



Polk County Sheriff's Office

Annual Report



CALENDAR
YEAR 2021

POLK COUNTY SHERIFF'S OFFICE



CALENDAR YEAR 2021 ANNUAL REPORT

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SECTION 1

A MESSAGE FROM SHERIFF TIMOTHY L. WRIGHT

Hello,

I've said it before and I will say it again, on November 6th, 2018, the people of Polk County, North Carolina gave me the greatest honor of my life- the opportunity to serve this great county as their elected Sheriff. The past three years have been full of challenges and opportunities within our office and within the community we serve.

We've faced constant challenges and had to make unpopular decisions. Throughout everything we've faced I've always tried to have the best interests of Polk County as a whole at the forefront of every decision. We've had to make some changes and experienced the inevitable turnover that comes with all new administrations, but we've been able to continuously make progress towards better accountability, safety, and quality of service for the citizens of Polk County.

Our primary focus from day one has been improving accountability within the department and to the citizens of Polk County. We've made great strides with the development of a Crime Prevention and Community Engagement Program, the implementation of our Volunteers in Partnership (VIP) Program, our monthly and annual reports, and monthly newsletters, the first professional chaplaincy program, our Citizen's Academy, and our rebuilt School Resources Program. Our Deputies are assigned to geographic zones, and the feedback we get each day is that they are more visible and accessible, and that's the way we want it.

It has been, and continues every day to be, an absolute honor to serve each and every one of you. I am excited about the progress we've made and the many opportunities that lie ahead of us. Here's to another year of serving you all!

Sincerely,



Timothy L. Wright, Sheriff



MISSION STATEMENT

The overall mission of the Polk County Sheriff's Office is to promote Community Wellness by providing comprehensive law enforcement service and protection for all citizens within our community.

The Polk County Sheriff's Office is committed to this mission statement and all its actions and endeavors will be directed to this end. This will be done in an environment that is based on values and principles that respect the rights and needs of the organization's people as well as the public we serve.

In order to achieve this mission, we will:

Seek to hire only qualified individuals who are committed to providing courteous and professional service to all citizens regardless of race, creed, color, nationality, sex, or religion.

On a continuous basis, train and develop our personnel who are the main providers of the numerous services delivered by the Polk County Sheriff's Office.

Maintain an ongoing dialogue with the community to promote a greater mutual understanding of the needs and concerns of both the Sheriff and the community and develop a means for meeting those that relate to the functions of the Sheriff's Office.

Maintain a well-trained staff that is in tune with modern law enforcement technology, management, and supervision practices.

Engage in those law enforcement functions and programs designed to reduce and prevent crime, thus being proactive in policy and procedure.

Enforce all state, local, and federal laws in a firm, yet fair manner.

Sheriff our community in such a manner that will allow us to serve all citizens equally and in a manner that will enhance the opportunity to arrest and prosecute those individuals found to be in violation of the various laws we are sworn to uphold.

Utilize and manage all monies and resources allocated for law enforcement services in a sound and responsible manner with documented accountability.

GUIDING PRINCIPLES

PRIDE

Citizens and Employees should be proud of THEIR Sheriff's Office. Taking pride in the work that we do each day, will ensure that the citizens of Polk County receive the best possible law enforcement services and protection that they deserve.

HONOR

Citizens and Employees of the Sheriff's Office should have a public office that they can regard with great respect and privilege. Holding all partners accountable and providing for public trust and confidence in the Office of the Sheriff will create a sense of pride and honor among the citizens and employees.

INTEGRITY

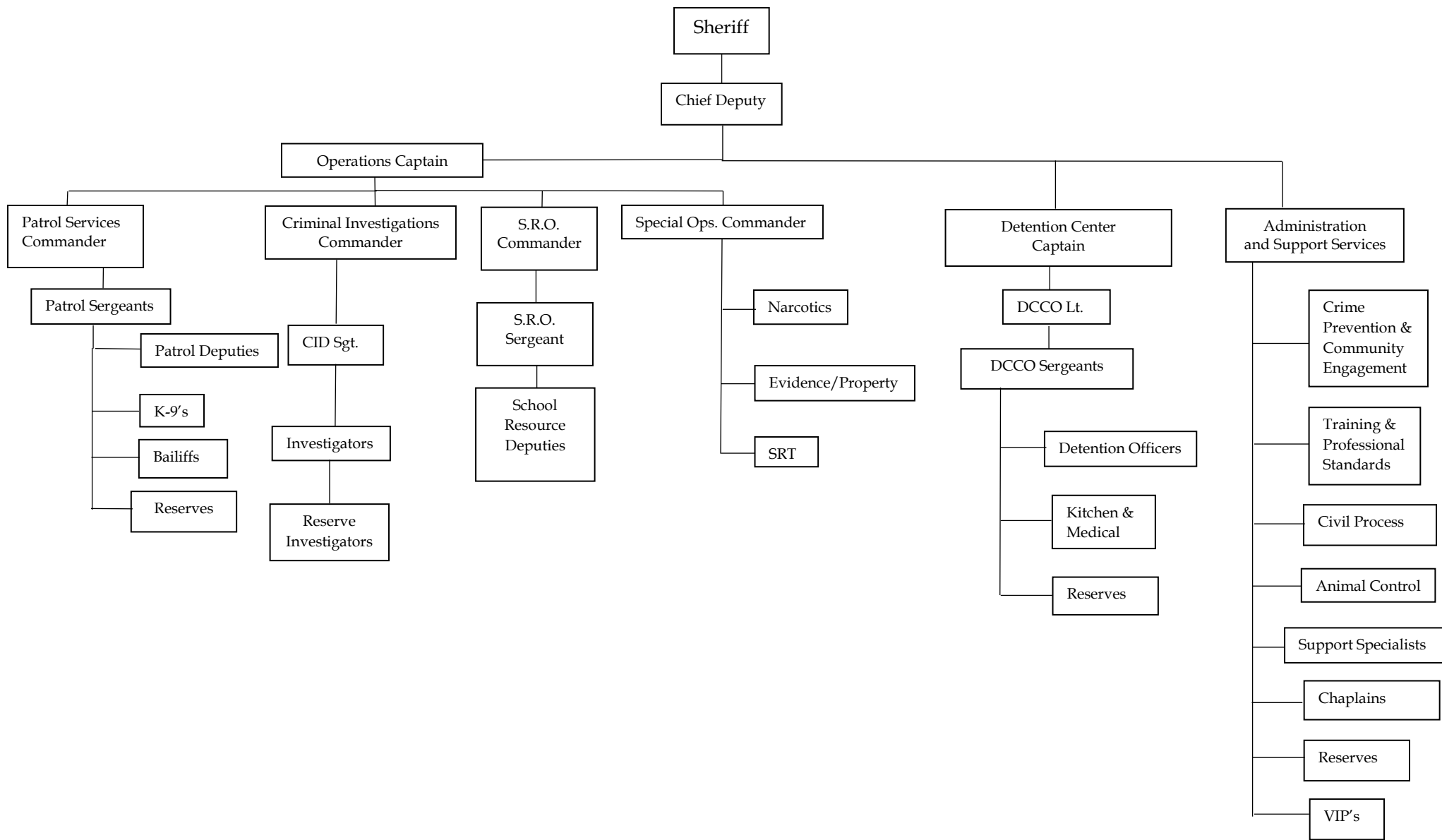
Law Enforcement Officers should act with the highest morals at all times, no matter who is watching. This level of integrity should be the standard we thrive for at all times, in all situations, and in all decisions.

PROFESSIONALISM

Uniform appearance, knowledge, and competency are all required traits of a Law Enforcement Officer. All of these traits combine to ensure a professional image. The citizens of Polk County deserve a law enforcement presence which displays the highest level of professionalism at all times.

ACCOUNTABILITY

No one should be held to a different standard than any other person, whether they are an employee or a citizen. By holding ourselves, and each other accountable for all actions, we will restore and maintain a level of respect, integrity, pride, and professionalism within the Polk County Sheriff's Office



POLK COUNTY SHERIFF'S OFFICE DIVISION FUNCTIONS

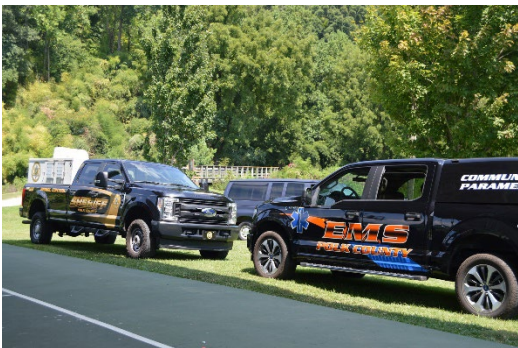
ADMINISTRATION and SUPPORT SERVICES

The Administration and Support Services Division is headed by Sheriff Wright. Day-to-day management of the Office of the Sheriff is delegated to Chief Deputy Ramsey and two Captains. The Administration and Support Services Division of the Polk County Sheriff's Office includes administrative and support staff, the Crime Prevention and Community Engagement Bureau, the Training and Professional Standards Bureaus, the Sheriff's Chaplain Program, Civil Process, Animal Control, and the Volunteers in Partnership (VIP) Program.



The Purpose of the Administration and Support Services Division is to ensure open communication within the Sheriff's Office and between the Sheriff's Office and the communities we serve, as well as to ensure accountability throughout the Sheriff's Office both internally and to the citizens we serve. Our Support functions play an important role in the day-to-day operation of the Sheriff's Office as well as constitutionally mandated authorities and duties of the elected Sheriff such as the service of all civil process.

PATROL SERVICES



The Patrol Services Division is headed by Lieutenant Patrick Wiseman. The Patrol Services Division is comprised of four Patrol Squads, each led by a Sergeant, providing 24/7 coverage to conduct patrols and respond to calls for service throughout Polk County. Each Patrol Squad is divided into three geographic "zones" for patrol

which ensures the quickest response times and a personalized knowledge of the homes and businesses within each zone.

CRIMINAL INVESTIGATIONS

The Criminal Investigations Division (CID) is currently headed by Lieutenant Pam Cannon. CID investigates all major crimes including felony breaking and entering's, felony thefts, frauds and forgeries, burglaries, exploitations, and violent crimes including assaults, sexual assaults, and homicides. Our Investigators clear around 700 to 1000 active cases each year including taskforce investigations across state and federal jurisdictions. CID also has Investigators certified to work with the National Center for Missing and Exploited Children, the Internet Crimes Against Children Taskforce, and various other state and federal special investigations programs.

SCHOOL RESOURCES

Our School Resources Division is led by Lieutenant Tim Martin and works hand- in-hand with school leaders and students each day to educate and protect our students in all Polk County schools. From the D.A.R.E. program in elementary schools through senior projects in high school, our specially trained School Resource Deputies protect and serve the children of Polk County and work to ensure a brighter future for our next generations.



DETENTION CENTER

The Detention Center Division is currently headed by Captain Mark Herman. Operation of the Detention Center and security for the Courts are constitutionally mandated responsibilities for the Office of the Sheriff. Our Detention Center houses inmates from within Polk County as well as at the request of surrounding counties. The Detention Center is one of the few revenues generating departments within our local government structure. This past year the Detention

Center implemented a K-9 program, a trained investigator, and an internal maintenance/transportation officer.

SPECIAL OPERATIONS

The Special Operations Division includes our Narcotics Enforcement Team and also oversees our collaboration with the Henderson County Sheriff's Office to



provide a joint Special Response Team for major incidents and high-risk apprehensions. Also housed within the Special Operations Division is the Evidence and Property Bureau which actively catalogues all evidence and property seized or turned over to the Polk County Sheriff's Office, as well as works with the Courts to ensure lawful and efficient disposition of all such items.

E-911 COMMUNICATIONS CENTER

The Polk County E-911 Communications Center is headed by Director Jeremy Gregg. Ten full-time telecommunicators work rotating shifts answering administrative and 911-line calls and dispatching all fire, rescue, EMS, and law enforcement in Polk County. Beginning July 1, 2020, the Polk County Sheriff's Office took over day-to-day oversight of the Communications Center and the Sheriff and County Manager jointly manage long term operations and programming of the Center. The Center also participates with a quality control board and an advisory committee made up of various public sector stakeholders.

Over the past year and a half, the E-911 Communications Center has undergone a complete audit of programs and policies, implementing new policies and procedures, converting part-time funding to create two additional full-time positions (the first since 2006), and merging DCI operations with the Sheriff's Office to increase effectiveness.

SECTION 2

2021 STATISTICS

Primary Statistic Totals

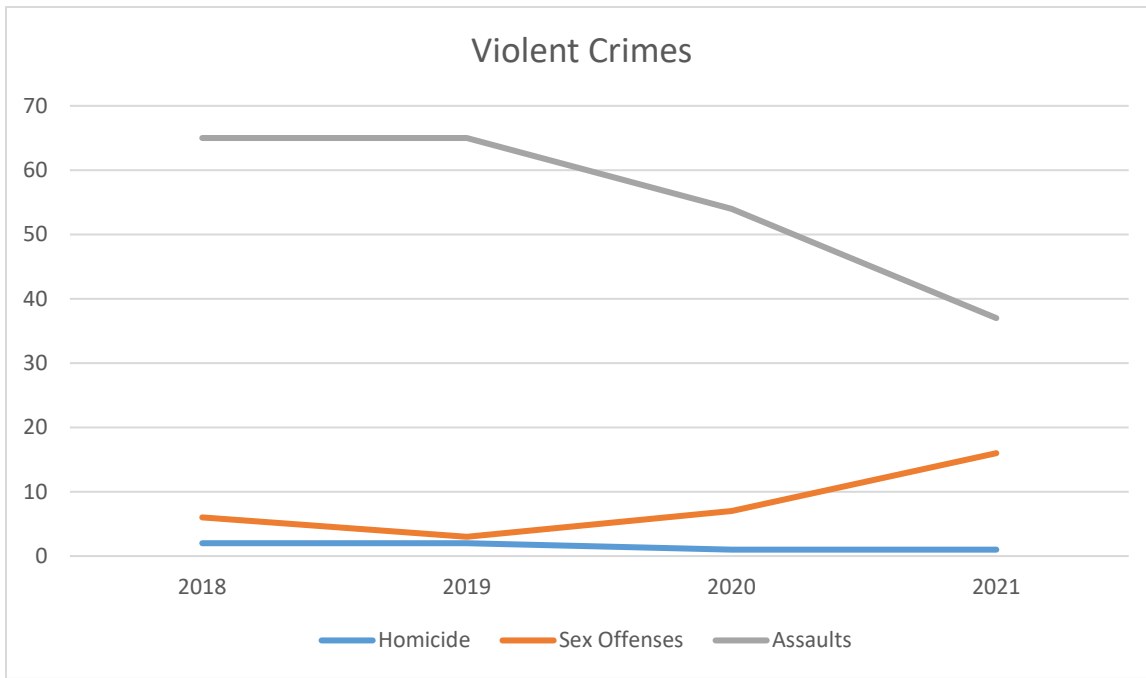
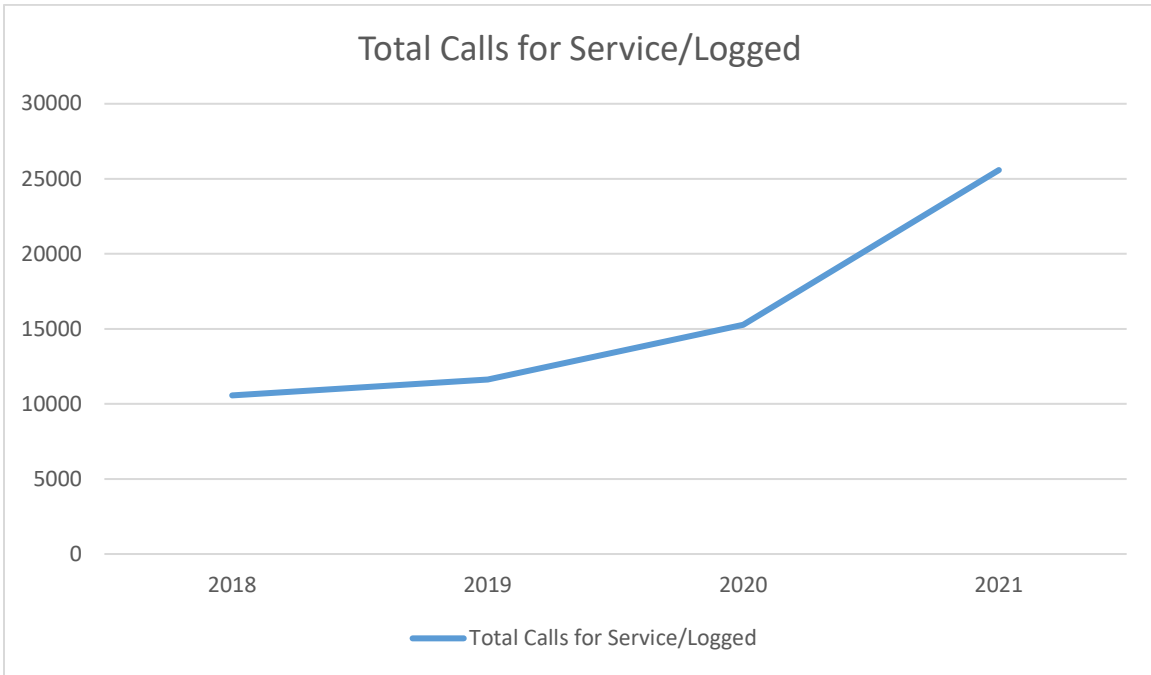
<u>Type</u>	<u>2020</u>	<u>2021</u>	<u>% Change</u>
Calls for Service Responded to	15,278	25,583	+67%
Offenses Investigated	1,357	1,628	+20%
Arrest Charges	920	1,253	+36%
Citation Charges	597	543	-9%
Warning Ticket Charges	186	215	+16%
Civil Papers	685	505	-26%
Criminal Papers	301	157	-48%
Security Checks/Extra Patrol	7,368	12,516	+70%
Lobby Walk-in's/Calls	12,014	12,426	+3%
Animal Control Total Calls	1,185	1,103	-7%
Animal Ordinance Citations	101	79	-22%
Animals Picked Up	395	392	-1%
Animal Bite Reports	50	47	-6%
Inmates Booked	871	1,066	+22%

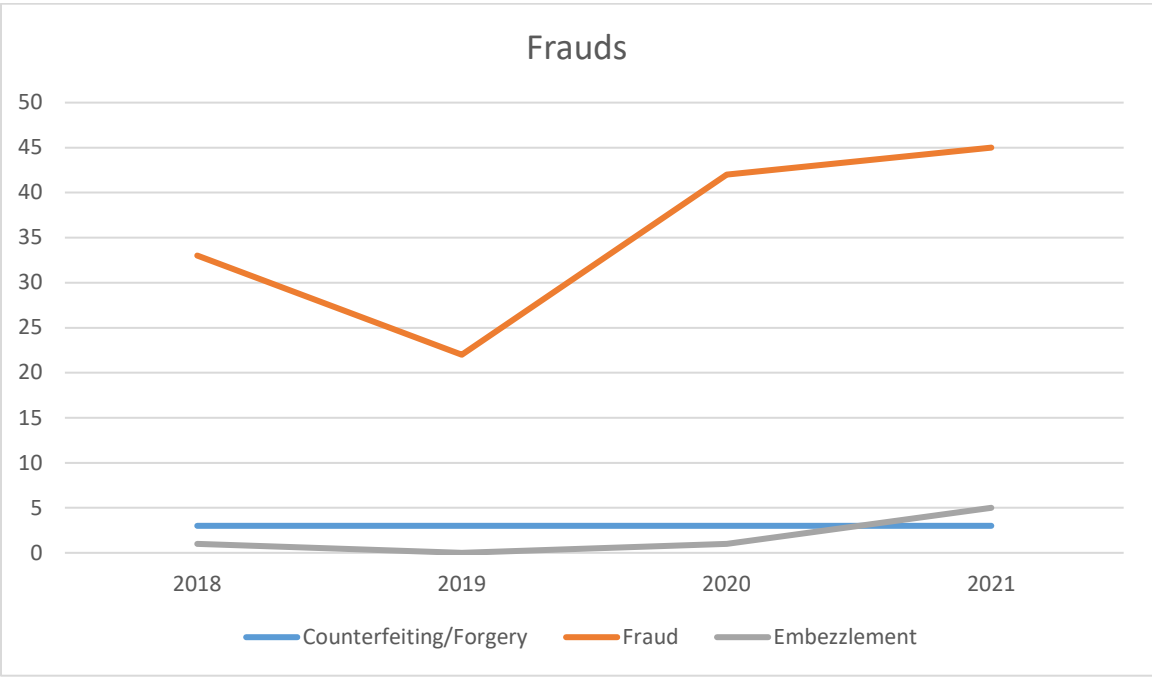
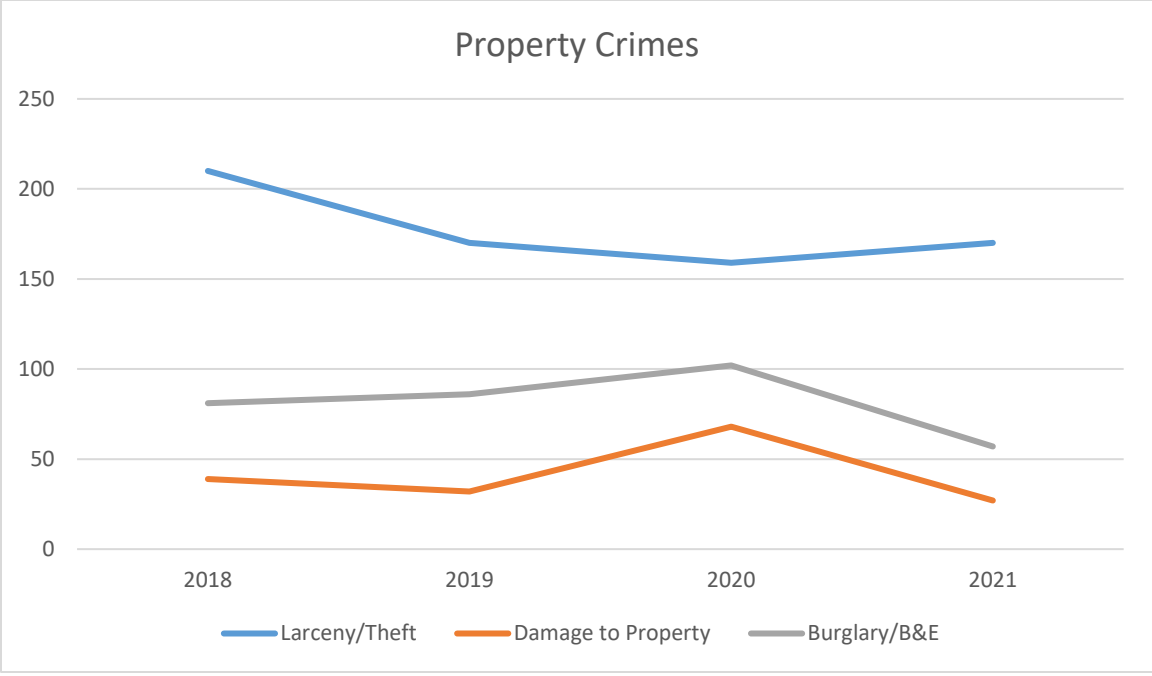
2020 to 2021 Crime Summary Year to Year Comparison

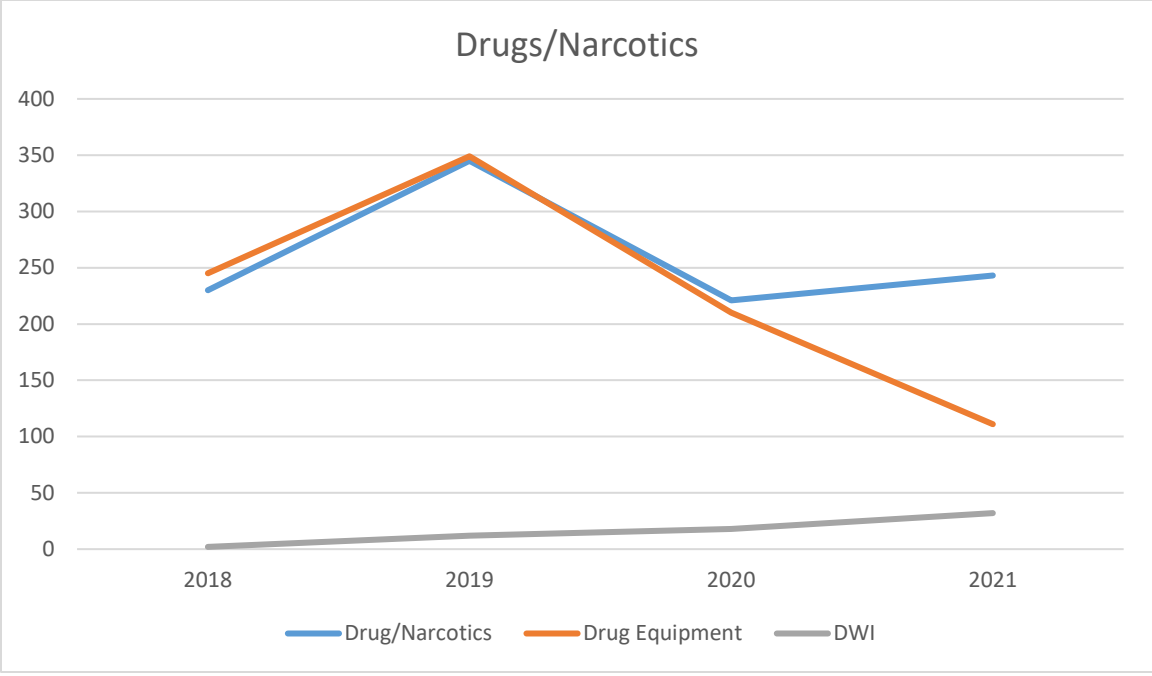
<u>Offense Type</u>	<u>2020</u>	<u>2021</u>	<u>% Change</u>
Homicides	1	1	0%
Kidnapping/Abduction	3	1	-67%
Sex Offenses	7	16	+129%
Robbery	1	0	-100%
Assaults	54	35	-35%

Arson	3	1	-67%
Extortion/Blackmail	0	1	+100%
Burglary/Breaking & Entering	102	54	-47%
Larceny/Theft	159	170	+7%
Motor Vehicle Theft	24	24	0%
Counterfeiting/Forgery	3	3	0%
Fraud	42	45	+7%
Embezzlement	1	5	+400%
Stolen Property	9	6	-33%
Destruction/Damage/Vandalism	68	27	-60%
Drug/Narcotics Offenses	221	243	+10%
Weapon Law Violations	81	23	-72%
Involuntary Commitments (IVC)	167	182	+9%
Juvenile Matters	36	31	-14%

Four Year Trends







Polk County E-911 Communications Center Report

Polk County E-911 Communications processed **46,573** calls for service in 2021. Below is a breakdown of how many calls were dispatched for each agency we serve.

Law Enforcement: 33,617	
Columbus Police Department	3,444
Saluda Police Department	646
Tryon Police Department	2,682
Polk County Sheriff's Office	25,583
North Carolina Highway Patrol	1,262
Fire Departments: 4,282	
Columbus	1,227
Green Creek	637
Mill Spring	537
Saluda	619
Sunny View	277
Tryon	985
EMS/Rescue (Ambulance calls): 4091	
Polk County EMS	3305
Polk County Rescue Squad	786
Calls referred to an outside agency: 4,583	

SECTION 3

2021 Professional Standards Goals

Goal 1- Continue to Strengthen and Standardize the Employee On-Boarding Process

- Re-assessed and modified application packets and forms as needed.
- Re-assessed phases of the hiring process and roles and responsibilities during hiring.
- Use of polygraph allowed for early detection of employment suitability issues in several cases.

Goal 2- Develop nuanced and effective Deputy- Community Relationships within Assigned Zones

- Training conducted for designated Crime Prevention Deputies on each rotation.
- Assessment of individualized internal career path for Community Engagement and Crime Prevention.
- Creation/Re-deployment of resources to fund full-time Community Programs Director position.
- Assessment of straight day/night shifts vs. rotating day/night shifts. Decision to remain on straight shifts based on scientific/health data and employee input.



Goal 3- Re-Assess and Continue to Customize General Orders

- Re-assessed K-9 Program General Order.
- General Orders Review Committee to continued conducting General Orders review quarterly. Leadership of program moved to operational employees.

- Decided against merger of Detention Center Policy and Procedures into one comprehensive General Orders Manual. Decision based on complexity of individual duties and responsibilities and best practices.

Goal 4- Utilize Record Management System to determine geographic/time crime statistics



- Worked with Southern Software on developing statistical collection on a monthly basis:
 - Traffic Stops per Deputy
 - Traffic Stops per Zone
 - Activity Analysis per Deputy
 - Activity Analysis per Zone
 - Crime Analysis per Zone
 - Crime Analysis Day/night comparison Overall
 - Crime Analysis Day/night per Zone

- Continued 100% compliance with SBI Traffic Stops Reporting for all Deputies.
- Met goal of 100% correct initial entry on National Incident Based Reporting System (NIBRS) offense codes.
- Conducted line and supervisor training on RMS use and management and report writing.

Goal 5- Complete and Implement a Comprehensive Strategic Plan

- Continued reaching out to other stakeholders including Emergency Management, Polk County Schools, County Leadership, and other surrounding law enforcement agencies for input.
- Distributed partner organization, internal, community, and citizen surveys for citizen stakeholder input.
- Publish final Strategic Plan Q-4 CY 2022.

2021 Personnel Development Goals

Goal 1- Implement Phase 2 of New Employee Job/Pay Classifications

- Incorporated plan and timeline into FY 2021-2022 budget.
- Assessed Phase I implementation.
- Through line supervisors, developed a detailed timeline for training completions.



Goal 2- Continue to Assess Effectiveness of PDR Program.

- First round of Personnel Development Reviews conducted in Q-4 CY 2021.
- Training incorporation into New Sergeant Orientation and Field Training Program.
- Identified several career and training opportunities for employees based on PDR input.
- Re-assess PDR formatting in Q-2 CY 2022.

Goal 3- Identify Additional Potential Field Training Deputies



- Interest Questionnaire resubmitted to all personnel in Q-2 CY 2021.
- Review of already qualified and interested applicants conducted during Q-2 CY 2021.
- Annual In-house training for all current and new FTD's completed during Q-2 CY 2021.
- Developed an internal FTP Advisory Committee in Q-3 CY 2021.

Goal 4- Assess Communication of Job Classifications and Duties

- Assessment and recommendations drafted and implemented in Q-4 CY 2021.

Goal 5- Develop a Comprehensive Recruiting and Retention Strategy

- Instructor development and placement in surrounding Community College Programs was a priority.
- Began hosting DOCC courses and NCJA courses as an approved facility.
- Assessed advertising options and costs vs. current word of mouth success.

Goal 6- Continue Development of a Year-Round Internship Program.

- Resubmitted informational package to surrounding 2- and 4-year colleges and universities in Q-4 CY 2021.
- Assessed current industry trends in internships due to COVID-19 and remote working environments and options.
- Hosted first Polk County High School Criminal Justice student intern.



2021 Fleet Operations Goals

Goal 1- Re-assess Current Fleet Status and Immediate Needs

- Conducted full assessment of current fleet needs.
- Focused on practical and affordable vehicles- trucks for administrative staff, staying with the Ford Interceptor model for patrol.

- Current needs to be included in budget workshops.



Goal 2- Complete Development and Implementation of a Fleet Maintenance Program

- In-house maintenance deemed to be cost prohibitive at this time.
- Fleet Maintenance Plan included in overall Strategic Planning process.

2021 Equipment Goals

Goal 1- Re-assess and Identify Equipment Deficiencies

- Equipment needs classified into two groups: ongoing needs and capital improvement (large purchase) needs.
- Continued assessment of the following categories:
 - Uniforms (Final style decision in 2021)
 - Duty Gear (Final style decision in 2021)
 - Investigative Equipment
 - MDT's (Standardized in 2020)
 - Tasers and other Less Lethal Devices (Contracted in 2020)
 - IT Infrastructure (New IT position w/ DSS)
 - Evidence Processing and Collection
 - File Storage (hard-copy and digital)
 - Software (Standardized in 2021)
 - Training Equipment
 - Body Cameras (Upgrading in 2022)
 - Dash Cameras (funded and ordered)

Goal 2- Finalize a Needs Assessment and Budget Plan for Equipment in Each Division

- Each Division Commander re-assessed their on-going equipment needs.

- Full organization-wide equipment needs plan with proposed budgets incorporated into Strategic Planning process.

2021 Facilities Goals

Goal 1- Re-assess Current Facilities Utilization

- Reviewed current facilities utilization.
- New generator and backup power program implemented.

Goal 2- Re-assess Current Facilities Infrastructure

- Ongoing assessment of current facilities needs conducted in budget workshops.

Goal 3- Finalize development and Implementation of a Facilities Maintenance Program

- Full needs assessment implemented into the overall Strategic Planning process.



2021 Crime Prevention & Community Engagement Goals

Goal 1- Continue to Identify and Train Candidates for CPCE Roles within the Agency

- Assessed feasibility of an independent Crime Prevention and Community Engagement Division.
- Assessed feasibility of an independent Crime Prevention and Community Engagement career-path.
- Re-aligned positions to create first ever Community Programs Director position.

- Advertised training opportunities quarterly.

Goal 2- Conduct Community Engagement Meetings in Each and Every Community within Polk County

- Community meetings scheduled on an appointment basis due to lingering COVID restrictions and concerns.
- Sub-communities and neighborhoods identified and catalogued for scheduling of meetings.
- Major stakeholders from each community established and contact lists developed and published internally.



Goal 3- Continue Identifying Communities Wishing to Establish Community Watch Programs

- Developed a list of communities wishing to engage in Community Watch Programs.
- Developed and published updated Community Watch initiative information for public distribution.
- Quarterly- social media discussion of programs.
- Citizens Academy
- Church Safety

Goal 4- Continue Identifying Grants and other Funding Sources for Further Community Engagement and Crime Prevention Efforts.

- Ongoing command staff review of all available state, local, federal and private grants available.
- Grants identified as useful and applications prepared.

SECTION 4

2022 Professional Standards Goals

Goal 1- Continue to Strengthen and Standardize the Employee On-Boarding Process

- Continued assessment of the effectiveness of the polygraph program.
- Continued expansion of the polygraph program to assist other agencies in and around Polk County.
- Re-assess and modify application packets and forms as needed in light of unprecedented staffing shortages nationwide.



- Continued assessment of the roles and responsibilities during each phase of hiring/recruiting, and continued standardization of processes.

Goal 2- Re-Assess and Continue Equipment, Uniform, and Vehicle Standardization

- Continue uniform assessments and standardization.
- Complete standardization of issued duty gear.
- All current vehicles re-stripped in CY 2019, and new vehicles will all come with standardized striping and lighting packages.
- Assessment of all protective vests to be conducted in Q-2 2022.

Goal 3- Develop nuanced and effective Deputy-Community Relationships within Assigned Zones

- Permanent zone assignments on Patrol Operations shifts.
- Training planned for designated Crime Prevention Deputies on each rotation.
- Planning in progress for inclusion of Deputies within each zone for all CPCE events.
- Planning for full-staffing of Patrol Operations Division by Q-2 2022.

- 3 Deputies on each shift assigned to 3 geographic zones.
- 2 mid-shift Deputies to fill standard shifts and supplement standard shifts so that Deputies can remain in their assigned zones throughout 12-hour shifts.

Goal 4- Re-Assess and Continue to Customize General Orders

- Q-2 CY 2022 Review assigned out to Divisions based on job descriptions and tasks.
- Utilize K-9 Program Managers to reassess and develop additional K-9 Program General Orders.
- Continue the General Orders Review Committee with representatives from each Division for Quarterly review beginning Q-3 CY 2022.

Goal 5- Utilize Record Management System to determine geographic/time crime statistics

- Utilize new statistics collection on a monthly basis:
 - Traffic Stops per Deputy
 - Traffic Stops per Zone
 - Activity Analysis per Deputy
 - Activity Analysis per Zone
 - Crime Analysis per Zone
 - Crime Analysis day/night comparison Overall
 - Crime Analysis day/night per Zone
- Continuation of 100% compliance with SBI Traffic Stops Reporting for all Deputies.



Goal 6- Complete and Implement a Comprehensive Strategic Plan

- Assess peer, internal community, and citizen surveys for citizen stakeholder input in Q-1 and Q-2 of CY 2022 for distribution by end of Q-2.
- Prepare additional community meetings for in-person input.

- Publish a final product Q-4 2022.

2022 Personnel Development Goals

Goal 1- Implement Phase 1 of New Employee Job/Pay Classifications

- Job descriptions and minimum training/time in grade qualifications provided to all Division Commanders for review during budgeting process for 22/23 budget.
- Current training accomplishments assessed during Q-4 to establish timetable for when respective pay grade minimum qualifications will be met for next budget year.
- Incorporating timeline into FY 2022-2023 budget.
- Incorporating timeline in Strategic Plan.



Goal 2- Continue to Assess Effectiveness of PDR Program.

- First round of Personnel Development Reviews to be conducted in Q-2 or Q-3 CY 2022.
- Additional training will be provided to all mid-level managers and command staff.

Goal 3- Identify Additional Potential Field Training Deputies

- Another Interest Questionnaire drafted and to be sent out to all personnel by end of Q-2 CY 2022.
- Review of already qualified and interested applicants to be conducted during Q-2 CY 2022.
- In-house training for all current and new FTD's to be completed during Q-2 CY 2022.

Goal 4- Assess Communication of Job Classifications and Duties

- Internal survey to be drafted and conducted anonymously for all personnel on communication channels and clear identification of roles and responsibilities prior to end of Q-2 CY 2022.
- Results of internal survey to be reviewed by command staff in Q-3 CY 2022.
- Changes and recommendations to be drafted and implemented by end of Q-4 CY 2022.



Goal 5- Develop a Comprehensive Recruiting and Retention Strategy

- Input from prior interns on quality of internship program and its overall fit in the recruiting process.
- Social media and recruiting media strategy to be drafted and implemented by end of Q-2 CY 2022.
- Instructor development and placement in surrounding Community College Programs to continue as a priority during Q-1 and Q-2 of CY 2022.
- Anonymous survey on retention and employee morale to be drafted and completed by end of Q-2

CY 2022.

- Command staff to meet and draft overall Recruiting and Retention plan as part of Strategic Plan in Q-2 or Q-3 of CY 2022.

Goal 6- Continue Development of a Year-Round Internship Program.

- Input from prior interns to be assessed by command staff in Q-1 CY 2022.
- Re-assess General Order on College/High School Internships during Q-2 CY 2022.
- Q-2 CY 2022 a complete survey of surrounding 2- and 4-year college and university internship coordinators and career counselors will be complete.
- Updated informational package to be developed and distributed to surrounding 2 and 4 year colleges and universities by end of Q-2 CY 2022.



2022 Fleet Operations Goals

Goal 1- Re-assess Current Fleet Status and Immediate Needs

- Q-2 CY 2022 full written assessment of current fleet needs to be drafted and reviewed by command staff.
- Current needs to be included in Q-1 and Q-2 budget workshops.

Goal 2- Re-assess future Fleet Needs

- Future fleet needs to be assessed and mapped out by end of Q-2 CY 2022.
- Fleet Maintenance being assigned as a collateral duty will be assessed for effectiveness by end of Q-1 CY 2022.
- Re-assessment on in-house maintenance to be concluded and reviewed by command staff by end of Q-1 CY 2022.

2022 Equipment Goals

Goal 1- Re-assess and Identify Equipment Deficiencies



- Equipment needs to be classified into two groups: ongoing needs and capital improvement (large purchase) needs during Q-1 CY 2022.
- Assess the following categories in Q-1 Specifically:
 - Uniforms
 - Duty Gear
 - Investigative Equipment
 - MDT's
 - Tasers and other Less Lethal Devices

- IT Infrastructure
- Evidence Processing and Collection
- File Storage (hard-copy and digital)
- Software
- Training Equipment
- Body Cameras

Goal 2- Finalize a Needs Assessment and Budget Plan for Equipment in Each Division

- Each Division Commander to develop a 1, 3, 7, and 10 year benchmark budget plan in accordance with overall Strategic Plan during Q-1 CY 2022.
- Full organization-wide equipment needs plan with proposed budgets to be incorporated into Strategic Plan in Q-3 CY 2022.

2022 Facilities Goals

Goal 1- Re-assess Current Facilities Utilization

- Command staff to meet Q-1 CY 2022 to review current facilities utilization.
- Any changes needed to be addressed by end of Q-1 CY 2022.
- All changes to be implemented by end of Q-2 CY 2022.

Goal 2- Re-assess Current Facilities Infrastructure



- Full assessment of current facilities needs to be conducted prior to budget workshops in Q-1 CY 2022.
- On-going projects such as gutters, to be status checked by end of Q-1 CY 2022.

Goal 3- Finalize development and Implementation of a Facilities Maintenance Program

- Upon completion of full needs assessment in Q-1 CY 2022 1, 3, 5, 7, and 10 year needs to be identified and mapped.
- Facilities Maintenance Program to continue to be implemented into the overall Strategic Planning process.
- Reassessment timetables to be established prior to end of Q-2 CY 2022.

2022 Crime Prevention & Community Engagement Goals

Goal 1- Continue to Identify and Train Candidates for CPCE Roles within the Agency

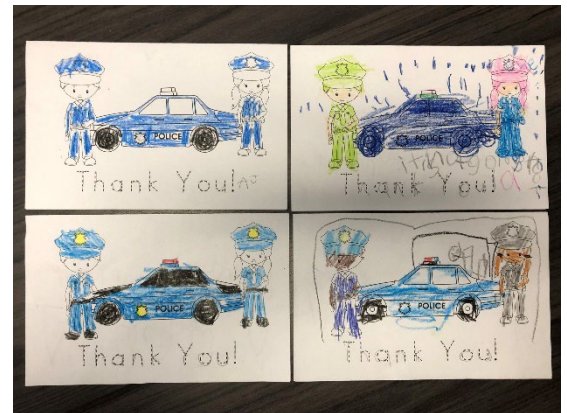
- Initially train one Deputy on each day shift and an investigator during Q-3 CY 2022.
- During Q-3 CY 2022 at least one Deputy on each night shift for one Deputy on all rotations.
- By end of Q-3 additional introductory training for Animal Control and Support Specialists.

Goal 2- Assess Effectiveness of Comprehensive Social Media Public Education Campaign

- During Q-1 daily and monthly events to be put on a master calendar.
- Analyze data since social media accounts linked in Q-4 2021.
- By end of Q-1 at least 3 employees assigned to social media.Q-4 assessment of yearly viewership and post engagement.

Goal 3- Conduct Community Engagement Meetings in Each and Every Community within Polk County.

- By end of Q-1 CY 2022 one meeting established and published for every community.
- By end of Q-2 CY 2022 additional sub-communities and neighborhoods identified and catalogued for scheduling of meetings.
- By end of Q-2 CY 2022 additional major stakeholders from each community to be established and contact lists developed and published internally.



Goal 4- Identify Communities Wishing to Establish Community Watch Programs and Establish Effective Programs

- By end of Q-2 CY 2022 have an updated list of communities wishing to engage in Community Watch Programs.
- By end of Q-1 CY 2022 have developed and published updated Community Watch initiative information for public distribution.
- Quarterly- social media discussion of programs.

Goal 5- Identify Grants and other Funding Sources for Further Community Engagement and Crime Prevention Efforts.

- Q-1 CY 2022 command staff review of all available state, local, federal and private grants available.
- Q-2 CY 2022 Grants identified as useful to be applied for or applications prepared.
- Q-2 CY 2022 potential grant deadlines for 2022 and 2023 to be calendared with three- and one-month timelines for submissions.



Concluding Thoughts

It has been and continues to be a challenge and an honor to serve each and every one of you as Sheriff of this great county. As we go into 2022 we are hopeful and reminded of the challenges that lay ahead. One key principle we operate by is that we can only overcome those challenges and grow as an organization and community if we work together. In this day and age with technology and rhetoric abounding it seems as if we remain as divided a nation and ever. We cannot let those divisions affect the quality and sanctity of our great County. We've used it before, but once again we point to John Dickinson, who said, "By uniting we stand, by dividing we fall." At no time in our modern history has this phrase rang truer.

We at the Polk County Sheriff's office are proud of the opportunity to serve and protect our communities and we look forward to working hand-in-hand with each and every one of our community stakeholders to continue making this the safest and most enjoyable county to live in throughout all of North Carolina. God bless and know that 2022 is going to be a great year for us all!

- The Men and Women of the Polk County, NC Sheriff's Office



