



STRATEGIC PLAN

2020-2022

SAN JOAQUIN COUNTY SHERIFF'S OFFICE

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MESSAGE FROM THE SHERIFF



The San Joaquin County Sheriff's Office (SJSO) has a long history of delivering quality service through the creation of partnerships with the people and the communities we serve. With these partnerships as our foundation, members of this office are committed to enhancing the quality of life in our county by listening to concerns, seeking solutions to problems, and striving to make individuals and communities safe and secure. We work hard to gain the public's trust by holding ourselves to the highest standards of performance and ethics and by performing our duties in such a manner as to afford dignity, respect, and compassion to every individual with whom we come in contact.

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Members of the Sheriff's Office are committed to leading, managing, and interacting with the community now more than ever, given the current issues related to impactful topics surrounding the law enforcement profession. Understanding these issues in a way that acknowledges and honors those affected by them allows us the opportunity to maintain and improve on the level of service to which community members in San Joaquin County are accustomed.

Here at the Sheriff's Office, we recognize the importance of continuing to provide ongoing training for our personnel on topics such as "Principled Policing" and "Principles of De-Escalation." In fact, the San Joaquin County Sheriff's Office was one of the first agencies in the state of California to obtain State certification from the Commission on Peace Officer Standards and Training for our "Principles of De-Escalation" course and curriculum.

We at the Sheriff's Office are also committed to establishing inter-agency partnerships as a means of effectively addressing the homeless epidemic, which is one of our topic priorities. "Community Oriented Policing and Problem Solving" is a fundamental program within our Field Forces Division that has proven to be successful in reducing crime and will continue to be used as an effective policing approach to addressing current challenges.

Other strides we are making as we look towards the future include investing in technology, such as: purchasing the latest Body-Worn Camera (BCW) equipment, with improved capabilities and management software; new Computer Aided Dispatch (CAD) systems; and a new Records Management software program, just to name a few.

I am proud to say that we have expanded our vocational training and program capabilities to benefit individuals in our custody at the jail. We will also be utilizing grant funding to modernize our custodial facility in order to increase the level of services provided to each inmate housed in the Jail's new medium-security facility. In an effort to increase security, transparency, and the overall efficacy in our Custody Division, a project is currently underway to upgrade our camera system within the jail, including a substantial increase in the number of cameras installed in the facility.

Ultimately, these technological advancements, increased capabilities, improved services, and/or facility upgrades will not be an investment in the San Joaquin County Sheriff's Office only. Rather, these progressive steps toward excellence are investments in the communities and the community members this organization serves. The San Joaquin County Sheriff's Office's main goal is to improve the quality of life for the citizens of this great county.

These are the tools and methods with which we do what really matters, and that is to honor our relationship with and commitment to the residents of San Joaquin County. As your Sheriff, this is also the reason I have created this strategic plan for the San Joaquin County Sheriff's Office. This road map will guide our office towards excellence—excellence in our commitment and performance, and excellence in the quality of service we will provide to all who live, work, and play within San Joaquin County.

Sheriff Patrick Withrow

RECRUITMENT & RETENTION

Goal Statement: Create and strive to maintain and a workplace where all employees have enriched opportunities for growth, satisfaction, an ability to contribute to the organization, and who are recognized when they make those contributions.

Objective #1: Ten percent of employees, identified by their supervisors or similar processes, and top-performing members of staff, will be asked to participate in “stay interviews” to identify themes and opportunities, as well as any commonality in issues that should be remediated.

Strategies:

- The Professional Standards Division will develop criteria and standardized questions.
- The Professional Standards Division will compile data for analysis. The data will be used for recruitment and advertising.

Objective #2: Create a Recruitment Unit to consolidate the efforts to recruit new members of staff in all divisions and assignments. Funds would be used for: training of staff, travel, advertising costs, materials, and hiring incentives for current employees.

Strategies:

- The Recruitment Unit will focus on community outreach and recruitment of positions throughout the Sheriff's Office.
- The Professional Standards will oversee and implement a hiring bonus or incentive program to attract quality recruits to fill key critical positions throughout the office.
- A professional advertising company will be hired to publicize job openings using data to determine the effectiveness of outreach and help target recruitment to a qualified diverse workforce.

UTILIZATION OF TECHNOLOGY

Goal Statement: Utilize technology to increase efficiency, measure and analyze effectiveness, and consolidate information to avoid IT silos and increase collaboration.

Objective: Utilize specific programs and software to consolidate information and streamline processes

Strategies:

- Overhaul Sheriff's Office CAD and RMS systems leveraging advanced technologies in AI natural language processing, voice recognition, and robotic assistance.
- Operate with systems that live in one data warehouse.
- Decentralize data collection functions.
- Enhance security through technology.
- Use software and technology in support of intelligence and the stratified policing concept.

LEADERSHIP DEVELOPMENT

Goal Statement: Create a continuous learning environment that promotes and encourages competent and effective growth in leadership throughout the Department.

Objective #1: Create a consolidated Training Matrix for leadership development. The matrix will include the identification of appropriate courses and growth experiences.

Strategies:

Priority courses for the development of leadership within the Sheriff's Office will consist of the following:

- Sherman Block Supervisory Leadership Institute
- POST-Command College
- POST Executive Development
- National Jail Leadership Command Academy
- FBI National Academy
- Naval Post Graduate
- Professional Staff supervisory and management development

Develop internal incentives to motivate leadership development and promotion to positions of rank:

- Create an award bar and an award process for successful completion of identified leadership courses
- Annual leadership luncheon and enrichment speaker for successful graduates of identified leadership courses

Objective #2: Develop a Department-wide internal mentoring program. This program will be developed by assessing best practice options in policing and other industries, and through the collaboration of a cross-section of staff. The mentoring program will have opportunities in each division.

Strategies:

Create a two-route mentorship program. Requirements include submission of a resume, letter of interest, and a letter of recommendation. One path will focus on the development of potential front line supervisors. The second path will prepare employees interested in a variety of special assignments.

Create a succession plan for all positions and assignments. This plan will consider the median turnover rate in all positions, the necessary time and training experiences to prepare promotes, and formal and informal mentoring to help prepare identified individuals for positions of greater authority.

EMPLOYEE MORALE & WELLNESS

Goal Statement: Enhance and maintain employee health and wellness to create a positive culture, resulting in improved recruitment and healthier and happier employees in a positive and attractive place to work.

Objective #1: Create a department-wide wellness program. This program will address employee stress factors, home and work-life integration, peer support, and early warning indicator training for supervisory personnel to prevent issues and address wellness before a crisis emerges. The program will also expand the use of Yoga sessions and similar wellness activities as a formal part of the employee's work schedule.

Strategies:

Contract with a third-party health and fitness vendor that will provide services to Sheriff's Office employees to specifically address the following:

- Risk reduction of disease
- Nutrition, diabetes, and obesity
- Injury prevention
- Stress management

Expand the Yoga for First Responders Program:

- Increase the instructor pool and available classes
- Incorporate principles and exercises into briefings and training

Objective #2: Develop measures to assess the outcomes of pilot wellness efforts and also to create a baseline of data related to this issue.

Strategies:

- The Professional Standards Division will oversee department wellness programs. The Professional Standards Division will work with stakeholders to identify data and measurable outcomes.
- The Professional Standards Division will be responsible for evaluating the potential to leverage an app, dashboard, or monitoring device for employees to elicit data to assist them in maintaining and tracking an individual wellness plan.

FACILITIES UPGRADE

Goal Statement: We will modify, expand, and refresh SJSO facilities to create a safer and more pleasant work environment with more efficient use of space.

Objective #1: Acquire and install increased security measures to protect employees and Sheriff's Office Headquarters.

Strategies:

- Install interior and exterior security cameras.
- Install a security wall in the Administrative Lobby at the security checkpoint.
- Secure the Patrol, Investigations, and north employee parking lots with rod iron fencing, card reader pedestrian gates, and multi-access vehicle gates.

Objective #2: Begin the process to assess facility layout to ensure current space is utilized in an optimal manner, and to create a foundation for recommendations for any expansion needs for current and future operations.

Strategies:

- Reallocate space formerly occupied by the Coroners Division for the growth and expansion of other units within the Sheriff's Office.
- Create a proposal and recommendation for a newly constructed evidence storage facility.
- Create a proposal and recommendation for expansion of the Coleman Range and attached training facilities.

COMMUNITY RELATIONS

Goal Statement: We will increase the effectiveness of our community relations to improve trust, cooperation, and legitimacy in the eyes of those we serve, and to enhance their sense of our reliability and trustworthiness in all we do.

Objective #1: Expand the Department's video outreach program.

Strategies:

- Expand the Sheriff's monthly internal and external video messages.
- Hold regularly scheduled webinars with the community to provide information and receive community feedback.

Objective #2: Maintain awareness of what the public values, what the public is concerned with, and how effective Sheriff's Office Services are.

Strategies:

- Conduct community surveys that will provide data analytics to identify what issues are most important to the various patrol areas in the county and citizens who receive services from the Sheriff's Office as a whole. Use this information to evaluate customer service levels and prioritize issues the public deems most critical or valuable to their respective area of the county.

CRIME REDUCTION

Goal Statement: We will implement a stratified policing model to reduce crime, increase agency efficiency, and improve the quality of life for our community.

Objective #1: Continue to expand the use of ‘Problem Oriented Policing’, the “SARA Model”, and the “Broken Windows Theory” to reduce and eliminate crime and blight in the communities we serve.

These principles will be incorporated into the stratified policing model deployed by the Sheriff’s Office.

Strategies:

- Rebuild and expand the Community Car Program and the micro-beat deployment. Incorporate the business practices of the Community Car Program into all of the Patrol Teams (macro beat areas).
- Create the (Sheriff’s Revitalization Unit) directly dedicated to the removal of abandoned vehicles, businesses, and homes that harbor crime and blight, the elimination of unlawful encampments, and the transition of the community maintaining areas once rehabilitated.
- Use intelligence-led and evidence-based models to efficiently and effectively deploy resources.
- Create problem-solving areas of responsibility through the chain of command to ensure accountability.
- Identify problems and direct patrol personnel to areas of assigned beats and specialized units to areas of the county to address crimes and crime trends based on data.

Objective #2: Create and deploy a Real-Time Crime Center (RTCC) for the Sheriff’s Office.

Strategies:

- Add enough allocated crime analyst positions to provide round the clock support to Field Forces and the Investigations Divisions.
- Use information systems that reside in the same ecosystems as body cameras, drones, license plate readers, video and image storage, and facial recognition.
- Identify and build out physical workspace and stations with the necessary equipment and supplies to support the (RTCC).