



# DESCHUTES COUNTY SHERIFF'S OFFICE

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## I. PURPOSE

The purpose of this policy is to provide a broad statement of purpose for the Deschutes County Sheriff's Office's existence and fundamental principles by which this organization will be managed.

## II. POLICY

Governmental organizations are created to serve as an instrument of the people to perform those functions or services that individual citizens cannot adequately do themselves. It is essential that all members of this agency be cognizant of our basic purpose and the objectives to accomplish that purpose.

The Sheriff is the chief executive officer and conservator of the peace of the county and is elected by the citizens of Deschutes County. The Sheriff represents the citizens of Deschutes County and is the spokesman for the Sheriff's Office. The Sheriff is on duty at all times. The final authority and responsibility for decisions will always rest with the Sheriff.

## III. LAW ENFORCEMENT OBJECTIVES

### The Sheriff's Office has 3 Main Objectives

#### 1. Prevention of Crime

The Sheriff's Office works to prevent and deter crime through proactive patrol, community engagement and thorough investigations of crimes.

#### 2. Apprehension of Offenders

Once a crime has been committed, it is the duty of the Sheriff's Office to initiate the criminal justice process by identifying and arresting the perpetrator, to obtain necessary evidence, and to cooperate in the prosecution of the case.

#### 3. Recovery and Return of Property

To minimize the losses due to crime, the agency makes every reasonable effort to recover lost or stolen property, to identify the owners and to ensure its prompt return.

#### 4. Movement of Traffic

To facilitate the safe and expeditious movement of traffic the agency must enforce traffic laws through

warnings, citations and arrests and also investigates traffic crashes and direct traffic.

#### 5. Conserving the Peace

Saving lives and aiding the injured, locating lost persons, keeping the peace, and providing for many other miscellaneous needs are basic services of the Sheriff's Office. To satisfy these requests, the agency responds to calls for service and renders such aid or advice as is necessary or indicated by the situation.

### **IV. CHAIN OF COMMAND**

To ensure unity of command, clearly defined lines of authority must be drawn so that a structural relationship exists between each member and the Sheriff.

Members shall strive at all times to operate within the chain of command and to keep their supervisors informed as to their activities.

The Sheriff is available to any member of the organization who wishes to have a discussion or meeting. Members who request official action by the Sheriff shall notify the chain of command, then seek out a meeting to ensure successive levels of review of any issue affecting agency operations.

### **V. COMMAND RESPONSIBILITY**

A division captain has responsibility and accountability for every aspect of their command. Within policy guidelines and legal constraints, they have the authority to coordinate and direct assigned members and other allocated resources in achieving the organizational objectives. They must perform the full range of administrative functions, relying upon policy, direction, training and personal initiative as a guide to achieving the highest level of performance possible.

#### **A. Transfer of Command**

Upon assuming a new assignment and continually thereafter, a captain should critically evaluate all aspects of their command. They should review existing policies, procedures and programs to determine if the need for which they were enacted remains unchanged. Existing budget requests shall be reviewed to ensure that any changes made or contemplated have not rendered the requests obsolete.

Upon a change of command, the captain being replaced has a duty to lend their full assistance in making the command transition as smooth and orderly as possible. Orientation of a new division captain should include information concerning unique problems of the command and assistance in continuing community and professional contacts relative to the command.

#### **B. Command Concern for Member Welfare**

Division captains must display loyalty to the management of the agency and to their subordinates. The resolution of those loyalties in a manner which benefits both the agency and the individual and which avoids conflicts between the two interests requires the exercise of leadership.

#### **C. Community Liaison by Commanders**

Division captains have a responsibility to maintain professional and community contacts as they relate to their command. As a representative of the Sheriff's Office, captains must take an active role in the community and participate in identifying and providing for its law enforcement needs.

### **VI. UNITY OF COMMAND**

The principles of "unity of command" ensure efficient supervision and control within the Sheriff's Office.

#### **A. Structure**

1. Each member shall be accountable to one supervisor at any time for a given assignment or responsibility. However, any supervisor may direct any subordinate, regardless of who the subordinate's regular supervisor is, given an operational necessity.

2. Each organizational component shall be under the direct command of only one supervisor at any given time.

#### **B. On Scene Command**

1. When patrol and detective members are at the same scene simultaneously, the patrol unit shall remain in charge as long as there is any existing threat to deputies or the public. Once the scene is stable, detective members may assume control by advising the patrol person in charge that they are doing so.
2. Non sworn supervisors present at a field operation may not assume command even in the absence of other supervisors.

## **VII. PLANNING RESPONSIBILITY**

Planning is essential in law enforcement service, from the Sheriff, who devises long-range plans involving all resources in the agency, to the patrol deputy who must develop an operational plan while enroute to a call. The requirement that a member plan their action is commensurate with the degree of their responsibility and accountability for the results of the action.

#### **A. Strategic Planning**

The strategic planning function within this Sheriff's Office is the responsibility of the Sheriff and Command Staff. Within that section, the Sheriff may delegate that responsibility to a subordinate. The principal duties will include the formation of annual and multi-year agency wide and broader Public Safety Strategic Plans, Goals and Objectives; taking into account projected workload, population, and demographic trends; projected personnel levels; and projected capital improvements and equipment needs.

#### **B. Framework for Enforcement Action**

In the performance of their duties, deputies are confronted with an infinite variety of circumstances which require enforcement action. In an attempt to utilize collective experience and research in assisting deputies to deal with such diverse situations, the agency formulates procedures to direct action in certain generalized situations.

Since it is impossible to provide standing procedures for deputies to follow in each individual situation, deputies must be provided with policy guidelines to assist them in the necessary exercise of discretion. The combination of policy and procedures, reinforced by training, acts to provide deputies with a structurally sound framework in which to function.

In addition to developing standing procedures, the agency must also devise plans to accommodate specific needs. These plans may involve an agency-wide response to a major event or a tactical answer to an isolated law enforcement incident. Once executed, such plans should be evaluated for the development of standing procedures or for future reference in analogous situations.

#### **C. Scope of Planning**

While each plan differs according to the need for which it is developed, each plan should define its need, objective, scope and purpose, the method for its implementation, and a means of evaluating its effectiveness.

#### **D. Use of Task Force for Planning**

When it is necessary to develop a major project within a limited time, it may be appropriate to assemble a task force. When a task force is assembled, it must be structured with clearly defined objectives, organization, responsibility, and authority. It should be placed under the control of an existing organizational section, whose supervisor has responsibility and accountability for its performance.

## **VIII. SHERIFF'S OFFICE DIRECTIVES**

It is essential that directives communicate information to concerned members as accurately as possible. Directives should be well researched, properly drafted and subjected to staff review for concurrence. A division captain may issue a directive as long as it affects only that division and does not conflict with agency directives regarding policies and procedures. Ordinarily, where there is more than one division affected, directives will be issued by the Sheriff.

## **IX. ADMINISTRATION OF DISCIPLINE**

One of the primary tasks of a supervisor is the administration of discipline.

Discipline may range from an oral reprimand, where the immediate effect is on the individual, to termination, where the positive result derived is in the reassurance of other members as to unacceptable limits of misconduct.

The supervisor shall be and shall remain thoroughly familiar with applicable labor agreements, member rights, organizational requirements and the elements of due process and just cause as it pertains to labor relation issues.

To be effective, discipline must be fair in its application and must follow within a reasonable time the act which it is intended to correct. Therefore, there must be a prompt resolution of disciplinary cases.

## **X. ORGANIZATIONAL REVIEW**

The Sheriff's Office organizational chart and service statements shall be reviewed and updated annually as part of the goals and objectives and budget development process. As part of this process, all positions and tasks shall be reviewed by Command Staff. Positions not requiring sworn status shall be identified and duty assignments evaluated.

The annual review shall also examine each specialized assignment position in the agency to determine if the purpose or justification for which it was created is still valid and whether it should be continued. The review shall include a listing of the agency's specialized assignments, as well as a statement of purpose for each listed assignment.

## **XI. INSPECTION AND CONTROL**

Management inspection and control is necessary to ascertain if policies, procedures, and rules are adequate and are being adhered to, whether agency resources are adequate and are being properly utilized, and to evaluate the overall performance, attitude, and appearance of the agency.

It is the responsibility of each supervisor to continually conduct inspections within their area of responsibility to ensure the proper performance of assigned members and the most efficient use of assigned equipment, materials and facilities.

## **XII. PERSONNEL**

### **A. Recruitment**

To obtain the highest caliber of candidates possible, the Sheriff's Office will assist in the recruitment program by involving its members in the creation and implementation of the selection process, including oral examination and background investigation review panels.

Additionally, members in their daily contact with the public become the agency's best recruiters.

#### **B. Oath of Office**

All members and reserves of the Sheriff's Office who are empowered with the authority to take enforcement action that may deprive an individual of their freedom have the authority to arrest and are required to take an Oath of Office immediately upon appointment to that position.

The Oath of Office will obligate the individual to support the Constitution of the United States of America, the Constitution of the State of Oregon and the Rules and Regulations of the Sheriff's Office.

#### **C. Duty Assignments**

Allocation of members to specific assignments is made with the aim of establishing optimum effectiveness within the agency while recognizing the needs, ability, and preference of individual members.

It is the immediate supervisor's responsibility to review, research and make decisions or recommendations concerning all transfer and scheduling requests from their subordinates.

#### **D. Advancement**

The vitality of the agency is maintained through the selection and promotion of the most qualified members to positions of increased responsibility, rather than promoting those with the longest tenure.

The Sheriff's Office, through its members, must help in the sergeant selection process by accurately rating and evaluating members for promotion, developing, reviewing, and actively participating in the promotion process, and by advancing the most qualified.

### **XIII. CONTRACTED SERVICES**

A member, when assigned under a contract for law enforcement services, shall not be penalized relative to promotional opportunities, training opportunities, seniority, salary, or fringe benefits.

### **XIV. TRAINING**

The agency and its supervisors have an obligation to provide a professional standard of law enforcement service to the community. In fulfilling that responsibility, it is essential that members, both full-time, part-time, and volunteers, be properly trained. This is true not only at the entry level where members must receive basic training prior to their assumption of law enforcement responsibilities, but throughout their careers.

The agency provides training to prepare new or potential supervisors and division captains for their added responsibilities.

#### **A. Recruit Training**

The training provided to recruit deputies is a continuation of the selection process whereby efforts are made to screen out those who are lacking peace officer aptitude. In all recruit training, emphasis is placed on developing the reasoning ability and judgment of each deputy. All recruit deputies are required to complete the Field Training Evaluation Program (FTEP) program prior to obtaining solo status.

#### **B. Pre-service Training**

The Sheriff's Office will provide pre-service training to newly hired members as necessary. This training may include in-house or external training and shall include an orientation to the position. The duration, intensity, and content of the training will vary for each member contingent on the position being filled.

#### **C. On-The-Job Training**

It is the responsibility of all members to teach those with whom they work the skills and knowledge necessary to perform the job at hand. Supervisors have the responsibility not only to train members they supervise to perform assigned tasks but also to familiarize all members they supervise with their

supervisor's job as well, so that members are prepared to assume additional responsibilities should the need arise.

#### **D. In-Service/Briefing Training**

New laws are constantly being created and existing laws and agency operating procedures are updated periodically. Refresher training is provided to members to keep them updated and to evaluate the effectiveness of their prior recruit and in service/briefing training.

All sworn members are required to attend annual in-service training to review changes and updates. Annual training will include use of force, medical retraining, and pursuit policies.

Nonsworn members and civilian members are required to attend training that may be required to perform their assigned tasks.

#### **E. Remedial Training**

Sheriff's Office supervisors continually assess and evaluate members under their supervision. Deficiencies and problems can be addressed through counseling and remedial training. If any area on an employee's annual evaluation requires remedial training it will be provided and completed within thirty days. Time extensions may be granted with supervisor approval. Specialized areas of remedial training such as firearms will be addressed in the specific policy for that area. Failure or nonparticipation in remedial training may be grounds for disciplinary action.

#### **F. Specialized Training**

To prepare members for new assignments, the agency provides specialized training in those areas where a need has developed. Such courses have as their goal the development of specialized skills and knowledge within the framework of a law enforcement generalist.

#### **G. Participation of Command and Supervisors in Formal Training**

To assure that policy is disseminated as accurately as possible and to allow the agency and its members to benefit from the experience, knowledge and attitudes of division captains and supervisors on a policy making level, it is desirable that they participate in the formal training process to the greatest extent possible.

#### **H. Detached Duty for Advanced Education or Training**

The agency engages in programs whereby selected deputies are granted leave with full salary to participate in advanced education or training programs.

The selection process for such courses relies heavily on the immediate supervisor's recommendation and is designed to choose the most qualified while, at the same time, assuring that the agency receives the value of the individual's acquired knowledge.

#### **I. Encouragement to Further Education**

In fulfilling its commitment to provide professional law enforcement service, the agency encourages all members to further their education to the highest level possible. Therefore, consistent with its basic responsibilities, the agency cooperates with members in arranging duty schedules and assignments to facilitate and encourage such individual effort. Though not always feasible, all efforts will be made to allow vacation time for school attendance.

### **XV. CIVILIAN MEMBERS**

Law enforcement professionalism is enhanced when deputies perform only those tasks where there is an identified need for deputy knowledge and skills. To this end, the Sheriff's Office employs civilians in those positions where there is no such demonstrated need. In addition to releasing deputies for more traditional tasks, the use of nonsworn members makes it possible to hire employees for their specialized skills, thus resulting in greater efficiency.

## **XVI. BUDGETING**

The budgetary process is an essential planning tool which enables the agency to organize its financial resources in an objective-directed effort to derive the maximum return for the tax dollars expended.

Budgeting is a continuous process which is the responsibility of each captain. It involves the identification of objectives and the determination of organizational needs based upon a reasonable evaluation of future requirements.

Supervisors communicate their organizational needs by means of budget requests. Such requests shall be limited to those items which are necessary to continue the present standard of service, materially improve the standard of service, or reduce the cost of service.

It is the responsibility of division captains to weigh the needs of their division carefully and to present budget estimates which incorporate reasonable and economically sound requests.

If an item is requested on the basis that it will improve the standard of service, the justification should show conclusively that this objective will be reached and that the cost of the item will be returned in some concrete manner, such as the rendering of decidedly superior service to the public or by an actual cost savings over a period of time.

## **XVII. COLLECTIVE BARGAINING**

Collective bargaining is a codified process of reaching solutions for members represented by a labor association in this agency. The purpose of a collective bargaining agreement is to set forth those matters pertaining to rates of pay, hours of work, fringe benefits and other conditions of employment and the establishment of an equitable and peaceful procedure for the resolution of disputes.

While the Deschutes County Sheriff Employees Association regularly appoints its bargaining members, the Sheriff's Office will be represented by the Sheriff, or designee, to negotiate the labor agreement.

It is management's commitment to work with all employees to amicably resolve issues, including bargaining in good faith, to abide by the ground rules in bargaining, to comply with the lawful decisions of arbiters, and to comply in both spirit and intent with the provisions of the collective bargaining agreement.

Whenever a new collective bargaining agreement is signed or an existing one amended, it will be the responsibility of this agency's management to modify, if necessary, all written directives to ensure consistency with that collective bargaining agreement.

Information relevant to that new or amended collective bargaining agreement and all changes in agency directives will then be disseminated for implementation by administrative and supervisory members of this agency as is appropriate.