**OSAGE COUNTY SHERIFF’S OFFICE**



**STRATEGIC 10 YEAR PLAN**

**JANUARY 2020**

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**Dec. 1, 2019,**

As Sheriff of Osage County, it is my pleasure to present to you our 10-Year Strategic Plan. This plan, by design, will illustrate the current and future needs of our Office based on continued population growth, increased calls for service, and technological advances in the field.

Built with the input of stakeholders in our community, as well as within the Osage County Sheriff’s Office, this Strategic Plan is a proactive tool designed to identify deficiencies and create recognition and awareness to the appropriate levels of law enforcement needed in the county.

The citizens of Osage County expect and deserve to feel safe and secure in their homes and persons. They rely on the Osage County Sheriff’s Office to aggressively enforce the law and provide a highly visible level of blanketed law enforcement coverage. In addition, the citizens of Osage County demand appropriate levels of law enforcement staffing, to ensure prompt and responsive attention to reported criminal activity in all areas of the county.

The purpose of this plan is to provide statistical data that supports the immediate needs of the Office and takes into consideration the continued growth of the county in the years ahead.

The county population has grown at a steady pace in size during this time period and calls for service have mirrored this growth with continued increases expected. In a time when law enforcement is tasked like never before, it is imperative to attract and retain high quality applicants suited for modern day law enforcement. In order to do so, wages and benefits must be comparable with surrounding agencies or we will continue to witness firsthand, a high level of turnover. With turnover comes a loss of experience and a heavy fiscal deficit associated with the training cost for replacement.

This Strategic Plan outlines a 10-year level of necessary growth within our agency. It is my desire to provide top notch law enforcement and public safety services to our citizens. Law Enforcement services are and will remain a top priority in Osage County. It is past time that we address these needs in a proactive and forward-thinking manner.

It is an honor to serve as your Sheriff and I will continue to do everything in my power to reduce crime, enforce the laws of the state, protect your constitutional freedoms and provide for a better quality of life.

Sheriff Michael Bonham DSN -800

Osage County Sheriff

Linn, Missouri

**Strategic Plan Overview**

This plan is designed to focus on the past, present, and future needs of the Osage County Sheriff’s Office. These needs are based on the level of service necessary to adequately provide mandated and expected services to the citizens of Osage County. The plan should serve as a ten-year guide for growth and improvement.

Serving as such a guide, it is very important to have a starting baseline, in order to determine if growth is in fact needed, and to prioritize such growth based on the most pressing needs. For the purpose of this plan we have used federal law enforcement studies that illustrate industry standards in law enforcement nationwide.

We have also used local data such as internal equipment studies, grant funded opportunities, facility studies, population growth, along with officer to citizen ratios, calls for service, response times, and local salary/staffing studies. Using this collective data, we are able to project the overall needs of our Office over the next ten-year period and value these needs based on priority. Ideally, we would start at acceptable levels of staffing and project forward based on anticipated population growth. Unfortunately, we are currently well below acceptable levels of staffing, and therefore find ourselves requesting levels of staffing based on both the current and projected future needs.

In addition to staffing, it is imperative that we establish and maintain a competitive salary structure. Starting salary for all positions must be in line with those offered by competitive local agencies.

Yearly adjustments based on performance are critical to allow for growth and retention of our valuable staff.

This plan will discuss in detail the current status of the Osage County Sheriff’s Office. The plan will outline necessary levels of growth in several key areas such as staffing, salary, facilities, infrastructure, and training.

**Purpose**

The purpose of this Strategic Plan is to specifically address the needs of our agency as it pertains to our ability to effectively perform law enforcement and public safety services countywide. These needs are based on many years of ineffective planning, foresight, and growth within the Office. It must be recognized and understood that in order to provide the level of service the citizens of Osage County expect, demand, and deserve, appropriate levels of staffing, retention, and compression\* must be continually evaluated and addressed.

It is vital to comprehend that the Osage County Sheriff’s Office has not had a staffing increase for over 25 years, until my administration. This coupled with increased employment and the State Technical College’s extraordinary growth is leading to significantly higher levels of calls for service, which has been exasperating. To compound the issue, salaries offered and regular performance raises, or lack thereof, are dismal compared to local surrounding agencies. This creates a high level of turnover and is extremely costly. We have long been known as the “training ground” for other local agencies. This means that a large amount of taxpayer money is invested in the training of a new deputy. Often, resulting in these same deputies potentially leaving for a higher-paying local agency. Not only does this cost the county thousands of dollars collectively in lost training costs, it greatly hampers our ability to keep highly-trained and tenured staff. This in turn lessens our ability to provide coverage for the county and takes many years to train new deputies to a level of proficiency our citizens expect and deserve.

Training and equipment needs are ongoing. It is crucial to provide effective and ongoing training to ensure our officers are proficient in all aspects of law enforcement. The need for reliable, proven, and effective equipment is ever-present and unending.

Whether it is an emergency situation or the need for immediate information, our law enforcement officers cannot be slowed down by inadequate technology. The information they get from their in-vehicle computers—and how fast they get it—can be the difference in making an arrest or even saving a life. In February 2020, Windows 7 operating system will no longer be supported and will have to be updated to a new operating system across the board for in-car and office computers.

The body camera program needs an update and has been put on hold due to the lack of reliable equipment. Body camera footage provides critical evidence for internal and external investigations of police conduct and offers community members a detailed, firsthand account of what happened during an encounter. It is no surprise, then, that body cameras have widespread support from both the public and police officers, and appear poised to become a standard in police practice.

By updating and implementing body cameras, we would enhance the transparency and accountability to the court and public through the body camera program.

Lastly, communication is an ongoing concern. Our current radio system continues to falter, leaving our citizens and deputies compromised. Communication is vital to our operation and requires a great deal of logistical, technical, and working sites to accommodate our large county.

This Strategic Plan is designed to encompass all current and foreseeable needs. It is not all-inclusive but rather a fluid blueprint, subject to unforeseeable and/or uncontrollable changes. In order to move forward, it is paramount that appropriate levels of county funding are made available to correct these deficiencies.

\* Compression - The essence of compression is a failure of organizations to make meaningful distinctions among employees and differentially recognize what people are due. Consequently, salary compression can be a serious problem that eventually causes an organization to lose some of its most talented employees.

**Stakeholders**

There are three stakeholders identified in this plan. The first and most important stakeholders are the citizens of Osage County.

These citizens are taxed for service and their tax dollars fund government operations. The citizens of Osage County expect and demand appropriate levels of law enforcement. They deserve prompt and professional service and they desire to feel safe and secure within their communities.

Continued interaction with the public over a course of 18 months revealed their greatest expectation is appropriate levels of coverage. Adequate levels of staffing based on the size and the rural layout of the county has and is expected to remain the top priority. In many areas of the county the citizens feel like they are neglected or under-valued.

In extensive meetings with numerous citizens and community groups, the public recognizes the need for comparable salaries with surrounding agencies. They understand that it is vital to retain our law enforcement officers. They understand the cost associated with the loss of a veteran deputy and the associated loss of experience, which is invaluable.

The second stakeholder is the Osage County Commissioners.

This board is elected to represent the interests of their constituents for the betterment of all. The Commissioners have a great deal of responsibility in the operation of the county. Collectively, the three-member board must make appropriate and diligent decisions of great impact. The Commissioners control the budget and have discretion in its application and use.

In order for this plan to be realized, the Commissioners play a vital and critical role. Funding sources must be determined, and services prioritized based on the overall needs of the county.

Lastly, the third stakeholder is the employees of the Osage County Sheriff’s Office. These are the men and women who are tasked with overall law enforcement and public safety in all unincorporated areas of the county. It is important to ensure these employees are treated with respect and appreciation. These employees deserve competitive salaries in comparison with other local agencies. They deserve appropriate levels of staffing that will reduce officer safety issues. This is vital in providing the level of service necessary. As vacancies increase, response times and individual workloads increase. This affects the safety of our citizens and deputies, and negatively impacts employee morale.

**Internal Evaluation**

Significant time, effort, and research has been put into this Strategic Plan. This plan began as a working model in 2017 when Sheriff Bonham took office. The intent of the plan was to showcase the Sheriff’s Office and conduct a full agency assessment, based on current and future needs. Staffing levels, compression\*/compaction\*\*, facilities, communications, equipment, and operating expenses have all been diligently diagnosed. Supporting data is included throughout this plan to explain and justify current and future needs.

Data such as officer to population ratios, calls for service, county statistical data, comparable local agency structure, and public input has all been evaluated and included. After careful dissection, several areas of concern have been noted. These areas are outlined throughout this document and should serve as justification for the attached proposal.

The plan is based on the needs and expectations of all Osage County citizens. These needs intertwine with the merit of this plan. It is the totality of the overall situation that has reached a critical point. Fixing one issue and leaving the others unaddressed will lead to ultimate failure of this plan. It is critical to immediately address this plan in its entirety to correct years and years of “kicking the can” down the road.

\* Compression - The essence of compression is a failure of organizations to make meaningful distinctions among employees and differentially recognize what people are due. Consequently, salary compression can be a serious problem that eventually causes an organization to lose some of its most talented employees.

\*\* Compaction – Assigning multiple work-related duties to one employee or closing and combining facilities.

**External Evaluation**

In order to properly and effectively evaluate our agency, it is vital to have a mechanism for comparison. Using surrounding local law enforcement agencies for such a comparison is ideal. For this comparison we use the Cole County, Maries County, and Callaway County Law enforcement agencies. These agencies play a large role in our ability to attract and retain quality applicants. This is best assessed by the volume of sworn officers who have left the Sheriff’s Office for employment with one of these agencies.

In addition, using external law enforcement studies aids to better illuminate departmental needs based on overall industry standards and ratios.

**Outside Funding Options and Resources**

Grants: The Osage County Sheriff’s Office has and will continue to pursue every feasible and available outside funding option to lessen our general fund needs. Currently, the Sheriff’s Office has one ongoing competitive grant that historically generates approximately $40,000.

Other grants include:

\* Deputy Supplement Grant

\* Highway Safety Grant

\* Bullet Proof Vest Grant

\* JAG - Bureau of Justice Assistance Grant

\* Homeland Security Grants

While several other grants have been identified, we continue to address the feasibility of any grant, based on several factors.

First, as it pertains to salary-based grants, funding is historically available for overtime. These grants are specific to the needs of the Office and funded entirely on the requirements of the funding entity. These types of grants are short term and not sustainable. Grants for equipment must be carefully studied. Many of these grants are labor intensive regarding reporting requirements. The value of staff time administrating such grants must be considered in determining the overall fiscal reward of the grant. In addition, many of these grants require matching funds which often cannot be anticipated or budgeted for.

Secondly, the Deputy Supplement Grant that we have enjoyed for 10 years. This has paid to the deputy $4500.00 per year as a supplement to the County base wage of $25,500.00 for a combined salary of $30,000.00 per deputy. To go above $30,000.00, the Deputy Supplement Grant will only pay $1200.00 per deputy, per year, maximum.

The Osage County Sheriff’s Office will continue to seek grant funding opportunities and will diligently ensure compliance with all existing grants.

**Volunteers:** It is the intent of the Sheriff to utilize any and all available resources and funding to help ease the growing needs of the Office. With limited staff, the Sheriff has actively recruited volunteers to assist in daily operations ranging from clerical work to jail transports. These volunteers are invaluable and are offered continued training in various aspects of public safety in an effort to mitigate over-burdened patrol operations and State mandated service requirements.

According to the National Labor of Statistics Department, the national value of each volunteer hour is currently $24.69. In 2018, the Osage County Sheriff’s Office realized over 3,000 hours of volunteer service. This equates to over $74,000.00 in savings.

These volunteer programs have become essential and we continue to expand our membership. The individuals in these programs are professional and bring a wide variety of personal experience and culture to our agency. Their willingness to serve their communities is greatly appreciated and is worthy of recognition.

The Osage County Sheriff’s K-9 Assistance Program.

This group is comprised of citizens and businesses around the county who value the importance of our K-9 program. Prior to the formation of this group, the Osage County Sheriff’s Office did not have a K-9 program. To date, we have one handler/dog in our patrol division.

 This program is funded through ongoing fundraising efforts and pays for the dog, handler training, veterinarian expense, food, and all costs associated with the ongoing needs of the program.

Department of Defense (DoD) LESO program formally known as the 1033 program.

In the past year and a half, Osage County Sheriff’s Office has received hundreds of thousands of dollars’ worth of equipment for the Sheriff’s Office through a federal government program.

The Department of Defense's Logistics Agency has a Law Enforcement Support Office that transfers excess DoD property to federal, state and local law enforcement agencies within the United States and its territories.

By acquiring this equipment, we've increased services to our citizens. We now can do search and rescue, and we have a marine component. The Marine unit has saved one life and recovered two bodies so far.

With our county, there aren't a lot of finances to go around, so those are two things we would couldn't do without this program.

I want to add, we don't just throw people out there. There's training for those that would be operating this equipment.

While being able to get the equipment has been a blessing, the other blessing is developing a close relationship with State Technical College of Missouri in Linn, whose students have been doing maintenance on many pieces of sheriff's office equipment. The labor is free, but the department pays for parts.

**Determinations**

**Staffing:**

1. Currently, the Osage County Sheriff’s Office has 8 general fund sworn positions.

2. Using defined staffing recommendations based on population, the Osage County Sheriff’s Office should have a minimum of 10 and a maximum of 18 sworn deputy positions.

3. Currently the Osage County Adult Detention Center has 5 general fund corrections positions.

4. Using defined industry averages, the Osage County Adult Detention Facility should have 8 full time general fund correction positions.

(Note: We recognize that, as a rural county with limited resources, we do not anticipate accomplishing the full ratios listed above. We do however propose a systematic approach that will significantly improve the margin and will allow for suitable levels of coverage now and into the foreseeable future.)

**Salary:**

1. Currently, the Osage County Sheriff’s Office offers the lowest starting salary of all local agencies included in the salary study.

2. The starting salary for an Osage County Deputy is 9% to 16% below the starting salary of a new hire officer with these competitive agencies.

3. The starting salary for an Osage County Corrections Officer is 6% to 15.5% below the starting salary of a new hire officer with competitive agencies.

4. Compaction and compression have played an on-going significant role in the ability to retain qualified deputies.

**Equipment:**

1. The Osage County Sheriff’s Office is lacking modern equipment in certain areas.

2. The need to continually seek out and utilize new proven tools that are recognized in the industry is ever constant.

3. Yearly equipment requests have been, and will continue, to be placed in the Sheriff’s Office budget seeking commission approval. Such requests are made to ensure that the Sheriff’s Office stays ahead of the criminal element and will enhance both public and officer safety.

**Communications:**

1. The current radio system has been in place for several decades. It is a VHF system operating in the 150 VHF range.

2. This system is outdated and due for replacement. Requests for replacement have not been funded in years past until catastrophic failure occurred. This is a serious public safety and officer safety issue.

3. The state of Missouri has adopted a digital radio system and is in the process of placing repeaters around the state that are Dual-Band VHF/UHF which will give us great radio coverage.

4. An upgrade to the digital system is ideal and will allow for appropriate levels of interoperability with law enforcement and public safety agencies on a state, county, and local level.

**10-Year Timeline Goals**

With the understanding that Osage County has budget limitations, this plan was developed to accomplish four goals:

◉ The first goal was to clearly outline the current overall status of the Office and our ability to meet statutory requirements and the needs of those we serve.

◉ Having established the current status, the next goal was to project current and future needs based on several factors. Population growth (which includes the growth of State Technical College), officer per resident ratios, coverage areas, calls for service, response times, competitive agencies, and industry standards were all considered.

◉ The third goal was to present this plan clearly and concisely, outlining, documenting, and justifying the needs as shown in this study.

◉ Lastly, the plan by design, is separated into yearly enhancements. This allows for the needed growth to take place over a ten-year period in order to dramatically spread out the costs associated and to allow for continued growth based on the continued fiscal growth within the county.

**Proposal**

This Strategic Plan is for the time period from now until 2029 and was developed to identify and address the current and future needs of the Osage County Sheriff’s Office. In order to facilitate this plan, we are asking the Osage County Commissioners to approve the designated fund source that voters have approved twice for the requested increases.

 It is our request that the Osage County Commissioners recognize and support our critical law enforcement needs and take immediate action to facilitate this request.

With the increase of minimum wage and the salaries offered by competing agencies, it is vital to increase our starting wages. This will certainly help with our ongoing difficulty attracting qualified applicants. Once the starting wage is increased, we must retain our employees. It is imperative that year/rank raises are awarded until the employee is stepped out within his/her range. With these two factors in place we become competitive and will begin to build a foundation of tenure and experience. No longer will we be the “training ground” for local agencies and the significant costs associated with training will be reduced.

As Sheriff, I take my responsibility to our citizens very seriously. It is my intent and strongest desire to provide top notch law enforcement and public safety services in a timely, efficient, and professional manner.

**Vision Statement**

The vision of the Osage County Sheriff’s Office is to create and maintain an environment where all residents of and visitors to Osage County feel safe and secure in their homes, businesses, schools and neighborhoods.

**Mission Statement**

To enhance public safety and ensure a quality of life, safety and welfare for the citizens of Osage County. To wisely use the resources which have been entrusted to us. To maintain public trust through open, honest and ethical behavior; exercising integrity in the use of power and authority. To perform all duties with the highest level of personal and professional principles. To create positive relationships with the public by treating all with fairness, dignity and compassion.

**Goals:**

◉ To actively enforce the laws of the state and maintain order and safety within our communities.

◉ Attract and retain adequate staffing levels comprised of competitively compensated, well trained and seasoned staff.

◉ Progressively and effectively enhance our agency in a continual and forward-thinking manner, using cutting edge equipment and technology to stay ahead of the criminal elements that are constantly evolving.

◉ Elicit and maintain the support of our communities through positive relationships and interactions.

◉ Create and maintain a feeling of security in our communities and quickly resolve conflict.

◉ Respond quickly to calls for service, crime scenes, and emergency situations.

◉ Finding new and progressive ways to improve response time.

◉ Reduction of neighborhood crime through high visibility patrols, following up on tips, proactive policing, and partnership with our citizens.

**Values:**

Respect: As community servants, the Sheriff’s Office will treat the public and each other ethically and with dignity.

Excellence: Office members will provide the highest level of customer service, constantly seeking improvement which evolves with the needs of our community and our Office.

Service: Members of the Office place the well-being of others above their own, recognizing the importance of each Office member. We do our utmost to encourage and assist one another to develop as professionals.

Pride: In our profession, our Office, and all that we at the Osage County Sheriff’s Office represent.

Ethical: We will stay true to our rules and standards for the appropriate conduct and practice in our chosen profession of Law Enforcement.

Compassion: We will be sympathetic of others who are stricken with misfortune and have a desire to alleviate their suffering.

Trust: We must value and nurture the trust we earn, through honesty and excellence in service.

**Osage County Community Overview**

Osage County is a county in the central part of the U.S. state of Missouri. As of the 2015 census, the population was 13,515. Its county seat is Linn. The county was organized January 29, 1841 and named from the Osage Indian Tribe or the Osage River.

Osage County is part of the Jefferson City, MO Metropolitan Statistical Area.

**Geographic:** According to the U.S. Census Bureau, the county has a total area of 610 square miles (1,600 km2), of which 604 square miles (1,560 km2) is land and 6.1 square miles (16 km2) (1.0%) is water.

**Demographics:** As of the census of 2018 est., there were 13,714\* people, 4,922 households, and 3,578 families residing in the county. The population density was 22 people per square mile (8/km²). There were 5,904 housing units at an average density of 10 per square mile (4/km²). The racial makeup of the county was 98.64% White, 0.16% Black or African American, 0.24% Native American, 0.08% Asian, 0.02% Pacific Islander, 0.07% from other races, and 0.80% from two or more races. Approximately 0.59% of the population were Hispanic or Latino of any race.

\*\*\* It should be noted that the population increases due to the State Technical College, that is not reflected in the census report. The population increases from 13,714 to an estimated 16,100. \*\*\*

There were 4,922 households out of which 34.90% had children under the age of 18 living with them, 61.70% were married couples living together, 6.70% had a female householder with no husband present, and 27.30% were non-families. 23.80% of all households were made up of individuals and 10.80% had someone living alone who was 65 years of age or older. The average household size was 2.61 and the average family size was 3.10.

In the county, the population was spread out with 26.30% under the age of 18, 9.50% from 18 to 24, 27.70% from 25 to 44, 21.70% from 45 to 64, and 14.70% who were 65 years of age or older. The median age was 36 years. For every 100 females, there were 103.00 males. For every 100 females age 18 and over, there were 102.50 males.

In 2017, Osage County’s median household income grew from $54,119 to $54,503, a 0.71% increase.

The largest post-secondary school in Missouri is the State Technical College (607 degrees awarded in 2016).

The median property value in Osage County, MO is $140,500, and the homeownership rate is 82.6%. Most people in Osage County, MO commute by driving alone, and the average commute time is 24.9 minutes. The average car ownership in Osage County, MO is 3 cars per household.

\*\*\*\* Estimated growth at State Technical College is around 200 students per year for the next 5 years. \*\*\*

**Organizational Overview**

The Sheriff has many responsibilities, most of which are statutorily required such as Missouri Revised Statute, Chapter 57, which says that the Sheriff SHALL:

◉ Preserve the peace.

◉ Arrest and take before the nearest magistrate for examination all persons who attempt to commit or who have committed a public offense.

◉ Prevent and suppress all affrays, breaches of the peace, riots and insurrections which may come to the knowledge of the sheriff.

◉ Attend all courts, except justice and municipal courts, when an element of danger is anticipated and attendance is requested by the presiding judge, and obey lawful orders and directions issued by the judge.

◉ Take charge of and keep the county jail, including a county jail under the jurisdiction of a county jail district, and the prisoners in the county jail.

◉ Serve process and notices in the manner prescribed by law and certify under the sheriff’s hand upon the process or notices the manner and time of service, or if the sheriff fails to make service, the reasons for failure, and return them without delay.

◉ Conduct or coordinate within the county search or rescue operations involving the life or health of any person, or may assist in such operations in another county at the request of that county’s sheriff, and may request assistance from any persons or agencies in the fulfillment of duties under this subsection.

In addition to the statutory requirements, we are also bound by the United States Constitution and Bill of Rights, Missouri Constitution, Osage County Sheriff’s Office Personnel Policies and Procedures, Osage County Ordinances and current case law. All of these establish procedures and guidelines that aid in the performance of our duties.

To accomplish our responsibilities, the Sheriff’s Office is considered a para-military organization as there is a defined chain of command. This configuration and allocation of resources provides for the most effective results when compared to the funding and resources provided by the Osage County Commissioners.

The Sheriff’s Office is divided into four separate categories:

1. Operations: response to calls for service, including critical incidents, natural disasters, terrorist events and other incidents where there is an immediate risk to public safety. Operations includes the patrol division, Marine and Search and Rescue resources.

2. Support Services: Investigations, both General and Narcotics, Civil Services, Public Information Specialist, Administrative Lieutenant, Volunteer programs.

3. Administration: Budget and Financial services, Records, Information Technology, and Records Management System.

4. Detention: Operations and Support services that support the care, custody and control of persons remanded to the custody of the Sheriff.

**Equipment / Training**

**Equipment:** Law enforcement equipment is a vital component in the function of the Sheriff’s Office. Proper equipment is necessary for the safety of the public and our staff, the ability to effectively investigate and deter crime, to effect arrests, to conduct daily operations, and to deal accordingly with all levels of threats against our citizens and deputies.

Equipment should be of high quality from a reputable and proven source and shall be properly maintained to ensure its effectiveness and longevity. Equipment replacement should be at appropriate intervals as needed and should be based on the current needs of the office. In the immediate future, the addition of body worn video cameras, along with upgraded radios that will operate on the state band channels, and upgrade in car computers will be requested.

Each deputy is assigned law enforcement equipment and he/ she is responsible for its maintenance and use. Approved ongoing training is required for most equipment to ensure the user remains proficient and the equipment remains in proper working order.

Most equipment has a shelf-life, some requiring scheduled replacement. Equipment such as body armor, radios, tasers and chemical agents are a few examples.

Law enforcement is dynamic, fluid, and ever-changing. It is vital to stay current on the latest law enforcement equipment and technology. New tools are created to aid in enforcement efforts, provide for officer and civilian safety, offer less lethal options for use of force situations, document crime scenes, increase department transparency, reduce redundancy, aid in suspect identification, and a plethora of other practical applications.

**Training:** Training plays a vital role in law enforcement. Each sworn officer is required to complete a minimum of twenty-four hours of training each calendar year. This is a requirement established through the Missouri Police Officer Standards and Training Commission which regulates law enforcement certifications. Failure to comply with these minimum standards could result in a suspension or loss of state certification.

In law enforcement there are many disciplines that an officer must be proficient in. As a result, we rely on qualified instructors to provide such training and measure proficiency. With a reduced training budget, we often rely on in-house instructors to schedule, provide, and critique blocks of instruction. Such instruction includes but is not limited to; firearms, less lethal force, driving, high risk stops, building searches, search and rescue, taser, and technology.

As an agency we make every effort to provide training that goes above the required minimum to all of our officers. We find it difficult to conduct such training in large groups as our current staffing level and the distance traveled between patrol districts is prohibitive. Training is often divided over longer periods of time to ensure all will be in attendance and compliant. This is not the ideal method of training, as it is cost prohibitive and very taxing on our limited instructors, who hold other full-time positions within the agency.

There is a great deal of liability associated in failing to properly train our staff. Therefore, it is paramount that we continue to focus on providing necessary and required instruction. The ability to do so is reliant on our training budget, as established during the budget process.

We recognize our training budget is below that which is needed, and we will continue to ask for increases in this line item, as we have done in prior budget years.

**In-Car Computer:** The Sheriff’s Office does not maintain a commercial wireless data network that provides computer aided dispatching (CAD) that would allow law enforcement data system access in our patrol vehicles.

This system should allow the deputy to view call information, search and add names and motor vehicle department information to calls on scene without the aid of the dispatcher. Once the call is completed, the deputy would have the ability to write and submit his report for approval from his patrol vehicle.

The system has a mapping feature that tracks all equipped patrol vehicles and displays the information along with call locations, to aid in decreasing response times and locating personnel. The CAD system allows for messaging between personnel for non-emergency or discrete communication purposes. The messaging system uses the commercial cellular network and we would be able to utilize cellular towers in the county. The CAD system and associated messaging system will allow personnel to communicate with other personnel and dispatch from anywhere in the United States that has a cellular data connection.

The Public Safety Broadband Network, known as FirstNet, recently became available. While this system was designed to be primarily a data network separate from the commercially available cellular networks, it is becoming much more. Technology has been growing exponentially and the availability of FirstNet will only increase the tools and technology to improve our service to the community and improve officer safety.

Currently the Sheriff’s office uses Windows 7 software, which will need to be updated sometime after February 2020, because Microsoft will no longer support it. If we don’t upgrade, we will run the risk of data being compromised and data being lost or stolen.

**Record Management Systems (RMS)**

To implement a comprehensive record management system (RMS) intelligence platform, organizations must design an effective reporting, analytics and information delivery framework. This strategy encompasses the ability for end users to efficiently consume integrated data in an efficient manner to drive proactive decision-making and develop a competitive advantage.

The ability to perform sophisticated and innovative reporting and analytics is becoming critical for all organizations. Processing timely data and the proper reporting and analytic capabilities enhances the ability to make more informed, evidence-based decisions.

The right reporting, analytics and information delivery strategy can have a significant impact on an organization, fundamentally changing the way people perform their jobs and how decisions are made. The benefits of a successful strategy include:

\* Targeted delivery of data and reporting and analytics capabilities

\* Increased productivity

\* Employee satisfaction

\* Improved analysis and decision-making

\* Increased organizational communication and collaboration

Reporting, analytics and information delivery can have a transformational impact on an organization if implemented correctly. However, deciding which capabilities to utilize can be a daunting task for many agencies. A range of options exist, and by focusing on each of them and how they can align with our goals, organizations can increase the success of the overall intelligence environment.

**Patrol**

The County is divided into patrol areas referred to as sections for the purpose of compiling deputy activity, and data on criminal activity. Currently there are five (5) designated patrol sections:

Section 1: the area served by county roads 200s and 300s and includes the towns of Linn north, Hope, Freedom, Luystown, Mint Hill, Chamois.

Section 2: the area served by county roads 400s includes the towns of Loose creek, Bonnots Mill, and Frankenstein.

Section 3: the area served by county roads 500s which includes the towns of Meta, Koeltztown, Argyle, and Folk.

Section 4: the area served by county roads 600s which includes the towns of Rich Fountain, South Linn and most of Westphalia and most of Freeburg.

Section 5: the area served by county roads 700s and 800s, which includes Belle, Koenig, Cooper Hill, and Byron.

Uniformed patrol deputies are typically your first in-person contact with the agency after you contact our dispatch and report an incident. This division is considered the First Responder to all reported or observed incidents within Osage County. They provide a visible presence of law enforcement within the community by wearing a distinctive uniform and patrolling in marked patrol vehicles. These vehicles are equipped with abundant emergency lighting and reflective markings, clearly identifying them as Sheriff’s Office vehicles.

The Patrol Division provides the initial response for all reportable calls for service. Once a patrol deputy contacts the reporting party, he/she completes an initial report. That report is then forwarded to other divisions as needed, to complete the investigation or resolve the issue. Patrol personnel are tasked with and responsible for:

◉ Non-call related contact with the public

◉ High visibility patrols

◉ Traffic-related enforcement activities, including DUI enforcement.

◉ Traffic accident investigation, all accidents from the minor fender bender to complex accidents involving fatalities.

◉ Initial response for all calls for service to include:

» General community quality of life issues

» Citizen questions

» Criminal Damage/Vandalism

» Thefts

» Burglaries, commercial and residential

» Frauds

» Sex Assaults

» Child Crimes

» Assaults

» Domestic Violence

◉ Communicate with the Prosecuting County Attorney’s Office to ensure fair and consistent disposition of cases forwarded for prosecution as well as testifying in court.

**Deputy – Detective**

The Osage County Sheriff’s Office detective will responsible for investigating all:

◉ Suspicious deaths

◉ Homicides

◉ Suicides

◉ Officer-involved shootings

◉ In-custody deaths

◉ Robberies

◉ Home invasions

◉ Sex crimes

◉ Internet crimes

◉ High-value burglaries

◉ Frauds

◉ Serious aggravated assaults.

◉ Internal investigations

The Sheriff’s office responds to and investigates the above listed crimes in all 613 square miles of Osage County.

To accomplish these investigations, the detective will respond and handle from start to finish.

 The Sheriff’s Office includes a certified evidence technician that is responsible for:

◉ Chemically processing evidence for latent fingerprints

◉ Processing drug kits

◉ Processing syringes

◉ Processing digital evidence

◉ Crime Scene investigation and processing

**Support Services**

**Evidence Tech:** The evidence custodian is responsible for accepting all pieces of evidence submitted by deputies and investigators that are collected as part of their investigations. This includes the transferring of evidence from the temporary lockers, adding the appropriate data entry into Crimestar for each evidence item, and placing the item into a designated storage location. As part of the care, custody and control of the evidence, personnel also are required to provide access as required in the ongoing investigation and prosecution of the case, upon completion of the case, or upon the termination of the retention period, appropriate release or destruction of the item in accordance with State law and County procedures. In 2007, the evidence room processed 177 new items of evidence. In 2017, they processed 378 new items of evidence. This is a 113% increase of evidence items processed over the past 10 years. Currently the evidence room storage is at an estimated 27% capacity. There are separate storage areas designated for evidence and files relating to homicide investigations, due to the long retention periods associated with these cases. This storage area is exceeding 45% capacity and with the increase in investigations occurring annually, this area is expected to reach capacity in less than seven (7) years.

**Civil Division:** The Osage County Sheriff’s Office is mandated by state law to provide civil service. The law states that the Sheriff shall serve process and notices in the manner prescribed by law and certify under the sheriff’s hand upon the process or notices the manner and time of service, or if the sheriff fails to make service, the reasons for failure and return them without delay. When returnable to another county, the sheriff may enclose such process or notices in an envelope, addressed to the officer from whom received, and deposit it postage prepaid in the post office. The return of the sheriff is prima facie evidence of the facts stated in the return.

**Detention:** The Osage County Adult Detention Facility serves as the detention center for all arrestees in Osage County. Located in Linn, Missouri the one-level 2,500 square-foot facility is in the basement of the courthouse. Initially occupied after the re-construction in December 2010, the jail is fully ADA-compliant and contains detention housing areas.

The jail provides all transportation services for all judges officially servicing the county, including visiting judges plus court security. This division also handles all fugitive matters as well as transportation of sentenced inmates to the Missouri Department of Corrections.

**Administration:** The Administration Division is comprised of specially-trained and skilled civilian staff. They are responsible for the internal operations of the office.

Staff members have a wide range of responsibilities including data entry, records retention, software and hardware oversight, budgetary and bookkeeping, and other duties as assigned.

The administration is vital in the daily operation of the Sheriff’s Office. Internal and external audits are routine, and this division ensures our agency stays in compliance with state and federal requirements. In addition, this division has the overall responsibility of accounts receivable and payable, from routine transactions to departmental transfers for service.

**Salary / Staffing Study 2018**

This salary/staffing study was conducted to determine optimal staffing levels and pay ranges for Osage County Sheriff’s Employees based on several key factors. The ability to attract and retain qualified staff directly correlates with the service we are able to provide. Staffing levels must be adequate based on population and service needs. The citizens of Osage County expect and deserve professional services and timely responses. The Osage County Sheriffs’ Office is mandated by state law to provide many services and adequate staffing is necessary to perform these functions.

**Salary:** First, we must look at the median level of compensation as compared to surrounding local agencies. Make no mistake, there is a healthy level of competitive hiring in the field of law enforcement. Employers want the most qualified staff and must be willing to continuously evaluate employee salary and benefits.

Comparable salary is vital to the overall success of any agency in its ability to attract qualified, suitable candidates. To attract such candidates, starting wages must be comparable with surrounding competition. The 2015 Jobvite Job Seeker Nation survey revealed in a study that “61 percent of job seekers choose to take a new job because of the amount it pays. If you’re having trouble finding the right employees for the job, take a hard look at the pay you’re offering for the position.”

Next, we must address retention through regular salary increases based on performance. Osage County will offer a range (starting salary) and regular increases (steps) to employees who meet the required performance standards. Unfortunately, in past years, these steps were often not awarded. This resulted in severe wage compaction, meaning seasoned long-term employees found themselves making wages close to that of newly-hired employees. As a result, many of these veteran officers leave for jobs with higher-paying and better benefits at surrounding local agencies, taking their experience and the County’s financial investment with them. There is a very real and disturbing trickle-down effect associated. Longevity (experience) is lowered, individual law enforcement knowledge (experience) is lost, and workload increases for remaining staff. This directly and greatly impacts our ability to provide public safety and law enforcement services to the citizens we serve. In addition, our inability to retain valued and tenured staff has a demoralizing effect on morale. Moreover, such departure comes at a great financial cost to the county. For each deputy lost, thousands of dollars must be spent for replacement. These are taxpayer dollars that are invested in new hires that statistically will lateral to surrounding local agencies, thus continuing this cycle. Employee contracts were found to be ineffective as actual training costs were minimal compared to salary costs associated with the training, to which demand for repayment could not be pursued if said contracts were not honored.

A comprehensive salary study was conducted utilizing current pay scales from local surrounding agencies. The study determined that the Osage County Sheriff’s Office offers one of the lowest starting salaries among all agencies studied. In addition, at seven years of service, the Osage County Sheriff’s Office remains lower than all other local departments. This is a key figure as an officer with seven years of experience is considered to have the necessary skill, knowledge, and experience to function with little to no direct supervision.

**Salary Comparison-Detention Officers**

A comprehensive salary study was conducted to compare the starting wages offered by surrounding detention facilities. The study determined that the Osage County Sheriff’s Office offers the lowest starting pay of all facilities studied. In fact, the study determined that Osage County is 9% to 17.5% lower than the starting salary offered at any of the facilities studied. This plays a key factor in our ability to not only attract but retain qualified officers.

**Staffing:** Staffing levels in law enforcement should adequately coincide with the population served, mandated geographical boundaries, calls for service, and crime prevention needs. In order to determine appropriate levels of staffing, continued evaluation of the above is necessary. It is vital to any law enforcement agency to have the necessary level of staffing to effectively provide law enforcement and public safety services in a professional and timely manner. In order to determine appropriate levels of staffing one must first look at the population served. Industry standards as outlined in the Bureau of Justice statistics based on the FBI, Uniformed Crime Reporting (UCR) employment determined the officer to 1,000 resident ratio ranged between 1.93 and 2.57 during a twenty-year reporting period (1992-2012 in Missouri).

State Estimates of Sworn Officers per 1,000 resident’s ratio, Bureau of Justice Statistics:

 **1992 1996 2000 2004 2008 2012**

**10,059 1.93 11,386 2.10 12,136 2.16 13,660 2.38 15,754 2.66 15,466 2.57**

The Osage County Sheriff’s Office is well below the national and state averages. The Sheriff’s Office is also well below the local average of officers per 1,000 residents. The Sheriff’s Office has a ratio of slightly more than half an officer per 1,000 resident (.058) compared to Linn PD with (2.5) per 1,000 residents, Belle PD (2.7) per 1,000 residents.

Law enforcement staffing is generally referred to as a ratio based on number of officers per 1,000 citizens. An ICMA Center for Public Safety Management White Paper “An analysis of police department staffing: How many officers do you really need?” lists the studied group of 62 agencies range from 1.8 to 2.6 officers per 1,000 with an average of 2.5 officers per 1,000 residents.

While using this basic figure to determine staffing levels will not work for all agencies, it does provide a baseline figure that helps to account for the average calls for service based on population and the number of staffing that can accommodate the call load, while maintaining sufficient resource availability and support services such as Search and Rescue and Detectives. There is a general rule of 60 that places 60% of the number of officers in patrol and utilizes the remaining 40% in support assignments. It also relates that the call load should not tie up more than 1/3 of the number of personnel on duty at any one time, leaving 66% available, which allows for quicker response times for emergency calls and sufficient resources to respond to high-risk active calls that present an increase in danger to the public.

The challenge for our office is that it does not fit seamlessly into any previous study. There is also a significant distance between patrol areas not accounted for in the listed study.

If you take into account geography, the needed staffing for the Sheriff’s Office should be approximately 1.2 officers per 1,000 residents in an effort to keep 60% of on-duty staff at any time available for calls within their respective patrol areas.

**Conclusion**

This Strategic Plan was developed to evaluate and dissect the overall status of the Osage County Sheriff’s Office. In order to provide top-notch law enforcement and public safety services to the citizens of Osage County, internal and impartial evaluation is critical. This Strategic Plan encompasses a 10-year period for 2020-2029. By design, the plan was meant to identify current and future needs of the office. In any organization, continued evaluation is critical in order to measure success.

This plan is thorough but not all-encompassing. Law enforcement by nature is not static, and we must diligently adapt to changes in order to remain highly effective.

We must focus on the purpose of the plan to establish our needs. The overall purpose of the plan is to effectively provide quality law enforcement services to the citizens of Osage County. This service is required, and the citizens expect and deserve our agency to be prompt, professional, well-trained, and adequately staffed.

In order to determine if we meet these expectations, this plan is based on supporting data. This data supports the identified deficiencies that hinder us from providing such service. There are several key factors that have hampered our ability to provide the level of service needed: primarily, failure to maintain staff growth as the population expanded, and the lack of competitive salaries as compared to local competitive law enforcement agencies.

This is a forward-thinking plan that focuses not only on the current needs, but future needs of our agency. To dwell on the reasons for our current deficiencies is an exercise in futility. The public demands appropriate levels of staffing, personnel that are well-trained, fairly compensated, and equipped to handle law enforcement and public safety needs in a prompt and professional manner.

The public has made this clear and expects to feel safe and secure in their persons and property. The citizens of Osage County have elected leaders who are responsible for such an expectation.

This Strategic Plan outlines the current status of the Osage County Sheriff’s Office. It clearly identifies the need for additional staff and a modified salary schedule for recruitment and retention. The plan also identifies the need for ongoing equipment needs to stay ahead of the criminal element, modernize criminal investigations, and ensure the highest level of officer safety.

The Sheriff’s Office has adopted a proactive philosophy and is open and direct with the general public. It is vital to build the confidence of our citizens and community-based policing has been used as a model. The Sheriff encourages his staff to take active roles in the community both on and off duty. This results in a stronger relationship with the public and vests our employees in the communities that they live and work in. The Sheriff believes that law enforcement and the public are strongest when united, sharing a common goal.

It is the strongest desire of Sheriff Mike Bonham and his staff to aggressively oppress the criminal elements that wish to plague our communities. Detection, apprehension, and conviction of these criminals is the top priority of the office. This a commitment that the Sheriff takes very seriously, having served the citizens of Osage County for over 3 years. The Sheriff has implemented many successful programs and utilized volunteer assistance to address these needs, but recognizes the limits placed on him with inadequate levels of staffing.

 With the new law enforcement sales tax going into effect this budget year and we are asking the commissioners to approve the Sheriff’s Office budget to start meeting the goals outlined in this plan.

Great strides have been made in bringing law enforcement and the communities together. The citizens have shown great support for the Sheriff’s Office and the needs and expectations of these same citizens deserve to be met. It is the intent of the Sheriff to bring a proposal forward to address these needs in the FY 2020 budget. This Strategic plan will serve as supporting documentation to said proposal. It is the hope of the Sheriff that the Osage County Commissioners will allocate appropriate levels of funding to ensure the success of this plan and more importantly, the overall safety and security of Osage County.