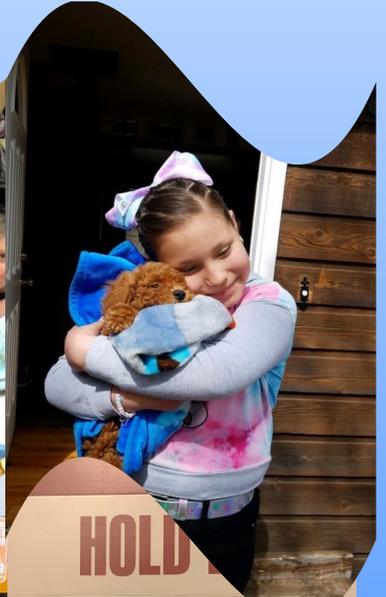




Fiscal Year 2021 Operating Budget



Sheriff Steve Harkins

Chief Deputy Will Fruehling

Table of Contents

<u>SHERIFF OPERATING BUDGET</u>	1-33
Forward / Color Key_____	3
FY2021 Sheriff Budget Overview	
General Info_____	4
Department Profile	
Operational Description_____	5
Description of Duties_____	5-6
Organizational Structure_____	7-8
BCSO Values & Guiding Principles_____	9
Sheriff Major Accomplishments _____	10-18
Elements of Our Strategic Plan_____	19-27
Blaine County Strategic Priorities_____	20-21
FY2019-2020 Departmental Outcome Update _____	22-23
FY2021 Departmental Proposed Outcomes Overview_____	24
Proposed Outcome Justification - Operational Mission_____	25
Proposed Outcome Justification- Improve Internal Processes_____	26-27
FY2021 Sheriff Outcome Based Budgeting	
Sheriff Summary Schedule_____	28
Sheriff Code of Accounts_____	29-30
Sheriff Line Item Justifications_____	31-32
Projected Department Revenue_____	33

KETCHUM POLICE BUDGET

34-38

Ketchum Police Mission and Vision Statement _____ 34

 Ketchum Police Accomplishments _____ 35

 FY2021 Ketchum Police Outcome Based Budgeting

 Ketchum Police Summary Schedule _____ 36

 Ketchum Police Code of Accounts _____ 37

 Ketchum Police Line Item Justifications _____ 38

DETENTION BUDGET

39-46

Detention Mission and Vision Statement _____ 39

Detention Major Accomplishments _____ 40-41

 FY2021 Detention Outcome Based Budgeting

 Detention Summary Schedule _____ 42

 Detention Code of Accounts _____ 43-44

 Detention Line Item Justifications _____ 45-46

APPENDICES

Glossary _____ 47-49

FORWARD

The Blaine County Sheriff's Office is committed to providing the highest level of professional law enforcement to its residents. We work hard to achieve and improve upon our shared values of Teamwork, Integrity, and Excellence. We prioritize our budget requests in our ongoing strategic planning process to those we feel are vital for our continued operational success, internal improvement, and our ability to meet our legal mandates.

We are proud of our response to the unprecedented COVID-19 event and our ability to mitigate the effects while maintaining our level of service. For Fiscal Year 2021, we have adjusted our short term goals and budget planning to maximize our sustainability and resilience, minimize costs, and delay expenditures wherever possible. Our long term goals remain to improve our agency's public services, meet our fiduciary responsibilities, maintain competitive salaries, and retain a well-trained professional staff. These tasks are critical to meeting our Operational Mission and improving our Internal Processes.

The framework of this year's budget includes our major accomplishments over the past year, outcome updates, proposed departmental outcomes for FY2021 with the necessary inputs to achieve them, and three separate budgets: Sheriff, Ketchum Police, and Detention. Line item justifications provide details for all increases and reductions. Color coding has been added to make the tables for each budget distinct.

We look forward to working with the Blaine County Board of Commissioners, the Budget Officer, and the County Administrator to fine-tune our financial plan to better create the results that meet the needs of our community and provide the highest level of law enforcement to Blaine County.

Sheriff Steve Harkins

Chief Deputy Will Fruehling

Color Key

Sheriff Budget

Ketchum Police Budget

Detention Center Budget

Dark Blue Table

Light Blue Table

Red Table

FY2021

Blaine County Sheriff Budget Overview

General Information

Office / Department: Blaine County Sheriff's Office

Budget Contact Persons: Sheriff Steve Harkins
Chief Deputy Will Fruehling
Sheriff Administrative Specialist Holly Carter

Budget Team Members: Patrol Captain Bryan Carpita
Detective Lieutenant Mike Abaid
Detention Captain Jay Davis
Ketchum Police Captain Dave Kassner
Ketchum Police Administrative Specialist Holly Cole
Patrol Lieutenant Fabrizio Lizano

BCC Presentation Date: 1:30 - 3:00 p.m. June 25, 2019

Sheriff Office / Department Profile

Operational Description: The Blaine County Sheriff's Office operates as the chief law enforcement agency of the county in keeping of the peace, enforcing the laws, committing violators, executing all process, attending court trials, promoting public safety, executing orders of the courts, and fulfilling our statutory duty to maintain the county jail.

Our Team: The Blaine County Sheriff's Office is made up of the following

- Blaine County Sheriff Administration Team
- Blaine County Patrol Team
- Ketchum Police Team
- Blaine County Detective Team
- Blaine County Civil Team
- Blaine County Detention Team
- Blaine County Court Bailiff and Security Team
- Blaine County Search and Rescue
- Blaine County Boat and Waterways Team
- Blaine County Snowmobile Patrol Team
- Blaine County Backcountry Patrol Team
- Blaine County Narcotics Enforcement Team (NET)
- BCSO K9 Team
- BCSO Drone Team

Description of Duties: Law enforcement activities as outlined by the Idaho Code which includes:

- Agency responds to and serves the public with courteous goodwill.
- Promotes public safety for county residents and visitors, protects citizen rights, enforces state and local laws by performing a wide range of professional law enforcement;
- Ensures all legislative state and federally required duties, responsibilities and enforcement of penal laws per Title 31 and other applicable statutes of Idaho Code are performed;
- Provides training and certification to educate our staff to be prepared for any public safety event, perform their duties under county and state law, and stay abreast of new trends, efficiencies, and innovations in law enforcement;
- Management of fiscal responsibility including the preparation of annual budgets and ongoing expenditures for the Detention, Ketchum Police, and Sheriff budgets;
- Enforces traffic laws during patrols of assigned roadways and enforces boating laws on assigned waterways;

- Conducts criminal investigations within the county jurisdiction including, but not limited to, crimes against persons or property, narcotics violations, and auto, industrial or aircraft accidents; presents findings according to the established standards in a detailed documented reports; testifies in court as required;
- Responsible for the proper investigation, chain of custody and case management of all misdemeanor, felony or major investigations within our jurisdiction and assists the Prosecutor's Office in obtaining successful prosecutions;
- Performs rescue functions at accidents, emergencies, and disasters to include directing traffic for long periods, administering emergency medical aid, lifting, carrying people away from dangerous situations and securing and evacuating people from particular areas;
- Processes and transports individuals in custody;
- Ensures legal service of all civil process and notices for the Sheriff's Office as required by Idaho Code;
- Ensures the safety and security of inmates, the public, and the employees of the Sheriff's Office by efficient and effective operation of the Blaine County Detention Center;
- Oversees the activities and security of the Blaine County Courts including providing for the safety of court personnel, incarcerated defendants, and the public;
- Operates Search and Rescue to include rescue and recovery for lost or missing persons. Provides training to prepare search and rescue members to be ready to save lives when necessary;
- Provides Emergency Operations Center and disaster coordination including but not limited to fires, avalanches, or floods; Responsible for the safe evacuation of all Blaine County citizens;
- Provides management and coordination for the Blaine County Narcotics Enforcement Team;
- Responsible to assist and transport individuals who require a mental health evaluation

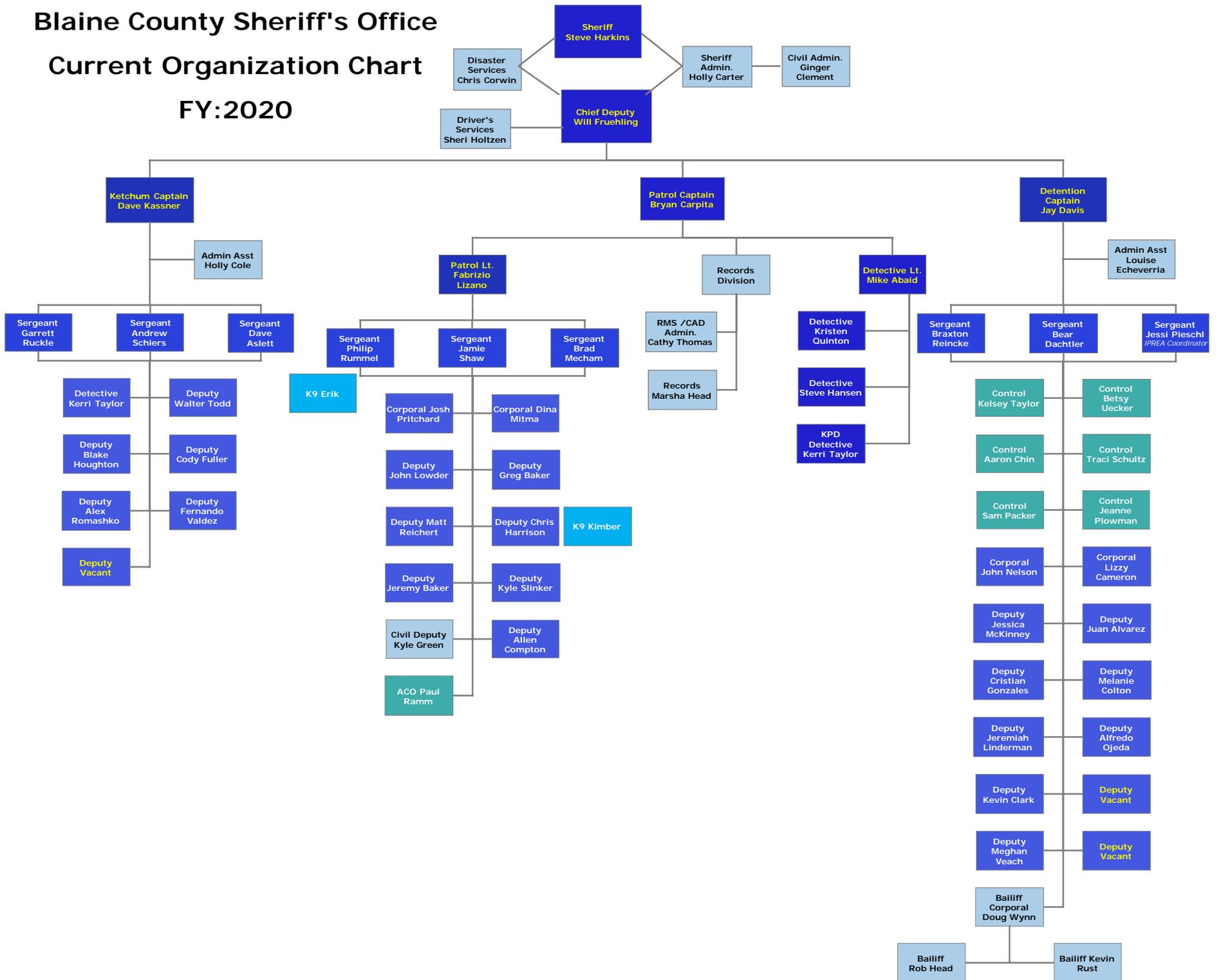


Organizational Structure: BCSO Current and Proposed Organizational Charts to follow:

Blaine County Sheriff's Office

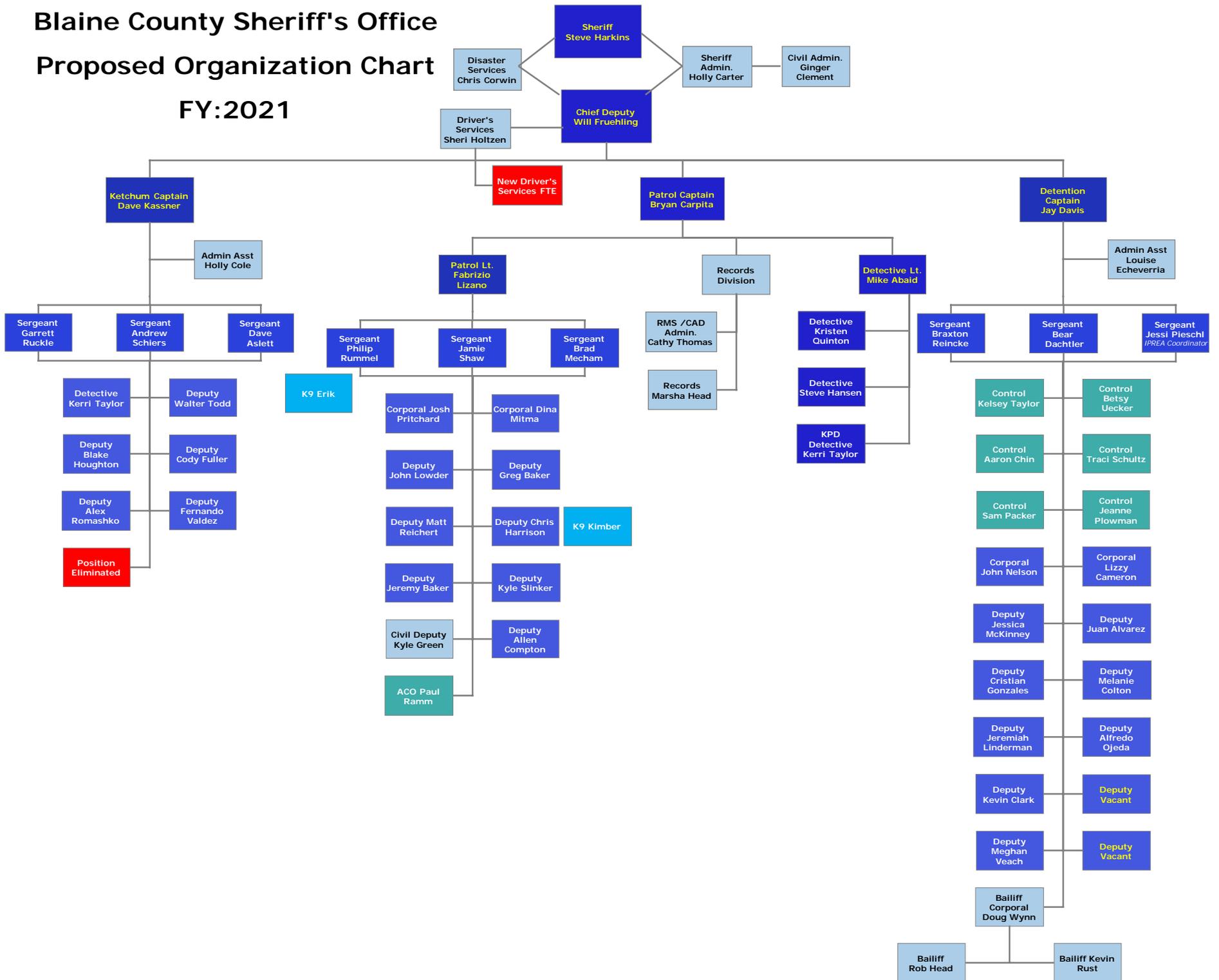
Current Organization Chart

FY:2020



Blaine County Sheriff's Office Proposed Organization Chart

FY:2021





BCSO Values and Guiding Principles

The Blaine County Sheriff's Office is committed to Blaine County's shared values:

Teamwork * Integrity * Excellence

BCSO Guiding Principles

Mission Statement

The men and women of the Blaine County Sheriff's Office are committed to being a professional organization dedicated to the concepts of personal excellence, continuous improvement, teamwork, and service to our community. We take pride in our organization, our accomplishments, and our abilities to make Blaine County a safe place to live, work, and play.

Vision Statement

It is the vision of the Blaine County Sheriff's Office to take the leadership role in law enforcement services to meet the needs of our community. Emphasis will be placed on creative ways to bring the community and exceptional law enforcement services together as one team. Prevention programs, proactive law enforcement, and community policing are priorities for the Blaine County Sheriff's Office. We strive to develop a work environment where employees are challenged and encouraged to learn new skills, gain knowledge, ability, and the capacity to pursue professional excellence.



Sheriff Major Accomplishments

- **Pandemic Response:** In 2020, we have seen unprecedented events unfold as a result of the Covid-19 pandemic. The Sheriff's Office has been a stalwart presence during the chaos and confusion of public health orders, fears of road closures, stages of reopening, and a variety of enforcement issues. Throughout, our patrol deputies have been working and visible in the community, offering help where needed. Our detention staff has been on the job 24/7 taking extraordinary measures to protect the inmates from contagion. Our Administrative staff has come up with creative ways to ensure that critical office functions continue, with some working from home full time and others job sharing. We have been able to seamlessly provide high-quality law enforcement to our citizens. We are incredibly proud of our staff for their dedication and flexibility in handling a myriad of policy and procedural changes during these unparalleled times.

Our Pandemic Response accomplishment is aligned with the following Strategic Priorities:

- Plans, prepares and responds to economic, social, and environmental change
- Is equipped, trained, and very well prepared to protect public safety and health.
- Takes the time to assess risk and incorporates risk management appropriately into its decision making
- Is prepared for unforeseen events not otherwise reflected in budget planning with sufficient contingency reserves
- Recognizes the federal and state constitutional and statutory environment in which it operates
- Provides leadership reflecting the goals and values of the entire Blaine County community
- Understands its constituency and believes county government exists to serve their needs
- Works to meet community needs when determined appropriate and possible
- Models excellent government
- Promulgates appropriate inter-governmental cooperative action
- Understands and focuses on customer and client service
- Is unified in its sense of purpose
- Exhibits good morale
- Promotes a collaborative team approach to issues and problem solving
- Strives for consistency
- Strives to exceed expectations



- **Impact Munitions:** In pursuit of the safest options for both our deputies and our community, this past year we upgraded our Less Lethal Impact Munition System. We replaced the old tube-fed magazine shotguns with detachable magazine shotguns that allow the ability to quickly change the type of impact munition. They have the three non-lethal munition options including a short-range liquid-filled bag, a medium-range shot filled bag, and a long-range rubber torpedo. This specialized equipment will reduce the risk of injury to both officers and suspects when we encounter situations involving violent individuals and increase our ability to react quickly in dangerous situations to protect our community.

Our Impact Munitions accomplishment is aligned with the following Strategic Priorities:

- Is equipped, trained, and very well prepared to protect public safety and health.
- Takes the time to assess risk and incorporates risk management appropriately into decision making
- Plans, prepares and responds to economic, social, and environmental change
- Strives for consistency
- Is unified in its sense of purpose
- Exhibits good morale
- Promotes a collaborative team approach to issues and problem solving
- Maintains a strong ethical foundation
- Sets clear employee performance and evaluation standards and upholds them
- Strives to exceed expectations

- **Detective Lieutenant Position:** The creation of a Lieutenant position for the Investigations Team in early January has shown significant benefits. The new position makes the investigative team stronger and more efficient. The Detective Lieutenant supervises the Blaine County Narcotics Enforcement Team (NET) and has taken on the task of delegating new cases as they come in and determining which detective should investigate based on their specialized skill set. The ability to assist where needed, oversee the daily progress of all cases, review and approve case reports helps to ensure the consistency and effectiveness of the Investigation Team. Lieutenant Abaid has also taken on the responsibility of managing the Blaine County evidence room. His knowledge and experience with proper evidence handling and processing techniques allow us to continue to make the integrity of the evidence room a priority. As we convert and transition to a new evidence system over the next year this expertise will be extremely important. Specific focus can now be given to assure that training funds are utilized where they are most needed and the knowledge learned is directly applied to enhance investigations. A new monthly in-house training has been put into place that focuses on specific aspects of the Narcotics Enforcement Team (NET) and general investigations. This training provides team building and will have a strong impact on the continued success of the whole team.



Our Detective Lieutenant Position accomplishment is aligned with the following Strategic Priorities:

- Increased Level of Customer Service
- Efficient Use of Resources
- Promotes a collaborative team approach to issues and problem solving
- Engages in excellent intra- and inter-departmental communication
- Optimizes employee training and improvement opportunities
- Sets clear employee performance and evaluation standards and upholds them
- Optimizes public accessibility to county services and information
- Is unified in its sense of purpose
- Strives for consistency
- Exhibits good morale
- Provides a desirable, responsive work environment
- Is equipped, trained, and very well prepared to protect public safety and health.
- Strives to exceed expectations

- **Internal Promotions:** We have had five additional promotions this past year in the department including:

- Detention Sergeant Braxton Reincke
- Patrol Captain Bryan Carpita
- Patrol Lieutenant Fabrizio Lizano
- Patrol Sergeant Philip Rummel
- Patrol Corporal Dina Mitma



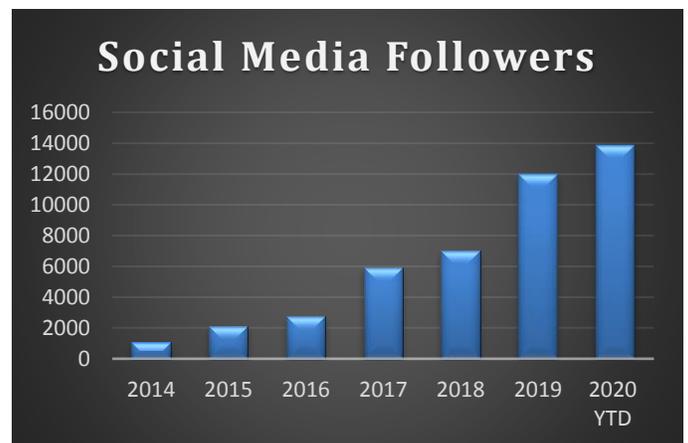
- **E-Ticketing System:** This past year we received a grant from the Idaho State Police, in cooperation with the Idaho Department of Transportation, for a new electronic citation system. The various components of the e-ticketing system including computers, scanners, software, mounting brackets, and printers are worth approximately \$22,000. The new system will be provided to all Blaine County Sheriff and Ketchum Police patrol deputies. When a deputy issues a citation, the driver's license information and the vehicle's registration information will be scanned into the e-ticketing software using a handheld scanner. The citation will be printed out on a small printer and then transmitted electronically to databases maintained by the police and the courts. There are numerous benefits to this new system. It will save time for both officers and court clerks. According to studies, it could cut the time it takes to ticket an offending driver by 80 percent, putting the officer back on the road to patrol. It will allow officers to spend less time pulled over on the sides of Idaho's roadways, which is an officer safety issue. We have received the equipment and are awaiting installation by Blaine County IT Department this summer. We hope to have the system fully operational by the end of the year and look forward to updating the Board of Commissioners next year in more detail.

Our E-Ticketing System accomplishment is aligned with the following Strategic Priorities:

- Promulgates appropriate inter-governmental cooperative action
- Takes the time to assess risk and incorporates risk management appropriately into its decision making
- Plans, prepares and responds to economic, social, and environmental change
- Uses citizen and taxpayer resources efficiently and effectively
- Optimizes public accessibility to county services and information
- Understands its constituency and believes county government exists to serve their needs
- Understands and focuses on customer and client service
- Is unified in its sense of purpose
- Promotes a collaborative team approach to issues and problem solving
- Engages in excellent intra- and inter-departmental communication
- Strives for consistency
- Sets clear employee performance and evaluation standards and upholds them
- Strives to exceed expectations

- **Community Connectivity:** Our Community Connectivity Program is made up of two parts: Social Media and Community Outreach. Our social media presence, now in its sixth year, continues to grow. We now have nearly 14,000 followers on Facebook and over 1,000 on Twitter. Used to communicate public safety information and operational services information to our citizens efficiently, effectively, and in a timely manner, we are responding to social change and optimizing public accessibility to county services and information. We are proud of our social media performance measurements from 2014-2020:

- 18 million people reached since inception
- 4 million people reached in FY19
- 140,000 Positive Message Reactions
- 184,000 Engagements
- 18,000 Message Comments
- 71,000 Message Shares
- 107 Press Releases
- 58% Public Safety Information
- 15% Customer Service Information
- 22% BCSO News
- 5% Community Connectivity/Transparency



Outreach: In our ongoing pursuit to be accessible and transparent to those we serve, this past year we have expanded our community connectivity activities to include more outreach activities. We believe these outreach activities are a positive tactic to engage our community and provide a deeper level of customer service. Here are some of the ways we are connecting with our community:

- In June two deputies were honored with Life Saving Commendations from the City of Ketchum and the Ketchum Fire Department for their actions in saving the life of a man drowning in the Big Wood River
- In June Lt. Lizano attended a Hispanic/Latino Task Force Meeting to discuss relationships with the police
- In September four deputies attended and supported the NAMI Golf tournament
- In October several deputies attended the Alturas Elementary Harvest Fair
- In October we collaborated with the Blaine County School District and Hailey Police Department to promote a bus safety campaign
- In October Deputy Kevin Rust received a Life-Saving Award for his efforts in saving the life of a man at Atkinson's Market in cardiac arrest
- In November a deputy replaced candy stolen from a child on Halloween that was caught on videotape
- In November we hosted a facility tour for Senator Michelle Stennett and Representative Muffy Davis. Sheriff Harkins explained the numerous legislative responsibilities we perform and led the tour through Administrative Offices, Emergency Communications Center, Detention Center, and our Training Facility.
- In December we hosted a visit for Miss Delilah Baker and provided her with a special card signed by the entire dept. Delilah is a special disability child who was collecting Christmas cards.
- In December Sheriff Harkins was interviewed by two special needs students working on a school project
- In January we hosted a facility tour for 19 students from the Carey School senior Government class
- In January we donated the proceeds from the BCSO staff holiday party raffle to the Senior Center to help their hearing aid program
- In February Sheriff Harkins hosted a facility tour to the Big Questions Book Club who were interested in the criminal justice system
- In February Sheriff Harkins delivered a Scam Presentation to the Blaine County Senior Center
- In March BCSO deputies assisted the Make a Wish Foundation by delivering a puppy during the Isolation Order to a young girl with a serious illness
- In April we debuted a Recruiting Video showing the best that Blaine County has to offer



Our Community Connectivity accomplishment is aligned with the following Strategic Priorities:

- Models excellent government
- Plans, prepares and responds to economic, social, and environmental change
- Optimizes public accessibility to county services and information
- Understands its constituency and believes county government exists to serve their needs
- Understands and focuses on customer and client service
- Works to meet community needs when determined appropriate and possible
- Provides leadership reflecting the goals and values of the entire Blaine County community
- Is unified in its sense of purpose
- Exhibits good morale
- Engages in excellent intra- and inter-departmental communication
- Strives for consistency
- Strives to exceed expectations



- **Backcountry Patrols:** Last summer we were able to perform over 40 backcountry patrols on US Forest Service, BLM, and public lands within Blaine County including many of the campgrounds, summer cabin areas, and recreational trailheads. The focus was on backcountry safety and off-road vehicle enforcement. Deputies performed these patrols using patrol vehicles, ATVs, and UTVs. The backcountry patrol program made many contacts and received very good feedback from the public we encountered. This program is a seasonal continuation of our winter snowmobile patrol, which has also been very successful over the last few years.



Our Backcountry Patrol accomplishment is aligned with the following Strategic Priorities:

- Optimizes public accessibility to county services and information
 - Understands its constituency and believes county government exists to serve their needs
 - Understands and focuses on customer and client service
 - Works to meet community needs when determined appropriate and possible
 - Provides leadership reflecting the goals and values of the entire Blaine County community
 - Is unified in its sense of purpose
 - Exhibits good morale
 - Promotes a collaborative team approach to issues and problem solving
 - Provides a desirable, responsive work environment
 - Optimizes employee training and improvement opportunities
 - Strives for consistency
 - Strives to exceed expectations
 - Is equipped, trained, and very well prepared to protect public safety and health.
 - Models excellent government
 - Recognizes the federal and state constitutional and statutory environment in which it operates
- **Drug Detection Canine Program:** In FY19, we implemented a new Canine Program utilizing grant and forfeiture funds to assist our patrol teams with drug detection. We are very proud of their first-year

accomplishments. Over the last year, our BCSO K9 teams have performed 132 deployments in 158 search areas with 59 indications that led to 43 items seized and 18 arrests.



These indications located the following:

- ❖ 706.5 grams of Marijuana
- ❖ 178.3 grams of Methamphetamine
- ❖ 9.9 grams of THC Oil
- ❖ 6.2 grams of Psilocybin Mushrooms
- ❖ 3.0 grams of Cocaine
- ❖ 2.0 grams of Ecstasy
- ❖ 2.0 grams of Hashish
- ❖ LSD, MDMA, MDA
- ❖ 44 items of Drug Paraphernalia
- ❖ \$4,698 U.S. currency

We also use the canines to promote public education and community awareness to demonstrate the Sheriff's Office's commitment to reduce and prevent drug use in Blaine County. The public has been very receptive to our K9 program.

Our K9 handlers regularly train to expand their K9 knowledge and utilize the K9s within the department to help combat drug activity throughout the valley. The K9 Unit has completed 471 total hours of training. The training has consisted of 404 separate training exercises including on-duty training to supplement scheduled specific training. These hours do not include tracking exercises both during training and during off duty time.

Our Drug Detection Canine Program accomplishment is aligned with the following Strategic Priorities:

- Recognizes the federal and state constitutional and statutory environment in which it operates
- Plans, prepares and responds to economic, social, and environmental change
- Understands its constituency and believes county government exists to serve their needs
- Works to meet community needs when determined appropriate and possible
- Provides leadership reflecting the goals and values of the entire Blaine County community
- Is unified in its sense of purpose
- Exhibits good morale
- Promotes a collaborative team approach to issues and problem solving
- Maintains a strong ethical foundation
- Optimizes employee training and improvement opportunities
- Strives for consistency
- Sets clear employee performance and evaluation standards and upholds them
- Strives to exceed expectations
- Is equipped, trained, and very well prepared to protect public safety and health

- **VirTra Deputy Training Center:** Last year we purchased a state of the art virtual training center for our deputies. The VirTra Training Simulator V-100 is now up and running and is a phenomenal tool for de-escalation, use of force, and firearms training. The simulator uses interactive video scenarios to provide our deputies with immediate feedback allowing our instructors to correct critical issues in a realistic stress environment. We currently have a total of eight instructors, four of which are advanced trainers. We require every patrol and detention deputy to train monthly. When possible, we coordinate the VirTra training with our monthly Lexipol training topics to reinforce best practices. It makes deputies think about the situations they may encounter, and safely work through them. The VirTra Simulator has helped identify strengths and weaknesses in our ranks. This valuable investment was purchased without the use of taxpayer funds.

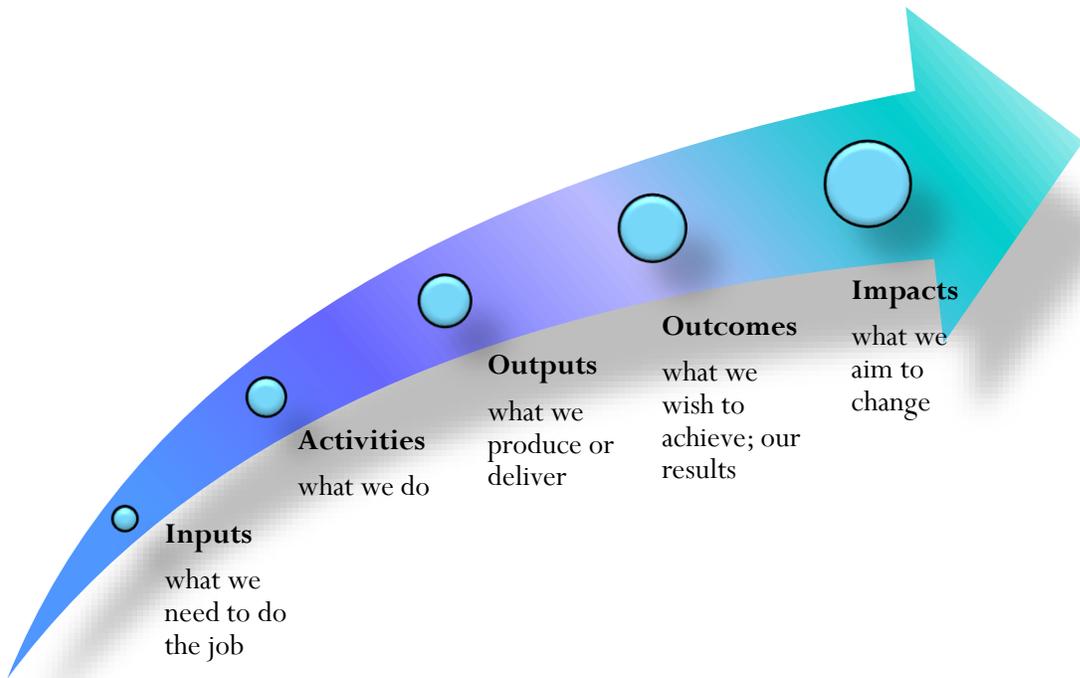
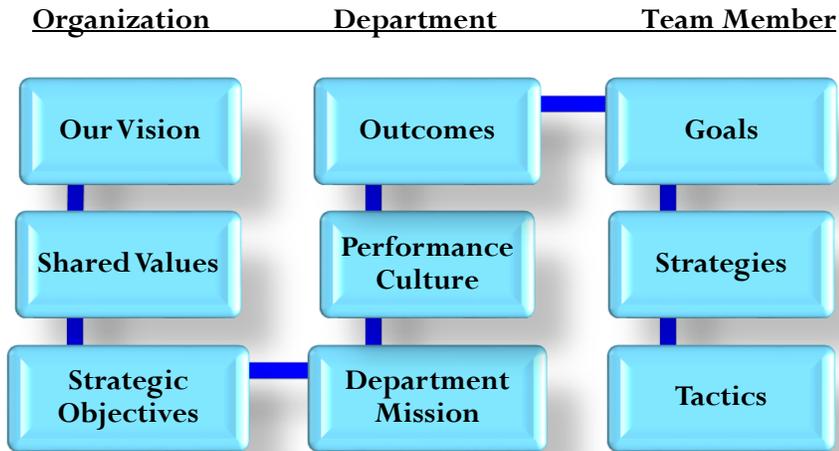


The VirTra Deputy Training Center is aligned with the following Strategic Priorities:

- Optimizes employee training and improvement opportunities
- Recognizes the federal and state constitutional and statutory environment in which it operates
- Increased Risk Management and Reduced Liability
- Sets clear employee performance and evaluation standards and upholds them
- Plans, prepares and responds to economic, social, and environmental change
- Promotes a collaborative team approach to issues and problem solving
- Strives for consistency
- Exhibits Good Morale
- Is equipped, trained, and very well prepared to protect public safety and health



Elements of our Strategic Plan



Blaine County Strategic Priorities

Financial Perspective (includes effective and efficient use of resources)

Create an organization and organizational culture of fiscal stability which:

- Uses citizen and taxpayer resources efficiently and effectively
- Ensures fiscal stability
- Considers fully the costs and benefits of each expense or cut
- Balances its budget
- Is prepared for unforeseen events not otherwise reflected in budget planning with sufficient contingency reserves
- Plans and prepares for capital improvements and repairs to maintain and protect county facilities for the future
- Promulgates appropriate inter-governmental cooperative action
- Employs accounting best practices
- Takes the time to assess risk and incorporates risk management appropriately into its decision making
- Utilizes a stable, transparent, and repeatable budget process

Internal Process Perspective (includes operations and processes)

Create an organization and organizational culture which:

- Recognizes the federal and state constitutional and statutory environment in which it operates
- Models excellent government
- Promulgates county performance standards, performance measurement, and re-evaluation
- Plans, prepares and responds to economic, social, and environmental change

Customer Perspective (includes customer and stakeholder satisfaction)

Create an organization and organizational culture which:

- Optimizes public accessibility to county services and information
- Empowers public participation in government decision making
- Understands its constituency and believes county government exists to serve their needs
- Understands and focuses on customer and client service
- Works to meet community needs when determined appropriate and possible

Learning and Growth Perspective (includes human capital, information capital, and organization capital, skills, training, culture, leadership, and systems)

Create an organization and organizational culture which internally:

- Provides leadership reflecting the goals and values of the entire Blaine County community
- Is unified in its sense of purpose
- Exhibits good morale
- Promotes a collaborative team approach to issues and problem solving
- Maintains a strong ethical foundation
- Engages in excellent intra- and inter-departmental communication
- Provides a desirable, responsive work environment
- Optimizes employee training and improvement opportunities
- Strives for consistency
- Sets clear employee performance and evaluation standards and upholds them
- Strives to exceed expectations
- Is equipped, trained, and very well prepared to protect public safety and health



Department Outcome Updates

- **Operational Mission - SHERIFF2020#01**

Ensure Blaine County is a safe community by enforcing Federal, State, and local laws and performing a wide range of professional law enforcement services.

- **Measurement:** 2015-2019 RMS Statistical Data – Note: data includes the Ketchum Police Team
- **Deliverables:**

BCSO Ongoing Performance Measurement

- **Effective Law Enforcement KPQ-1:** Are we providing the highest level of professional law enforcement service to our citizens?
- **Effective Law Enforcement KPI-1:** Blaine County Sheriff's Office is an effective law enforcement agency.
- **Effective Law Enforcement KPM-1A: Annual Number of Calls for Service > 19,855**

This number represents 12,124 BCSO calls for service and 7,731 Ketchum Police Team calls for service in the calendar year 2019. This is a distinct count of Call for Service records, meaning each CFS was counted once for each agency no matter how many deputies were involved.
- **Effective Law Enforcement KPM-1B: Annual Number of arrests > 386**

This number represents how many people were identified as arrestees in Blaine County Sheriff's Office case reports in the calendar year 2019, of which 248 were BCSO arrests and 138 were KPD arrests.
- **Effective Law Enforcement KPM-1C: Annual Number of Citations > 1,136**

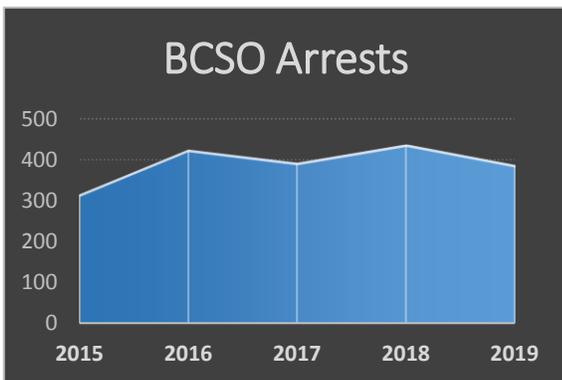
This number represents how many citations were issued by the Blaine County Sheriff's Office in the calendar year 2019, of which 816 were BCSO citations and 320 were KPD citations. This is a distinct count of citations, meaning each citation issued was counted once no matter how many offenses were cited on a single citation.
- **Effective Law Enforcement KPM-1D: Annual Cases Generated > 1,237**

This number represents how many cases have been generated by Blaine County Sheriff's Office in the calendar year 2019, in which one or more reports were created. While many cases only generate one report, a single major felony case can involve over 100 supplemental reports. In 2019, BCSO generated 680 new cases and KPD generated 557 cases. In addition to criminal cases generated for arrest and prosecution, many non-criminal cases are generated each year as a service to our citizens including, but not limited to, insurance documentation for lost or stolen items, vehicle vs. wildlife collisions, unattended deaths, interagency cooperation reports, and certain civil complaints.



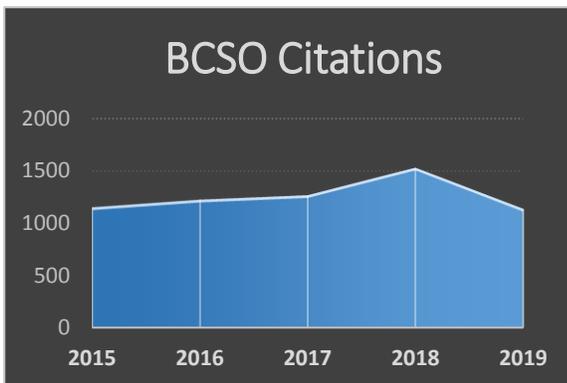
Annual Number of Calls for Service >

2015 (calendar year)	16,036
2016 (calendar year)	16,739
2017 (calendar year)	16,778
2018 (calendar year)	17,955
2019 (calendar year)	19,855



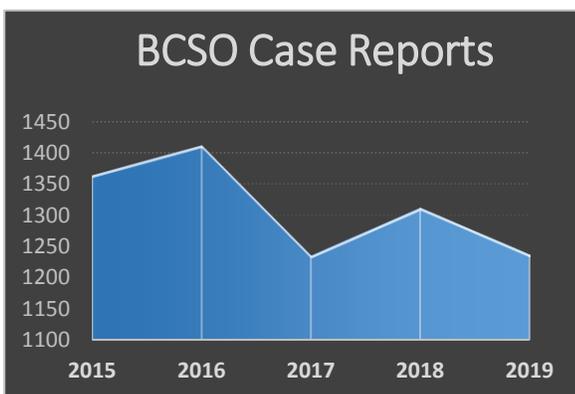
Annual Number of Arrests >

2015 (calendar year)	314
2016 (calendar year)	423
2017 (calendar year)	391
2018 (calendar year)	436
2019 (calendar year)	386



Annual Number of Citations >

2015 (calendar year)	1,151
2016 (calendar year)	1,226
2017 (calendar year)	1,268
2018 (calendar year)	1,530
2019 (calendar year)	1,136



Annual Number of Case Reports >

2015 (calendar year)	1,364
2016 (calendar year)	1,412
2017 (calendar year)	1,235
2018 (calendar year)	1,312
2019 (calendar year)	1,237

FY2021 Proposed Departmental Outcomes Alignment

PROPOSED OUTCOME 1

- **Operational Mission Alignment - BCSO2020#01**

Ensure Blaine County is a safe community by enforcing Federal, State, and local laws and performing a wide range of professional law enforcement services. The Blaine County Sheriff's Office operates as the chief law enforcement agency of the county in the keeping of the peace, enforcing the laws, committing violators, executing all process, attending court trials, promoting public safety, executing all orders of the courts, and fulfilling our statutory duty to maintain the county jail. Our operational mission is a continuing goal and ongoing outcome. The inputs requested are the cost of doing business necessary to support our organizational mission.

Request:	Goal:	Budget:	Line Items:	Partnership:
Wage Compensation Plan Step Increases	Retention & Recruiting	Sheriff Ketchum Police Detention	Salaries Chief Deputy Salaries Deputies Salaries Office K9 Compensation Pay Disaster Srv. Coord. Salaries Control	Human Resources
Summit Food Services CPI	Cost of Doing Business	Detention	Inmate Food	
Medical CPI	Cost of Doing Business	Detention	Medical Contract	
Lexipol Policy Manual Increase	Reduce Risk Liability / Cost of Doing Business	Sheriff Ketchum Police Detention	Lexipol	ICRMP
County RMS Contribution	Cost of Doing Business	Sheriff Ketchum Police	County RMS Contribution	Emergency Communications

PROPOSED OUTCOME 2

- **Improve Internal Processes to Model Excellent Government - BCSO2020#02**

In our pursuit of continuous improvement, the Blaine County Sheriff's Office strives to provide the right inputs, outputs, and activities to improve our internal processes, model excellent government, and respond to economic, social, and environmental change. This ongoing outcome has multiple goals and strategies. Each component asks the same key performance question, "Are we providing the right inputs, outputs, and activities to achieve our desired outcome and impacts?"

Request:	Goal:	Budget:	Line Items:	Partnership:
New FTE Drivers Services	Internal Improvement / Customer Service	Sheriff	Salaries Office Admin	
Central Square JMS, Civil & Finance	Internal Improvement / Customer Service	Sheriff	Capital Central Square	

Operational Mission Justification

Operational Mission Outcome

- Retention & Recruiting Goal
- Cost of Doing Business Strategy

To achieve our Operational Mission, we must adjust our budgets to reflect the cost of doing business to meet our mandates and be adequately staffed with trained, dedicated, and professional individuals. Last year we created a three-year staffing plan which included adding two deputies in FY21 to help us keep up with increasing service needs, maintain our commitment to the community, and uphold our standards of excellence. Due to pandemic revenue shortfalls, we are postponing our three-year staffing plan until FY22. We have realized one new staffing issue that will improve our internal process which is detailed in Outcome 2.

Retention & Recruiting Goal

- Staff Compensation Strategy

Our Staff Compensation Strategy was originally designed to adapt to ongoing social and economic changes to achieve our Operational Mission outcome. As we continue to make improvements to this plan, we know we must pay competitive wages, or we will lose both our valued staff and our investments in them. Retention, workload and staffing levels must be balanced, or as an agency, we will experience an increased risk of officer safety issues, high turnover rates, lower levels of service, deputy burnout, and a decrease in morale. Our Retention and Recruiting Goal enhances our ability to serve the public, which improves public safety. For FY21, our Retention and Recruiting Goal is focused on maintaining scheduled staff step increases to support our Organizational Mission.

Improve Internal Process Justification

Improve Internal Processes Outcome

- Provide Required Inputs Goal

To achieve our desired outcome of improving our internal processes, modeling excellent government, and responding to economic, social, and environmental change, we must provide the required inputs.

Provide Required Inputs Goal

- Customer Service Strategy

To support our Customer Service Strategy this year we have developed two tactics: A new full-time equivalent for Drivers Services and a capital investment for Central Square technology.

Customer Service Strategy

- Drivers Services FTE Tactic
- Central Square Capital Investment

Drivers Services FTE Tactic: We are requesting an additional Driver's License Clerk to perform the issuance of driver's licenses as required by our legal mandate Idaho Code 31-2202. In Idaho, the County Assessor is required under Title 63 to issue vehicle titles and vehicle registrations. These are two very different functions and utilize two different software systems provided by the Idaho Transportation Department. In 2018, the County Assessor

and County Sheriff agreed to operate these two functions as one team, consisting of one Sheriff's Office employee and three Assessor's Office employees. All four county employees were cross-trained to perform both services at the Blaine County Annex facility.

Since implementing the "cross-training" concept, we have experienced times where the team approach appeared to be working well, but at other times it has not. For the partnership to work, it must be valuable to both elected offices. Over that past year, the Assessor has indicated that he feels there is an imbalance of resources since the Sheriff's Office has only one employee out of the four tasked with issuing Driver's Licenses, Vehicle Registrations, and Titles. We want to separate the two functions as they were initially intended and as required by Idaho Code. It is clear at this point, the parties do not see the value in operating as one.

With this separation, a new Full-Time Equivalent position is needed in Driver's Services to maintain the level of customer service and performance necessary. The volume of Driver's License issuance has increased over the years, especially with the additional requirement to issue the federally mandated Star Card. To maintain the operating hours of the county, handle the level of service required, account for employee vacation, sick, and other leave time, we need to have two employees. The option to suspend service during absences is not something we, nor the public would find acceptable.

The final impact of this additional Sheriff's Office employee is \$36,650 in wages and \$24,310 in benefits for a total of \$60,960. We encourage you to consider this investment for FY21 to maintain the efficient operation of the Driver's Services team and provide the excellent level of service our citizens deserve.

Central Square Capital Investment Technology Tactic: In FY20, the Blaine County Board of County Commissioners approved the expenditure for a new Computer Aided Dispatch/Records Management System (CAD/RMS). The county has financed a portion of the cost for the entire project. The Blaine County Sheriff's Office recognized that several additional modules would greatly benefit our operation. Our goal throughout the acquisition and implementation process has been to have one central database for all our systems. We requested and were approved to add a Jail Management System (JMS), a Civil module for data storage of our Civil Processing records, and a Finance module. BCSO's portion of the cost for these three modules, which are exclusive to BCSO and not supported by the other partnering agencies, is \$29,935.

The Blaine County Clerk advised that adding this amount to the existing Capital Line Item #899-02 would properly document the BCSO portion of the expense that has already be included in the financed portion of the project. This payment will reoccur until FY26 and in total the county will have spent \$213,248 as defined in the finance agreement. This new technology will greatly improve our internal processes and customer service in multiple teams throughout our department.

FY2021 Outcome-Based Budgeting

BLAINE COUNTY SHERIFF

SUMMARY SCHEDULE

Fiscal Year 2021 – October 1, 2020 through September 30, 2021

CLASSIFICATION	2020 REVISED	2021 REQUESTED	DIFFERENCE AMOUNT
PERSONNEL SERVICES	\$ 2,084,305	\$ 2,138,776	\$ 54,471
CONTRACTUAL SERVICES	\$ 381,586	\$ 392,016	\$ 10,430
COMMODITIES	\$ 112,080	\$ 112,080	\$ 0
CAPITAL OUTLAY	\$ 120,000	\$ 149,935	\$ 29,935
SHERIFF PROPOSED OPERATING BUDGET	\$ 2,697,972	\$ 2,792,808	\$ 94,836
COUNTY CLERK ESTIMATE			
BENEFITS	\$ 882,795	\$ 886,865	\$ 4,070
TOTAL ESTIMATED SHERIFF BUDGET	\$ 3,580,766	\$ 3,679,673	\$ 98,907

Note: The increases listed in the “Difference Amount” column of our personnel services sub-budget only include scheduled FY2021 step increases and one proposed new FTE. No merit or market adjustments have been included.



**BLAINE COUNTY SHERIFF'S OFFICE
CODE OF ACCOUNTS**

Fiscal Year 2021 - October 1, 2020 Through September 30, 2021

Code	Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Personnel Services					
401	Salaries Sheriff*	\$ 127,715	\$ 127,715	\$ 127,715	\$ -
401-01	Salary- Chief Deputy*	\$ 110,727	\$ 111,833	\$ 116,866	\$ 5,033
402	Salaries Deputies*	\$ 1,383,027	\$ 1,370,985	\$ 1,380,288	\$ 9,303
402-01	Salary-ACO	\$ 57,729	\$ 58,302	\$ 58,302	\$ -
402-02	Salaries Office Admin	\$ 218,391	\$ 223,766	\$ 263,241	\$ 39,476
402-08	Salaries-Protective Custody	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
402-09	Salary- RMS/CAD Admin C*	\$ -	\$ 65,104	\$ 65,104	\$ -
403	FY20 Merit Award	\$ 19,455		\$ -	\$ -
408-03	K9 Compensation Pay	\$ 18,000	\$ 18,000	\$ 18,659	\$ 659
409-09	Salaries-OHV Law Enforcement	\$ -	\$ -	\$ -	\$ -
409-96	Salaries OT-ODP Grant	\$ -	\$ -	\$ -	\$ -
409-99	Overtime	\$ 93,600	\$ 93,600	\$ 93,600	\$ -
Subtotal Personnel Services		\$ 2,043,644	\$ 2,084,305	\$ 2,138,776	\$ 54,471

* Does not include KPD Management Fees

Code	Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Contractual Services					
439	Travel	\$ 9,000	\$ 9,000	\$ 9,000	\$ -
439-01	Per Diem	\$ 7,500	\$ 7,500	\$ 7,500	\$ -
464	(Utilities) Telephone	\$ 13,000	\$ 13,000	\$ 13,000	\$ -
479-00	Vehicle Expenses	\$ 155,000	\$ 155,000	\$ 155,000	\$ -
479-01	Disaster Services Coordinator	\$ 59,837	\$ 59,837	\$ 61,460	\$ 1,623
479-02	Disaster Services Operating Expenses	\$ 2,500	\$ 2,500	\$ 2,500	\$ -
479-03	Search & Rescue Operating Expenses	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
479-04	Justice Forfeiture Operating Expenses	\$ -	\$ 72,961	\$ -	>Forfeiture
495	Repairs Communications	\$ 7,000	\$ 7,000	\$ 7,000	\$ -
495-01	700 MHz Master Maintenance	\$ 18,720	\$ 18,720	\$ 16,875	\$ (1,845)
495-02	VeriPic Software Maintenance	\$ 1,590	\$ 1,589	\$ 874	\$ (715)
499	Repairs/Maintenance Other	\$ 16,800	\$ 16,800	\$ 16,800	\$ -
503-02	Protective Custody/Mental Holds	\$ 12,000	\$ 12,000	\$ 12,000	\$ -
509-01	Lexipol	\$ 5,564	\$ 5,564	\$ 6,057	\$ 493
528	Dues/ Membership	\$ 5,100	\$ 5,100	\$ 5,100	\$ -
542	Postage	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
556-04	County RMS Contribution	\$ 31,584	\$ 31,584	\$ 42,458	\$ 10,874
569	Education	\$ 12,000	\$ 12,000	\$ 12,000	\$ -
591-02	Recruitment/Hiring	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
671-15	Homeland Security Grant	\$ -	\$ -	\$ -	>Grants
714-05	Telephone Allowance	\$ 10,392	\$ 10,392	\$ 10,392	\$ -
780	Crime Prevention	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
780-03	Youth Plates*C	\$ -	\$ -	\$ -	\$ -
Subtotal Contractual Services		\$ 381,587	\$ 381,586	\$ 392,016	\$ 10,430

**BLAINE COUNTY SHERIFF'S OFFICE
CODE OF ACCOUNTS**

Fiscal Year 2020 - October 1, 2019 Through September 30, 2020

Code	Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Commodities					
440	Supplies - Office	\$ 14,000	\$ 14,000	\$ 14,000	\$ -
440-01	Supplies-Justice Forfeiture	\$ -	\$ -	\$ -	> Forfeiture
440-03	Office Equipment	\$ -	\$ -	\$ -	\$ -
479-07	Generator Fuel	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
479-09	Treasury Forfeiture Funds	\$ -	\$ -	\$ -	> Forfeiture
489	Professional Services	\$ 500	\$ 500	\$ 500	\$ -
489-01	Community Connectivity	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
533	Investigations	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
535	Drug Dog Operating Expenses	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
554	Uniforms/Duty Gear	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
556	Ammunition	\$ 6,000	\$ 6,000	\$ 6,000	\$ -
556-01	Supplies Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
556-02	Logisys/Motorola Yearly Maintenance	\$ 49,580	\$ 49,580	\$ 49,580	\$ -
591-05	Certification Incentives	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Total Commodities		\$ 62,500	\$ 112,080	\$ 112,080	\$ -
Subtotal Contractual/Commodities		\$ 444,087	\$ 493,666	\$ 504,097	\$ 10,430
Code	Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Capital Outlay					
801	Capital Vehicles	\$ 120,000	\$ 120,000	\$ 120,000	\$ -
806	Capital Office	\$ -	\$ -	\$ -	\$ -
806-01	Capital Computer	\$ -	\$ -	\$ -	\$ -
806-03	Capital Equipment *C	\$ -	\$ -	\$ -	\$ -
806-05	Capital 700 MHz Trust	\$ -	\$ -	\$ -	\$ -
899-02	Capital Central Sq.-JMS, Civil, Finance	\$ -	\$ -	\$ 29,935	\$ 29,935
Subtotal Capital Outlay		\$ 120,000	\$ 120,000	\$ 149,935	\$ 29,935
Proposed Sheriff Operating Budget		\$ 2,607,731	\$ 2,697,972	\$ 2,792,808	\$ 94,836
Estimated Benefits		\$ 857,492	\$ 882,795	\$ 886,865	\$ 4,070
Total Estimated Sheriff Budget		\$ 3,465,223	\$ 3,580,766	\$ 3,679,673	\$ 98,907

Sheriff Line Item Justifications

Account Number	Account Name & Amount	Sheriff Budget Justifications
Special Note	A Budget	Note: The “Difference Amount” column in personnel services reflects our proposed FY2021 based upon scheduled step increases from the current FY2020 wages.
401-01	Salary Chief Deputy \$5,033	Justification: This line item has been increased \$5,033 for a total of \$116,866 for a pro-rated scheduled step increase in alignment with Blaine County’s Human Resource Wage Compensation Plan. This increase is strategically aligned with our Operational Mission Outcome.
402	Salaries Deputies \$9,303	Justification: We are requesting an increase of \$9,303 for a total of \$1,380,288 for pro-rated scheduled step increases in alignment with Blaine County’s Human Resource Wage Compensation Plan. This increase is strategically aligned with our Operational Mission Outcome.
402-02	Salaries Office Admin \$39,476	Strategic Request: We are requesting an increase of 39,476 for a total of \$263,241. This request includes \$2,825 for a pro-rated scheduled step increase in alignment with Blaine County’s Human Resource Wage Compensation Plan and \$36,650 for a new FTE for drivers services. For additional information on this FTE please see Outcome #2 on page 26-27.
409-09	K9 Compensation \$659	Justification: Based upon FY21 scheduled wages for our K9 handlers the cost of this line item will increase to \$18,659. This increase is strategically aligned with our Operational Mission Outcome.
479-02	Disaster Services Coordinator \$1,623	Justification: We are requesting an increase of \$1,623 for a total of \$61,460 for a pro-rated scheduled step increase in alignment with Blaine County’s Human Resource Wage Compensation Plan. This represents 50% of the salary and benefits of this shared employee in partnership with Blaine County Emergency Communications the Blaine County Clerk. This increase is strategically aligned with our Operational Mission Outcome.
495-01	700 MHz Master Maintenance -\$1,845	Reduction: The per radio maintenance cost has been reduced to \$225 for FY21 generating a reduction of \$1,845 and a total cost of \$16,875 for our 75 portable and mobile 700 MHz radios.

Account Number	Account Name & Amount	Sheriff Budget Justifications
495-02	VeriPic Software Maintenance -\$715	Reduction: With the introduction of the new Central Square system in FY21, we are anticipating only needing to fund the maintenance for our VeriPic Evidence Software System for 6 months. This will create a reduction of \$715. The maintenance fee is split evenly with the Ketchum Police Team. The 6-month cost of the sheriff portion for this line item is \$874.
509-01	Lexipol Policy Manual \$493	Justification: Lexipol Policy Manual provides exceptional benefits including electronic employee acknowledgments, tracking of policy updates, and ongoing daily training bulletins to ensure employees have a solid understanding of our policies to help reduce liability. The Sheriff portion for 26 users is \$6,057.36, which is an increase of \$493 from FY20. This cost of doing business is strategically aligned with our Operational Mission Outcome.
556-04	County RMS Contribution \$10,874	Justification: We are requesting an increase of \$10,874 to fund the County RMS Contribution line item. This increase represents transition funding for 6 months of payments for Logysis RMS and Central Square for a total line item of \$42,458. This cost of doing business is strategically aligned with our Operational Mission Outcome.
801	Capital Vehicles \$0	Note: In FY20 we agreed to a one year one vehicle reduction to our Capital Vehicle line item, reducing it from \$160,000 to \$120,000. We have decided to delay our request to return the line item to its original amount another year to aid the county with pandemic revenue shortfalls. Our Capital Vehicle purchase plan was created to maintain a well-managed fleet and allow efficient rotation as part of our County Vehicle Resource Program. We know from experience when we are unable to purchase the number and type of vehicles needed annually, we will see more breakdowns and increases in maintenance costs. We will be asking to replenish this line item in future budget cycles.
899-002	Capital Central Square-JMS, Civil, Finance \$29,935	Justification: We are requesting \$29,935 for the Capital Central Square JMS, Civil, Finance line item per previous BCC agreement. Please see Outcome #2 on page 26-27 for information about this capital investment.
	Benefits Estimate \$4,070	Note: The Blaine County Clerk Budget Officer is currently projecting increases of 5% for medical insurance and 2% dental insurance for FY21. Based on scheduled wages, the total benefit estimate for the sheriff budget is \$886,865, including a projected increase of \$4,070. This estimate has been verified with the Blaine County Payroll Department. USABLE Life has not provided specific costs at this time.

BCSO PROJECTED REVENUE FY2021

Sheriff		
338-001	Finger Printing & Photocopies	\$3,000
338-005	BLM Assistance Contract <i>Estimate</i>	\$8,000
338-08	Ketchum Police Contract for Services	\$1,427,800
338-030	Civil Department	\$30,000
338-033	Driver's License	\$45,000
338-035	Car Salesman & Dealer ID Cards	\$100
338-037	Forest Service Patrols	\$3,000
338-042	Concealed Weapons Permits/Special IDs & Permits	\$15,000
338-046	Homeland Security Grant (EMPG) <i>Estimate</i>	\$19,548
338-051	Sex Offender Registration	\$500
338-052	Office Fees (NSF Check Charges for D.L.S.)	\$0
338-053	SCAAP Estimate (Criminal Alien Assistance)	\$10,000
338-057	Logisys/RMS All Entities	\$151,659
338-062	Off-Highway Vehicle / ATV Grant	\$2,554
	TOTAL PROJECTED SHERIFF REVENUE	\$1,716,160
Detention Center		
340	Detention Fees (Inmate Social Security)	\$800
340-02	Inmate Housing Charges (Board)	\$4,000
340-03	Work Release Program	\$30,000
340-04	Inmate Medical Charges	\$600
340-05	Office Fees (Intox, UA, Bond)	\$7,000
340-07	State Prisoner/Out of County Inmate Housing	\$900,000
340-08	Prisoner Trust Account (Phone)	\$10,000
340-09	Prisoner Trust Account (Commissary)	\$8,500
340-14	Medication Reimbursement	\$20,000
	TOTAL PROJECTED JAIL REVENUE	\$980,900
	GRAND TOTAL PROJECTED REVENUE	\$2,697,060
Other		
558	Marine Patrol Contract (Waterways Budget)	\$8,119

FY2021

Ketchum Police Budget Overview



Ketchum Police Values

Mission Statement

The men and women of the Ketchum Police Team of the Blaine County Sheriff's Office are committed to being a professional organization dedicated to the concepts of personal excellence, continuous improvement, teamwork, and service to our community. We take pride in our organization, our accomplishments, and our abilities to make the City of Ketchum a safe place to live, work, and play.

Vision Statement

It is the vision of the Blaine County Sheriff's Office to take the leadership role in law enforcement services to meet the needs of our community. Emphasis will be placed on creative ways to bring the community and exceptional law enforcement services together as one team. Prevention programs, proactive law enforcement, and community policing are priorities for the Ketchum Police Team of the Blaine County Sheriff's Office. We strive to develop a work environment where employees are challenged and encouraged to learn new skills, gain knowledge, ability, and the capacity to pursue professional excellence.



Ketchum Police Team Accomplishments

- **DUI Enforcement:** The Ketchum Police Team conducts regular DUI operations to detect impaired drivers. We prioritize this effort for the safety of our community. Each officer is trained and certified in Standard Field Sobriety Testing (SFST). Training and the recent purchase of four Lifeloc in-car breath testing instruments have helped us double our driving under the influence arrest rate from last year. Our main focus will always be to provide the highest quality service so that Ketchum remains a safe community.
- **Partnership with Schools:** Maintaining a close relationship with the local schools has always been of great importance to us. The Ketchum Police are present during school drop off and pick up, and participate regularly in the Sheriff's lunch program. Helping to create a healthy school environment and improve the quality of life for students are major reasons we value our community policing programs such as the Hemingway Police Field Day and Ketchum Bike Rodeo. School and law enforcement partnerships are built on shared goals. When schools, our community, and law enforcement work together we can achieve positive outcomes.
- **Bike Patrol:** We had a good year of bike patrol with many officers getting out last summer. We were able to patrol many of the events in town, including the Bike Rodeo (as mentioned above), numerous concerts, the Wagon Days parade, and the Trailing of the Sheep parade; all of which resulted in good community PR. Enforcement actions on the bikes included finding and removing drugs from the streets and a DUI arrest.
- **Training:** The Ketchum Police Team has always made training and education a primary mission. Keeping our officers up to date and certified in key areas of law enforcement is a priority. Ketchum officers receive training that continually develops police skills and leadership abilities to promote a solid foundation. This past year, two Ketchum Police patrol deputies graduated the Idaho Post Academy, one finishing first in his class and the other finishing third in his class.



FY21 Ketchum Police Outcome-Based Budgeting

KETCHUM POLICE SUMMARY SCHEDULE

Fiscal Year 2021 – October 1, 2020 through September 30, 2021

CLASSIFICATION	2020 REVISED	2021 REQUESTED	DIFFERENCE AMOUNT
PERSONNEL SERVICES	\$ 905,591	\$ 856,585	\$ (49,006)
CONTRACTUAL SERVICES	\$ 182,022	\$ 182,754	\$ 732
COMMODITIES	\$ 38,000	\$ 38,000	\$ 0
CAPITAL OUTLAY	\$ 0	\$ 0	\$ 0
BCSO PROPOSED OPERATING BUDGET	\$ 1,125,613	\$ 1,077,340	\$ 48,273
COUNTY CLERK ESTIMATE			
BENEFITS	\$ 373,082	\$ 350,460	\$ (22,622)
TOTAL ESTIMATED KPD BUDGET	\$ 1,498,695	\$ 1,427,800	\$ (70,895)

Note: The increases listed in the “Difference Amount” column of our personnel services sub-budget only include scheduled FY2021 step increases. No merit or market adjustments have been included.

KETCHUM POLICE CODE OF ACCOUNTS
Fiscal Year 2021 - October 1, 2020 Through September 30, 2021

Code	Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Personnel Services					
401-01	Salary Chief	\$ 100,738	\$ 101,745	\$ 101,745	\$ -
401-02	Salaries Deputies	\$ 671,850	\$ 692,691	\$ 642,223	\$ (50,468)
402-01	Salaries Office	\$ 46,145	\$ 48,755	\$ 50,218	\$ 1,463
403	FY20 Merit Adjustment	\$ 8,812	\$ -	\$ -	\$ -
408-01	Salaries-Termination	\$ -	\$ -	\$ -	\$ -
409-92	Salaries-Special Events	\$ -	\$ -	\$ -	\$ -
409-99	Overtime	\$ 62,400	\$ 62,400	\$ 62,400	\$ -
Subtotal Personnel Services		\$ 889,945	\$ 905,591	\$ 856,585	\$ (49,006)
Contractual Services					
439	Travel	\$ 4,600	\$ 4,600	\$ 4,600	\$ -
439-01	Per Diem	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
450	ICRMP Liability	\$ 16,702	\$ 16,702	\$ 17,370	\$ 668
464	Telephone Communications	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
479	Vehicle Expense	\$ 40,296	\$ 40,296	\$ 40,296	\$ -
489	Professional Services	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
495-01	700 MHz Master Maintenance	\$ 4,800	\$ 4,800	\$ 4,725	\$ (75)
499	Repair/Maintenance	\$ 2,320	\$ 2,320	\$ 2,320	\$ -
528	Dues/Memberships	\$ 4,372	\$ 4,372	\$ 4,372	\$ -
550	Community Policing	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
556-04	RMS Contribution	\$ 21,056	\$ 21,056	\$ 21,495	\$ 439
569	Training/Education	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
600	Management/Term./Admin. Fee	\$ 54,000	\$ 54,000	\$ 54,000	\$ -
714-05	Telephone Allowance	\$ 3,876	\$ 3,876	\$ 3,576	\$ (300)
723-01	Animal Shelter	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Subtotal Contractual Services		\$ 182,022	\$ 182,022	\$ 182,754	\$ 732
Commodities					
440	Office Supplies	\$ 8,500	\$ 8,500	\$ 8,500	\$ -
554	Uniforms	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
556-01	Operating Supplies/Equipment	\$ 23,000	\$ 23,000	\$ 23,000	\$ -
591-05	Certification Incentives	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Subtotal Commodities		\$ 38,000	\$ 38,000	\$ 38,000	\$ -
Total "B" Budget		\$ 220,022	\$ 220,022	\$ 220,754	\$ 732
Capital Outlay					
803-01	Capital Vehicle	\$ -	\$ -	\$ -	\$ -
805-5	Capital-Equipment	\$ -	\$ -	\$ -	\$ -
Subtotal Capital Outlay		\$ -	\$ -	\$ -	\$ -
Proposed KPD Operating Budget		\$ 1,109,967	\$ 1,125,613	\$ 1,077,340	\$ (48,273)
County Clerk Estimate					
Estimated Benefit Total		\$ 373,082	\$ 373,082	\$ 350,460	\$ (22,622)
Total Ketchum Police Budget		\$ 1,483,049	\$ 1,498,695	\$ 1,427,800	\$ (70,895)

Ketchum Police Line Item Justifications

Account Number	Account Name & Amount	Ketchum Police Budget Justifications
Special Note	A Budget	Note: The “Difference Amount” column in personnel services reflects our proposed FY2021 increases based on scheduled step increases from the current FY2020 wages.
401-02	Salaries Deputies -\$50,468	Reduction: We have reduced this line item \$50,468 for a total of \$642,223 to aid the city with pandemic revenue shortfalls. This amount includes \$18,504 for pro-rated scheduled step increases in alignment with Blaine County’s Human Resource Wage Compensation Plan which is offset by the reduction of one deputy position. We will be asking to replenish this position in future budget cycles.
402-01	Salaries Office \$1,463	Justification: We are requesting an increase of \$1,463 for a total of \$50,218 for a pro-rated scheduled step increase in alignment with Blaine County’s Human Resource Wage Compensation Plan. This increase is strategically aligned with our Operational Mission Outcome.
450	ICRMP Liability Insurance \$668	Justification: We are requesting an increase of \$468 for a total of \$17,370 to fund a 2% increase in the cost of ICRMP Liability Insurance. This increase is strategically aligned with our Operational Mission Outcome.
495-01	700 MHz Master Maintenance -\$75	Reduction: The per radio maintenance cost has been reduced to \$225 for FY21 generating a reduction of \$75 and a total cost of \$4,725 for Ketchum Police’s 21 portable and mobile 700 MHz radios.
556-04	RMS Contribution \$439	Justification: We are requesting an increase of \$439 for a total of \$21,495 to fund the Ketchum portion of the RMS Contribution to the City of Ketchum’s budget. This increase is strategically aligned with our Operational Mission Outcome.
714-05	Telephone Allowance -\$300	Reduction: The reduction of one deputy creates a cost savings of \$300 for the Telephone Allowance line item.
	Benefits Estimate -\$22,622	Justification: The loss of one deputy position has reduced this line item \$22,622. The Blaine County Clerk Budget Officer is currently projecting an increase of 5% for medical insurance and 2% for dental insurance. Based on scheduled wages, the total benefit estimate for the Ketchum Police budget is \$350,460. This estimate has been verified with the Blaine County Payroll Department. USABLE Life has not provided specific costs at this time.

FY2021

Detention Budget Overview



Detention Values

Detention Mission Statement

The men and women of the Blaine County Detention Center are committed to being a professional organization dedicated to the concepts of personal excellence, continuous improvement, teamwork, and service to our community.

We will strive to improve our detention center by providing a safe and secure facility for inmates, citizens, and our staff. We will provide for the basic human needs of the inmates with an emphasis on providing programs and rehabilitative opportunities.

We take pride in our professional accomplishments and abilities and will continue to provide adequate training and educational opportunities for all of our staff to ensure professionalism in our pursuit of excellence.

Detention Vision Statement

Our vision is to operate the Detention Center in the safest most efficient method we possibly can by providing correctional services that are fair, impartial, effective, and in compliance with Idaho Jail Standards and Federal guidelines. We promote public safety, opportunities for offenders to become productive citizens, and growth and development for our employees, creating a team atmosphere while building high morale in our pursuit of professional excellence.



Detention Team Major Accomplishments

- **Out-of-County Housing:** Since we began holding out-of-county inmates in the Blaine County Detention Center in FY09 and up to May of this year we have brought in \$6,420,740 in out-of-county housing revenue alone. We expect to hit the \$6,693,255 mark this budget year. In FY19, we exceeded the projection of \$650,000 by \$364,165 by generating \$1,014,165. This was partly due to the IDAPA Rule change which had held up some payments from IDOC due to interpretation. If we average this out as of May this year we have been bringing in approx. \$535,062 per year since FY09 with plans to continue our relationships with other agencies and IDOC into the future. We are proud to be able to generate this kind of revenue, which benefits the Sheriff's Office, the taxpayers, and the general fund.

The Out of County Housing Revenue is aligned with the following Strategic Priorities:

- Ensures fiscal stability
 - Balances its budget
 - Plans and prepares for capital improvements and repairs to maintain and protect county facilities for the future
 - Employs accounting best practices
 - Utilizes a stable, transparent, and repeatable budget process
 - Models excellent government
 - Plans, prepares and responds to economic, social and environmental change
 - Is unified in its sense of purpose
 - Exhibits good morale
 - Strives for consistency
 - Strives to exceed expectations
 - Is equipped, trained, and very well prepared to protect public safety and health.
-
- **Inmate Programs** - Our Inmate Cognitive Behavioral Change Programs were paused in March until June of this year due to the Detention Center's visitor restrictions related to the COVID-19 Pandemic. The data provided only represents approximately the first six months of FY20. The programs assist inmates interested in making positive changes in their lives and provide useful tools for their successful reintegration into our community. Our four core programs are Drug & Alcohol Education, Anger Management, Literacy, and Moral Reconation Therapy. Our current Performance Indicators:
 - 1,102 inmates in 16,238 classes over the last 11 years with a combined 57% completion rate
 - 71% of inmates who complete basic classes take advanced level classes
 - 61% of Literacy students increased their reading level at least two grades
 - 70% of program students are incarcerated for felonies.
 - 62% are in custody on alcohol or drug-related charges

We believe our Inmate Cognitive Behavioral Change Programs provide useful and efficient tools to aid inmates to change patterns and create future successes.

The Inmate Cognitive Behavioral Change Programs aligned with the following Strategic Priorities:

- Models excellent government
 - Plans, prepares and responds to economic, social and environmental change
 - Understands its constituency and believes county government exists to serve their needs
 - Understands and focuses on customer service
 - Works to meet community needs when determined appropriate and possible
 - Provides leadership reflecting the goals and values of the entire Blaine County community
 - Is unified in its sense of purpose
 - Exhibits good morale
 - Promotes a collaborative team approach to issues and problem solving
 - Maintains a strong ethical foundation
- **Mental Wellness Men's Group:** As part of our Stepping Up Initiative, which seeks to find possible resources for our inmates once they have been released for continued care, this year we created a Mental Wellness Men's Group. The program, created in partnership with NAMI, has been a great success. Many inmates have chosen to participate in this volunteer program designed to closely mirror the Alcohol Anonymous concept. Along with all our other programs, the Men's Group was suspended when we closed the Detention Center to public access due to the COVID pandemic. We are working to restart the men's group and are also looking into forming a woman's mental wellness group. The Wellness Program, like AA, is not tracked to collect data.

The Mental Wellness Men's Group is aligned with the following Strategic Priorities:

- Understands its constituency and believes county government exists to serve their needs
- Understands and focuses on customer service
- Works to meet community needs when determined appropriate and possible
- Optimizes public accessibility to county services and information
- Provides leadership reflecting the goals and values of the entire Blaine County community
- Is unified in its sense of purpose
- Promotes a collaborative team approach to issues and problem solving
- Strives to exceed expectations

FY2021 Detention Outcome-Based Budgeting

DETENTION SUMMARY SCHEDULE

Fiscal Year 2021 –October 1, 2020 through September 30, 2021

CLASSIFICATION	2020 REVISED	2021 REQUESTED	DIFFERENCE AMOUNT
PERSONNEL SERVICES	\$ 1,755,806	\$ 1,775,438	\$ 19,632
CONTRACTUAL SERVICES	\$ 692,541	\$ 702,709	\$ 10,168
COMMODITIES	\$ 9,500	\$ 9,500	\$
CAPITAL OUTLAY	\$ 81,000	\$	-\$ 81,000
PROPOSED OPERATING BUDGET	\$ 2,538,847	\$ 2,487,648	-\$ 51,200
COUNTY CLERK ESTIMATE			
BENEFITS	\$ 769,793	\$ 758,063	-\$ 11,730
TOTAL ADJUSTED BUDGET	\$ 3,308,640	\$ 3,245,711	-\$ 62,930

Note: The increases listed in the “Difference Amount” column of our personnel services sub-budget only include scheduled FY2021 step increases. No merit or market adjustments have been included.



**DETENTION
CODE OF ACCOUNTS
PERSONNEL AND CONTRACTUAL SERVICES
Fiscal Year 2021 - October 1, 2020 Through September 30, 2021**

Code		Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Personnel Services						
401-02		Detention Administrator	\$ 107,958	\$ 109,037	\$ 109,037	\$ -
402		Salaries Detention Deputies	\$ 1,258,820	\$ 1,272,854	\$ 1,286,745	\$ 13,891
402-01		Salaries Office	\$ 48,521	\$ 51,147	\$ 54,216	\$ 3,069
402-12		Salaries Control	\$ 280,582	\$ 275,968	\$ 278,640	\$ 2,671
403		FY20 Merit Award	\$ 17,427	\$ -	\$ -	\$ -
409-99		Overtime *C	\$ 46,800	\$ 46,800	\$ 46,800	\$ -
Subtotal Personnel Services			\$ 1,760,108	\$ 1,755,806	\$ 1,775,438	\$ 19,632

Code		Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Contractual Services						
439		Travel	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
439-01		Per Diem	\$ 4,500	\$ 4,500	\$ 4,500	\$ -
439-03		Transport Per Diem	\$ 1,200	\$ 1,200	\$ 1,200	\$ -
439-04		Extradition Expenses	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
440-01		Jail Supplies	\$ 26,000	\$ 26,000	\$ 26,000	\$ -
440-02		Inmate Supplies	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
479-01		Inmate Programs	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
499		Repairs-Maintenance	\$ 7,000	\$ 7,000	\$ 7,000	\$ -
499-01		System Maintenance	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
501		Inmate Food	\$ 193,417	\$ 193,417	\$ 197,285	\$ 3,868
503		Medical Supplies	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
503-01		Medical Contract	\$ 234,189	\$ 234,189	\$ 240,289	\$ 6,100
503-02		Medical Mental	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
503-03		Dental Inmates	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
503-04		Medications Inmates	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
503-05		Medical Call Backs	\$ 9,000	\$ 9,000	\$ 9,000	\$ -
503-06		Medical Maintenance Software	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
503-07		Medical Overages	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
504-01		Inmate Assistance	\$ 500	\$ 500	\$ 500	\$ -
509		Detention Training	\$ 9,500	\$ 9,500	\$ 9,500	\$ -
509-01		Lexipol	\$ 6,680	\$ 6,680	\$ 6,880	\$ 200
529		Dues/Memberships	\$ 3,555	\$ 3,555	\$ 3,555	\$ -
660		SCAAP Commission	\$ -	\$ -	\$ -	>Grant
670-03		Inmate Housing	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
725		Services Care Juveniles	\$ 60,000	\$ 60,000	\$ 60,000	\$ -
Subtotal Contractual Services			\$ 692,541	\$ 692,541	\$ 702,709	\$ 10,168

**DETENTION
CODE OF ACCOUNTS
COMMODITIES AND CAPITAL OUTLAY**

Fiscal Year 2021 - October 1, 2020 Through September 30, 2021

Code	Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Commodities					
440-04	Inmate Commissary *C	\$ -	\$ -	\$ -	>Trust
444	Supplies-Laundry	\$ -	\$ -	\$ -	\$ -
449-03	Supplies-Inmate Trust	\$ -	\$ -		>Trust
556-01	Supplies-Equipment	\$ 6,000	\$ 6,000	\$ 6,000	\$ -
559	Misc. Expenses	\$ 500	\$ 500	\$ 500	\$ -
591-05	Certification Incentives	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Subtotal Commodities		\$ 9,500	\$ 9,500	\$ 9,500	\$ -
Subtotal Contractual/Commodities		\$ 702,041	\$ 702,041	\$ 712,209	\$ 10,168

Code	Classification	2020 Budgeted	2020 Revised	2021 Requested	Difference Amount
Capital Outlay					
801	Capital Vehicle	\$ -	\$ -	\$ -	\$ -
806	Capital	\$ -	\$ -	\$ -	\$ -
899	Capital-Other	\$ 81,000	\$ 81,000	\$ -	\$ (81,000)
899-01	Capital-Commissary	\$ -	\$ -	\$ -	\$ -
899-02	Capital Tele Commission	\$ -	\$ -	\$ -	\$ -
Total Capital Outlay		\$ 81,000	\$ 81,000	\$ -	\$ (81,000)

Proposed Detention Operating Budget	\$ 2,543,149	\$ 2,538,847	\$ 2,487,648	\$ (51,200)
--	---------------------	---------------------	---------------------	--------------------

Estimated County Clerk Increases

Estimated Benefits	\$ 769,793	\$ 769,793	\$ 758,063	\$ (11,730)
---------------------------	-------------------	-------------------	-------------------	--------------------

Total Estimated Detention Budget	\$ 3,312,942	\$ 3,308,640	\$ 3,245,711	\$ (62,930)
---	---------------------	---------------------	---------------------	--------------------

Detention Line Item Justifications

Account Number	Account Name & Amount	Detention Budget Justifications
Special Note	A Budget	Note: The “Difference Amount” column in personnel services reflects our proposed FY2021 increases based upon scheduled step increases from the current FY2020 wages.
402	Salaries Detention Deputies \$13,891	Justification: We are requesting an increase of \$13,891 for pro-rated step increases in alignment with Blaine County’s Human Resource Wage Compensation Plan. The total amount of the Salaries Detention Deputies line item is \$1,286,745. This increase is strategically aligned with our Operational Mission Outcome.
402-01	Salaries Office \$3,069	Justification: We are requesting an increase of \$3,069 for a pro-rated step increase in alignment with Blaine County’s Human Resource Wage Compensation Plan. The total amount of the Salaries Office line item is \$54,216. This increase is strategically aligned with our Operational Mission Outcome.
402-12	Salaries Control \$2,671	Justification: We are requesting an increase of \$2,671 for pro-rated step increases in alignment with Blaine County’s Human Resource Wage Compensation Plan. The total amount of the Salaries Control line item is \$278,640. This increase is strategically aligned with our Operational Mission Outcome.
501	Inmate Food \$3,868	Justification: Summit Food Services is seeking a 2% CPI for the FY21 of \$3,868 for a total of \$197,285 to cover the inmate meal pricing. This cost of doing business is strategically aligned with our Operational Mission Outcome.
503-01	Jail Medical Contract \$6,100	Justification: Ivy Medical is seeking a 2.6% Medical CPI for FY21 for our Jail Medical Contract. This increase would raise the line item \$6,100 to a total of \$240,289. This cost of doing business is strategically aligned with our Operational Mission Outcome.
509-01	Lexipol Policy Manual \$200	Justification: Lexipol Policy Manual provides exceptional benefits including electronic employee acknowledgments, tracking of policy updates, and ongoing daily training bulletins to ensure detention employees have a solid understanding of our policies which helps reduce liability. The Detention portion is \$6,880, which is an increase of \$200. This cost of doing business is strategically aligned with our Operational Mission Outcome.

Account Number	Account Name & Amount	Detention Budget Justifications
	Benefits Estimate -\$11,730	<p>Reduction: Due to staff personnel changes we are estimating a reduction of \$11,730 to this line item. The Blaine County Clerk Budget Officer is currently projecting an increase of 5% for medical insurance and 2% for dental insurance. Based on scheduled wages, the total benefit estimate for the Detention budget is \$758,063. This estimate has been verified with the Blaine County Payroll Department. US Able Life has not provided specific costs at this time.</p>





Appendices

GLOSSARY OF TERMS

Contractual Services: Expenditures for services and materials supplied by any organization other than the County.

Commodities: Expenditures for equipment, supplies, hardware, and other miscellaneous items not supplied by contractors. The unit cost for these items is under one hundred dollars (\$100).

Capital Outlay: Expenditures for equipment and hardware which exceed the cost of five thousand dollars (\$5000) and have a lifetime of one year or more.

Fiscal Year Priorities: Each year the BCC will focus on a certain subset of the Strategic Objectives determined to be most important for the coming fiscal year. These priorities are referred to as Fiscal Year Priorities.

Goals are action plans for teams and/or individuals. Goals make the outcome tangible and therefore should have the following characteristics:

- **Specific** – details who, what, where, how
- **Measurable** – broken down into a standard or basis of objective comparison (#, %, Y/N)
- **Achievable** – within the abilities of the group and the scope of the dedicated resources
- **Relevant** – meets a legitimate customer need
- **Timely** – has a designated starting and ending point

Mission Statement: A clear statement of purpose for any operational entity or organization. Mission statements help an organization decide what it should do as well as what it should not do. The organization's outcomes, goals, programs, and projects should logically cascade from the mission statement.

Outcomes are the intended result; the end of action; a statement that matches a response to a relevant customer need. Each office and department will establish a reasonable number of outcomes that directly support the Fiscal Year Priorities. Outcomes should address the most critical and/or relevant issues facing an office or department in its service to the community. It may be necessary to establish priorities among outcomes to improve their usefulness in allocating resources.

Resilience is the ability to bounce back after a disaster, whether natural (such as earthquakes, hurricane, and tornadoes (**or COVID-19**)) or man-made (such as bombings and chemical spills). It involves anticipating disasters and developing systems to mitigate them and includes processes to prepare for, withstand, and recover from stresses and shocks.

Results Teams may be formed when two or more internal business partners come together for a common interest or a common purpose. Results Teams help align common outcomes across operational lines. They are intended to provide a more unified and cohesive budgeting solution by aligning the needs of multiple operational units.

Results Team Project Plan provides a framework for clearly describing key elements related to multi-department projects.

Shared Values represent those common beliefs we share as an organization. They are the anchor points for the way we think and act in our service to our community.

Strategic Objectives are established by the BCC and reflect stakeholder concerns, needs, and priorities as well as other factors impacting and affecting our community. They add clarity to the purpose and role of the county government within our community.

Strategies: Teams and individuals may choose to develop strategies to help them achieve their goals. Strategies relate to ways that the environment can be influenced (internal or external) to meet established goals. Multiple strategies may relate to the achievement of a single goal. The use of flowcharts or strategy mapping is encouraged in the design of strategies. To optimize the success of these strategies, opportunities should be provided for input from those who will be affected.

Sustainability implies continuity, something that is replenishable and that can continue without artificial inputs. Referring to something as sustainable indicates that its resources will never run out, often because these resources are used, broken down, and then used again.

Tactics describe how strategies will be implemented and include activities and services to be performed for an employee to reach his/her goals. Tactics will most often be used where higher levels of supervision and accountability are needed.

Years of Service: This Salary Schedule column reflects the length of employment only with the Blaine County Sheriff's Office.

Vision: A vision is a mental picture of what tomorrow will look like. It expresses our highest standards and values. It's our ideal and unique image of the future for the common good.