



# **STRATEGIC PLAN**

**2023 – 2025**

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# RECRUITMENT & HIRING

## GOAL STATEMENT (1)

Increase the efficiency of the hiring process and reduce the timeframe of the process.

### OBJECTIVE

To establish two (2) Human Resource Personnel Analyst II's internally assigned to the Sheriff's Office.

### ACTION ITEMS

- Presentation to Board of Supervisors justifying the need.
- Negotiate with Human Resources on terms of arrangement and staff assigned.
- Interview and select two (2) Personnel Analyst candidates.
- Complete background for selected personnel.
- Establish workstations and necessary system access for Personnel Analysts.
- Personnel Analysts to be assigned to the Sheriff's Office and working at full capacity.

## GOAL STATEMENT (2)

Reduce the timeframe of the pre-employment arduous medical exam process.

### OBJECTIVE

Take control of the medical exam process and reduce the timeframe dramatically.

### ACTION ITEMS

- Draft letter to Board of Supervisors to modify County Administrative Policy number 2505.5.
- Submit for Board of Supervisors consent or presentation.
- Procure new medical exam provider.

### **GOAL STATEMENT (3)**

Engage in effective and productive recruitment campaigns.

### **OBJECTIVE**

Identify and hire an outside media company to produce engaging and effective digital media recruitment campaigns, with data analytics to measure results.

### **ACTION ITEMS**

- Identify possible vendor.
- Identify funding source.
- Procure vendor services.
- Engage with vendor to produce needed materials.
- Hold regular meetings to review data analytics, measure effectiveness and make appropriate adjustments to media campaigns based on department needs.

# LEADERSHIP DEVELOPMENT

## GOAL STATEMENT (1)

To establish an in-house leadership development course.

## OBJECTIVE

To employee industry leaders to develop and instruct a forty-hour leadership development course in-house at the SJSO.

## ACTION ITEMS

- Identify industry leaders.
- Procure course development.
- Meet with course developers to refine and specify needs.
- Identify course supply needs and obtain.
- Schedule two courses for 2024.

## GOAL STATEMENT (2)

Create a mentorship program to further prepare staff for future leadership positions.

## OBJECTIVE

Develop a formal and effective mentorship program within the SJSO.

## ACTION ITEMS

- Identify neighboring agency mentorship programs.
- Develop selection criteria and curriculum.
- Develop mentor training and expectations.
- Develop mentorship program feedback and updating processes.
- Identify and obtain needed program materials and supplies.

- Roll out internal announcement of program w/selection criteria and processes.
- Open mentorship program for application and selection.

### **GOAL STATEMENT (3)**

Broaden the scope of training and development of the future leaders of the Sheriff's Office beyond conventional law enforcement related training.

#### **OBJECTIVE**

Send staff to formal academic leadership development programs/courses.

#### **ACTION ITEMS**

- Identify appropriate outside leadership development academic programs.
- Procure necessary funding or funding source for academic programs.
- Identify criteria for staff selection and participation in academic programs.

### **GOAL STATEMENT (4)**

Hard copy reference for duties and responsibilities for various key positions.

#### **OBJECTIVE**

Develop and establish thorough, structured, useful, and continually updated succession binders for identified positions.

#### **ACTION ITEMS**

- Identify positions requiring succession binder.

- Develop succession binder template/requirements.
- Identify staff to staff to be assigned to roll out template/requirements and follow-up with deadlines.
- Provide training/review of succession binder template and requirements to staff who currently hold identified positions.
- Complete succession binders for all identified positions.
- Executive/Command staff to review and approve.

# WELLNESS

## GOAL STATEMENT

Improve the health of Sheriff's Office employees.

## OBJECTIVE

Increase employee participation in the Sheriff's Office Wellness Program. Reduce the number of employees at risk for diabetes and heart disease.

## ACTIONS ITEMS

- Conduct an employee survey to identify why certain employees do not participate.
- Analyze survey data and address issues to increase participation.
- Increase the number of allocated spots to incorporate Professional Staff.
- Implement a policy that allows for on-duty workouts or pre-shift workout on overtime.
- House the Wellness Program at the new Training Facility.
- Build a new gym that is well equipped at the new Training Facility.
- Acquire funding for employee "Body Scans".
- Purchase revolutionary equipment such as "The Superhuman Protocol".



# TECHNOLOGY

## GOAL STATEMENT

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

## OBJECTIVE

Replace and upgrade the current RMS/CAD system.

## ACTION ITEMS

- Create a workgroup with representation from all divisions that use systems to establish needs/ wants, with regular meetings.
- Determine if there should be a system upgrade or RFP process.
- Complete office business process review by each division.
- RFP or sole source.
- Test system, convert data, ensure staff are fully trained.
- Go live by December 2025.

# ACCOUNTABILITY

## GOAL STATEMENT (1)

Create a Sheriff's Office Accountability Statement.

### OBJECTIVE

Create an easy-to-understand code of conduct for sworn, custody, and professional staff. The code is intended to be used for day-to-day operations and referenced in the evaluation process.

### ACTIONS ITEMS

- Research codes of conduct used by others.
- Have a committee review the research.
- Develop agency specific code approved by the committee.
- Obtain Sheriffs approval.
- Publish.

## GOAL STATEMENT (2)

Complete accountability and evaluation surveys.

### OBJECTIVE

Conduct a series of agency-wide surveys to get input on morale. Identify areas of concern for evaluations and training to enhance professionalism and accountability.

### ACTION ITEMS

- Formulate evaluation questions and send out.
- Review responses and apply data to creation of evaluation.  
(Multiple surveys may be needed).
- Present findings to Executive Staff.

### **GOAL STATEMENT (3)**

Update the Sheriff's Office evaluation process.

### **OBJECTIVE**

Modernize the evaluation process with an emphasis on participation, accountability, and employee development.

### **ACTION ITEMS**

- Obtain examples from other agencies.
- Create a committee to review and discuss gathered research.
- Create and deploy a survey for employee input.
- Draft new evaluation and submit for committee review and approval.
- Present to Executive Staff for review and approval.
- Develop training course.
- Train employees and implement new evaluation.