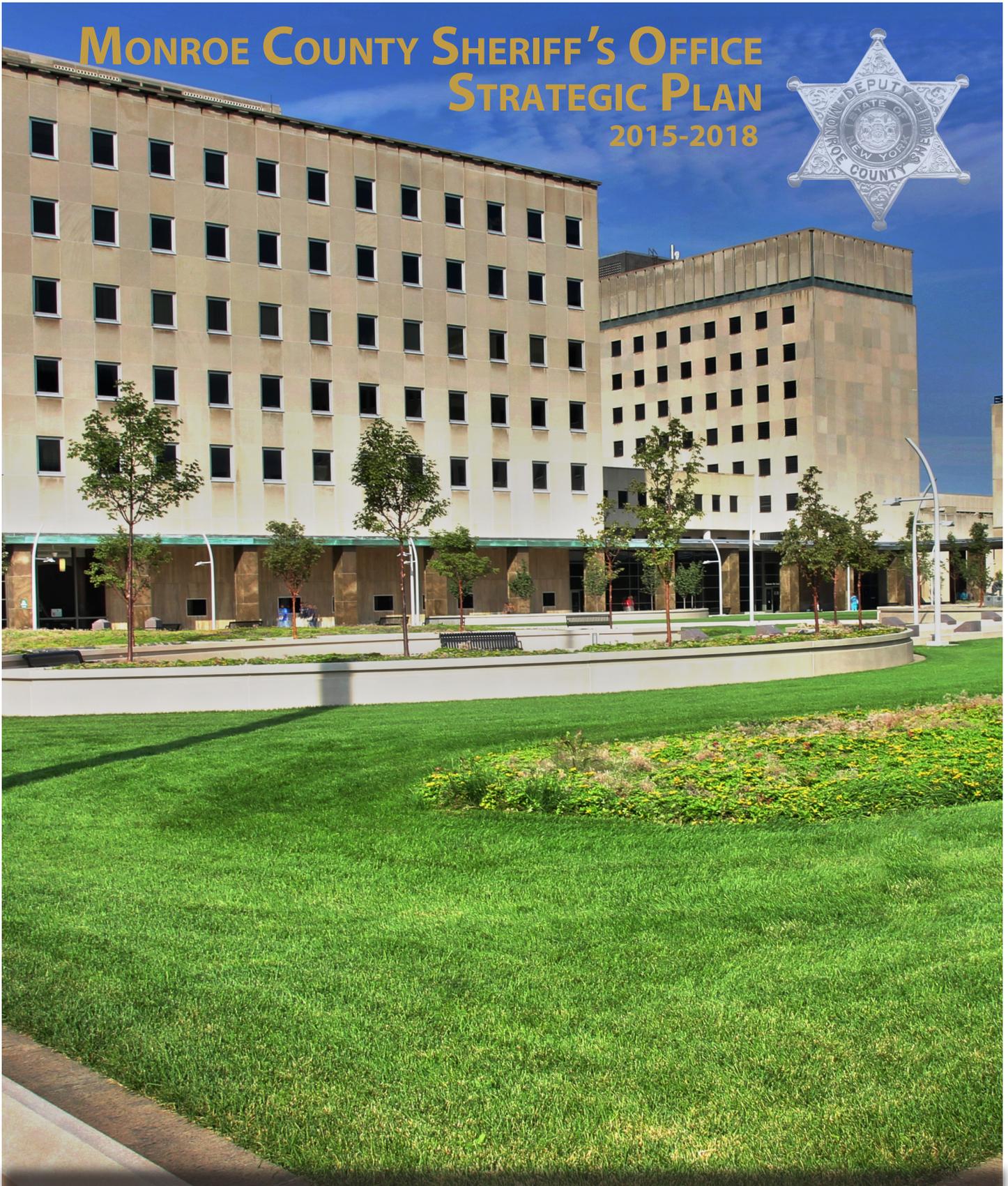


# MONROE COUNTY SHERIFF'S OFFICE STRATEGIC PLAN 2015-2018



**OFFICE OF THE SHERIFF  
COUNTY OF MONROE  
30 SOUTH PLYMOUTH AVENUE  
ROCHESTER, NY 14614**

**SHERIFF PATRICK M. O'FLYNN  
UNDERSHERIFF WILLIAM E. SANBORN  
[WWW.MONROECOUNTYSHERIFF.INFO](http://WWW.MONROECOUNTYSHERIFF.INFO)  
585-753-4178**



# Office of the Sheriff Monroe County

Patrick M. O'Flynn  
SHERIFF

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130 SOUTH PLYMOUTH AVENUE, ROCHESTER, NEW YORK 14614 • PHONE (585) 753-4178

February 20, 2015

Dear Monroe County resident:

I have had the pleasure of serving this community for nearly 40 years. Over the course of my tenure, I can proudly say the men and women of the Monroe County Sheriff's Office have done remarkable work to adapt to the ever-changing needs of the community all the while performing their duties to the highest standards of professionalism. This is due in part to the staff we have been able to recruit from the Greater Rochester area.

In continuance of our agency effort and guided by our core values – R.I.T.E. (Respect, Integrity, Teamwork, and Excellence), I am pleased to issue the following four year strategic plan. Throughout the document we have identified goals, objectives, strategies and tactics to help guide our Police, Jail, Court Security and Civil Bureaus in achieving our agency mission. In this way we are committed to supporting Monroe County as a safe place to live, work, and raise a family.



I am not only grateful for the opportunity to present this strategic plan to the community; I am confident you will find its content informative and beneficial.

Thank you for your support.

Sincerely,

Patrick M. O'Flynn  
Sheriff

PMO/bpo



*"Respect, Integrity, Teamwork, Excellence"*

[www.monroecountysheriff.info](http://www.monroecountysheriff.info)



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# Our Vision - Our Values - Our Mission

## MISSION

THE MONROE COUNTY SHERIFF'S OFFICE IS COMMITTED TO SECURING A SAFE COMMUNITY AND MAINTAINING THE TRUST AND RESPECT OF THOSE WE SERVE BY PROVIDING EXEMPLARY LAW ENFORCEMENT AND CORRECTIONAL SERVICES THROUGH A DYNAMIC AND PROFESSIONALLY DEVELOPED WORKFORCE.

## VISION

THE MONROE COUNTY SHERIFF'S OFFICE ENVISIONS A HIGHLY TRAINED AND PROFESSIONAL WORKFORCE THAT DELIVERS EXCELLENCE IN SERVICE AND OPERATIONS BY ANTICIPATING AND RESPONDING TO THE EVER-CHANGING NEEDS OF THE COMMUNITY.

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### *R*espect

Tolerance, civility, professionalism, cooperation

- The rights and dignity of all persons are protected.
- We promote mutual accountability between this agency and the community.
- All contacts are conducted with courtesy and compassion.
- We value and promote diversity at all levels.



### *I*ntegrity

Trust, accountability, responsibility for public safety, honesty in the process of making decisions

- Protection of life and property with uncompromising integrity is our highest priority.
- We hold ourselves to the highest standards of performance and ethics.

### *T*eamwork

Leadership, support, trust, cooperation, collaboration

- A clearly defined and shared sense of purpose and commitment is embraced by our workforce.
- We promote and encourage the development of professional and communication competencies.
- We work in partnership to achieve our agency goals and objectives.

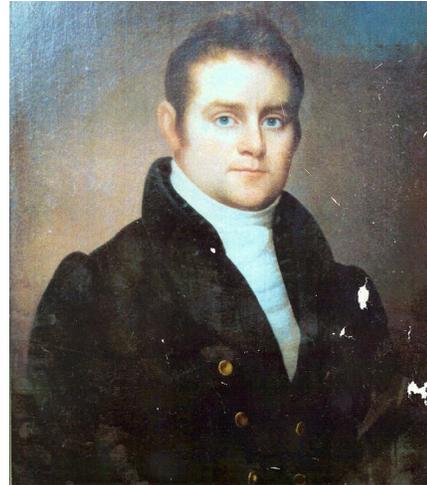
### *E*xcellence

Service, partnerships, workforce, ingenuity

- Excellence in service delivery is our priority.
- Partnerships are encouraged and cultivated to enhance delivery of services.
- Continuous review of policies, procedures and operations is the standard.
- Innovation and technology are maximized for efficient and effective delivery of services.
- We cultivate a motivated and competent workforce to deliver services to the community.
- We strive to enhance external and internal communication.

## MONROE COUNTY SHERIFF'S OFFICE HISTORY

In 1821 Monroe County is founded and is named after President James Monroe, the 5th President of the United States. Brockport Merchant James Seymour is appointed as the first Sheriff. The first jail is built on Hugh Street which is now known as North Fitzhugh Street. The jail contained two tiers of cells and was attached to the Jailor's brick house. James Seymour was an ardent supporter of the creation of the County. He previously served as the Supervisor of the Town of Sweden. He helped organize the Bank of Rochester, later serving as its President. He would serve as Alderman of the Third Ward and along with Col. Rochester, would help organize the Athenaeum (now known as R.I.T.) and served as its first Treasurer.



Sheriff James Seymour

In 1843, Businessman Hiram Sibley would be elected Sheriff. Sheriff Sibley would found and serve as President of Western Union making him one of the wealthiest men in the United States. Sheriff Hiram Smith would be elected Sheriff in 1858. He would later serve in the Union Army during the Civil War rising to the rank of Captain. Sheriff James Warren was a former packet boat Captain on the Erie Canal. Sheriff Caleb Moore would also serve in the Union Army during the Civil War as a Major before becoming Sheriff in 1867.



Sheriff Hiram Sibley

From 1980-2001 Sheriff Andrew P. Meloni served as the chief law enforcer of Monroe County. During his tenure the k-9 unit was created. The horse mounted unit was re-established and the city lock-up was consolidated with the county jail. A new correctional facility was also opened in 1990. Sheriff Meloni oversaw the expansion of the downtown jail. In 1994, the disappearance and murder of Kali Anne Poulton initiated one of the largest investigations in the agency's history. Also in 1988, Sheriff Meloni selects Patrick M. O'Flynn to serve as his Undersheriff.



Sheriff Andrew Meloni and Sheriff Patrick O'Flynn

Sheriff Meloni retired in 2001 and Patrick was subsequently elected sheriff where he continues to serve as Monroe County's chief law enforcement official.

# MONROE COUNTY SHERIFF'S OFFICE PROFILE

The Monroe County Sheriff's Office is headquartered in Rochester, New York and serves a population of more than 747,000 people in Western New York. The Monroe County Sheriff's Office Police Bureau is the primary responding police agency for the Towns and Villages of Chili, Clarkson, Hamlin, Henrietta, Mendon, Honeoye Falls, Parma, Hilton, Penfield, Perinton, Pittsford, Riga, Churchville, Rush, Sweden, Wheatland, and Scottsville.

The Sheriff's Office Police Bureau primary patrol operations are based from three substations that serve the citizens

and visitors of Monroe County. The Sheriff's Office divides the County into three zones corresponding to a specific geographical area. The substations are referred to as Zone A, Zone B, and Zone C. Additionally, Police Bureau operations are commanded from the Sheriff's Headquarters Office located in Downtown Rochester.

The Sheriff's Office is the largest full scale Sheriff's Office in the State of New York which operates four bureaus; Police, Jail, Court Security, and Civil. All four of those bureaus are supported by Staff Services which oversees training, record keeping, hiring, recruitment, fleet maintenance, standards and compliance and much more.

The agency currently has a staff of 1,200 dedicated men and women who serve in all areas of the Sheriff's Office both sworn and civilian. The Police Bureau consists of nearly 400 individuals. The Jail Bureau is the largest in the organization with nearly 600 members. The Court Security Bureau consists of roughly 100 members, and the remainder of the employees are assigned to the Civil Bureau and Staff Services.

The Sheriff's Office operates an annual budget of nearly \$139-million-dollars. The Monroe County Sheriff's Office is compliant with five separate accreditation processes. Participation in those accreditation programs is voluntary. The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) is an internationally recognized credentialing authority. The Monroe County Sheriff's Office was initially accredited by CALEA in 1991 and is one of only four law enforcement agencies in New York State (and the only New York State Sheriff's Office) CALEA accredited. Compliance inspections occur every three years and the Monroe County Sheriff's Office has been reaccredited each time.



# S.W.O.T. ANALYSIS

## DEVELOPING OUR PATH FOR THE FUTURE...

### *The Need for a Plan*

The development and utilization of an agency strategic plan, which outlines the direction and needs of the organization for three to five years, is a critical planning tool for any Law enforcement agency and its funding governmental body. An effective plan assures citizen and staff input during its development and allows all involved in the organization's administrative and budgetary processes to chart its course and assess future personnel, equipment, facility and fiscal needs. An effective plan also adds an on-going performance monitoring component, designed to hold assigned agency members accountable for their contribution to the accomplishment of specific objectives and ultimately the mission of the agency

### *Multi-year Plan*

The Monroe County Sheriff's Office multi-year plan provides the framework for achieving our vision and mission. Vital to this plan is providing quality services that are prompt and cost effective and address the ever changing needs of the community we serve. To this end, we constantly strive to provide consistent, timely and accurate services and seek new partnerships with both the private and public sectors to:

- Leverage our resources
- Collaborate on initiatives to strengthen our efforts and build support in the community to identify emerging issues and protect the public interest
- Continue to expand and enhance the effectiveness of outreach and educational programs to proactively meet the needs of our diverse audiences
- Work to ensure a diverse, results oriented high performance workforce that continuously focuses on achieving our organizational goals

## SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	<b>S</b> <b>Strengths</b> Positive attributes internal to the organization that are within our control	<b>W</b> <b>Weaknesses</b> Internal factors within our control that may impede our ability to meet objectives
External origin (attributes of the environment)	<b>O</b> <b>Opportunities</b> External factors that the organization should (or could) develop	<b>T</b> <b>Threats</b> External factors beyond your control that could place the organization at risk

# DEVELOPMENT PROCESS

## *Strategic Planning Development Process*

The process for developing the Strategic Plan for the Monroe County Sheriff's Office was comprehensive and divided into distinct phases that included the creation of a working group comprised of the Executive Command staff and select employees representing a complete cross-section of the agency; the collection and analysis of data from a variety of sources; interviews with community leaders and stakeholders; employee responses to surveys; and community feedback derived from our participation in a National Institute of Justice evaluation and study which involved electronic surveys taken from the citizens we serve.

On January 6, 2015, the core working group met in an all-day session to develop and formulate the 2015-2018 Strategic Plan. Sheriff Patrick O'Flynn and Undersheriff William Sanborn facilitated a discussion process that allowed the group to:

- Develop a Vision Statement for the Monroe County Sheriff's Office
- Refine the agency Mission
- Refine the Core Values for the agency-Use a SWOT Analysis process to identify the current Strengths and Weaknesses of the agency as well as the Opportunities and Threats facing the agency now and into the foreseeable future
- Articulate major goals forming the basis of the Strategic Plan

From this session and subsequent meetings of the working group, specific Goals were identified as priorities for the agency and particular objectives were established for each goal. A 2015 action plan in the form of written Strategies and Tactics were formulated and will serve to move us forward toward the accomplishment of each goal, all while doing so in an accountable and measureable manner.

This 2015-2018 Strategic Plan will allow the Sheriff's Office to be future oriented within the context of anticipating change, while also remaining flexible to develop alternative courses of action to effectively deal with and respond to the absolute unexpected. For each year of the Strategic Plan, we will annually update it by identifying new strategies and tactics to achieve our long term goals.

The members of the Strategic Planning Group and the product established from their work are recognized and described in detail on the pages that follow.



# GOALS

1. Provide public safety services through effective enforcement, education, and community relationships.
2. Enhance the image of and confidence in the Monroe County Sheriff's Office.
3. Provide effective and progressive equipment, resources, and technologies to ensure the safety of the community and our members.
4. Promote a safe, healthy, highly skilled workforce that is both diverse and progressive.
5. Provide responsible, cost-effective public safety services.

# GOAL 1

## ***Goal 1: Provide public safety services through effective enforcement, education, and community relationships.***

### **OBJECTIVES:**

1. Based upon surveys, community feedback and data collection implement strategies that reduce crime and/or the fear of crime.
2. Ensure safety on roadways and waterways through effective enforcement, education and engineering.
3. Promote new and enhance existing community relations through interaction with community organizations.
4. Create new and enhance existing community safety educational programs.
5. Reduce recidivism by increasing the number of inmates receiving rehabilitation services and educational programs.
6. Promote and inform the community about correctional rehabilitation and educational programs.

***Objective: Based upon surveys, community feedback and data collection implement proven strategies that reduce crime and/or the fear of crime.***

**2015 Strategy: Continue selective enforcement efforts based upon statistical crime trends and community input - Police Bureau Responsibility**

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Identify geographic “Hot Spots” by zone on a monthly basis	Zone Admin Sergeants	Published at CompStat (percentage of pattern crimes occurred)	None
Identify “Top Offenders” by Zone on a monthly basis	Zone Admin Sergeants	Published at CompStat (Subjective Review)	None
Implement this data into CompStat planning for proactive details	Zone Captains	Published at CompStat (Subjective Review)	None
Implement crime prevention methods based upon Targeted Operational Planning	Zone Captains	Annual Reduction of Crime in targeted areas	TBD

# GOAL 1

## 2015 Strategy: Develop and implement strategies to address the growing heroin epidemic within our communities - Police Bureau Responsibility

Action Item	Responsible	Measures	Budget Effect
Establish a working group comprised of agency representatives, and stakeholders to include HIDTA	CIS Captain	Group members identified and first meeting held	None
Create a regional based website for LEA to search for heroin related investigative trends and resources	Working group	website established and available to for registrations	TBD
Identify enforcement solutions based upon the POP philosophy	Working group	Hot spots and individuals are identified for targeted enforcement	TBD
Implement educational forums to bring timely information to the public	CPO Sergeant	Educational presentation is developed and delivered by CPO's	TBD
Receive feedback from stakeholders	CIS Captain	Working group had reassessed needs for further strategies	None

*Objective: Promote new and enhance existing community relations through interaction with community organizations.*

## 2015 Strategy: Develop agency liaisons and partners to the deaf and hard of hearing community - Sheriff's Administration Responsibility

Action Item	Responsible	Measures	Budget Effect
Conduct a survey to identify work force members with experience and knowledge with the deaf and hard of hearing community	Office of Communications	Participants identified	None
Use liaisons to identify and engage members associated with the deaf and hard of hearing	Office of Communications	Associations identified	None

# GOAL 1

*Objective: Reduce recidivism by increasing the number of inmates receiving rehabilitation services and educational programs.*

**2015 Strategy:** A collaborative effort between the MCSO, the City of Rochester School District and Monroe County BOCES, to increase the number of inmates that obtain their TASC (GED) - Jail Bureau Responsibility

Action Item	Responsible	Measures	Budget Effect
Meet with stakeholders to identify a plan and resources	Jail Captain, Rehabilitation Director	Plan created	None
Develop a tool to identify potential enrollment group	Rehabilitation Director	Tool created	None
Develop a recruitment tool to increase enrollment.	Jail Captain	Recruitment tool created	None
Increase inmate students passing TASC test	Jail Captain, Rehabilitation Director	Additional students	None
Increased obtaining of TASC	Jail Captain, Rehabilitation Director	More students pass the TASC test	None

## GOAL 2

### **Goal 2: Enhance the image of and confidence in the Monroe County Sheriff's Office.**

#### **OBJECTIVES:**

1. Increase public awareness of the Sheriff's Office and its activities.
2. Expand the use of social networking and media outlets as a mechanism of effectively communicating with the community.
3. Enhance internal communication.
4. Promote the core values of Respect, Integrity, Teamwork, and Excellence (R.I.T.E).
5. Develop leadership and management skills throughout the agency.

*Objective: Increase public awareness of the Sheriff's Office and its activities.*

#### **2015 Strategy: Highlight agency involvement with the deaf and hard of hearing - Sheriff's Administration Responsibility**

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Use the Office of Communications and its resources to provide informational updates.	Office of Communications	Internal Tracking form.	None
Community Services Unit to incorporate deaf and hard of hearing subject matters into their programs	Community Services Unit	Quarterly reporting on presentations	None

## GOAL 2

### 2015 Strategy: Develop a lesson plan to educate law enforcement and community members on the responsibilities and functions of the Civil Bureau - Civil Bureau Responsibility

Action Item	Responsible	Measures	Budget Effect
Review and list major functions of the Civil Bureau	Civil Bureau Chief, Civil Bureau Sergeant	List aligns with CPLR and Internal operating practices	None
Use developed list to construct two unique Power Point presentations that are law enforcement based as well as community/attorney based	Civil Bureau Sergeant, Civil Deputies	Completed Power Point presentation	None
Gain approval/finalize	Civil Bureau Chief, Civil Bureau Sergeant	Receive approval by Sheriff and Undersheriff.	None

### 2015 Strategy: Develop improved media strategies that include news releases and PSA's - Police Bureau Responsibility

Action Item	Responsible	Measures	Budget Effect
Empower supervisors and command officers to provide timely, on camera, news releases from the incident site	Chief Deputy	Guidance and limits published in Police Bureau Bulletin	None
Develop opportunities for additional Crime Prevention PSA's	Crime Prevention Sergeant	PSA's produced and approved	None
Develop and implement in-service training with supervisors on dealing with the media	Major of Operations with Staff Services cooperation	Approved training is delivered	None
Evaluate the effectiveness of training and programs through ongoing assessments and supervisor input	Major of Operations	Assessment complete, results published	None

## GOAL 2

*Objective: Enhance internal communication.*

**2015 Strategy: Create and train workforce on an agency multi-bureau General Order that will account for all areas surrounding effectively communicating with the deaf and hard of hearing- Sheriff's Administration Responsibility**

Action Item	Responsible	Measures	Budget Effect
Create and develop a deaf and hard of hearing working group	Sheriff's Administration	A comprehensive listing of group members	None
Reference collected model policy and other agency general orders	Sheriff's Administration	Comprehensive listing of collected policies reviewed	None
Solicit input from the outside, understand the needs, expectations, and perspective from a person who is deaf or hard of hearing	Sheriff's Administration/ working group	Collect and analyze survey responses	None
Create a draft copy of a general order for review and implementation	Staff Services	A completed general order	None
Train workforce on general order	Staff Services	Training verification for entire workforce as overseen by Staff Services	None

**2015 Strategy: Develop a Unit Commander BLOG to share information with subordinates- Jail Bureau Responsibility**

Action Item	Responsible	Measures	Budget Effect
Create BLOG format	Captains	Format completed	None
Develop parameters of information to be shared	Captains	Guidelines created	None
Publish periodic BLOG	Captains	Internal information shared	None

## GOAL 2

*Objective: Develop leadership and management skills throughout the agency.*

**2015 Strategy:** To improve overall supervisory skills in the general performance of duties and in specific areas of need: reviewing reports, knowledge of policies, improving asset and equipment auditing skills, improving internal and external communication- Staff Services Responsibility

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Assess weaknesses in management skills	Commander, Lieutenant	Interview staff and utilize survey's across ranks to identify specific weakness	None
Identify solutions	Commander, Lieutenant	Develop training to correct deficiencies	None
Implement change	Commander, Lieutenant	Conduct training	TBD
Evaluate outcomes	Commander, Lieutenant	Command Review/Employee interviews and or survey's	None

## GOAL 3

***Goal 3: Provide effective and progressive equipment, resources, and technologies to ensure the safety of the community and our members.***

### OBJECTIVES:

1. Develop an assessment of agency technological and equipment needs.
2. Enhance technology, equipment, and infrastructure.
3. Research new technology and equipment to improve organizational effectiveness and operational efficiency.
4. Identify funding sources to improve technology and equipment.
5. Implement new technology and equipment to increase effectiveness and productivity.
6. Improve data collection, storage, and retrieval.

***Objective: Enhance technology, equipment, and infrastructure.***

**2015 Strategy: Improve current Motorola radio system in Court Security to allow for better communication between bureau members and allow enhanced communications to outside agencies and resources - Court Security Bureau Responsibility**

Action Item	Responsible	Measures	Budget Effect
Evaluate current radio system and identify areas that need improvement	Administrative Lieutenant/Sergeant/Team	List current weaknesses of the current Court Security radio system	None
Meet with Motorola vendor to discuss needs, solutions, and cost factors	Administrative Lieutenant/Sergeant/Team	List by priority the upgrades needed and associated costs	None
Submit requested equipment upgrades and costs to appropriate funding source	Bureau Chief/Admin Lt./and Sgt. Team	Approval or disapproval of requested funding	TBD
Apply approved budget funds to purchase upgrades	Budget/Bureau Chief/Admin Lt./and Sgt. Team	Purchase upgraded technologies and equipment	TBD

## GOAL 3

### 2015 Strategy: Establish OEC monitoring of Civil Deputy activities to improve officer safety - Civil Bureau Responsibility

Action Item	Responsible	Measures	Budget Effect
Work with OEC to establish availability of technical operations	OEC, Civil Bureau Chief, Civil Bureau Sergeant	List of viable options selected	None
Use list to construct criteria for on-scene timer options	OEC, Civil Bureau Chief, Civil Bureau Sergeant	Coding and timer options selected/ finalized	None
Test new monitoring procedure	Civil Bureau Chief, Civil Bureau Sergeant	Use test results to make any necessary adjustments	None
Implement monitoring	OEC	Codes and procedures activated	None

### 2015 Strategy: Enhance the Jail video camera system, taking advantages of increased capabilities of digital technologies - Jail Bureau Responsibility

Action Item	Responsible	Measures	Budget Effect
Conduct phase three project meeting with vendors (Simplex, DV, Tel, Black Creek, etc.)	Jail Admin	Implementation plan developed	None
Purchase new digital cameras	Jail Admin	Cameras purchased	TBD
Install data lines and power sources	Jail Maintenance	Infrastructure completed.	TBD
Digital cameras install	Jail Maintenance	100% installation	TBD

## GOAL 3

### 2015 Strategy: Implement personal video recorders for patrol deputies - Police Bureau Responsibility

Action Item	Responsible	Measures	Budget Effect
Identify / research desired capabilities	Special Operations	List produced and ranked by priority	None
Identify/research available resources	Special Operations	Criteria established and list produce	None
Conduct Field Testing Program	Special Operations	Produce report identifying strengths and weaknesses of each	None
Identify funding sources	Police Admin	Sources Identified	None
Produce applicable general order	Police Admin with Staff Services support	Order produced	None
Acquire and deploy resources	Police Admin	Equipment in use	TBD
Develop/deliver required training program	Police Admin with Staff Services support	Training delivered	TBD
Evaluate and assess effectiveness	Police Admin	Results published	None

### 2015 Strategy: Upgrade/ensure viability of Records Management Program, (ILeads) Staff Services Responsibility

Action Item	Responsible	Measures	Budget Effect
Identify ILeads program version update	Information Services (MCSO), County Information Services	Solicit product improvements from Intergraph, funding source and implementation team. Establish SOW	None
Establish implementation programming issues and schedule	Commander, Information Services (MCSO), County Information Services	Create implementation schedule and assign tasks	TBD
Initiate installation of ILeads 9.2	Commander, Information Services (MCSO), County Information Services	Install and test programs	TBD
Confirm operational effectiveness	Information Services (MCSO), County Information Services	Train relevant personnel and assess remaining functionality issues	TBD

## GOAL 3

### 2015 Strategy: Upgrade/ensure viability of booking program, (Moris) -Staff Services Responsibility

Action Item	Responsible	Measures	Budget Effect
Identify long term functionality issue	Information Services (MCSO), County Information Services	Obtain functionality, support services and end of life assessment	None
Identify and evaluate alternate programs	Commander, Information Services (MCSO), County Information Services	Meet vendors evaluate products	TBD
Create transition plan	Commander, Information Services (MCSO), County Information Services	Select solution, identify migration issues and installment plan	TBD
Plan for future program changes	Information Services (MCSO), County Information Services	Identify funding source and establish timeline	None

### 2015 Strategy: Upgrade/ensure viability of Jail Management System, (JMS) - Staff Services Responsibility

Action Item	Responsible	Measures	Budget Effect
Identify long term functionality issues	Information Services (MCSO), County Information Services, Major Jail Bureau	Obtain functionality, support services and end of life assessment	None
Identify solutions establish upgrade schedule	Commander, Information Services (MCSO), County Information Services, Major Jail Bureau	Meet vendors assess products	TBD
Select new product	Commander, Information Services (MCSO), County Information Services, Major Jail Bureau	Identify migration issues and develop implementation plan	TBD
Create implementation schedule	Information Services (MCSO), County Information Services, Major Jail Bureau	Identify funding source and purchase product	TBD

## GOAL 3

*Objective: Implement new technology and equipment to increase effectiveness and productivity.*

**2015 Strategy:** Review current weapons screening process to determine where improvements in equipment and signage could be utilized to increase safety, while at the same time reducing line wait times though improved efficiency - Court Security Bureau Responsibility

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Identify Weapons Screening Division equipment and signage needs for improved safety and efficiency	Admin Lt./Mag Sgt./Team	Identify the strengths and weaknesses of the current weapons screening process, layout and signage	None
Meet with contractors and vendor's to determine feasibility of proposed changes	Admin Lt./Mag Sgt./Team/OCA	Determine the most practical, safe and effective equipment solutions proposed	None
Submit proposed changes to Bureau Chief for review and determination of funding sources	Bureau Chief/Admin Lt./Mag Sgt./Team/OCA	Approval or Disapproval of proposed changes and of funding	TBD
Upon approval of funding, purchase requested new equipment and signs	Budget/Bureau Chief/Admin Lt./Mag Sgt./Team/OCA	Purchase requested equipment and signage. Implement recommend changes and new equipment	TBD

## GOAL 3

### 2015 Strategy: Identify and utilize a credentialed deaf and hard of hearing interpreting service and/or technology to improve our communication within the community - Sheriff's Administration responsibility

Action Item	Responsible	Measures	Budget Effect
Solicit information from outside organizations regarding their use of interpreting services	Sheriff's Administration	A comprehensive listing of interpreting services	None
Identify current use of services and technology for communication with the deaf and hard of hearing	Staff Services	List of our current technology and services	None
Develop working group to identify and recommend technologies to best serve the deaf and hard of hearing community	Sheriff's Administration	Survey and product demonstrations	None
Procurement of equipment as recommended by working group	Sheriff's Administration	Purchasing	TBD
Train workforce and implement use of new equipment used to communicate with the deaf and hard of hearing	Staff Services	Training verification for entire workforce as overseen by Staff Services	None
Through established communication and interaction, develop professional working relationships between the interpreters and our workforce so there is a mutual understanding of expectations	Sheriff's Administration	MCSO event tracking form	None

## GOAL 3

*Objective: Improve data collection, storage and retrieval.*

**2015 Strategy: Construct standard terms and data entry procedures for the Data Vault storage and retrieval process. Ensure accurate efficient tracking of documents stored in Data Vault. - Staff Services Responsibility**

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Construct MCSO cataloging system for the storage of records which are sent to Data Vault. Create rules to eliminate duplication of files	Staff Services Management Assistant, Information Services (MCSO), Staff Services Office Clerk, Records Clerk	Create standardization of cataloging terms, rules and related documents. Evaluate available record storage programs	None
Confirm location of outstanding files	Staff Services Management Assistant	Create list of missing files	None
Implement standardization of new Data Vault retention, retrieval and destruction	Staff Services Management Assistant, Information Services (MCSO), Staff Services Office Clerk, Records Clerk	Provide training across all areas of the MCSO	TBD
Audit record retention and destruction	Staff Services Management Assistant, Staff Services Office Clerk, Records Clerk, Training files	Update general order Provide audit report to Commander	TBD

## GOAL 4

### ***Goal 4: Promote a safe, healthy, highly skilled workforce that is both diverse and progressive.***

#### **OBJECTIVES:**

1. Hire and retain a quality, skilled, and diversified workforce.
2. Improve career development.
3. Maximize workforce development to promote staff safety, operational efficiency, and public service.
4. Promote physical and mental health wellness amongst employees.
5. Develop leadership and management skills throughout the agency.

***Objective: Hire and retain quality skilled and diversified workforce.***

**2015 Strategy: Improve the total number of applicants from all demographics.  
Increase the number of minority employees within the MCSO - Staff Services Responsibility**

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Assess current staffing and prior civil service exam demographics	Staff Services Sgt., Commander, Staff Services Lt., Recruitment Unit	Establish demographic data and identify areas of improvement	None
Develop long term strategies to improve deficient areas	Staff Services Sgt., Commander, Staff Services Lt., Recruitment Unit	Formulate and implement plan to improve identified deficient areas	None
Build partnerships with community agencies and groups to support the common goals of the hiring program	Commander, Staff Services Lt., Recruitment Unit	Identify partners and implement recruitment plan. Establish list of interested applicants and maintain contact to keep all informed about process steps and key dates	None
Continuously assess recruitment results and improve areas with poor results	Commander, Staff Services Lt., Recruitment Unit	Review exam and hiring demographics continuously to ensure program goals are being met	None

## GOAL 4

*Objective: Maximize workforce development to promote staff safety, operational efficiency, and public service.*

**2015 Strategy: Train all Court Security Bureau firearms qualified members the basic skills needed in building search techniques - Court Security Bureau Responsibility**

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Identify specific needs/issues specific to the Bureau in the topic of building search techniques	Team/MCSO Training Unit	List the training needs and specific issues identified	None
Coordinate with the Training Unit available firearms/ specialized instructors	Team/MCSO Training Unit	Confirm availability and identify instructors	None
Create lesson plans specific to building search for Court Security	Team/MCSO Training Unit/ Instructors	Lesson plans created	None
Upon approval of funding, purchase requested new equipment and signs	Budget/Bureau Chief/Admin Lt./Mag Sgt./Team/OCA	Purchase requested equipment and signage. Implement recommend changes and new equipment	TBD
Submit lesson plans for approval	Team/MCSO Training Unit/ Instructors	Command/Staff Services review and approval/revise	None
Proceed with approved building search training for Court Security firearms deputies	MCSO Training Unit/ Instructors	Schedule building search training for CS firearms qualified personnel	TBD

**2015 Strategy: Train the workforce on effectively communicating with the deaf and hard of hearing - Sheriff's Administration Responsibility**

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Budget Effect</b>
Identify our training needs and implement	Staff Services	Training verification for entire workforce as overseen by Staff Services	None

## GOAL 4

*Objective: Promote physical and mental health wellness amongst employees.*

**2015 Strategy: Provide emotional wellness training to all employees in the Jail Bureau -Jail Bureau Responsibility**

Action Item	Responsible	Measures	Budget Effect
Send key members to TTT course(s)	Jail Superintendent	Courses completed	None
Develop recruit level lesson plan and instruct recruits	Jail Superintendent	Lesson plan created and course taught to recruit class #43	None
Develop an in-service level lesson plan and instruct staff	Jail Superintendent and Staff Services	All sworn staff instructed	None

**2015 Strategy: Promote wellness through agency planned physical and educational activities - Staff Services Responsibility**

Action Item	Responsible	Measures	Budget Effect
Identify areas of physical and mental health needs of staff	Staff Services Corporal, Commander, Staff Services Lt.	Identify categories of specific physical and mental health areas of concern by consulting with area professionals	None
Develop solutions to achieve improvement in staff physical and mental well-being	Staff Services Corporal, Commander, Staff Services Lt.	Establish committee of staff and professionals to create programs which address wellness concerns	None
Implement strategies to improve staff physical and mental fitness	Staff Services Corporal, Commander, Staff Services Lt.	Organize programs and identify personnel who will be responsible for program management	TBD
Assess participation and success of programs	Staff Services Corporal, Commander, Staff Services Lt.	Document program activities, participation and implement changes based on the results	TBD

*Objective: Develop leadership and management skills throughout the agency.*

**2015 Strategy: Increase jail supervisor's awareness of personality traits to further their skills as managers and leaders - Jail Bureau Responsibility**

Action Item	Responsible	Measures	Budget Effect
Identify & obtain personality test	Platoon Captains	Test obtained	TBD
Supervisors complete personality test	Platoon Captains	All tests completed	None
In-service training to review and discuss test results	Platoon Captains	All supervisors participate in training	None

## GOAL 5

### *Goal 5: Provide responsible, cost-effective public safety.*

#### OBJECTIVES:

1. Identify and implement cost saving measures.
2. Develop methods to optimize workforce and resource efficiencies.
3. Research and evaluate alternatives for incarceration programs.
4. Identify and utilize alternative funding sources to enhance public safety services.

*Objective: Identify and implement cost saving measures.*

**2015 Strategy: Purchase and implement new scheduling programs to be used by all bureaus - Staff Services Responsibility**

<b>Action Item</b>	<b>Responsible</b>	<b>Measures</b>	<b>Effect on Budget</b>
Identify scheduling program needs	Staff Services Network Administrator, Commander or designee, Information Services (MCSO)	Create list of scheduling needs	None
Identify vendors and review available products	Staff Services Network Administrator, Commander or designee, Information Services (MCSO)	Review available product demonstration with web conference calls	None
Test or view selected programs in the field	Staff Services Network Administrator, Commander or designee, Information Services (MCSO)	View selected programs at site of similar sized LE agencies using selected products. Obtain sample roster from vendors	TBD
Identify vendor, funding source	Staff Services Network Administrator, Commander or designee, Information Services (MCSO)	Purchase scheduling program, implementation costs and funding source	TBD
Set up scheduling program	Staff Services Network Administrator, Information Services (MCSO)	Install program and create forms and training program	TBD
Train staff	Staff Services Network Administrator, Information Services (MCSO)	Identify train the trainers and train staff	TBD

## GOAL 5

*Objective: Develop methods to optimize workforce and resource efficiencies.*

**2015 Strategy:** The Jail Bureau will procure and utilize kiosk technologies to decrease the labor intensive tasks required of a deputy, freeing up time for core functions, making staff more efficient and the services more cost effective. In addition, a committee will explore revenue gathering options as a result of the kiosks - Jail Bureau Responsibility

Action Item	Responsible	Measures	Effect on Budget
Produce RFP for inmate commissary services	Director of Rehabilitation	RFP sent to potential vendors	None
Select inmate commissary vendor	Director of Rehabilitation, Superintendent, and selection committee	Vendor selected	None
Installation of kiosks and interface with existing system	Major of Administration and Captain	Installation and interface completed	TBD
Revenue committee expands kiosks functions	Major of Administration	Revenue generated	TBD
Kiosks utilized	Major of Administration	100 percent installation	TBD

## **APPENDIX**

<b>ESTIMATED CALLS FOR SERVICE</b>	<b>27</b>
<b>ANTICIPATED POPULATION TRENDS</b>	<b>28</b>
<b>ANTICIPATED PERSONNEL LEVELS</b>	<b>29</b>
<b>CAPITAL IMPROVEMENT PROJECT</b>	<b>30 - 33</b>
<b>WORKING GROUP</b>	<b>34</b>

## **Monroe County Sheriff's Office**

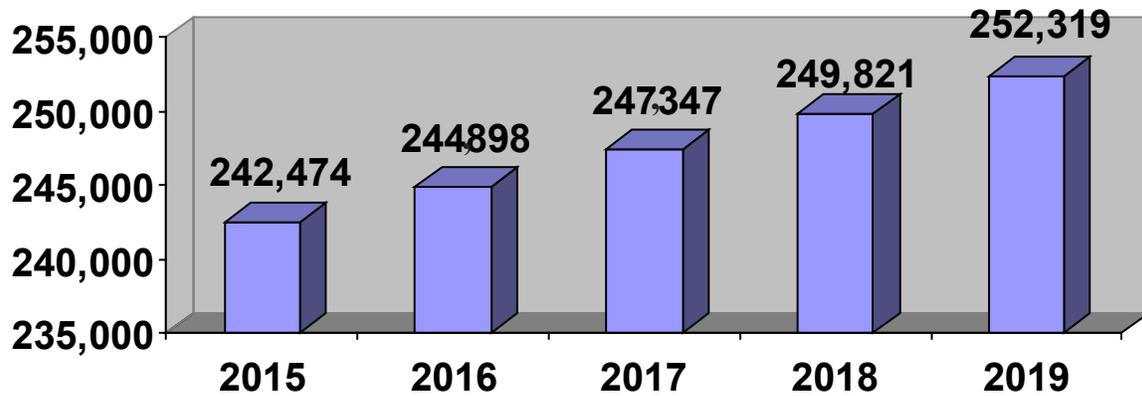
### **Calls for Service**

Estimated 2015-2019

<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
242,474	244,898	247,347	249,821	252,319

Annual numbers are now generated by Monroe County Emergency Communications Department (911). The calls for service are estimated to rise at 1% per year.

### **Estimated Calls for Service**



## ANTICIPATED POPULATION TRENDS

The Monroe County Sheriff's Office serves all of the residents of Monroe County (2010 Census population 744,344). The Monroe County Sheriff's Office Police Bureau is the primary responding police agency for the towns and villages of Chili, Clarkson, Hamlin, Henrietta, Mendon, Honeoye Falls, Parma, Hilton, Penfield, Perinton, Pittsford, Riga, Churchville, Rush, Sweden, Wheatland, and Scottsville.

We also provide support and specialized services to those municipalities having their own police departments.

Below is a listing of all the municipalities located within Monroe County. Those that are shaded in **gray** represent towns and villages where the Monroe County Sheriff's Office serves as the primary responding agency.

POPULATION BY TOWN		
Municipalities	2010 Census Population *	2013 Estimates*
Brighton	36,609	36,830
Chili	28,265	28,853
Clarkson	6,736	6,733
East Rochester	6,587	6,582
Gates	28,400	28,518
Greece	96,095	96,933
Hamlin	9,045	9,053
Henrietta	42,581	43,539
Irondequoit	51,692	51,443
Mendon	9,152	9,265
Ogden	19,856	20,143
Parma	15,633	15,857
Penfield	36,242	37,015
Perinton	46,462	46,651
Pittsford	29,405	29,664
Riga	5,590	5,768
Rochester City	210,565	210,358
Rush	3,478	3,466
Sweden	14,175	14,257
Webster	42,641	43,911
Wheatland	4,775	4,767
* United States Census Bureau		

## ANTICIPATED PERSONNEL LEVELS

The economic situation facing Monroe County will impact future personnel increases, and we anticipate future personnel increases to be minimal.

When positions do become available as a result of attrition they are frequently held vacant or absolved.

Personnel are allocated based upon workload analysis as determined by calls for service and jail population.

ADMINISTRATION				
	FS	PS	FC	PC
2011	7	0	9	0
2012	7	0	10	0
2013	7	0	10	0
2014	9	0	9	0
2015	8	0	10	0
2016	8	0	10	0
2017	8	0	10	0
2018	8	0	10	0

CIVIL BUREAU				
	FS	PS	FC	PC
2011	9	5	7	0
2012	9	5	7	0
2013	9	4	7	0
2014	9	4	7	0
2015	9	2	7	0
2016	9	2	7	0
2017	9	2	7	0
2018	10	2	8	0

JAIL BUREAU				
	FS	PS	FC	PC
2011	495	15	32	25
2012	502	15	34	24
2013	502	15	33	24
2014	502	15	29	21
2015	502	15	29	21
2016	502	15	29	21
2017	502	15	29	21
2018	502	15	29	21

COURT BUREAU				
	FS	PS	FC	PC
2011	144	0	0	0
2012	138	0	0	0
2013	138	0	0	0
2014	138	0	0	0
2015	108	*	*	*
2016	108	*	*	*
2017	108	*	*	*
2018	108	*	*	*

POLICE				
	FS	PS	FC	PC
2011	266	63	12	0
2012	274	69	11	0
2013	274	64	11	0
2014	274	70	10	0
2015	274	64	10	0
2016	274	64	10	0
2017	274	64	10	0
2018	274	64	10	0

STAFF SERVICES				
	FS	PS	FC	PC
2011	15	4	39	24
2012	15	4	40	20.5
2013	15	4	39	20.5
2014	16	4	41	21
2015	14	5	41	14
2016	14	5	41	14
2017	14	5	41	14
2018	14	5	41	14

\*Court security staffing is determined and budgeted by the Office of Court Administration (OCA).

\*KEY - FS- FULL TIME SWORN PS-PART TIME SWORN FC- FULL TIME CIVILIAN PC- PART TIME CIVILIAN



# 2014-2019 Capital Improvement Program



July, 2013

Adopted by the  
Monroe County Legislature



Submitted By  
Maggie Brooks  
County Executive



and  
The Monroe County Planning Board  
Linda A. Faubel, Chairperson



# MONROE COUNTY OFFICE OF THE SHERIFF

The Monroe County Office of the Sheriff is the primary provider of law enforcement services to thirteen towns and five villages in Monroe County. Deputy Sheriffs conduct specialized police activities at the County parks, airport and on navigational waterways. The Police Bureau Administration directs and oversees all operations from the downtown County Public Safety Building. Road Patrol deputies operate out of three decentralized zone substations. Last year, Sheriff's deputies answered over 210,566 calls for service. The Road Patrol's uniformed deputies are the most visible segment of the Police Bureau. Deputies investigate crimes and complaints, patrol neighborhoods, enforce traffic laws and conduct community education programs.

The Monroe County Jail Bureau staff provides care and custody of inmates confined by the courts, the New York State Parole Office and the United States Marshal. The Jail Bureau staff is responsible for an inmate population which fluctuates throughout the year from a mid-1,300 to a high of 1,500 for a daily population. The jail population consists of: non-sentenced prisoners - awaiting trial or sentencing, and sentenced prisoners - serving a maximum one year sentence, parole violators and federal detainee. The Jail Bureau Administration provides staff and facilities for security, prisoner transport, medical care, inmate rehabilitation and other related support activities.

The Civil Bureau staff is comprised of civilian and sworn employees. Deputies are responsible for the service of all civil process such as summonses, subpoenas and citations. In addition to civil process, the deputies also serve subpoenas issued by the District Attorney and verify voter residency for the Board of Elections. The deputies are court enforcement officers and may collect money by virtue of executions on real and personal property to satisfy money judgments. They are also responsible for enforcement of court orders such as civil arrests, evictions and seizures of property.

The Court Security Unit deputies maintain order and decorum during court functions and provide security in the Hall of Justice. These deputies place persons in custody on the order of a judge, provide security and transportation for sequestered juries and act as an informational source to the public. The Court Security Bureau preserves the integrity of the judicial process by ensuring the orderly transactions of all court procedures.



## Status of Previously Programmed Projects

- Renovations and maintenance to the Monroe County Jail and Correctional Facility continue.
- Sheriff's Range Facility location is being evaluated.
- Passenger buses are currently in production.
- Marine Unit Office Project is undergoing a building assessment.
- Court Bureau Base Station project is underway.
- Bid Specs for Driving Simulator project are being researched.

## Projects Planned for 2013

- Renovations and maintenance to the Monroe County Jail and Correctional Facility continue.
- Bid Specifications for Shotgun and Rifle Replacement Project are being developed.

**OFFICE OF THE SHERIFF - 2014-2019**

PROJECT NAME	Budget	ANNUAL PROJECT COST					Total Cost 6 Years
	2014	2015	2016	2017	2018	2019	
Monroe County Jail and Correctional Facility Improvements c	1,000,000	750,000	750,000	2,250,000	500,000	750,000	6,000,000
Sheriff's TEU/STOP DWI Van and Equipment Replacement c		200,000	200,000				400,000
County Public Safety Building Reconstruction c			500,000	3,000,000			3,500,000
<i>Sheriff's Marine Vessel Replacement</i> c						310,000	310,000
s						40,000	40,000
<i>total</i>	0	0	0	0	0	350,000	350,000
c=county Funds	1,000,000	950,000	1,450,000	5,250,000	500,000	1,060,000	10,210,000
s=state Funds	0	0	0	0	0	40,000	40,000
TOTAL c	1,000,000	950,000	1,450,000	5,250,000	500,000	1,100,000	10,250,000

Italics denotes a new project

**Monroe County Jail and Correctional Facility Improvements**

**Project Description:** This project will include interior improvements to the Monroe County Jail building to include plumbing, HVAC, electrical and masonry repairs, security system upgrades, window replacement and caulking, fire/life protection improvements, the relocation of the Jail Medical Unit to the Plaza Level, as well as the upgrading of HVAC, plumbing and electrical utility systems in the city housing area of the downtown jail. This project also involves projects for the Monroe County Correctional Facility and site improvements at Sheriff's Department facilities which will include paving, drainage improvements, fencing, access control and security.

**Environmental Review:** This project is a Type II Action and will not require further environmental review.

**Estimated Annual Impact on the Operating Budget:**

Bond Life:	10 years
Annual Debt Service Payment:	\$815,200
Annual Operating Costs:	\$ 0
Attributable Revenues:	\$ <u>0</u>
Net Operating Budget Impact:	\$815,200

**Sheriff's TEU/STOP DWI Van and Equipment Replacement**

**Project Description:** This project involves replacing one of the two Sheriff's DWI Processing Vans and associated equipment. At the time of replacement, the van will be over 8 years old.

**Environmental Review:** This project is an Exempt Action and will not require further environmental review.

**Estimated Annual Impact on the Operating Budget:**

Bond Life:	5 years
Annual Debt Service Payment:	\$95,000
Annual Operating Costs:	\$ 0
Attributable Revenues:	\$ <u>0</u>
Net Operating Budget Impact:	\$95,000

## County Public Safety Building Reconstruction

**Project Description:** The building is over 40 years old and many of the systems are reaching the end of their useful life and need replacement. This project will fund design and reconstruction of the 2nd and 3rd Floor for use by the Sheriff's Office. Improvements will include electrical, plumbing, steam, chilled water and security systems. Also included are changes to the building to make it suitable for the needs of the Sheriff's Office.

**Environmental Review:** This project is a Type II Action and will not require further environmental review.

### Estimated Annual Impact on the Operating Budget:

Bond Life:	20 years
Annual Debt Service Payment:	\$305,100
Annual Operating Costs:	\$ 0
Attributable Revenues:	<u>\$ 0</u>
Net Operating Budget Impact:	\$305,100

## Sheriff's Marine Vessel Replacement

**Project Description:** This project entails the purchase of a marine vessel to replace one that was put into service in 1994 and will be over 25 years of age at the time of replacement. The vessel was slated for replacement in 2013, however the purchase of several new engines have extended the use of the vessel. Replacement of the vessel should not impact Sheriff's Operating budget.

**Environmental Review:** This project is a Type II Action and will not require further environmental review.

### Estimated Annual Impact on the Operating Budget:

Bond Life:	10 years
Annual Debt Service Payment:	\$42,100
Annual Operating Costs:	\$ 0
Attributable Revenues:	<u>\$ 0</u>
Net Operating Budget Impact:	\$42,100

# STRATEGIC PLAN WORKING GROUP



SHERIFF  
Patrick M. O'Flynn



UNDERSHERIFF  
William E. Sanborn

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## GROUP 1

Chief Deputy Andrew Forsythe  
Major Lou Tomassetti  
Captain Bob Clar  
Captain Paul DeLella  
Captain Mike Fowler  
Captain Dave Inzana  
Captain Jeff Wagner

## GROUP 2

Superintendent Ron Harling  
Major Tim Horan  
Major Ed Krenzer  
Captain John Kennedy  
Captain John LiPari  
Captain Matt VanDuzee

## GROUP 3

Commander Dave Phelps  
Lieutenant Dale Erne  
Steven Brown  
Jennifer Curley  
Roger Hake  
Ed Ignarri  
Craig Johnson

## GROUP 4

Chief Gary Carpino  
Chief Ken Willis  
Lieutenant Todd Frank  
Sergeant Phil Gombatto

# MONROE COUNTY SHERIFF'S OFFICE

# STRATEGIC PLAN

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*The Sheriff is responsible for the formulation and development of the Monroe County Sheriff's Office Strategic Plan.*

*Our 2015 to 2018 strategic plan provides the framework for achieving the vision and mission of the Monroe County Sheriff's Office. Vital to this plan is our providing quality services that are prompt, cost effective and address the ever changing needs of the community we serve. To this end, we constantly re-evaluate our performance, equipment, policies and community relationships to ensure we provide the best possible service; all while taking into account the safety wellness and efficiency of every employee of this office. For each year of the Strategic Plan, we will annually update it by identifying new strategies and tactics to achieve our long term goals.*

*The Sheriff reserves the right to revise the plan as needed in order to meet desired objectives. Annually, the Sheriff will distribute to all personnel on a multi bureau bulletin the Goals, Objectives, Strategies, and Tactics that comprise the agency Strategic Plan. This and quarterly progress reports for each goal will also be posted electronically on the Sheriff's Office Intranet under "Agency Information" for all employees to access and view.*

*Goals, Objectives, and Strategies are an integral part of our organizational development and efficiency. The Sheriff encourages everyone in the agency to familiarize themselves with them and understand that their role in the implementation of our strategic plan is vital to the mission of the Sheriff's Office.*



*Patrick M. O'Flynn*

SHERIFF PATRICK M. O'FLYNN

*William E. Sanborn*

UNDERSHERIFF WILLIAM E. SANBORN