Jeff Foster, Sgt. – Office of Sheriff  
Larry Schaller, Undersheriff