



Sheriff's Office Performance Measures

Jan 01, 2019 - Jul 08, 2020

The following performance measures include data collection from 2019 and the first two quarters of 2020.

Sheriff's Office

The Kent County Sheriff's Office (KCSO) is responsible for the enforcement of criminal and civil law in the non-incorporated areas of the county, as well as providing support to incorporated areas upon request. Specialized areas of operations include Community Policing Officers, School Resource Officers, Training, K-9 Unit, Mounted Unit, 911 Dispatch Center, and Court Security and Transfer Crew. Law enforcement operations are achieved through the Road Patrol, Investigative, and Support Services Division.

In addition to law enforcement operations, the Sheriff operates the jail. The Kent County jail is the central booking facility and maintains custody of inmates who are unable to post bond and are awaiting trial for misdemeanor or felony offenses, as well as inmates that are guilty of a crime and given a sentence of one year or less.

Values

Our team of professionals at the KCSO will serve with integrity, compassion, and empathy. We will strive to deliver equitable access to diverse services.

Vision

The KCSO will be the guardians of the community. We will serve through vigilance, professional excellence, innovation, and empowerment.

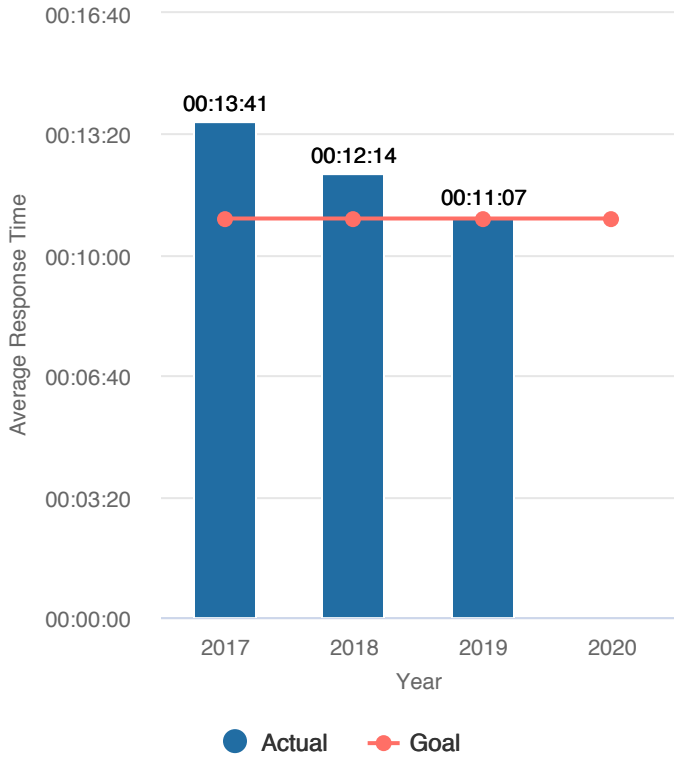
Mission

The mission of the KCSO is to preserve and protect the safety and security of the community and to provide fair, impartial, and humane treatment to those entrusted in our care.

Public Safety - Public safety is our number one priority and is the prism through which we view all goals of the Sheriff. This requires us to: leverage our resources, be guardians in our community, have effective and adequate resources to meet the needs of the community in an emergency, and to manage those in our care in a fair and humane way.

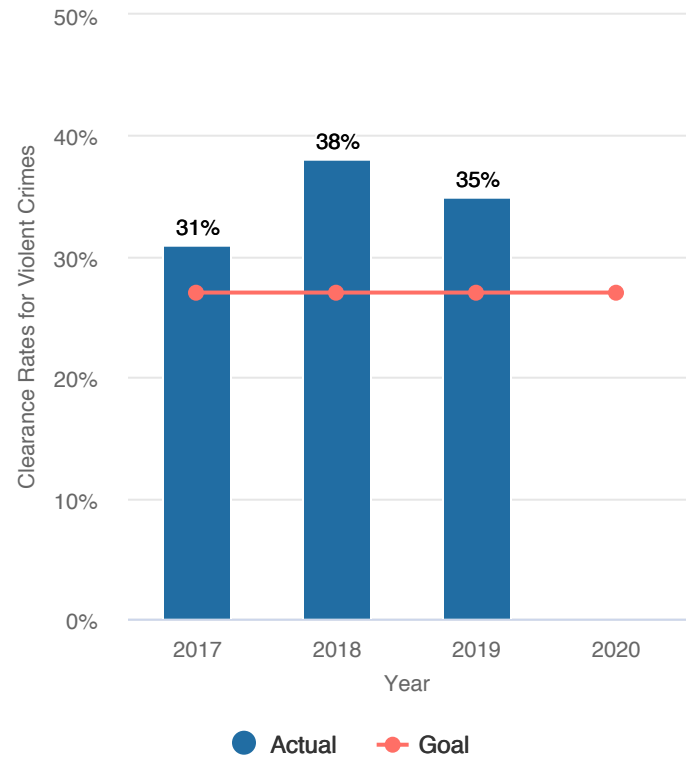
Sheriff - Respond to priority 1 calls within 11 minutes on average in each township or patrol area

Average Response Time for Priority 1 Calls



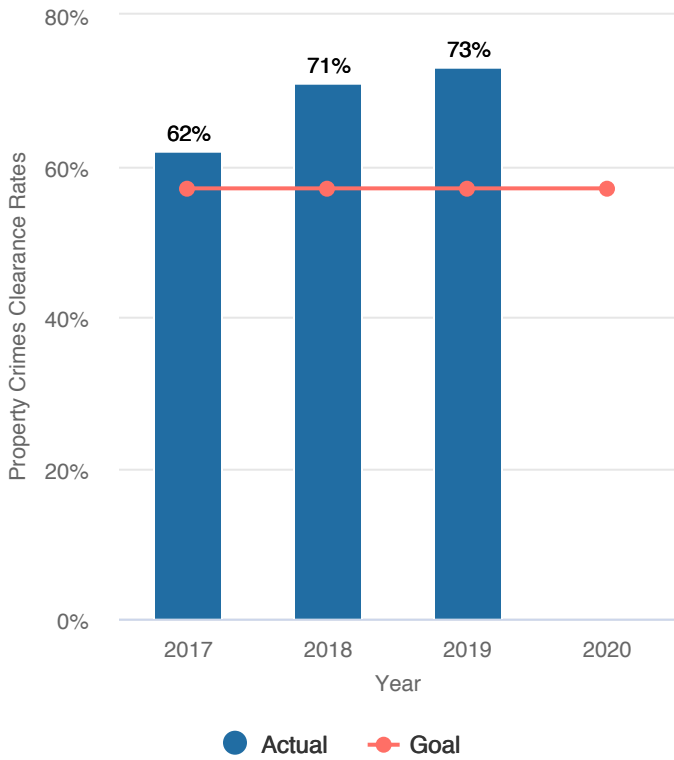
Sheriff - Maintain clearance rates of at least 27% for violent (Group A) crimes

Clearance Rates for Violent Crimes



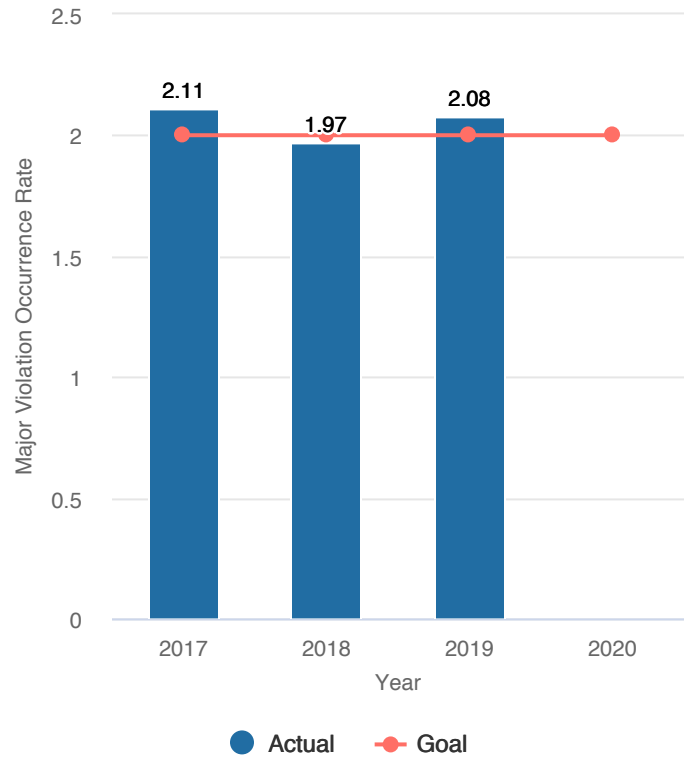
Sheriff - Maintain a Clearance Rates of at least 57% for Violent (Group B) Crimes

Clearance Rates for Property Crimes



Sheriff - Major Rule Violation Occurrence Rate

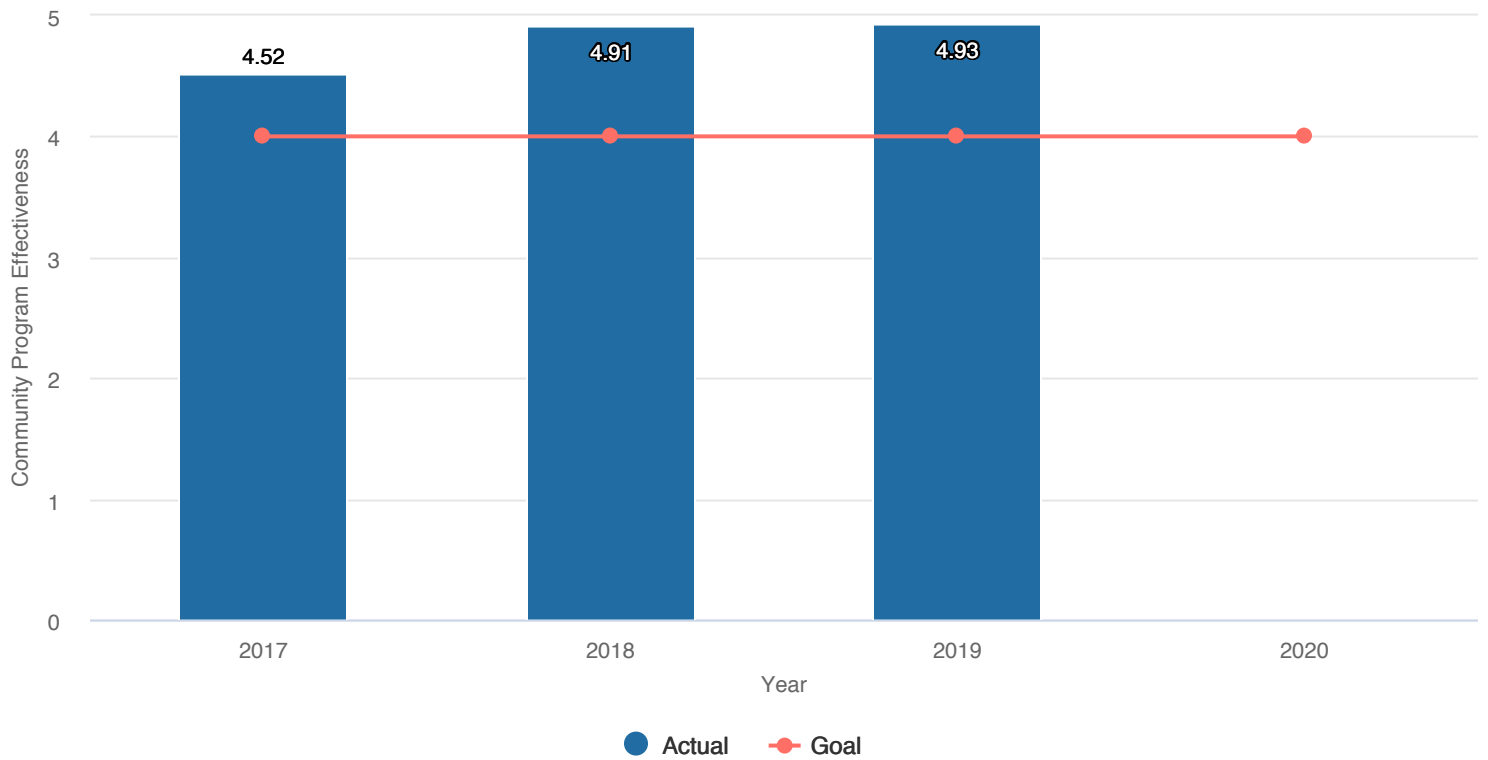
Maintain a Major Rule Violation Occurrence Rate of less than 2.0 per 1,000 Jail Bed Days



Community Engagement - It is imperative that we know and understand the community we serve and that we work each day to be part of the community. This compels us to engage and constantly adapt to meet the dynamic needs of our diverse and vibrant population. This priority demands goals that purposely direct recruitment, training and engagement activities for the staff. We have made significant strides in this priority with our social media campaign including our Sheriff's Office App.

Sheriff - Receive an average of 4 or above out of 5 measuring community program effectiveness

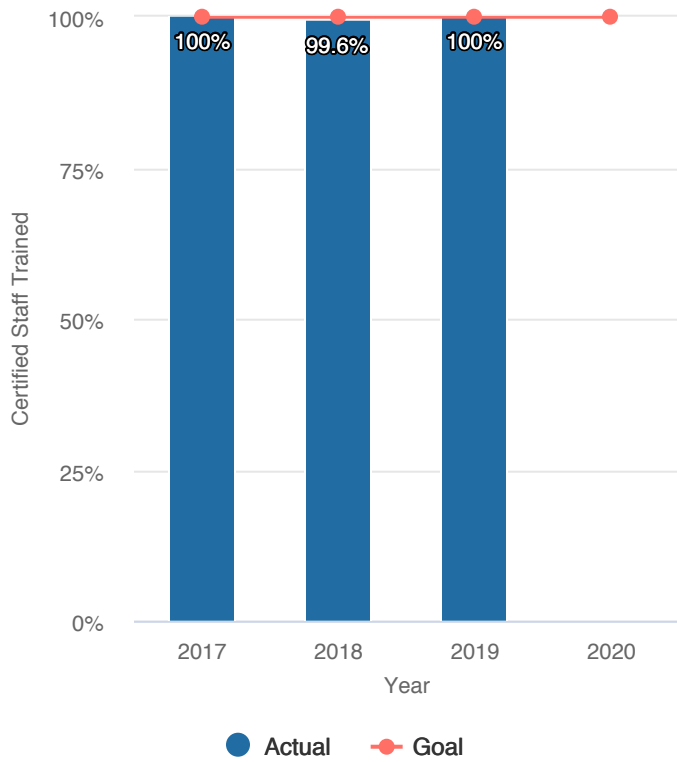
Community Program Effectiveness



Effective and Efficient Services - Resources are always a concern in public services. We work to leverage our resources in ways that optimize what we have available to meet the dynamic needs of the community. This priority requires a data driven approach that gives us the information we need to make sound decisions. It has been the catalyst for initiatives such as overtime reduction, patrol car optimization, shift adjustments and patrol district changes. To this end, we will continue to build and evaluate data systems to assist us in the most critical times.

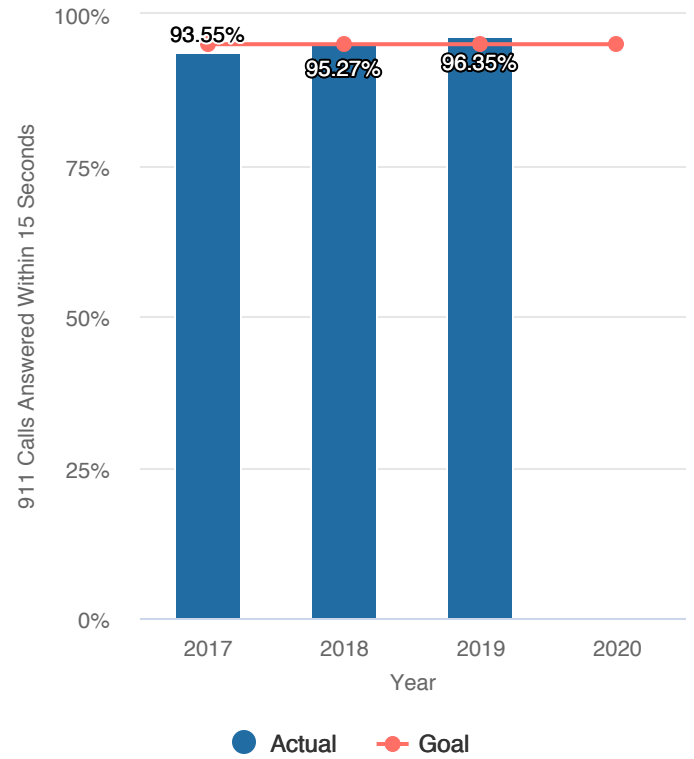
Sheriff - Provide required mandated training hours and topics for 100% for our certified staff

Train 100% of Certified Staff

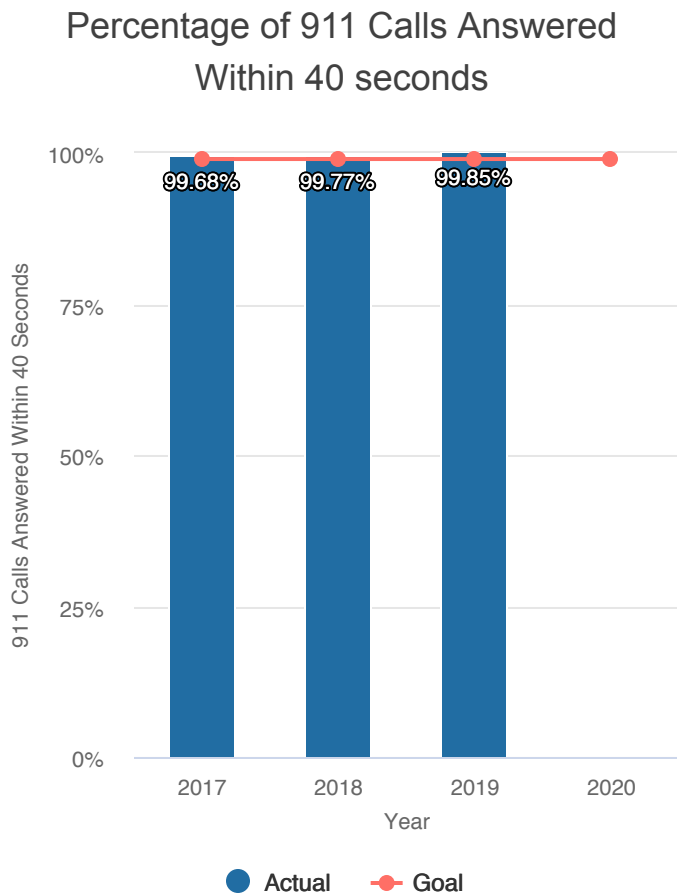


Sheriff - Answer 95% of 911 calls within 15 Seconds

Percentage of 911 Calls Answered Within 15 Seconds



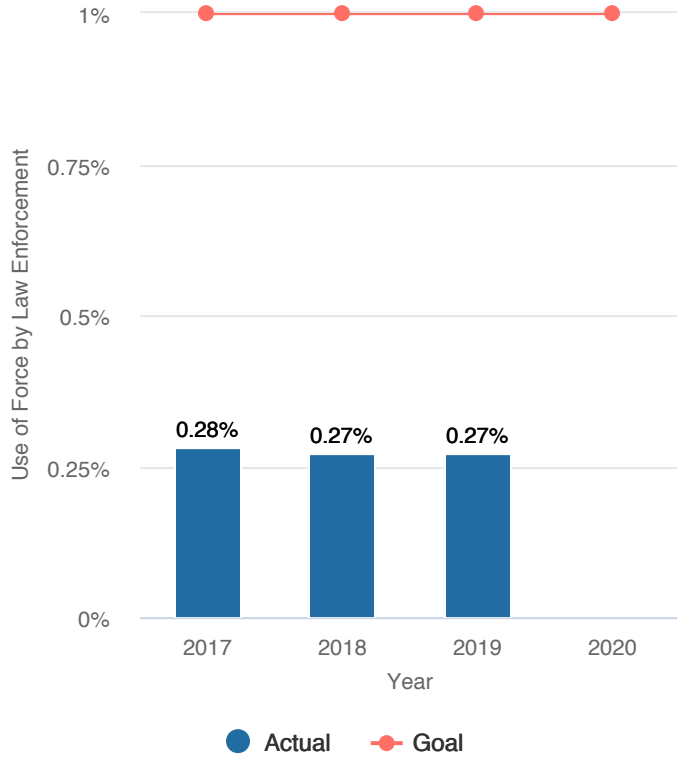
Sheriff - Answer 99% of 911 calls within 40 seconds



Resource and Infrastructure Sustainability - The most important and valuable resource we have is our staff. Simply put, we must do everything we can to promote our staff's well-being as they serve our community. This includes having the right training, the right input, the right supervision and the right equipment and facilities. We have several initiatives that will ensure our staff have the resources they need to do the work of the people.

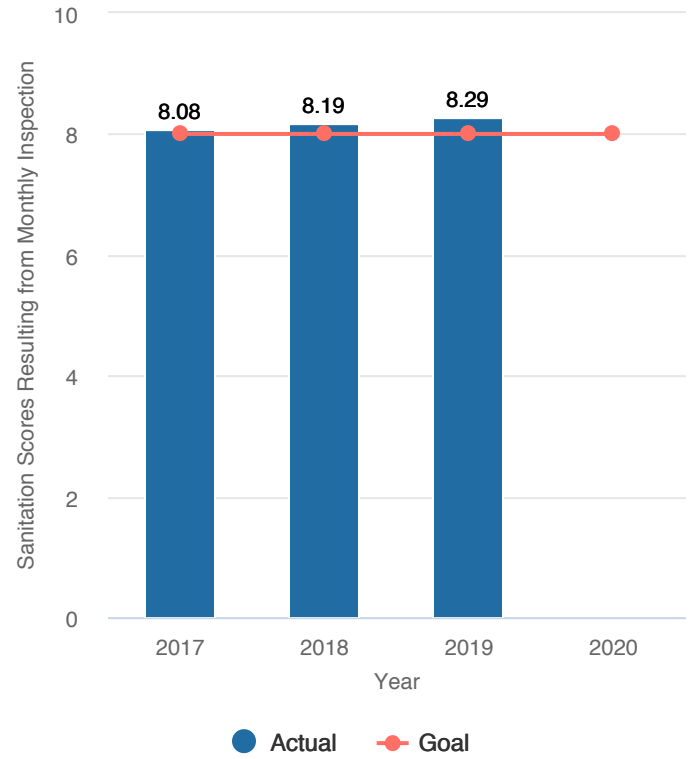
Sheriff - To use force in less than 1% of all law enforcement actions

Percentage of Police Contacts Where Force was Used



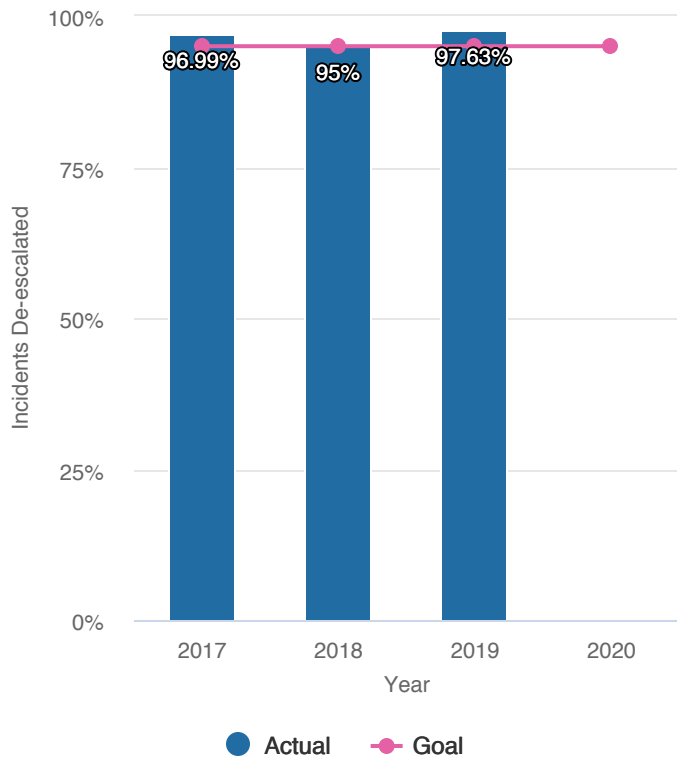
Sheriff – Maintain a sanitation score of 8 or above based on inspection and evaluation of main jail

Sanitation Scores Resulting from Monthly Inspection



Sheriff - Minimize Use of Force Incidents

Percentage of Successful Use of De-escalation Involving High-Risk Inmates



Significant Accomplishments

Training Unit

The concept of the Kent County Sheriff's Office (KCSO) Technical Services Unit (TSU) was established following the realization that the tools and resources available to the modern police officer are becoming increasingly complex and the skill-sets necessary to effectively deploy and operate those resources (i.e. drones, robots) diminish over time without consistent training.

After nearly two years of development, the KCSO deployed the TSU in 2019. The unit is comprised of 8 operators who are licensed as remote pilots through the Federal Aviation Administration (FAA). In its first 12 months of existence, the TSU was deployed nearly 50 times for a variety of mission categories, including searching for missing persons, water rescue support, crime scene scanning, traffic crash mapping, and several others.

The KCSO currently has 5 Unmanned Aircraft Systems (i.e. drones) that are registered with the FAA. The KCSO and its operators are licensed to fly these aircraft platforms under a FAA Part 91 Certificate of Authorization. The TSU is currently operational on a 24/7 call-out basis. The potential uses for the program are constantly expanding and evolving but currently include:

- Missing persons/search and rescue support
- Water rescue and recovery, payload deployment, and aerial support
- Traffic crash investigation
- Tactical and patrol critical incidents
- Emergency Management (flood assessment, storm damage assessment, HAZMAT incident, etc.)
- Active fire scenes and arson investigations
- Crime scene documentation/assist to Detective Bureau
- Special event documentation
- Mobile field force incidents

The mission of the TSU is to support the operations of the KCSO and the surrounding public safety agencies by maximizing the potential of the agency's technological assets. The scope of the TSU will continue to evolve as the unit becomes more widely established in the region and as new technological assets are acquired.

Emergency Communications

In 2019, the Kent County Sheriff's Office (KCSO) Emergency Communications Center developed and implemented a quality assurance program to ensure that all phone calls and radio dispatch actions are delivered at the highest possible standard. This ensures continued telecommunicator excellence and superior service.

Through exceptional leadership and employee teamwork, the KCSO Emergency Communications Center has enhanced their performance measures for call-answer times. Last year represented their best year of the last 3 years in performance. This occurred despite challenging conditions, including staffing shortages, increased call volumes, and operating during five major storm events. In 2019, the KCSO Emergency Communications Center answered 155,095 emergency 911 calls. Of those calls, 89.89% were answered within 10 seconds, which is an increase of 3.75% from the previous year. Additionally, 96.35% of 911 calls were answered within 15 seconds, which is not only a 1.08% increase over the previous year, but it exceeds the performance measurement industry standards set forth by NENA (National Emergency Number Association). The KCSO Emergency Communications Center answered 230,051 non-emergency calls, which is an increase of 14,736 from the year prior. As an integral component of the KCSO, the Emergency Communications Center is committed to serving the residents and visitors of Kent County with the highest standards to protect life, property, and the environment.

In 2019, the KCSO Emergency Communications Center implemented a program for new hires to participate in EMS dispatch partner observations and fire and police department ride-alongs. This proved to be incredibly beneficial to new employees as it provides a firsthand look at the areas that the KCSO serves and its collaborating agencies, while affording for a better understanding of the challenges, risks, and rewards of workers in the field.

The KCSO Emergency Communications Center regularly partners with agencies they serve and local community groups (i.e. Boy Scouts, churches, local schools, etc.) to provide tours of the Center which allows for educational discussions about 911 and interaction with operators. Additionally, staff from the Emergency Communications Center attend job fair/recruitment opportunities, engage in information sharing, provide senior community outreach through Smart911, and work out in the field during multi-jurisdictional events like Metro Cruise. Their integration in the community helps to extend their caring contributions beyond just the telephone.

Community Policing

In 2016, School Resource Officers (SROs) from the Kent County Sheriff's Office recognized the need for clothing and school supplies in local high schools. SROs learned that students in high school were regularly being bullied and suffering from low self-esteem because they could not afford new or name-brand clothing and did not own essentials like calculators, pens, backpacks, and notebooks. These students were not comfortable asking for help and were embarrassed to bring attention to themselves. As a result, in 2017 SROs used leftover funds from the Shop with a Sheriff program to take several high school students shopping at Tanger Outlet in Byron Center. The results and benefits of the event were not only impactful for the students, but they were incredibly life-changing for the involved officers.

In 2019, SROs and the Community Policing Unit worked with Tanger Outlet, Target, and Rise Pies to coordinate the second High School Shop with a Sheriff event. This event was held shortly after the students returned to school from summer break and was designed to purchase name-brand clothing and supplies. Each SRO within our 14 districts selected 2 or 3 deserving students. Working with the school districts, each student was able to leave school with their SRO and a counselor to spend the day shopping, eating, and bonding. This was done "covertly" through the use of plain clothes and unmarked vehicles as to not draw attention to the students, officers, or the event.

In order to keep this event going, the KCSO needed to find long-term donors in which to maintain a minimum financial baseline. Request letters were sent and meetings were held throughout the year to identify people, organizations, or programs to help. With generous donations from the Steve and Amy Van Andel Foundation, Tanger Outlet, and individuals who support Shop with a Sheriff, the KCSO has secured recurring yearly funds to not only cover the cost of the event, but also to expand the program to include additional students, if necessary. These endowments allow SROs the opportunity for advanced expansion of this impactful program, one that is emotional and memorable for the students, officers, counselors, donors, and store employees alike.

Detective Bureau

In 2019, the Kent County Sheriff's Office (KCSO) Detective Bureau welcomed a "currency dog" to the Kent Area Narcotics Enforcement Team (KANET), a multi-jurisdictional drug team comprised of Officers from the KCSO, Grandville Police Department, Walker Police Department, East Grand Rapids Department of Public Safety, Wyoming Department of Public Safety, and the Drug Enforcement Administration (DEA). K-9 Dutch supports KANET with their primary responsibility of narcotic investigations by searching for currency that may be missed by conventional search methods during the execution of search warrants.

During a search warrant related to criminal enterprise, K-9 Dutch located \$13,000 in cash hidden inside a residence. Deploying K-9 Dutch as an avenue to impact the profitability of the drug trade makes drug dealing endeavors less of a draw and affects the long-term profits of organized drug dealers. In addition to the collaboration within KANET, K-9 Dutch is also made available to neighboring agencies as he is the only police currency dog on the westside of the state.

Records Unit

In 2019, the Records Division of the Kent County Sheriff's Office implemented a new Criminal Justice Information Services (CJIS) complaint credit card point-of-sale website to improve the ease of transactions completed by citizens.

In the past, the Records Division was unable to accept credit cards. As a result, citizens were forced to leave the office to get cash in order to complete their business. The KCSO recognized this as an opportunity for improvement and began researching options. With assistance from their Finance Director, the KCSO identified and implemented a new credit card system. All clerks were trained and in December 2019, the KCSO Records Division began accepting credit cards.

The capability to accept credit cards has helped the KCSO reach their goal of better serving the citizens of Kent County through improved efficiency and quality of services.

Road Patrol

In early 2019, The Village of Sand Lake disbanded their police department. Numerous contacts and meetings were held with the Village President, Tracey Quinlin, to discuss a potential transition for police services from their former police department to the Kent County Sheriff's Office (KCSO).

Staff from the KCSO assisted representatives from the Village of Sand Lake with submitting proposals and presentations related to the transition to their board for approval. Once approved, a contract was signed for the KCSO to provide police patrol services to the Village of Sand Lake. The services were requested for specified hours, days of the week, and certain weekends in order to address the Village's needs. The KCSO assigned a command officer to complete an audit of the disbanded Sand Lake Police Department, which included reviewing police reports, examining physical evidence, and inventorying equipment.

Since the transition, the KCSO has provided over 390 hours of service and responded to over 300 calls for service to the Village of Sand Lake.

The collaboration between the Village of Sand Lake and the KCSO was invaluable in providing and improving police services to not only the immediate and surrounding community, but also to the over 700 residences of the Village. When dedicated officers are not assigned to Sand Lake, the KCSO's general patrol staff patrols and responds to calls for service within the Village.

Corrections

The Michigan Indigent Defense Commission Act was enacted in 2013. The purpose of the Act was to establish and provide indigent defendants in criminal cases with effective assistance of counsel. In May 2017, the Kent County Sheriff's Office (KCSO), along with Kent County Administrators, Corporate Counsel, and Local Jurisdiction Court Administrators formed a collaborative group to construct a compliance plan of required standards, set forth by the Act, in which to allow for Indigent Defense services to be delivered to affected defendants in Kent County. The compliance plan process was a collaborative two-year endeavor.

In preparation for the implementation of the guidelines, the KCSO Correctional Facility staff coordinated multiple tours with involved parties and hosted two mock-scenarios of the process before going live with the services in August 2019. Consequently, the Correctional Facility underwent several large-scale operational changes, including the management and allocation of staffing as to better provide necessary services.

Collaboration between staff from the Correctional Facility and local Courts, Judges, and Attorneys is essential to coordinate appropriate onsite consult and polycom services. As a result of the partnership, each defendant in Kent County is transported in a timely manner and present for consultation with their Indigent Defense Attorney. Proper facilitation of these services ensures that incarcerated defendants get appropriate representation during arraignment proceedings where crucial information is relayed to the courts in order to assess charge and bond status.

The Correctional Facility staff has demonstrated the highest level of professionalism in order to complete the compliance plan vision. Staff will continue to evaluate policy, procedure, and training as the process continues to evolve.

Kent County Emergency Management has developed an Active Shooter-Hostile Event/Rescue Task Force plan to guide public safety response to active hostile events with mass casualties.

Summary

The Kent County Active Shooter-Hostile Event/Rescue Task Force plan is a document to guide the team approach to hostile events (such as an active shooter) when there are mass casualties. Pursuing and eliminating the hostile threat is well understood by law enforcement and trained regularly. Providing quick emergency medical care to victims is well understood by Fire/EMS and trained regularly. Addressing the casualties while the threat is still active requires teamwork between Law Enforcement and Fire/EMS; that is not regular practice. The goal of the plan is to have law enforcement provide a protection element (security) to individual EMS teams to provide victim contact within 10 minutes and victim transport within 60 minutes. This organization, its movements and coordination require planning and common understanding. This plan is the first step in building this capability in Kent County.

Kent County Emergency Management has developed a Kent County Sheltering capability to independently shelter up to 100 displaced persons during an emergency/disaster, for up to 72 hours.

Summary

Kent County Emergency Management collaborates with the American Red Cross (shelters), the Salvation Army (feeding), the jurisdiction/agency providing the venue (ex: the City of Walker), the Kent County Health Department (shelter inspections and animal sheltering), and the Kent County Emergency Management Volunteers (skilled personnel) to provide shelter to persons displaced by emergency/disaster.

Previously it was found that the American Red Cross can become over-extended when an emergency/disaster spans numerous counties across the state, forcing them to bring in resources from other states and regions. This can take a few days to bring those resources into our county and put them into action. Kent County Emergency Management has developed a plan and capability to provide shelter to persons for up to 72 hours, providing for their immediate needs, until the sheltering operation can be assumed by the American Red Cross. This collaboration maximizes the skillsets and available personnel from each organization, to provide shelter and basic necessities. This capability of a county-run shelter is new.

Kent County Emergency Management has made significant improvements in its Emergency Operations Center to better serve the community affected by emergency/disaster, including: greater organization and understanding of roles, improved internal and external communication pathways such as a newly created resource document with United Way 211, and improved technology such as newly created critical infrastructure mapping layers.

Summary

Kent County Emergency Management has been working to improve its Emergency Operations Center as an effective team to help public safety respond to emergency/disaster, and help the community recover quickly from emergency/disaster. The Emergency Operations Center has historically been under-utilized but was activated in Feb 2019 to deal with the Polar Vortex/widespread power outage that our community faced. The activation of the EOC was important for response coordination and getting information to the community and serving their needs. Since then, improving the EOC has become a priority. There has been re-organization including Incident Command System roles such as planning, logistics, etc. An ICS role newly adopted into the EOC is the Liaison role, which is responsible for informing and interacting with affected jurisdictions and external partners. Communication pathways have been improved including communication out to the public via social media and other avenues. United Way 211 and Emergency Management have collaborated to build a resource document so 211 will know what resources are available to the public in real time, so they can help affected persons calling with needs. Newly created critical infrastructure mapping layers are being constructed so representatives in the EOC can fully understand who their affected persons are, including maps of long term care communities and others. The prioritization of the EOC as an effective tool is a significant accomplishment and will positively impact the affected community in many ways.