

CLEAR CREEK COUNTY SHERIFF'S OFFICE

2023 KRW Assessment Discussion & Update





KRW Assessment



- I. KRW Assessment Summary
- II. Key Issues & Observations
- III. Agency Overview
- IV. Recommendations
- V. Closing Comments, Q&A Discussions, Next Steps



KRW Assessment Summary



The KRW Assessment focused on the following major areas of the CCCSO:

- Management and Organizational Structure
- Detentions
- Communications Center
- Delivery of Services
- Technology
- Patrol Deployment Strategies
- Investigations

The assessment is a “snap-shot” in time (April-September 2021) that is designed to evaluate and compare the CCSO to industry standards and best practices. The goal was to obtain a detailed organizational, fiscal, and operational study to strengthen the ability to provide efficient, safe, and cost-effective services.



KRW Assessment

Recommendations



- | | |
|--|---|
| 1. Mission, Vision, & Core Values Statement | 1. Under evaluation |
| 2. Add Staff to Patrol (NOTE: Reorganization, not FTE's) | 2. Completed |
| 3. Retirement Benefits | 3. Not fiscally viable |
| 4. Internal Communications | 4. Completed |
| 5. Records | 5. Not fiscally viable |
| 6. Digitize Historical Records | 6. In-Progress, Under Review |
| 7. Investigations | 7. Completed |
| 8. Replace Property & Evidence Position | 8. Completed |
| 9. Implement a Case Management System in Investigations | 9. Completed |
| 10. Emergency Operations Center | 10. In Progress |
| 11. Communications Center | 11. Do not believe this is viable or cost effective |
| 12. Fill Lead Dispatch Position | 12. Completed |



KRW Assessment Recommendations



- 13. Replace the Captains Position in Detentions with a Lieutenant
- 14. Jail Evacuation Plan
- 15. Jail Operations Alternative
- 16. Jail Staffing
- 17. Staff Over-hire Program

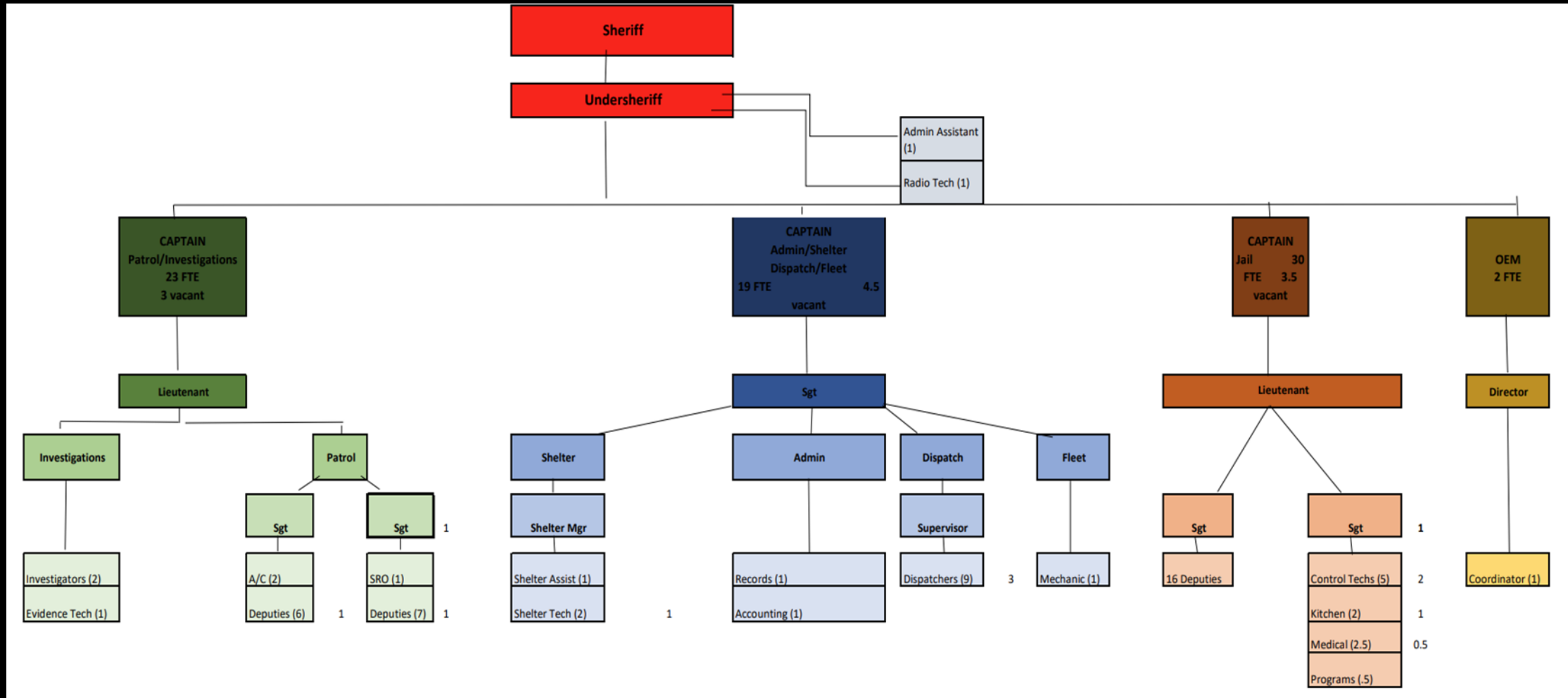
- 13. Completed (with modification / improvements)
- 14. Completed
- 15. Not fiscally viable
- 16. Not fiscally viable
- 17. Not fiscally viable

The Sheriff's Office continues to review the KRW Assessment for opportunities to improve and streamline best practices and procedures that are viable.



KRW Assessment

Current Organizational Chart





KRW Assessment

Key Issues & Observations



“The Assessment identifies 51 Key Issues and results in 17 Recommendations.

- The CCCSO is staffed with talented, proud, and professional employees, both sworn and civilian.
- It is evident from the input we received from employees that the leadership of the Office genuinely cares about the organization and the employees. Numerous comments referring to “family” and support from the administration were heard from both sworn and civilian staff.
- Costs to operate the CCCSO are similar to other Sheriff’s Offices their size in Colorado.
- Staffing in critical service delivery areas such as patrol, detentions and communications is inadequate.
- The jail is antiquated and in need of constant repair. Physical conditions and inadequate staffing present a safety issue for both deputies and inmates. “



KRW Assessment

Key Issues & Observations



- “Although the contract with the US Marshalls Service for housing prisoners adds 30-50 inmates to the daily population, it does not necessarily create the need for more personnel. The same fixed post positions would be required whether Marshall inmates were present or not.
- The Marshalls contract provides approximately \$1.25 million per year in revenue and mitigates some budget challenges for the County.
- The Communications Center is orderly and well-equipped.
- User agencies are charged a “by the radio call fee”. This is an unusual method of charging for communication services.”



KRW Assessment

Agency Overview



“The CCCSO is among a group of medium sized Sheriff’s Offices in the State of Colorado. There are 64 Sheriff’s Offices in Colorado and there are approximately 10 considered large offices. Clear Creek County is 396 square miles and currently has a population of approximately 10,000 full-time residents making it the 39th in size compared to other Colorado Counties. Many Sheriff’s Offices are of similar size to CCCSO, and like CCCSO the majority operate a jail. Although it is apparent the CCCSO operates at roughly the same costs as other mid-small agencies, this report outlines some areas where cost savings may be possible.”



KRW Assessment

Agency Overview



“The Sheriff’s Office has a 2021 budget of \$10,125,935. This is 54% of the \$18.848 million County General Fund Budget. In contrast, the Sheriff’s Office contributes \$2.45 million to the General Fund including \$1.25 million from the US Marshalls Contract.

It is clear the CCCSO is respected in the community and has a trusting relationship with citizens. Except for areas identified in this report that could improve efficiency and mitigate some budgetary challenges, the CCCSO is a well-managed sheriff’s office.”



KRW Assessment Recommendation # 1



MISSION, VISION, AND VALUES STATEMENT.

The CCCSO continues to evaluate and determine best practice for a Mission, Vision, and Value Statement. Regardless of a determined message statement painted on a wall or written in policy, the department has always maintained a message and statement to all internally and externally.

The Sheriff's Office utilizes industry best practices, maintains Constitutional Policing Policies and Procedures, and collaborates with community demands to provide excellence in service with an emphasis in public safety.

The Sheriff's mission, vision, and values remain the same; Providing excellence in service with Public Safety the priority.



KRW Assessment Recommendation # 2



Add Staff to Patrol.

Due to budgetary demands from the BOCC and considerations of an already bare bones minimal staffing Sheriff's Office, adding staff to patrol is not fiscally possible. To the contrary of adding staff to patrol, it is likely that we are reducing staff on patrol. During previous budget discussions, one of the positions discussed being removed is the Ranger patrol position.

Internal re-organization has been previously addressed and completed on 01.01.2023. Investigations was previously moved under the Patrol Division of Command. Dispatch (later discussed), was moved to Special Operations Division of Command on 01.01.2023. The alignment of resources does not change any personnel nor add any full-time equivalent (FTE) employees to staffing. The changes realign the division to better utilize command, balance divisions and staffing, increase resources, and maximize opportunities in each division.



KRW Assessment Recommendation # 3



Retirement Benefits.

Due to budgetary demands from the BOCC and fiscal considerations, there is currently not an opportunity to increase retirement benefits under the current county plan or expand with any other plans.

The current perception is that Clear Creek County offers one of the lowest retirement plan options in the state. A market survey should be conducted to better define how the current county plan compares to others. This would allow for defense of the current plan or consider next steps to research and develop a plan towards increase of retirement benefits. Many options include increasing percentage of match and contribution under the current plan, switch to Colorado Public Employees Retirement Association (PERA) that covers all employees or consider a partial "silo" benefit from Colorado Fire & Police Pension Association that only covers staff performing police enforcement functions.



KRW Assessment Recommendation # 4



Internal Communication.

- Increased external messaging on website and social media with daily Monday-Friday posts.
- New internal email "CCSO News" that reports to staff updates, changes, events, replies to suggestion box, etc.
- Suggestion boxes have been placed in the office. One is located in the patrol room and the other in the detentions bathroom. Both are "off-camera" and assist with anonymity.
- A large dry-erase board will be placed on a wall for division goals and research projects.

Most staff shift-changes do not offer any overlap of time for briefing meetings. Patrol and Detentions Division have monthly trainings that allow for Command Staff Communication. Additional Division in-person meetings continue to occur on a semi-annual basis (approximately every 6 months). While the frequency is not optimal, create overtime, and require a flex of schedules, these mandatory meetings are beneficial to have the opportunity for all division members to be present at one time.



KRW Assessment

Recommendations # 5 & 6



Records.

The recommendation to hire another full-time (FTE) records as well as additional office staff for answering phones, assisting with Civil records, and other front office staff was denied in a previous year's budget request. This year's budget required cuts / reductions that will not allow for this recommendation to be fulfilled.

Digitize Historical Records.

Many records have been digitized as recommended. Due to budget reductions, not only will additional records not be digitized, we are researching the cost to no longer house the digitized records with the contractor. Currently costing the County \$1,200 monthly, we believe it will be beneficial to move the records to a server in-house and dually backed up remotely on a cloud. Questions remain as to cost of the move of records from the contractor, software compatibility, cost of projected server space, etc.



KRW Assessment

Recommendations # 7, 8, & 9



Investigations.

The Lieutenant of Investigations has been reassigned under the Patrol Division as recommended.

Replace Property and Evidence Technician.

The civilian property and evidence technician position has been replaced with a civilian technician.

Implementing a Case Management System.

eFORCE Records Management System continues to be a work in progress developing best practices and procedures with solvability factors balanced with new state required, legislative mandated, and unfunded requirements. Patrol deputies are continuing to work to follow-up and solve cases when practical. With the reduction in detectives from 3 down to 2 and an increase in more serious crimes, case loads have increased. The cases are being tracked through supervisors, command staff, and eFORCE. The manpower intensive data entry increased time spent on entry and processing.



KRW Assessment

Recommendations # 10 & 11



Emergency Operations Center.

The Emergency Operations Center (EOC) is continuing to move into the CCFA Station #1 in Dumont. The project is a long-term move benefitting joint operations center with CCFA, utilities, amenities, and location to better serve as an EOC.

Communications Center.

The Communications Center was placed under the Special Operations / Administrative Division of Command to better utilize resources, supervisor staff, and improved balance of staffing.

Further discussion of utilization and consolidation to JeffCom continues to show less desirable outcomes. The reduction in service, few if any savings, and response delays create obvious public safety concerns. JeffCom's participation would only be a service contract. JeffCom would not replace radios, contract to purchase or maintain current local towers, nor be able to provide a level of service the County already expects and receives under the current model.



KRW Assessment

Recommendation # 11

(continued)



Communications Center - CONTINUED.

In addition to all County police, fire, and EMS service providers, the USFS, CDOT, Road & Bridge, SAR, Loveland Ski Patrol, and our Schools utilize our local network to communicate with our dispatch. This system is not only a vital part of our 911 infrastructure and our back-up during DTR outages or “dead space”, JeffCom would not be able to provide this service creating public safety risks and liability.

The Clear Creek County Advocates, Human Services, and many other entities directly or indirectly dispatched through our current Communications Center would be left to contract with JeffCom or pay for other 3rd party phone service dispatching. These secondary response teams provide a vital public safety service that is not only legally mandated and required, but collaborate locally to provide an increase service level to the community.

Future research and consideration should be investigated for developing a regional communications center that serves CCC and Gilpin County as a multi-jurisdictional and self funded facility.



KRW Assessment

Recommendations # 12, 13, & 14



Fill Lead Dispatch Position.

The Lead Dispatcher Positions were filled as recommended.

Replace the Captains Position in Detentions with a Lieutenant.

As recommended in the re-organization, the Communications Center was moved to Special Operations / Administrative Division. The Detentions Division remains the largest division requiring appropriate span of command and control for the operations. To balance supervisory staff and personnel, fulfill other recommendations for supervisors working weekends, and division needs, 3 Sergeants were reduced to 2 Sergeants with one Lieutenant and one Captain.

Jail Evacuation Plan.

For the safety and security of the facility, staff, and civilians, this has been completed but will not be discussed in public.



KRW Assessment

Recommendation # 15



Jail Operations Alternatives.

There are no viable alternatives for closure of the jail. If the jail facility was contracted elsewhere, a local holding facility would be required to be in operation 24/7. This would require almost the same staffing of deputies inside the detention holding facility. Additional deputies would have to be hired to assist with the additional transports between court, various jail facilities, medical centers, and transfers. Food operations would be reduced but still required to feed inmates held temporarily in addition to inmates held for court, feeding prior to and after transports, etc. In addition to additional staffing, additional vehicles and all related costs would need to be invested in.

Not only would the federal inmate contract be discontinued reducing income (by over \$1,000,000) this is used to offset expenses and mitigate liability to the County, but the costs of the jail also legally required to be funded by the BOCC and maintained by the Sheriff would drastically rise.

As stated in the assessment, KRW does not support the closure of the jail. Neither does any stakeholder support the closure. Any closure would have negative consequences to the community, County staff, the Courts, and the judicial system wide (Probation, legal defense counsel, etc.).



KRW Assessment Recommendation # 16



Jail Staffing.

The KRW Assessment states staffing is low and recommends hiring of at least 4 more deputies. Given the current budget reduction, this is not possible. The study also recommends hiring of sworn, non-certified deputies. This practice continues as the detention facility only has a few certified Peace Officers in the detention division. These POST Certified Peace Officers are needed to support various operations that would require certification under State Law.

The KRW Assessment also discusses additional legislative mandates for pre-trial inmate / detainees. These enhancements required by law are unfunded by the state. Therefore, our detention staff is “doing more with less” personnel, equipment, and flexibility. Not only does this further emphasize the need for more staffing, it reiterates the consideration of a closure of the jail is not viable and would greatly add costs and liability to the County.



KRW Assessment Recommendation # 17



Staffing Over-Hire Program.

The KRW Assessment recommends hiring over the allotted FTE employees to help with maintaining minimum staffing, reducing “peaks and valleys” of staffing requirements, and attempts to “stay near the fully authorized strength during the entire year”.

Due to budget mandated cuts, the “over-hire” program was cut as well as staffing needs to be cut. During previous end-of-year budget hearings, it was discussed this may include a patrol deputy position. Regardless of the final decision by the Sheriff’s Office to reduce staff in the amount equivalent to \$214,000 in 2023, the KRW’s recommendation is not a viable option.



Closing Comments



The Sheriff's Office strives to maintain a balance of Constitutional Policing, Fiduciary Expenditures and Allocation of Resources, and provide an Excellence in Delivery of Services.

The KRW Assessment continues to be reviewed for further best practices that are applicable and viable. Research continues to determine next steps towards implementation or better understanding capabilities that are reasonable, obtainable, and sustainable.

Questions?

Next steps!