



CROOK COUNTY SPECIAL PUBLIC MEETING AGENDA

Friday, October 17, 2025 at 1:00 pm

Crook County Annex | 320 NE Court St. | Prineville OR

Members of the public and media are welcome to attend in person or via Zoom: Phone:
1-253-215-8782; Meeting ID: 983 3512 9156; Passcode: 180535

PUBLIC COMMENT

Please note that each speaker is limited to a maximum of five (5) minutes. This guideline helps ensure that everyone has an equal opportunity to speak.

DISCUSSION

1. Continue discussion of Sheriff's office core services and level of service options

Requester: Will Van Vactor
County Manager

NOTICE AND DISCLAIMER

The Crook County Board of Commissioners is the governing body of Crook County, Oregon, and holds work sessions to deliberate upon matters of County concern. As part of its efforts to keep the public apprised of its activities, the Crook County Board of Commissioners has published this PDF file. This file contains the material to be presented before the County Board of Commissioners for the scheduled special session.

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Additional Items

Additional items may be discussed that arise too late to be included as a part of this notice. For information about adding agenda items, please contact the County Administration office at 541-447-6555. Assistance to handicapped individuals is provided with advance notice.

Contact: Brian Barney (brian.barney@crookcountyor.gov (541) 447-6555) | Agenda published on 10/09/2025 at 8:40 AM

MEMORANDUM

TO: Crook County Board of Commissioners
FROM: Will VanVactor, County Manager
DATE: October 16, 2025
RE: Sheriff's Office Levels of Service Analysis

OVERVIEW

This memo outlines a structured review of the Sheriff's Office's service divisions at three levels of service: **Ideal, Critical (Middle), and Minimum**. Each division's table clarifies what services are performed at each level based on current staffing and budget reality, plus narrative summaries of functions not provided or at risk. This will support future budget deliberations and help set service expectations.

PATROL DIVISION

1) LEVELS OF SERVICE MATRIX (FY2026)

Service Level	Ideal	Current / Critical	Minimum
What Patrol Will Do (Core Services at Each Level)	- Full proactive patrol and specialty team assignment - Regular patrols cover all remote areas - Detective and CSO positions filled - Balanced detective caseload; CODE/drug team participation - Specialty: DRE, Drone, K9, CERT, etc. - Full time-off and relief coverage; burnout minimized	- Three patrol teams: (Sgt + 2 deputies), with one detective reassigned to team - One deputy off at a time; burnout concern - Reduced service hours; deputies sometimes on-call - Reactive-only patrol; significant traffic/quality-of-life complaints backlog - Desk deputy assignment likely - Jail backfill may further deplete coverage	- Serve civil papers only (statutory) - Exclusively reactive: only respond to serious in-progress person crimes - Triage calls; major incidents handled if possible; most calls referred to OSP - On-call coverage only
Personnel (FTE)	25.35	17.35 current / 14.00 critical	1.00
Personnel Cost (\$)	\$4,096,187	\$2,805,864 current / \$2,396,499 critical	\$147,558

2) NARRATIVE – PATROL FUNCTIONS NOT PROVIDED / AT RISK:

- **Minimum:** No ongoing patrol, investigation, or community visibility. Non-emergency calls and most crime defer to OSP, with likely long delays. No specialty teams or backup to jail. Burnout almost assured.
- **Current/Critical (Middle):** No proactive/specialty policing or dedicated investigations. High overtime, limited presence. Patrol sometimes forced to fill jail gaps.
- **Ideal:** All routine and community public safety functions—including prevention, outreach, and cross-divisional support—are provided.

JAIL DIVISION

1) LEVELS OF SERVICE MATRIX (FY2026)

Service Level	Ideal	Current	Critical (Middle)	Minimum
What Jail Will Do (Core Services at Each Level)	- House all new arrests regardless of risk/medical/mental health - Full Justice Center security/transport - Admin covers extraditions, warrants, supplies - Staff cover absences, FMLA, training - No forced releases; rapid emergency response	- House new arrests without a matrix system, some patrol support for shifts - Capacity 65-70 - Cover in-custody court/transport (sometimes with overtime) - Handle emergencies with some outside backup	- Cap at ~30 inmates - Only limited housing; frequent matrix release - Jail Commander plus patrol handle all transports/court - Staff absences require overtime or patrol coverage - Emergency releases for medical/hospitalization common	- Only most serious arrests housed (max ~15) - Minimal staff (1 Control, 1 floor, 1 Sergeant, Commander as line staff) - No dedicated transport/security/court - Sheriff or patrol fill all special needs - High risk of injury/burnout/forced release
Personnel (FTE)	31.20 + 1.00 Court Security	25.15 + 1.00 Court Security	18.00 + 1.00 Court Security	11.00 + 1.00 Court Security
Personnel Cost (\$)	\$4,658,703 + \$144,427 Court Security	\$3,779,738 + \$144,427 Court Security	\$2,852,994 + \$144,427 Court Security	\$1,712,486 + \$144,427 Court Security

2) NARRATIVE – JAIL FUNCTIONS NOT PROVIDED / AT RISK:

- **Minimum:** No Justice Center security/transport. Most high-need, medical, or mental health arrestees released. Patrol or Sheriff fill staff gaps and emergencies. No routine leave coverage; burnout/high liability likely.
- **Critical (Middle):** No courtroom/transport staff; staff absences covered by patrol. Medical/hospital cases trigger immediate release; frequent delays in emergency response. Burnout persistent.
- **Current:** Still forced to sometimes release high-risk individuals due to resource issues; burnout and overtime still a risk.
- **Ideal:** All community and statutory jail functions are fully resourced and provided.

PAROLE & PROBATION DIVISION

1) LEVELS OF SERVICE MATRIX (FY2026)

Service Level	Ideal	Current (Critical/Middle)	Minimum
What P&P Will Do (Core Services at Each Level)	- Caseload size of 20–25 high/medium risk - All supervision standards/requirements (OARs) met - In-house treatment/mental health - Full evidence-based practice; regular home visits/community engagement - Specialty programs fully staffed	- Caseloads of 40–45 per deputy/sergeant - Most OARs/standards met; limited in-depth client intervention - Some in-house programs - Reasonable after-hours response, some home/community checks	- Caseloads of 70 per PO/Sergeant, 50 for Lieutenant - Only monthly client contact; no home/community checks - No specialty/evidence-based services - Frequent after-hours calls; burnout imminent - Virtually no proactive supervision/direct work
Personnel (FTE)	9.50	8.50 current / 6.50 critical	1.80
Personnel Cost (\$)	\$1,550,999	\$1,390,149 current / \$1,035,849 critical	\$251,776

2) NARRATIVE – PAROLE AND PROBATION NOT PROVIDED / AT RISK:

- **Minimum:** No ability to meet basic supervision standards (OARs), no proactive fieldwork, no specialty support. Massive caseloads; only monthly contacts. High recidivism/community risk.
- **Current (Critical/Middle):** Only core compliance consistently met; high caseloads make individual client work and intervention rare. Some specialty programming but stretched.
- **Ideal:** Full statutory and best-practice supervision/rehabilitation with positive outcomes/case management.

ADMINISTRATIVE DIVISION

1) LEVELS OF SERVICE MATRIX (FY2026)

Service Level	Ideal	Current (Critical/Middle)	Minimum
What Admin Will Do (Core Services at Each Level)	- Dedicated Administrative Division Manager: Provides leadership, consistency, and accountability within the admin team while serving as part of the Sheriff's Command Staff. - Enhanced oversight: Centralized management of civil, records, CHL, warrants, and evidence ensures policy compliance and consistent performance. - Restored administrative bandwidth: An office manager can focus on internal support, scheduling, and communication, freeing the Sheriff's Administrative Division Manager to handle higher-level correspondence, policy, and coordination. - Improved financial accuracy and autonomy: A dedicated finance/payroll specialist ensures timely billing, grant tracking, and budget	- Functional but strained: All administrative areas are covered, but with limited overlap or coverage for leave, illness, or FMLA. - Shared financial functions: Payroll, billing support, and HR are partially handled internally, with dependency on County finance staff. - Reactive management structure: The Administrative Division Manager fills both executive and management roles, leading to workload bottlenecks. - Adequate for compliance, limited for growth: All mandated functions (records retention, warrant entry, CHL processing) are maintained, but with no capacity for program improvement or succession planning.	- County-managed finance and payroll: These functions would have to be absorbed by County administration due to lack of internal capacity. - Reduced administrative coverage: Front office and records staff would be required to multitask across civil, CHL, and warrant duties, increasing processing time and risk of errors. - Limited supervision: Without a dedicated admin leader, the Sheriff and command staff must directly manage clerical and financial workflows, pulling focus from operations and leadership. - Reduced customer service and public access: In-person and phone response times would slow, less lobby open time, affecting public

	monitoring within the Sheriff's Office. - Increased operational resilience: Additional records staffing provides coverage for absences and allows for training, auditing, and digital record modernization.		satisfaction and compliance timelines.
Personnel (FTE)	12.70	9.27	8.65
Personnel Cost (\$)	\$1,753,839	\$1,381,678	\$1,290,402

2) NARRATIVE – ADMIN FUNCTIONS NOT PROVIDED / AT RISK:

- **Minimum:** Admin Division Manager may have a different title and cover a discipline; the position will have to give up parts of the current supporting role to the Sheriff and command team, and all HR responsibilities to the county. There will be a significant loss of open lobby hours to keep up with workloads in high-liability mandated functions.
- **Current (Critical/Middle):** Challenging to have good cross-training as everyone is busy with their current roles. The jail lobby has limited open hours as we cover two locations with no additional staffing.
- **Ideal:** Ability to cross train in multiple disciplines and have coverage when people are out of the office.

CONCLUSION

The information provided above and the excel tool that will be presented at the meeting on October 17, 2025, are intended to provide further clarity regarding the different service level options. The goal is to help provide clarity and to inform future budget decisions.

Crook County

Sheriff's Office: Core Services (continued)

Recap & Continued Discussion

- **Prior Special Meeting Recap (9/29/25)**
 - Reviewed core services
 - SO presented on levels of service
- **Commissioner Questions**
 - How many incidents are we handling for OSP (backup or calls for service)?
 - How many traffic accidents are we responding to on state highways?
 - How often is patrol staff covering court security?
 - How many high risk court sessions are operating without courtroom security presence?

Patrol Division

Service Level	Ideal	Current / Critical	Minimum
What Patrol Will Do (Core Services at Each Level)	- Full proactive patrol and specialty team assignment - Regular patrols cover all remote areas - Detective and CSO positions filled - Balanced detective caseload; CODE/drug team participation - Specialty: DRE, Dron, K9, CERT, etc. - Full time-off and relief coverage; burnout minimized	- Three patrol teams: (Sgt + 2 deputies), with one detective reassigned to team - One deputy off at a time; burnout concern - Reduced service hours; deputies sometimes on-call - Reactive-only patrol; significant traffic/quality-of-life complaints backlog - Desk deputy assignment likely - Jail backfill may further deplete coverage	- Serve civil papers only (statutory) - Exclusively reactive: only respond to serious in-progress person crimes - Triage calls; major incidents handled if possible; most calls referred to OSP - On-call coverage only
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Parole & Probation Division

Service Level	Ideal	Current (Critical/Middle)	Minimum
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Administrative Division

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Questions?

- **Any more questions?**
- **Next Steps:**
 - Incorporate feedback into final core service description
 - Final core service descriptions for all departments to be presented in early 2026

