



Washington County Sheriff's Office

2011-2014 Strategic Plan

Sheriff Rob Gordon

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Message from the Sheriff

The Washington County Sheriff's Office is mandated by the Oregon Constitution and State statutes to provide law enforcement, jail services and civil process in Washington County. Our countywide services include operating the only Jail in the county, assigning special teams that support all law enforcement in the county, and primary law enforcement coverage for our unincorporated areas, including the urbanized areas surrounding the cities. Through our efforts, our goal is to keep Washington County the safest urban county in Oregon.

In the context of our strategic plan we are organized into an executive team, a business services section, and four operational divisions. They are listed below, and you will see our supporting goals categorized in this way.

- Executive Administration
- Business Services
- Law Enforcement Technology
- Investigations Division
- Services Division
- Jail Division
- Patrol Division

In support of our goals, we recognize that as the population of our county grows, the needs and expectations of our community will change. Our county population is expected to increase - with an anticipated migration rate higher than any other county in the Oregon. The average age of our citizens is also increasing, resulting in greater affluence. These trends compel us to enhance our efficiencies and resources to support the level of service our citizens' value in keeping the community safe.

Our Strategic Plan memorializes the continuing efforts of our office. We will continue to prepare for and respond to public safety concerns in Washington County. We support the County 2020 plan which calls for providing balanced public safety and criminal justice services. It is our responsibility to ensure a continuation of exemplary services, which benefit our community now and in the future.

Rob Gordon, Sheriff

Mission Statement and Service Vision

Mission Statement

Our agency exists to **Conserve the Peace** in Washington County.

Service Vision

We provide **law enforcement, corrections, and civil process services** that consistently meet the highest professional standards.

We are recognized for **superior and innovative services**, and a tradition of fairness. The Sheriff's Office leads through accountability, planning, and example.

We provide **reliable, competent, attentive service** that is responsive to citizen needs. Our community service reputation makes the Sheriff's Office the public's choice of primary law enforcement service providers.

We **value the public trust** given to us as we enforce the laws and conserve the peace in this community.

Sheriff's Office Strategic Priorities and Division Goals

These strategic priorities provide direction for each of the divisions of the Washington County Sheriff's Office. Achieving these priorities includes a combination of established and new strategic goals. Together these strategic goals will ensure that the Sheriff's Office fulfills its mission of being conservator of the peace in Washington County and our objective of keeping Washington County the safest urban county in Oregon.

Strategic Priority 1

Strengthen our primary service vision to provide the most effective law enforcement, corrections and civil process services to the community in the most efficient and professional manner possible.

Executive Administration Strategic Goal 1(a): Provide agency-wide messaging to inform all about overall priorities, direction and current events and impact Washington County Sheriff's Office.

Measure of success: Provide quarterly electronic updates; invitation for in-person annually.

Executive Administration Strategic Goal 1(b): Communicate effectively with county Board of Commissioners the necessity to return operation of all adult corrections facilities to the Sheriff's Office in order to comply with county charter and state law, to increase systems efficiencies, and improve accountability of offenders that reside therein.

Measure of success: Unified corrections system, recidivism rates maintained or reduced, fiscal stability, lower return rate from minimum custody status to jail, maximize system resources (custody beds) which will positively impact force release rates.

Executive Administration Strategic Goal 1(c): Ensure professional standards programs are successfully maintained to guarantee services provided remain highly professional, effective and efficient.

Measure of success: Policies that address professional and ethical standards are maintained; they are updated when circumstances require; citizens who register complaints are heard and complaints are investigated; track policy updates and citizen complaints.

Business Services Strategic Goal 1(a): Budget Planning and Analysis – Part One: We will create an annual Budget Plan for the Sheriff's Office, facilitating the creation of the budget for the next fiscal year. We will involve appropriate stakeholders gathering input, helping to ensure the priorities of the Sheriff's Office are reflected in the budget. (Also ties to Strategic Priority #5)

Measure of Success: Annual Budget Plan created, finalized, submitted and approved within overall county timelines.

Milestones for submittal are met, and the Sheriff's Office budget is approved by the county without major revisions from what was submitted.

Business Services Strategic Goal 1(b): Budget and Planning Analysis – Part Two: Throughout the year, we will monitor and consistently analyze budget trends, providing accurate input and guidance to the various divisions to ensure SO spending stays within budget guidelines. (Also ties to Strategic Priority #5)

Measure of Success:

- Keep command staff apprised of budget status, to include expenditures and revenues, and aid in planning for operational needs.
- Use a consistent trending process from division to division (not looking for just a straight-line estimate).
- Accuracy. The numbers used are current, and analysis provided is based on full knowledge of upcoming spending for the division.
 - Financial and accounting reports provided to command staff according to expected timelines.
 - Budget guidelines met, not exceeded.

Business Services Strategic Goal 1(c): The Business Service Team will develop a set of goals that will assist in driving us towards improving our effectiveness and overall efficiency as it relates to successfully completing our primary job functions of Payroll, Purchasing, Accounts Payable, Accounts Receivable, and Inmate Cash Management.

Measure of Success:

- Effectiveness and efficiency goals identified and reported.
- Meet or exceed current levels of service.
- No major excursions/errors in Payroll, Accounts Payable, Accounts Receivable, or Inmate Cash Management.
- System and process changes implemented seamlessly and on time.

Business Services Strategic Goal 1(d): Grants and Donations: We will expand our Scope and aggressively identify grant funding opportunities that will enhance the Law Enforcement, Civil and Corrections capabilities of the Sheriffs Office, ensuring grants are sustainable whenever possible. (Also ties to Strategic Priority #5)

Measure of Success:

- Keep SO and County legal in regards to grant reporting.
- No audit comments regarding our grant proposals or grant documentation.
- Increase in identified funding opportunities. Funding levels to be tracked and reported quarterly.
- Track and report on the number of grant applications per year. Target of 50% success rate in applications.
 - Tracking will include listing those applications for grants that are sustainable.

Business Services Strategic Goal 1(e): Intergovernmental Agreements and Memoranda of Understandings are an integral part of how the Sheriff's Office works together with partner law enforcement and governmental agencies throughout the region. We need to ensure the agreements are current and still applicable as they relate to the Sheriffs Office updated Strategic Planning. (Also ties to Strategic Priority #4)

Measure of Success:

- Determine which Intergovernmental Agreements and Memoranda of Understandings to update, Schedule created by end of the second quarter.
- All appropriate Intergovernmental Agreements and Memoranda of Understandings are reviewed by the end of the fourth quarter.

Business Services Strategic Goal 1(f): Budget Planning: We will create an annual Budget for the Community Corrections Center. We will involve appropriate stakeholders gathering input, helping to ensure the priorities of the Sheriff's Office and Community Corrections Center are reflected in the budget.

Measure of Success: Budget Plan created in preparation for the Budget Committee Meeting May 3, 2011.

The CCC budget is approved by the county without major revisions from what was submitted.

Investigations Division Strategic Goal 1(a): Monitor workload and staffing to ensure an efficient and effective balance of resources between the investigative teams.

Measure of success: Each team will target a 35% (or better) efficiency rating* (*Efficiency ratings are calculated by dividing the number of cases cleared by arrest during a given period, with the number of cases assigned during that same period, multiplied by 100 to get a percentage).

Investigations Division Strategic Goal 1(b): Locate and arrest prolific/repeat offenders in Washington County: Recognizing that the most efficient way to fight crime is to prevent it from ever occurring, the Investigations Division will focus their efforts on cases involving prolific offenders, whose incarceration will prevent future crimes against our citizens.

Measure of success: 50% of all cases assigned within the Investigations Division will involve serial crimes or prolific/repeat offenders. (Serial crime means two or more criminal episodes reasonably appearing to be linked by a common perpetrator. Prolific or repeat offenders are defined as those who: 1) have two or more criminal convictions; 2) have three or more criminal arrests; or, 3) have been identified as a suspect in two or more crimes within the past 12 months of non-incarceration.

Investigations Division Strategic Goal 1(c): Foster an agency-wide Intelligence-Led Policing approach to crime fighting through the creation of an inter-divisional intelligence analysis group.

Measure of success: Framework for network operations established by May 1, 2011. Network operational and regular member meetings occurring by August 1, 2011.

Investigations Division Strategic Goal 1(d): Begin the process of working toward American Society of Crime Lab Directors (ASCLD) Accreditation in our Forensic Science Unit.

Measure of success: A written action plan to achieve accreditation will be completed by September, 2011.

Services Division Strategic Goal 1(a): Provide an annual report outlining the cost of external and internal training for Washington County Sheriff's Office personnel broken down by division and assignment.

Measure of Success: Successful creation and presentation of report outlining the annual cost of training for Washington County Sheriff's Office personnel.

Services Division Strategic Goal 1(b): Identify the minimum number of hours of survival skills and high liability training recommended annually per division and assignment.

Measure of Success: Conduct survey of students and instructors to assess and validate the quality of Washington County Sheriff's Office provided training.

Services Division Strategic Goal 1(c): Identify the minimum hours of supervisory and management training recommended annually per division and assignment.

Measure of Success: Provide recommended training hours to staff.

Services Division Strategic Goal 1(d): Design a training calendar template to assist the enforcement divisions with pre-scheduling training dates up to a year in advance.

Measure of Success: Completion and implementation of training scheduling template resulting in increased efficiency for the patrol and jail divisions.

Jail Division Strategic Goal 1(a): Incorporate and track impacts and efficiencies gained by needs-based sentencing approach. Once complete, examine current written policy and procedures and report on possible changes to adopt findings.

Measure of Success: Study is completed by June 30, 2011; possible findings and impacts reported via DSR or individual reports.

Jail Division Strategic Goal 1(b): Study and determine the population "classification" needs for jail expansion beds. Using an assumed number of build out beds, determine the expected ratio of minimum, medium, and maximum custody beds needed across the system.

Measure of Success:

1. A viable document, based on facts and data, that supports a systems wide view of available beds and what the best ratio for growth beds is needed.
2. Report suitable to use for presentations to decision making bodies, CJIS and BOC as example.

Patrol Division Strategic Goal 1(a): Develop statistically based policing data to direct resources. Analyze, review and make staffing adjustments based on the volume of public demand and self-initiated calls for service:

- a. Types of calls for service

- b. Location of calls (beat specific)
- c. Day of week and time of day.

Measure of Success: Direct resources based on statistical policing data.

1. Weekly crime reports completed by the Crime Analyst and reviewed by the Patrol Commander.
2. Monthly crime reports completed by the Crime Analyst are reviewed by the Patrol Commander.
3. Quarterly summary of enforcement activities are detailed in Division Status Reports.

Patrol Division Strategic Goal 1(b): Analyze and review performance of patrol personnel. Audit 90-day rolling log and use-of-force incidents to ensure policies and procedures are followed.

Measure of Success: Proper application of policies and procedures are confirmed in review of 90-day rolling use of force log, detailing deputies with multiple applications of force.

Strategic Priority 2

Find, recruit and train the right people. Provide leadership and leadership training to facilitate career development opportunities. In keeping with sound HR practices and to the extent resources are available, ensure incentives are strong for qualified staff to accept the added responsibilities of promotion and to remain strong in the market with all staff.

Executive Administration Strategic Goal 2(a): In concert with Services Commander, oversee updates to promotion testing process for all certified ranks to ensure successful leadership planning and that Washington County Sheriff's Office is well-postured for potential retirements.

Measure of success: Update promotion testing process for certified ranks with focus on leadership traits; sheriff has access to promotion lists that are current and timely.

Executive Administration Strategic Goal 2(b): Assign lieutenants and commanders to significant leadership development opportunities focused on challenging personnel or labor issues, public speaking opportunities, academics, intra-division teaming.

Measures of Success: As these opportunities develop, complete at least one project as described above.

Business Services Strategic Goal 2(a): Provide reports to the Sheriffs Office management team to enable planning and decision making relating to retirements, retention, and attrition.

Measure of Success:

- Reports to be published on schedule.
- Reports placed on share drive for Commander access.

Executive Administration Strategic Goal 2(c): In concert with Human Resources, monitor wage compression and market competitiveness to retain quality personnel; correct should disparity be discovered.

Measure of success: Corrective action achieved, or review finds no compelling disparity.

Executive Administration Strategic Goal 2(d): Work with Services to ensure Washington County Sheriff's Office Supervisor's Academy is conducted minimum once in 2011 to support high quality supervision, knowledgeable leadership, and single supervisory vision.

Measure of success: Supervisory Academy conducted.

Investigations Division Strategic Goal 2(a): Continue offering 90-day Corporal Rotations for patrol corporals seeking the opportunity to improve their investigative skills and/or promote to the rank of Detective.

Measure of success: At least two corporals received a rotation by December 31, 2011.

Investigations Division Strategic Goal 2(b): Begin offering D2S (Detective to Sergeant) Rotations for detectives seeking an opportunity to learn or improve their supervisory skills, in preparation for promotional pursuits.

This program sends selected detectives to the Patrol Division to serve as temporary sergeants for 90 days. Among the many advantages of this program is its ability to encourage traditionally entrenched detectives to give supervision a try. It will also extend career opportunities within the Investigations Division, by allowing successful participants the option of competing directly for detective sergeant openings.

Measure of success: At least one detective will have completed a rotation by December 31, 2011.

Investigations Division Strategic Goal 2(c): Create an after hours availability schedule and callback system for Investigation supervisors that ensures prompt attention to after hours needs and provides periodic supervisor callback relief.

Measure of success: Feedback from affected supervisors and from those who utilize system for after hours needs.

Services Division Strategic Goal 2(a): Hiring and recruitment projections updated quarterly and reported to Executive Administration and Human Resources.

Measure of Success: Report completed and submitted as planned.

Services Division Strategic Goal 2(b): Provide a current and updated recruitment and hiring calendar detailing annual recruitment and hiring processes for the jail and patrol divisions.

Measure of Success: A calendar system that allows for executive staff and WCSO divisions to view recruitment cycles 18 months out and assist them in planning needs.

Services Division Strategic Goal 2(d): Review and update internal promotional process for Corporal, Sergeant and Lieutenant ranks within the Sheriff's Office.

Measure of Success: Successful screening and selection of applicants for internal promotional opportunities through an updated, job specific testing process.

Jail Division Strategic Goal 2(a): Develop a plan for supervisors to build leadership skills and work on self development. Though time availability varies, a minimum would be 4 hours a month, participating in pre-approved, acceptable activities. This might include reading about leadership skills and presenting summaries to others via training or at supervisor meetings, mentoring, and shadowing (external partners or internal), or building leadership while growing relationships with partners outside of our agency. That could include meeting or spending time with other jails and their staff, DHS, ICE, Veterans Services, area shelters or mental health facilities. Rate adherence and effectiveness during quarterly counseling and annual evaluation.

Measure of Success:

1. Track program via counseling and evaluations.
2. Track promotion testing for possible improved candidates/quality.
3. Track work products of Sergeant and above for increased presentation quality and effectiveness.
4. Informal survey of Sergeants and Lieutenants of effectiveness and worth.
5. Possible implementation of 360 degree feedback program in conjunction with program (*next phase/aspect of approach*) if pilot shows value.

Jail Division Strategic Goal 2(b): Develop a plan to transition Jail Command with (eventual) two new lieutenants

Measure of Success:

1. Any out of division lieutenants are cross trained (certified) in corrections and are signed off in their training manuals.
2. The command team meets regularly and ensures all three are working toward the same mission.

3. There is a clearly defined set of duties for each lieutenant, and cross training for coverage when someone is out of the office.
4. Lieutenants are able to cover as division Officer In Charge when necessary.

Patrol Division Strategic Goal 2 (a): Continue to ensure there are sufficient personnel resources to adequately staff operations. Anticipate vacancies and work with the Professional Standards Unit to facilitate active recruitment.

Measure of Success: Less than 4 months in vacancies for regular FTEs.

Patrol Division Strategic Goal 2 (b): Identify leadership and career promotional opportunities for staff.

Measure of Success: For special team and leadership positions, zero lag time or seamless transitions.

Law Enforcement Technology Strategic Goal 2(a): Conduct a review of the existing job classifications and pay structures of Law Enforcement Technology. Determine if the existing job classifications match actual job duties. Determine if existing job classifications meets the needs of the agency.

Measure of Success:

1. Reclassification of Sr. Management Analyst completed.
2. Information Analyst 2 positions assessed.
3. Need for additional positions assessed.

Law Enforcement Technology Strategic Goal 2(b): Assess training needs of the unit and act to address those needs.

Measure of Success:

1. Training scheduled completed and evaluated.
2. Training aligned with need to correct deficiencies or expand a needed skill set.

Strategic Priority 3

Obtain and manage technology to best support the mission and goals of the Sheriff's Office.

Identify, evaluate, obtain, implement and manage technological resources which enhance the ability to conduct law enforcement, corrections and civil process services and enhance public safety. Document changes at all levels.

Executive Administration Strategic Goal 3(a): Working with division Washington County Sheriff's Office leaders and Law Enforcement Technology, provide organizational support to technology systems in staffing, time and funding in order to keep public safety priorities properly supported with evolving technology.

Measure of success: Specific technology successfully prioritized, researched, and budgeted for specific organizational goals that further public safety.

Business Services Strategic Goal 3(a): Plan and coordinate the evaluation and Implementation of an updated equipment tracking business process and/or software package for the Sheriff's Office.

Measure of Success:

- Project plan created by March, 2011.
- Milestones of the plan are met.
- Successful implementation by December, 2011.

Investigations Division Strategic Goal 3(a): Work with Law Enforcement Technology and Information Technology Services to develop and implement a comprehensive Digital Evidence Storage and Retrieval System.

Measure of success: End-product on track for completion by June 30, 2012.

Investigations Division Strategic Goal 3(b): Create and internally distribute a manual outlining our Capabilities and Operational Procedures concerning currently available Investigative Tools and Technological Equipment.

Measure of success: Manual completed and distribution underway by deadline.

Services Division Strategic Goal 3(a): Fully implement training unit management software.

Measure of Success: Successfully manage and retrieve completed WCSO training documents.

Jail Division Strategic Goal 3(a): Jail Tech team will work with Law Enforcement Technology to develop and implement training for staff to better utilize PSWEB2. Law Enforcement Technology will review the training plan for accuracy, and offer input where needed. Sergeants may seek additional training for more in-depth research and analysis uses of the technology.

Measure of Success:

1. Sergeant use tool in daily operation to prioritize work, and direct activities and resources .
2. Better understanding of forced release variable and factors; ability to predict when possible forced releases will occur.
3. Link use of PSWEB2 to specific tasks w/leadership mentoring or FTEP.
4. Data for planning jail expansion is more readily accessible and understood by the sergeants group.

Jail Division Strategic Goal 3(b): Work with Business Admin to explore enhancements of Kiosk platform for inmate communication (discipline appeals, grievance, inmate requests, commissary ordering). Design next step/phase approach of kiosk implementation to include reporting and tracking aspects which can serve as additional measures for other strategic objectives. Design implementation plan and schedule.

Measure of Success:

1. Report completed and analysis with recommended product by June 15th, 2011.
2. Possible budget impacts included in FY11-12 budget planning and requests.

Jail Division Strategic Goal 3(c): Conduct implementation and feasibility study for video arraignment and visitation. Include in discussions the courts, District Attorney's office and other partners to ensure best possible placement of equipment.

Measure of Success:

1. Report completed and analysis with recommendations by June 15, 2011.
2. Criminal Justice partners buy-in to the process .
3. Possible budget impacts included in FY11-12 budget planning and requests.
4. Use of Video Arraignment by July 1, 2012 or sooner.

Patrol Division Strategic Goal 3(a): Ensure technological support for improved automated systems. Replace Mobile Data Consoles in all patrol vehicles in order to meet robust demands of computer aided dispatch.

Measure of Success: New Mobile Data Consoles fully deployed by target date.

Law Enforcement Technology Strategic Goal 3(a): Continue to expand and maintain the web portal PSWeb2, to provide a single site for operational and tactical information from accumulated data. Improve efficiencies in the agency by:

- Improve existing reports and applications
- Create new reports and applications
- Expand usage by partner agencies
- Migrate all remaining reports off of the old PSWeb

Measure of Success:

1. Old website, PSWeb, offline July, 2011
2. PSWeb 2 online and tested June, 2011
3. Additional features, reports and applications December, 2011

Law Enforcement Technology Strategic Goal 3(b): Oversee the vehicle Mobile Data Computer (MDC) upgrade project. Work closely with Information Technology Services, Patrol and Fleet to ensure a successful transition to the new units.

Measure of Success: New MDC's installed and functioning as designed.

Law Enforcement Technology Strategic Goal 3(c): Work with all WCSO divisions to ensure that a centrally managed and coordinated process is followed for all new technology proposals, acquisitions and upgrades.

Measure of Success: Information Systems and Technology projects are comprehensive, prioritized and meet fundamental requirements as outlined by a rigorous need assessment process.

Law Enforcement Technology Strategic Goal 3(d): Develop Geographic Information Systems (GIS) capabilities and applications. Replace old applications with modern equivalent.

Measure of Success:

1. Terminated Mapping applications replaced.
2. New mapping products implemented

Law Enforcement Technology Strategic Goal 3(e): Participate in region-wide efforts to replace CAD, PPDS and radio systems. Ensure Washington County Sheriff's Office needs are addressed in any replacement product.

Measure of Success:

1. Participate in PPDS replacement project (in progress).
2. Participate in CAD replacement project.
3. Participate in regional radio replacement efforts.

Law Enforcement Technology Strategic Goal 3(f): Complete the implementation of the Intelligence Analysis i2 product.

Measure of Success:

1. Format and regularize data from various sources so that it is usable to i2.
2. Set up regular data import process.

Law Enforcement Technology Strategic Goal 3(g): Produce a Jail data cube to process highly regularized data so that it can calculate answers very quickly from large data sets to assist in population management, inmate tracking, jail expansion and support the Community Corrections Department transfer. Examine reporting needs, regularize and load data.

Measure of Success: Develop and deploy Jail Data Cube

Law Enforcement Technology Strategic Goal 3(h): Continue to research and test digital in-car video solutions.

Measure of Success:

1. Replace the current non-functional in-car video unit
2. Develop and implement with ITS to meet server/back end needs of the system.

Strategic Priority 4

Value and support relationships to promote the mission and goals of the Sheriff's Office.

Executive Administration Strategic Goal 4(a): Effectively communicate community public safety needs, Office goals to meet those needs, and partnership opportunities to Board of County Commissioners (BCC) and County Administrative Office (CAO)

Measure of success: Build goal consensus and mutual support with Board of County Commissioners and County Administrative Office; optimize opportunities to achieve shared goals.

Executive Administration Strategic Goal 4(b): Ensure external communication programs remain informative, vibrant and relevant to maintain local community connection, sustain community relationships, and provide useful public safety related information.

Measure of success: Continue publishing Public Information Officer releases, and Sheriff's Electronic Newsletters that are factual, grammatically correct, timely, and relevant to the public interest; ensure divisions' newsletters retain high quality. Update Washington County Sheriff's Office web site.

Executive Administration Strategic Goal 4(c): Sustain productive relationships with leadership of area partner agencies to maximize public safety effectiveness county-wide.

Measure of success: Meeting quarterly among agency leaders or immediate second-in-command officers.

Investigations Division Strategic Goal 4(a): Continue to foster and maintain inter-agency and inter-divisional relationships by encouraging meetings, discussions, training events, and other encounters where information can be shared and lines of communication strengthened.

Measure of success: The Investigations Division will host at least one inter-divisional / inter-agency group discussion or training event. A representative of the Investigations Division will attend at least one patrol shift briefing each week. At least 12 detectives will accompany deputies on ride-a-longs each year.

Services Division Strategic Goal 4(a): Develop strategies for proactive communication with the public through the press and social networking media as related to critical incidents involving Washington County Sheriff's Office.

Measure of Success: Successful development of a tactical communication threat assessment and operational planning template that can be used by the Public Information Officer and the Executive Staff to plan and deliver critical information to the public.

Services Division Strategic Goal 4(b): Identify and assess key methods of communication and target audiences.

Measure of Success: Develop and implement an annual analysis and assessment report form which identifies target audiences and the most successful communication mediums for reaching each identified audience.

Services Division Strategic Goal 4(c): Annually identify and address the four highest public priority concerns as related to public safety.

Measure of Success: Demonstrate that the crime prevention unit has implemented programs to address each of the top four concerns.

Patrol Division Strategic Goal 4(a): Maintain strong employee retention, cooperative working relationships with outside agencies and stakeholders and a positive public image. Promote and encourage strong relationships at all levels with other enforcement agencies in Washington County and with community stakeholders.

Measure of Success:

1. Strong employee retention, cooperative working relationships with outside agencies and stakeholders and a positive public image.
2. Host 2 or 3 Command meetings with area Law Enforcement Command Staff every year.
3. Meet quarterly with individual area Law Enforcement Command Staff.
4. Assign every Patrol Command Officer to attend at least one external meeting (Crime Prevention Organization, Enhanced Sheriff's Patrol District, School District, etc...) quarterly.

Law Enforcement Technology Strategic Goal 4(a): Work with ITS to allow login from the Internet, which would allow non-BUG partners such as judges to access PSWeb2.

Measure of Success: Access to PSWeb2 for judges.

Strategic Priority 5

Obtain or plan for resources required by the Sheriff's Office.

Identify resource needs for the near and long term. Plan for funding and resource acquisition to ensure that funding is available for building, equipment and personnel requirements to provide ongoing services which meet the needs of citizens and the Sheriff's Office.

Executive Administration Strategic Goal 5(a): Work in concert with policy makers to improve long-term funding stability by creating a service discussion documents that provides options for legislative bodies to consider and a foundation for later citizen consideration.

Measure of success: Discussion document complete, consensus among county leaders, with support of stakeholders, for improved funding stability option(s).

Executive Administration Strategic Goal 5(b): Work together with county leaders and community leaders to plan timing, capacity and cost for jail expansion.

Measure of success: Provide updated jail projections of community needs, costs and timing for a jail bond.

Executive Administration Strategic Goal 5(c): Partner with elected representatives during upcoming legislative session to ensure public safety priorities are maintained and state funding to local public safety programs are preserved.

Measure of success: No new state fees on local public safety government agencies. Improvements are made to sex offender venue component that improves enforcement of to existing criminal statutes.

Executive Administration Strategic Goal 5(d): In concert with Facilities and the County Administrator's Office, update the plan for a new Service Center East that enables patrol to centralize at that location.

Measure of success: Service Center East recommendations presented to Board of County Commissioners by March, 2011.

Executive Administration Strategic Goal 5(e): Work with Patrol Division, Fleet and County Administrator's Office to prepare a communications plan to replace the current patrol car model, which will be discontinued with a next-generation patrol vehicle.

Measure of success: Patrol vehicle replacement is funded and scheduled in order that service is not interrupted.

Investigations Division Strategic Goal 5(a): Increase the capacity for proper storage of refrigerated evidence to meet new retention laws.

Measure of success: Refrigerated storage units purchased and installed by deadline.

Services Division Strategic Goal 5(a): Conduct an analysis and develop a plan to ensure the Concealed Handgun Unit is properly staffed, taking into account operational needs and revenue generation.

Measure of Success: Successful completion and presentation of plan.

Services Division Strategic Goal 5(b): Conduct analysis and develop plan to ensure the Training Unit is staffed properly, taking into account operational needs and cost.

Measure of Success: Successful completion and presentation of plan.

Services Division Strategic Goal 5(c): Develop a plan to address the need, cost, and logistical challenges for a long term permanent training facility within Washington County for the Washington County Sheriff's Office.

Measure of Success: Successful completion and presentation of plan.

Jail Division Strategic Goal 5(a): Develop and maintain an inventory of jail owned *large capitol equipment* (such as the expensive kitchen fixtures, laundry equipment, security controllers and their systems), the required upgrades, and a replacement plan. Establish a preventive maintenance schedule for the same, including anticipated time line for "end of life." Use information to create a planned budget process that allows yearly savings toward anticipated future needs to replace items at end of life or when available technology will result in substantial improvement to facility security or life safety.

Measure of Success:

1. Inventory is complete and documents all *large capitol equipment* items related to the facility.

2. Preventative maintenance schedule of same is in place, adopted, and in use.

Patrol Division Strategic Goal 5(a): Anticipate equipment and facilities needs. Identify and recommend a new police vehicle package.

Measure of Success:

A detailed, written recommendation for a future police vehicle, with associated equipment and fielding plan presented for budgetary planning.

Law Enforcement Technology Strategic Goal 5(a): Assess facility infrastructure requirements related to technology (wire capacity, cooling, space, etc.). Make recommendations for facility improvement.

Measure of Success: Assessment of requirements and input in the planning process.