

ANNUAL REPORT

2005

INSIDE THIS ISSUE:

<i>Ada County Swears in New Sheriff</i>	1
<i>Why can't government run more like a business?</i>	1
<i>Police Services Bureau Summary</i>	2
<i>Jail and Court Services Bureau Summary</i>	3
<i>Communication and Information Services Bureau Summary</i>	4
<i>Administrative Services Bureau Summary</i>	4
<i>Future Projects</i>	5

ADA COUNTY SWEARS IN NEW SHERIFF

Gary Raney was sworn into office as the thirty-second Sheriff of Ada County on January 4, 2005. Sheriff Raney is a native Idahoan who was hired by the Ada County Sheriff's Office in 1983. He worked his way up through the ranks of jail, patrol and detective assignments to be appointed Undersheriff in 2002.

Sheriff Raney's knowledge of the community and the organization has helped him quickly become effective at leading the Sheriff's Office toward better measurements of service satisfaction and internal efficiencies. His early changes include the establishment of a crime prevention and community resource

position, a mental health specialist in the jail, a reorganization for medical services to save thousands of tax dollars and a business model approach to operation that ensures the wise use of public resources.

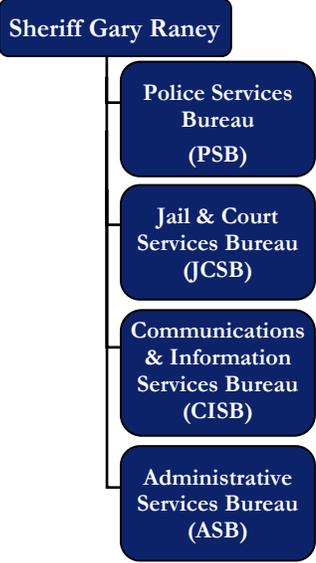
Under Sheriff Raney's leadership, the Ada County Sheriff's Office (ACSO) spent much of 2005 reviewing policies and procedures to identify areas of potential risk and to create efficiencies. As a result of these efforts the ACSO has redirected an annual estimated \$853,834 in saved time and resources to help mitigate the costs of providing exceptional law enforcement services to a rapidly growing community. This



Ada County Sheriff Gary Raney

means that in 2005 Ada County tax-payers received the benefit of enhanced law enforcement services without enhancing their financial burden.

ACSO ORGANIZATIONAL STRUCTURE



WHY CAN'T GOVERNMENT RUN MORE LIKE A BUSINESS?: HOW STRATEGIC PLANNING IS SHAPING THE FUTURE OF LAW ENFORCEMENT

"Why can't government run more like a business?" This question has sparked many brain-storming sessions with countless hours of discussion. To find the answer would be to find the Holy Grail of public policy administration. The desire of many public officials is for government agencies to embody the same characteristics of a successful business—innovation, efficiency, and quality service delivery.

And yet, as anyone who has ever attempted to take on this challenge knows, government is not a business. Its main concern is not the financial bottom line. Rather, govern-

ment is often tasked with taking on complex social issues such as the safety of its citizens—the protection of their person, property and freedom. Even with the challenges that lay ahead for all government organizations, the characteristics that make a good leader in the private sector are applicable to government, including law enforcement.

In 2005, the Ada County Sheriff's Office (ACSO) started the initial stages of a strategic planning process to identify areas of high risk or low efficiency as well as areas where our strengths had potential to

grow. The ultimate conclusion was that while fiscal responsibility and efficiency is important, the bottom line at the ACSO is the safety of the citizens in our community. In each of the ACSO's four Bureaus, our time, energy, and fiscal resources are invested in enhancing your safety. By focusing on our most important mission, we can align all our processes and resources to boost our mission and take a giant step closer to running more like a business.

POLICE SERVICES BUREAU (PSB)

The Police Services Bureau (PSB) is at the forefront of the Ada County Sheriff's Office's law enforcement effort. The Divisions of the PSB, including Patrol, Detectives and the Metro Narcotics Task Force, are charged with preventing and solving crime and creating safe public places and roadways while being a part of the communities we serve. The dedicated deputies in these divisions raised the bar of excellence across Ada County in 2005 while serving a total population of 87,902, including the City of Eagle, the City of Kuna, the City of Star, and the citizens of unincorporated Ada County. They were able to respond to emergency requests for help in an average time of five minutes and six seconds. Once there, detectives and patrol deputies were able to work together to take 15,519 police reports, investigate 3,437 person, property, and society crimes, and, solve 44.9% of those crimes. As a result of the positive community relationships built by patrol deputies, the intelligent investigations conducted by detectives, and the aggressive anti-drug efforts of narcotic detectives, person and property crimes were at the lowest reported rate since 2001. Society crimes, especially drug related crimes, were at the highest reported rate since 2001.

The Ada County Sheriff's Office recognizes that traffic collisions are a major concern for citizens in Ada County. In 2005 the ACSO investigated twelve fatal collisions in which sixteen people died. The top three contributing circumstances to these collisions were: 1) failure to yield, 2) alcohol impairment and 3) speed too fast for conditions. The Sheriff's Office Selective Traffic Enforcement Program provides awareness, education, and enforcement efforts to improve road safety across Ada County.

Other services provided by the Police Services Bureau include the following:

- The Civil Division, which is responsible for administering court orders
- The Community Resources Unit, under the Threat Analysis and Response Division, which coordinates volunteer efforts, community education, Neighborhood Watch Programs, and the Sheriff's Youth Foundation
- The Victim Witness Unit, under the Criminal Investigations Division, which advocates for the rights and protection of victims

Our deputies' commitment to provide quality law enforcement services for the members of the communities we serve is unwavering. Citizens can rely on a timely response to requests for help, quality service and investigations, and an overall excellent management of community safety.

PSB ORGANIZATIONAL STRUCTURE

Captain Randy Folwell

Patrol Division

City of Eagle

City of Kuna

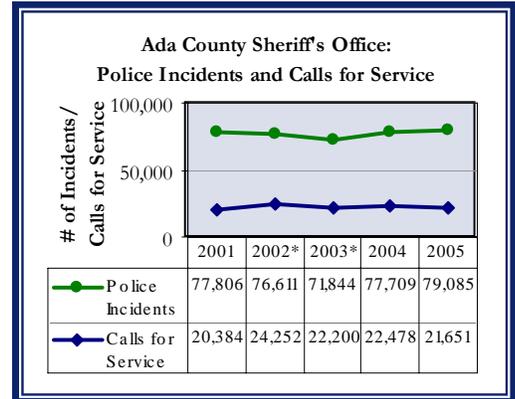
City of Star

Criminal Investigations Division

Civil Division

Threat Analysis & Response Division

Training Unit

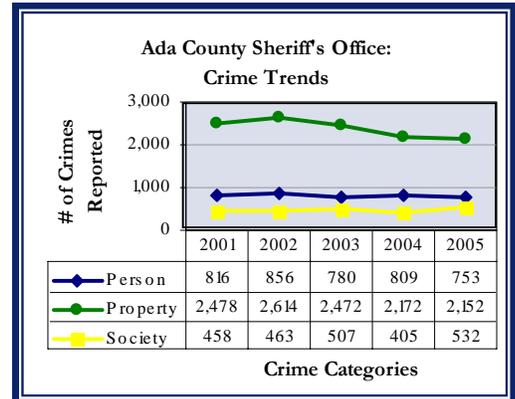


*System change; values are estimated.

Average Patrol Response Time to Emergency Calls for Service

Year	2001	2002	2003	2004	2005
Average Patrol Response Time*	04:58	04:32	05:14	05:28	05:06

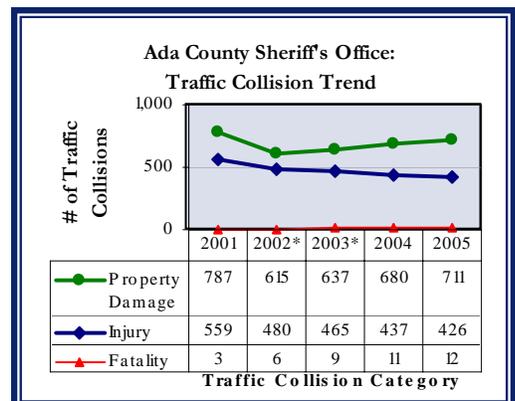
*Time in minutes



Clearance Rates for All Crime Categories

Year	2001	2002	2003	2004	2005
Clearance Rate*	33.9%	30.6%	31.9%	36.3%	44.9%

*The number of crimes closed by an arrest or an exception.



*System change; values are estimated.

JAIL & COURT SERVICES BUREAU (JCSB)

The Jail and Court Services Bureau is committed to the safety, security, and wellbeing of the inmates housed in the jail, the deputies managing the facility, and the community that has placed its trust in our security services. The Ada County Jail provides a secure environment for individuals both before they have been tried and after they have been sentenced.

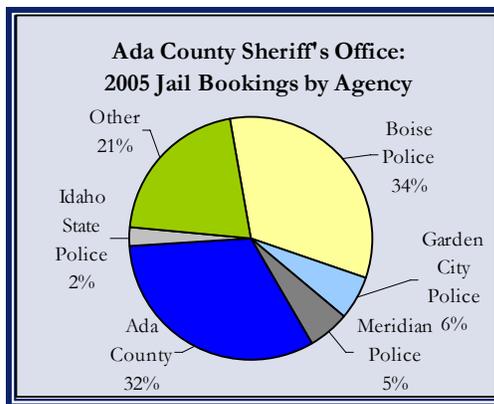
The rapid growth in Ada County has challenged the team of jail deputies who look after and manage the inmate population. A ten percent increase in the county population over the past five years and changes in law enforcement and sentencing policies have resulted in an average daily inmate population growth of forty five percent between 2001 and 2005. To meet this challenge, in August of 2005 the Ada County Jail opened Dorm 8, a facility used to house an additional 106 male inmates.

While increasing the number of beds is one necessary way to manage the growth in inmate population, other strategies are becoming increasingly important. The average inmate is charged with four crimes in five years. According to a survey conducted in July of 2005, sixty three percent of the inmates booked into jail reported that they were using alcohol or drugs when they committed their crimes, and eighty-eight percent reported using alcohol or drugs on a regular basis. This number is consistent with studies that have been conducted at other facilities. It is clear that substance abuse is one root cause of many inmates' first incarceration and often leads to recidivism. The Alternative Sentencing Team and the Jail Programs Team, under the Jail Support Division, provide exceptional substance abuse treatment programs and offer multiple options for qualified inmates to transition back into the community. Inmates who qualify for alternative sentencing are often able to keep connections with their families and employers while paying their debts to society. An additional benefit provided by the alternative sentencing facility is the \$839,099 that the center generated in fees for services and the \$66,947 in estimated cost savings from not housing the inmates in the main jail facility in 2005. The money from the fees collected and the cost savings provided by alternative sentencing aide in offsetting costs for the jail.

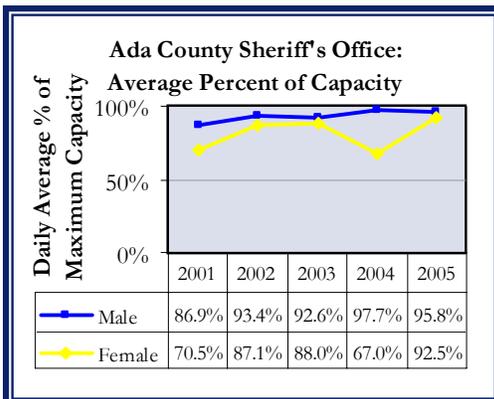
As the deputies of the JCSB continue to become more innovative in their role as guardians of the public trust, you can expect to see a continued emphasis on the safety, security, and wellbeing of the people we contact.

Ada County Population	
Year	Population*
2001	312,785
2002	319,721
2003	325,326
2004	332,545
2005	344,727
Five Year Change	10.2%

*Based on US Census Bureau



Year	Average Daily Population				Total
	Housed		Alternative Sentencing		
	Male	Female	Male	Female	
2001	502	91	89	23	705
2002	594	112	81	27	814
2003	595	114	76	23	807
2004	657	147	83	20	907
2005	690	217	89	26	1022
Five Year Change	37.5%	138.1%	0.6%	12.2%	45.0%



JCSB ORGANIZATIONAL STRUCTURE

Captain Ron Freeman

Jail Division

Medical Services Division

Jail Support Division

CISB ORGANIZATIONAL STRUCTURE

Captain Michael Laky

Emergency Communications Support Division

Dispatch Division

Records Division

Fleet Maintenance Division

COMMUNICATIONS & INFORMATION SERVICES BUREAU (CISB)

The Communications and Information Services Bureau is not only a model of efficient and effective emergency services communication, the deputies in this bureau provide direct, personal interaction. The Dispatch and Records Divisions are dedicated to the timely and accurate coordination of law enforcement information between the Citizens of Ada County and law enforcement in Ada County. The Fleet Maintenance Division works hard to maximize the effective lifecycle of the fleet vehicles for patrol and jail deputies so we can respond safely and quickly to emergencies. The Emergency Communications Division looks to the future to integrate cutting-edge technology into our communications systems providing all law enforcement and emergency services personnel throughout Ada County with the tools they need to coordinate rapid and safe response to emergencies.

CISB Quick Facts

- Dispatchers responded to 131,787 911 calls from the Citizens of Ada County in 2005—up 4.4% from 2004.
- Records, a model of efficiency, was able to save 1,288 hours of time (worth \$16,100) as a result of their streamlining process.

ASB ORGANIZATIONAL STRUCTURE

Director Kelli Bolicek

Finance Department

Planning and Research Department

Sheriff's Human Resources Department

ADMINISTRATIVE SERVICES BUREAU (ASB)

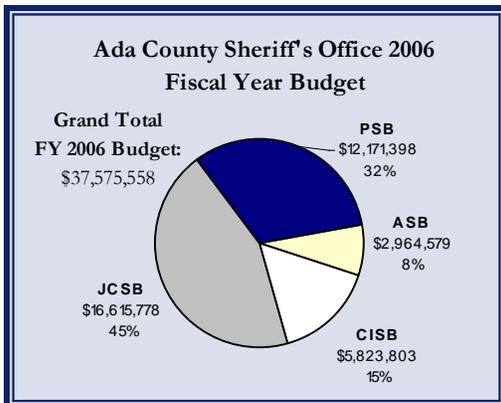
The Administrative Services Bureau seeks to optimize the resources of the Ada County Sheriff's Office, appropriately manage the risk level associated with working in a field in which anything can happen, and enhance customer service agency-wide . The Finance Department, Planning and Research Department, and Human Resources Department work together to make sure each manager in the Sheriff's Office has the personnel, budget, and

research information needed to make sound decisions.

The Administrative Services Bureau contributed to efficiency improvements such as a purchasing consolidation that saved \$151,000 in supplies and equipment and an inmate commissary redesign that decreased the amount of taxpayer money needed to provide supplies to inmates.

ASB Quick Facts

- The ACSO is the largest law enforcement agency in the State of Idaho with 550 employees.
- The ACSO budget is the largest county department budget in the State of Idaho.



FUTURE PROJECTS

Some of the future projects that are underway at the Ada County Sheriff's Office include:

Emergency Communications Enhancement: 700 MHz Project

The Federal Communications Commission approved regulations allowing law enforcement agencies the use of the 700 MHz radio bandwidth to enhance communication abilities between law enforcement agencies at the local, state, and federal levels of government. In 2005, the Ada County Sheriff's Office began the process of moving radio communication to this bandwidth. Made possible in part from \$2.49 million Bureau of Homeland Security grant, this change in

technology will allow the Ada County Sheriff's Office, as well as all other law enforcement agencies in Ada County, to better protect and serve the community when emergencies occur.

Jail Medical Expansion

The Jail and Court Services Bureau conducted an analysis of medical services in the Jail and concluded that expanded medical facilities were needed. In 2005, funding of approximately \$5.5 million for the medical unit expansion was procured. In early 2006 Ada County added additional funding of approximately \$1.5 million to the project. Site work is expected to begin in the fall of 2006. Completion date of the project

is scheduled for the fall of 2007 with occupancy soon to follow.

Community Information Survey

In the fall of 2006, a Community Information Survey will be conducted to gather input from our primary stakeholders—the Citizens of Ada County. With this information, we will be expanding our strategic planning process so that the service we deliver is the service you expect and desire. It is the partnership with our community that sets the Ada County Sheriff's Office apart as both an outstanding law enforcement agency and a proactive investor in the overall quality of life in Ada County.

If you have any questions about any of the services we provide or you are interested in learning more, please feel free to contact us.

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