

# MY BLUEPRINT FOR THE SHERIFF'S OFFICE



**I will be a transformational leader as Sheriff. My approach employs compassion, common sense, transparency, accountability and collaboration. It will include community input. It will include protecting your constitutional rights. It will be taxpayer-friendly and leverage public and private grant funding where available. I fully expect serious budget struggles due to COVID-19, so I will conduct a thorough needs assessment of every aspect of the Sheriff's organization to ensure our budget priorities are in line with those of this community. Budget shortfalls will mean a gradual implementation of my goals, but we will move this department forward to provide an even better service to the citizens of Jefferson County. Here is my blueprint.**

# Community-Oriented Policing Service (COPS) Program.

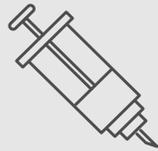
Improve retention, recruitment and training.



Improve service and accountability to the community.



Tackle opioids and other drugs.



Conduct a process and technology review and realignment.

Make our schools safer.



Implement Project Lifesaver.



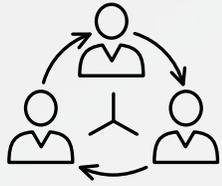
## Community-Oriented Policing Service (COPS) Program.

Develop a **Community Oriented Policing Service (COPS) Program** that enables citizens to take a proactive role in making their neighborhoods safer. We achieve this by:

- Creating community partnerships between the Sheriff's Office, individuals, businesses, churches and community organizations such as a neighborhood watch.

My version of this will include new programs such as (but not limited to) a:

- **Sheriff's Advisory Committee**; and
- Quarterly "**Coffee with a Cop**" public meetings for Police and citizen interaction.



## Improve retention, recruitment and training.

**Recruitment.** Recruitment for law enforcement is at an all time low across the country. I will boost recruitment efforts by establishing partnerships with local colleges such as Shepherd University and Blue Ridge Community and Technical College as well as local high schools. I will also participate in local career fairs. I will actively recruit candidates from communities of color for civil service testing. I will also schedule new officer testing around college and high school graduation times.

**Training.** I will implement programs designed to better train our staff. These programs will emphasize safety for the officer and the public. They will also be designed to improve the way deputies interact with the public and reduce the use of force. **Defunding the police is not the answer**; training programs like **crisis intervention** and **procedural justice training** are.

**Deputy Retention.** It creates a burden on the taxpayer to hire and train a new deputy. We need to strive to retain our experienced and well-trained team. I will work with the Deputy Sheriff's Association and the County Commission to design a fair officer pay scale. I will also enable, empower and encourage all the employees working under the sheriff (including non-law enforcement team members) because together we can improve the work environment, elevate morale and improve our service to the community.



## Make our schools safer.

We have 2 High Schools, 4 Middle Schools and 10 Elementary Schools. There is one Resource Officer provided by the Sheriff's Office and one provided by the Charles Town Police Department. The Sheriff's Office does not have the funding to cover all our schools. Frankly, I do not know where Jefferson County would find the estimated \$900,000 in salaries and \$500,000 in equipment to cover all the schools.

However, **we can do more** while we work to add Resource Officers in the middle schools. I will implement interactive programs like “**Dining with a Deputy.**” Qualified deputies can adopt a school and have lunch with the children on a regular basis. Visits to schools by a deputy will help build trust while establishing communication between students and law enforcement. Students will feel safe to report potential threats they may overhear, like the situation at Harpers Ferry Middle School earlier this [year](#).



# Improve service and accountability.

## **Increase patrol units/service.**

- Realign administrative duties & review current scheduling practices.
- Expand the capabilities of the Reserves.
- Hire additional deputies as the budget allows.

## **Form a multi-jurisdictional Warrant Roundup Team to serve aging warrants.**

## **Overhaul court security.**

- Increase training requirements and opportunities for Court Security Officers.
- Update all court security policies and procedures.

## **Expand & modernize the sheriff's website.**

List active warrants for the public to see.

Publish an Asset Protection Program that provides online “how to” guides for residents to learn how to properly catalogue their valuables. In the case of a home burglary, this information will be important to have for recovery efforts as well as your insurance claims.

Publish Community oriented policing/neighborhood watch guidelines.

Implement an Internet safety program that provides ongoing updates to residents about the latest digital threats like online scams and other predatory practices that happen on the internet.

**Track and provide pro-active status updates to community members involved on open cases.**



## Conduct a process and technology review and realignment.

I will build teams within the sheriff's organizations charged with reviewing and improving where possible the technology, workflow and business processes of the Sheriff's Office, Animal Control, and the Sheriff's Tax Office.

I will also develop a system of Key Performance Indicators (KPIs). The purpose of this is to measure the performance of the Office to be able to make data driven decisions to provide a better, more transparent and more cost-effective service to this community.

Woven through all this review will be with an eye toward a more collaborative and cooperative relationship with the county's other offices and agencies. It is important for all agencies to work together well together in order to best serve our customers – the taxpayers.



## Tackle opioids and other drug issues.

**Treatment is essential. We cannot arrest our way out of this problem.** However, basic economics dictates that **if there is demand, there will be supply.** Arresting drug dealers is one of the four battle fronts of the war on drugs and we will continue to arrest traffickers. To stop the cycle we need to reduce the demand by focusing on treatment to help those who need it. I intend to proactively work to **maximize treatment opportunities** for petty, non-violent offenders through partnerships between law enforcement, the prosecutor's office, the judicial system and our Day Report Center. **Treatment is more effective than incarceration and treatment is also a significant savings to the Jefferson County taxpayer.**



## Implement Project Lifesaver.

Project Lifesaver is a public safety, non-profit organization that provides law enforcement, EMS, and caregivers with a program designed to **quickly locate individuals with cognitive disorders who are prone to the life-threatening behavior of wandering.** It provides electronic tracking for persons at risk. It has been implemented in all the surrounding jurisdictions, but not here in Jefferson County.