



2020 -2022

STRATEGIC PLAN

Lancaster County Sheriff's Office

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COUNTY LEADERSHIP



Lancaster County Board of Commissioners



Roma Amundson



Christa Yoakum



Sean Flowerday



Deb Schorr



Rick Vest

Collaboration

Our county leaders recognize the importance of public safety and the direct impact it has on the overall quality of life for our citizens as well as our county's ability to achieve established goals. As part of the county leadership team, Sheriff Wagner understands that collaboration is key in providing high quality, efficient services to the community. This Strategic Plan was created with a focus on how the efforts of the Lancaster County Sheriff's Office can cohesively contribute to the overall direction, priorities, and vision set by the Board of Commissioners.

SHERIFF'S FOREWORD

To the Deputies and staff of the Sheriff's Office; to the Citizens of Lancaster County and to our Law Enforcement partners, I am pleased to present to you the Lancaster County Sheriff's Office's 2019-2021 Strategic Plan. This Plan identifies our priorities in providing law enforcement services to the Citizens of Lancaster County and our vision for the future of this agency. This plan is as much for us at the Sheriff's Office to keep on track as it is for the community to know what our priorities are. The Law Enforcement Profession, by its very nature, is generally reactive to the needs of the community as they arise. Our goals are to focus our reactions guided by the tenets of this plan to accomplish the goals we have set forth. Feel free to inquire on the progress of our action items that will accomplish our goals.



As you look through the plan, I hope our Mission is what you perceive our Mission should be; and our Vision is what you perceive our Vision should be; we have placed the highest Value on Human Life. Many of our Core Values incorporate portions of our Guiding Principles, to guarantee everyone is treated fairly, with integrity, respect and dignity for all citizens.

This plan will serve as a reminder of what's a priority to this agency and its employees and keep all of us on the path of success.

Jerry J. Stagner

PLANNING COMMITTEE

This document was prepared by a group of individuals that care deeply about the future of the Lancaster County Sheriff's Office and the communities it serves. This working group of employees included representatives from various divisions of the Sheriff's Office, enabling well-rounded brainstorming and decision making sessions. Points of view were expressed throughout the meetings and much was learned as the sessions progressed. Over the months that followed, strengths were identified - but more notably, so were a few weaknesses. There were debates and disagreement on occasion, but they were easily resolved by constructive discussion which moved us in positive directions. Brainstorming exercises occurred, and as a result of all these discussions and activities a renewed set of ideas and concepts were crafted, including an updated mission statement and several core guiding principles. Ultimately, destinations were set which outline where LSO wants to be in the future. This document is part road map intended to help us navigate to our destinations and part doctrine which governs our actions and decision making. This three-year plan provides LSO with common objectives. While always thoughtful of our fiscal responsibility, it is a plan more focused on "managing the objectives" as opposed to the traditional approach focused primarily on "managing the budget." It shall become an integral part of how LSO conducts business and will be implemented with and practiced by employees throughout the entire organization.



Sheriff
Terry Wagner



Captain
Tom Brookhouser



Deputy
Jason Brownell



Deputy
Dustin Buchheister



Deputy
Casey Dahlke



Captain
Josh Clark



Chief Deputy
Todd Duncan



Accounting Spec.
Stefani Grell



Captain
Ben Houchin



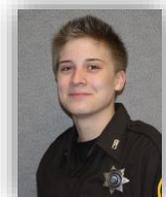
Deputy
Tyler Loos



Captain
John Vik



Captain
Jerry Witte



Deputy
Christina Worster

PEEL'S NINE PRINCIPLES OF POLICING

In 1829, Sir Robert Peel established the London Metropolitan Police Force. He became known as the “Father of Modern Policing,” and his commissioners established nine principles of policing that remain as crucial and urgent today as they were two centuries ago.

“The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with them.”

1. The basic mission for which police exist is to prevent crime and disorder as an alternative to the repression of crime and disorder by military force and severity of legal punishment.
2. The ability of the police to perform their duties is dependent upon public approval of police existence, actions, behavior and the ability of the police to secure and maintain public respect.
3. The police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain public respect.
4. The degree of cooperation of the public that can be secured diminishes, proportionately, the necessity for the use of physical force and compulsion in achieving police objectives.
5. The police seek and preserve public favor, not by catering to public opinion, but by constantly demonstrating absolutely impartial service to the law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws; by ready offering of individual service and friendship to all members of the society without regard to their race or social standing; by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.
6. The police should use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient to achieve police objectives; and police should use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
7. The police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police; the police are the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interest of the community welfare.
8. The police should always direct their actions toward their functions and never appear to usurp the powers of the judiciary by avenging individuals or the state, or authoritatively judging guilt or punishing the guilty.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with them.

OUR MISSION, VISION, & VALUES

Sir Robert Peel's values and core ideas serve as the foundation for the Mission, Vision, and Values of the Lancaster County Sheriff's Office.

Mission

Providing exceptional law enforcement services that reduce crime, enhance safety, and build public trust.

Vision

Communities that are safe and secure; operations that are effective and efficient; and people who feel they are treated with fairness, dignity and respect.

Values

- Preservation of human life
- Respect
- Integrity
- Service
- Compassion
- Professionalism
- Accountability

Guiding Principles

- Treat everyone with fairness, dignity, and respect
- Act with integrity and professionalism
- Know your job and do it well
- Enjoy what you do
- Work hard



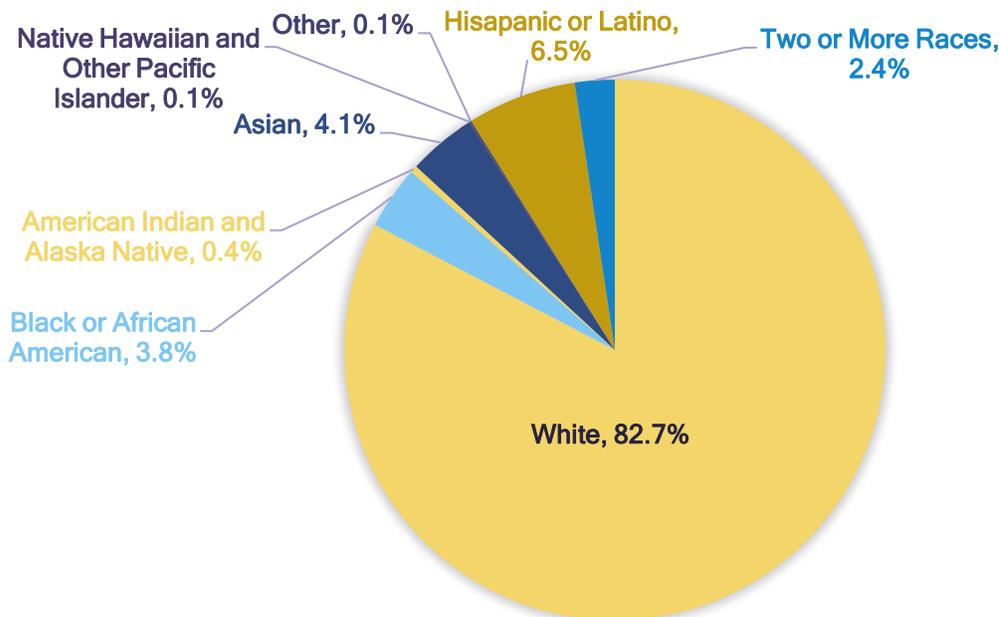
COMMUNITY OVERVIEW

The Lancaster County Sheriff's Office (LSO) provides primary law enforcement services to all areas of Lancaster County, Nebraska, with the exception of the City of Lincoln which is served by the Lincoln Police Department.

Lancaster County has a total area of 846 square miles with an estimated total population of 301,707* making it the second most populous county in Nebraska. Lancaster County was created in 1859 and includes 24 cities, towns, and villages within Lancaster County. The three largest cities are Lincoln, the county seat and state capital; Waverly, one of Nebraska's fastest growing communities; and Hickman. Lancaster County offers a blend of urban, small town, and rural living. The Interstate 80 corridor runs through the center of the County creating a major link between the State's two largest urban areas, Omaha and Lincoln, and the region as a whole. Lancaster County is the home of many attractions including the University of Nebraska-Lincoln, Pinnacle Bank Arena, historic Haymarket, and several state recreation areas.



2016 County Population Profile Estimates

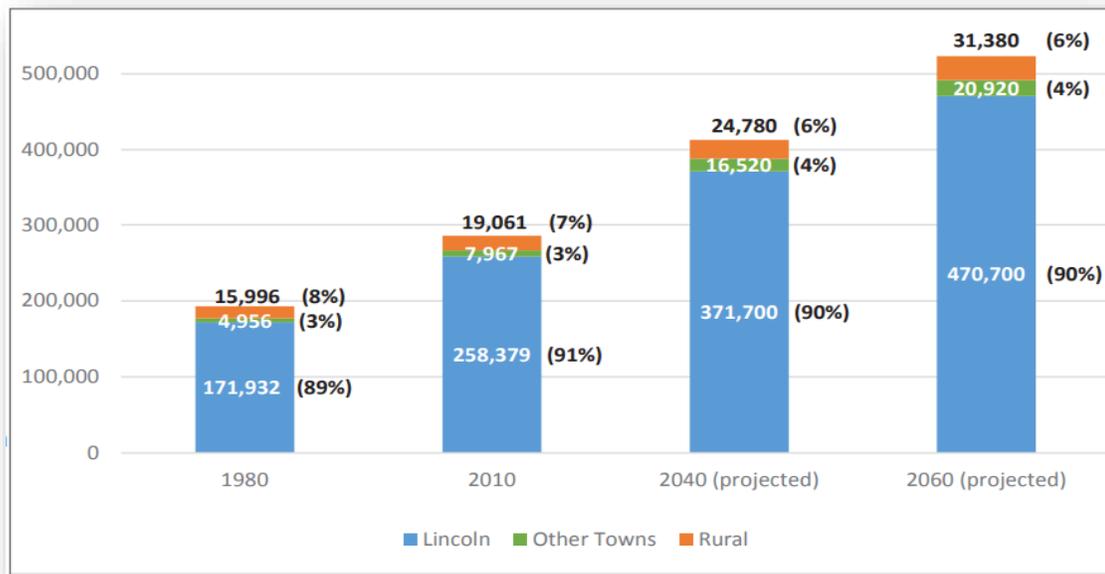


* American Community Survey (ACS) data retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

2016 County Population Profile (continued)

- High School graduates or higher- 93%
- Bachelor's degree or higher- 37.3%
- Median household income- \$53,730
- People of all ages in poverty- 14.3%
- Unemployment rate- 2.6% (Nebraska- 2.8%, U.S. - 4.1%)

Projected Population Growth



Part I Crime for Lancaster County, excluding the City of Lincoln

	2013	2014	2015	2016	2017
Murder	0	0	0	0	0
Rape	6	6	7	7	6
Robbery	0	3	2	0	0
Aggravated Assault	22	15	9	15	14
Burglary	98	64	68	59	56
Larceny	193	154	108	129	99
Auto Theft	9	12	11	12	10
Arson	2	2	5	1	5
Total	330	256	210	223	190

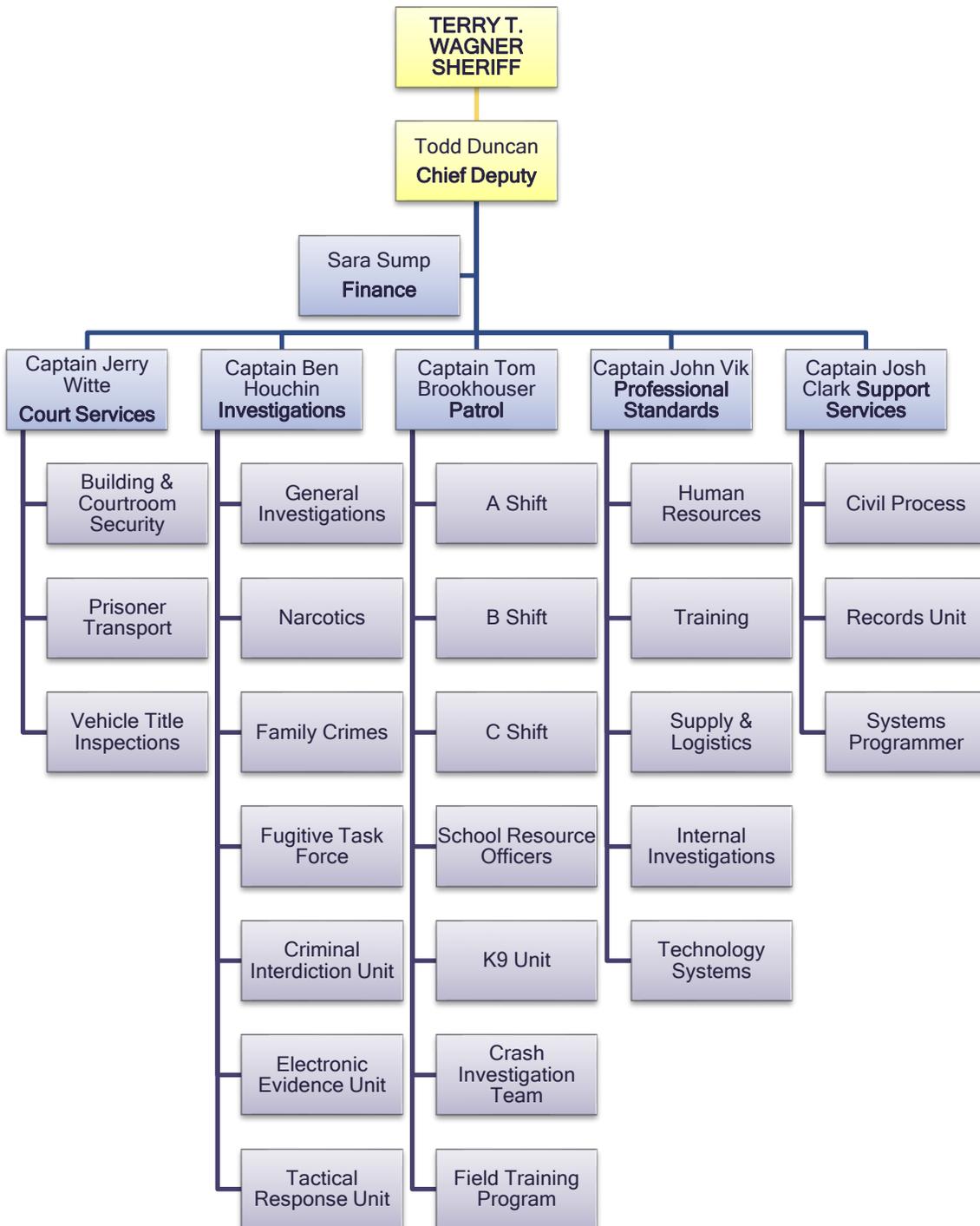
ORGANIZATIONAL OVERVIEW

The men and women of the Lancaster County Sheriff's Office have been proudly serving and protecting the citizens of Lancaster County, Nebraska, since 1861. Today, the Sheriff's Office is led by Terry T. Wagner, LSO's 29th Sheriff. Sheriff Wagner has an authorized staff of 81 sworn deputies, 8 commissioned guards, and 19 non-sworn employees. The Sheriff's Office serves an estimated population of 301,707. Much of the County's population resides within the City of Lincoln, which is primarily served by the Lincoln Police Department. The Sheriff's Office is comprised of five divisions: Patrol, Investigations, Court Services, Support Services, and Professional Standards. LSO is a progressive, professional, full-service law enforcement agency that continually strives for excellence and has received national awards for various initiatives.



The organization possesses a strong set of values that direct how work is accomplished. LSO's foundation is built on a community policing philosophy, and a strong emphasis is placed on building partnerships within the community to improve quality of life by preventing crime, disorder, and fear. We place great value on our longstanding reputation in the community as public servants who consistently demonstrate fairness, respect, common sense, and professionalism in all we do.

ORGANIZATIONAL OVERVIEW



STRATEGIC PLANNING PURPOSE & PROCESS



Purpose

The Strategic Plan is a proactive tool that provides guidance in fulfilling our agency's mission with maximum efficiency and impact. The purpose of the Strategic Plan is to provide direction and continuity for the Lancaster County Sheriff's Office to improve its service to the community. This three-year plan consists of five strategic goals.

Process

Derived from the Office's mission and vision statements, the goals are broad, long-term categories that when achieved will move the organization closer to its stated vision. Under each goal are objectives that more clearly define the intent of the strategic goal. Objectives set specific measurable targets for each goal, and they are adaptable and can change over time. Each objective will have action items with a responsible person assigned to them. The action items are specific activities which need to be completed in order to accomplish the objective, and may involve multiple initiatives or projects. The number of objectives and action items will vary depending upon the strategic goal.

The guiding principles of this Strategic Plan are that it will be

- Accomplished with a high degree of professionalism,
- Encompassing of LSO's mission, vision and values,
- Open to potential partnerships to maximize resources, avoid duplication of services, and improve service to the community,
- Designed and implemented according to best practices,
- Inclusive of stakeholder input,

- Thoroughly planned and reviewed before implementation,
- A benchmark for progress within our agency,
- A system of accountability, and
- Evaluated on an annual basis.

“In the absence of clearly-defined goals, we become strangely loyal to performing daily trivia until ultimately we become enslaved by it.”
- Robert A. Heinlein



SHERIFF'S OFFICE SWOT ANALYSIS

Strengths (internal)	Weaknesses (internal)
<ul style="list-style-type: none"> • Talented, professional, accountable staff • Team atmosphere • Supportive County Commissioners • Positive community relations/trust • Strong relationships with peer agencies • Positive culture • Effective special projects, proactive • Training opportunities • Specialized positions • Technology • Professional, experienced, eager, compassionate, dedicated, staff • Low turnover • Modern, quality equipment • Financial resources needed to support operations • Positive labor/management relationship • Tradition • An open minded Sheriff who listens • Good organizational communication- people of all ranks have a voice • Positive relationship with media • Growing social media presence • Growing community programming <ul style="list-style-type: none"> ◦ Five O Fun Club ◦ Citizen's Academy • Digital forensic capabilities 	<ul style="list-style-type: none"> • Staffing levels • Number of patrol cars • Outdated records management system • Recruiting • Internal and public webpages • Radio coverage • Digital file management system (DCS) • Job descriptions and employee eval system • Employee selection process • Public reception lobby • Office layout in Records • Outdated training materials/manuals • Lack of structure and consistency in training • Division of labor in Records area • Limited support staff/increasing demands • HOJ front entrance configuration • Limited leadership training and development programs • ICS expertise • Low repetitions of high-risk incidents • Availability and use of key performance indicator data • Number of "soft" interview rooms for victims/witnesses • Internal controls within financial operations • Range facility • Instructor-led firearms training • Threat management program

<p>Opportunities (external)</p> <ul style="list-style-type: none"> • Strengthening community relations • Multi-agency partnerships • Outside training • Internal leadership development programs • Leverage technology to increase efficiency • Develop/implement formal training for non-commissioned employees • Blend of rural and urban communities • Engaged citizens • Add corrections and YAC to new radio system • Develop a multi-agency regional law enforcement training center • Increasing diversity of our workforce • Increasing personal safety by proactively addressing employee wellness (mental health, physical fitness, financial planning, etc.) • CALEA Accreditation • Outsourcing special projects to supplement limited staffing (webpage, recruiting video, etc.) 	<p>Threats (external)</p> <ul style="list-style-type: none"> • Safety- job related homicides, suicides, assaults, injuries, accidents • Attacks on LEOs • Responding to emotionally disturbed persons and lack of community resources • Lack of employee buy in • Hiring “bad apples” or promoting ineffective leaders • Inaccurate media portrayals • Increased cybercrime and use of technology by criminals • Liability- failure to train, failure to supervise, negligent retention, etc. • Terrorism (domestic & international) • Low number of qualified applicants • Poor legislation • Complacency • Polarized public and maintaining a positive, neutral public image
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IMPLEMENTATION AND EVALUATION

Implementation

This Strategic Plan is a dynamic, flexible document that will guide the thinking and actions of the Sheriff's Office over the next three years. To insure that this document serves as an essential tool rather than something that sits on a shelf, it will be evaluated and updated annually by gathering input from employees, partners, and community members. The Sheriff's Office mission and values serve as the basis for the five strategic goals set forth in this plan. Each of the objective action items will be assigned a responsible party, a timeline for completion, and a funding source (see acronym legend below). Limited resources demand that the Sheriff's Office focus its energy and direction on these strategic directions for maximum efficiency in meeting our mission. This plan does not cover everything that needs to be accomplished within the agency, but instead places focus on priority areas. In order for the Strategic Plan to succeed, it requires full commitment, participation, and input from all members of the agency. The goals and objectives of the Strategic Plan will be communicated to all LSO members.

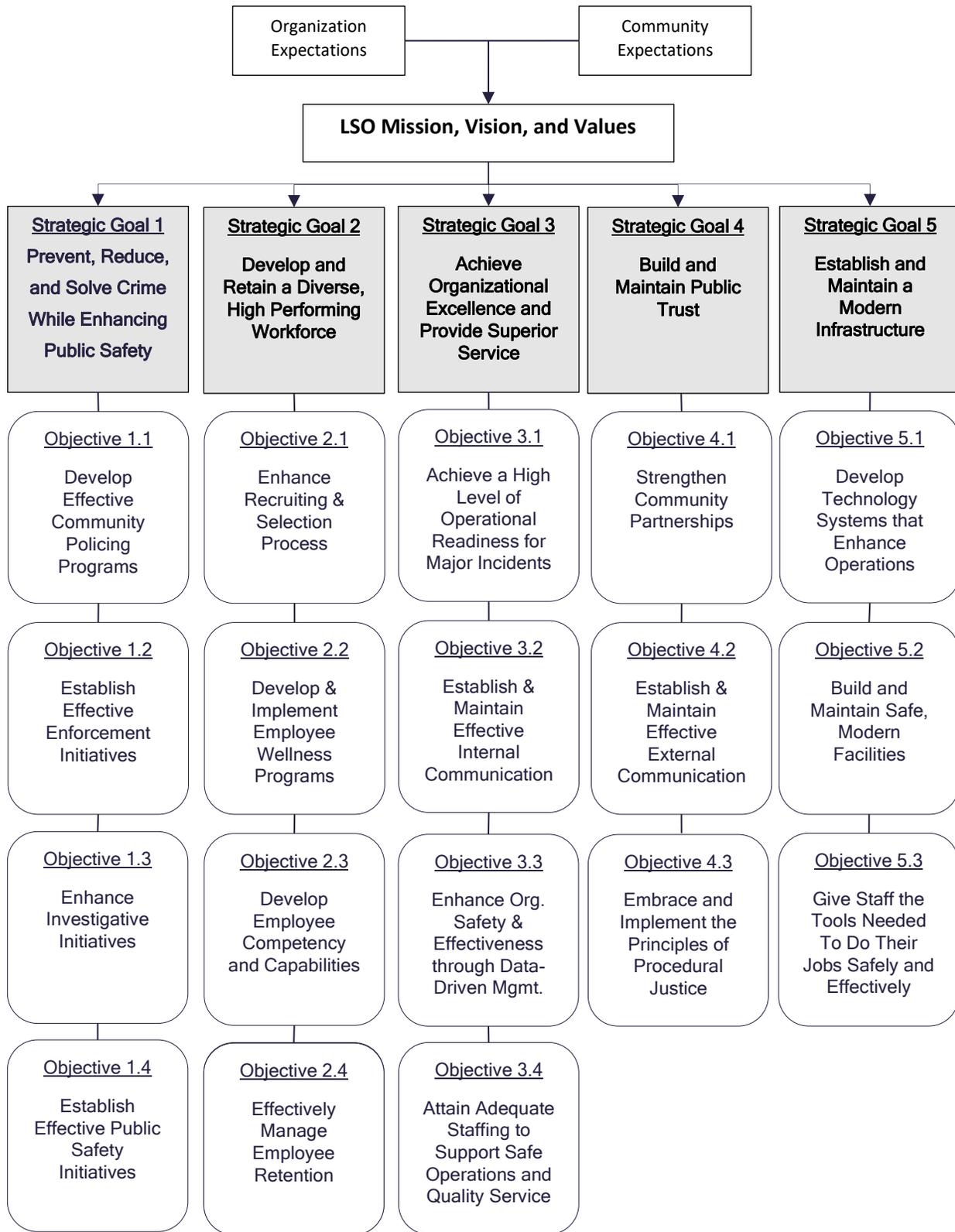
Evaluation

To ensure continuing progress and success in implementing the Strategic Plan, the plan will be evaluated on an annual basis by the Professional Standards Division. A report will be published and the status of goals will be presented by each assigned responsible party at the annual evaluation meetings.

FUNDING SOURCE LEGEND	
CIP	Capital Improvement Project
GR	Grant Funds
NA	Not Applicable
GB	General Budget
FA	Forfeited Assets
OR	Other Resources
UF	Unfunded



STRATEGIC PLAN FLOWCHART



STRATEGIC GOALS AND OBJECTIVES

GOAL 1: Prevent, Reduce, and Solve Crime While Enhancing Public Safety				
OBJECTIVE 1.1: Develop Effective Community Policing Programs				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
1.1.1	Conduct ongoing Community Policing training with all staff.	Professional Standards Captain	Ongoing	GB
1.1.2	Incorporate Community Policing principles into daily operations.	All Staff	Ongoing	NA

GOAL 1: Prevent, Reduce, and Solve Crime While Enhancing Public Safety				
OBJECTIVE 1.2: Establish Effective Enforcement Initiatives				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
1.2.1	Develop real time crime and crash data collection and analysis processes	Support Services Captain	2022	GB
1.2.2	Implement the Data-Driven Approach to Crime and Traffic Safety (DDACTS) program.	Patrol and Investigations Captains	2022	GB
1.2.3	Enhance and expand specialized enforcement programs (i.e. bike patrol, liquor compliance checks, SOR compliance, etc.)	Patrol and Investigations Captains	Ongoing	GB

GOAL 1: Prevent, Reduce, and Solve Crime While Enhancing Public Safety				
OBJECTIVE 1.3: Establish Effective Investigative Initiatives				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
1.3.1	Explore installing fixed cameras with LPR capabilities along 9 th and 10 th Streets adjacent to the HOJ.	Court Services Captain	2021	FA
1.3.2	Continue to enhance and expand the Electronic Evidence Unit.	Investigations Captain	Ongoing	FA
1.3.3	Expand capabilities and equipment for covert investigations (cameras, GPS trackers, etc.)	Investigations Captain	Ongoing	FA

GOAL 1: Prevent, Reduce, and Solve Crime While Enhancing Public Safety				
OBJECTIVE 1.4: Establish Effective Public Safety Initiatives				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
1.4.1	Develop and implement programs specifically aimed at reducing serious injury and fatal crashes.	Patrol Captain	Ongoing	GB
1.4.2	Conduct regular, ongoing traffic safety and sobriety checkpoints and saturation patrol projects.	Patrol Captain	Ongoing	GB
1.4.3	Establish a structured public safety education and awareness program with recurring themes (severe weather awareness, hunter safety, child seat education, texting and driving, DUI, etc.)	Administrative Services Officer	Ongoing	GB

GOAL 2: Develop and Retain a Diverse, High Performing Workforce**OBJECTIVE 2.1:** Enhance Recruiting and Selection Process**ACTION ITEMS:**

	Description	Responsible	Timeline	Funding Source
2.1.1	Develop formal annual recruiting plan with emphasis on increasing diversity.	Professional Standards Captain	2021	GB
2.1.2	Update LSO recruiting materials.	Professional Standards Captain	Ongoing	GB

GOAL 2: Develop and Retain a Diverse, High Performing Workforce**OBJECTIVE 2.2:** Develop and Implement Programs that Enhance Employee Health & Welfare**ACTION ITEMS:**

	Description	Responsible	Timeline	Funding Source
2.2.1	Provide fitness and nutrition training during annual in-service training.	Professional Standards Captain	Ongoing	GB
2.2.2	Develop programs that provide employees with the knowledge, opportunity, and facilities necessary to optimize physical and mental health.	Professional Standards Captain	Ongoing	GB



GOAL 2: Develop and Retain a Diverse, High Performing Workforce				
OBJECTIVE 2.3: Develop Employee Competency and Capabilities				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
2.3.1	Update captain position descriptions to ensure they accurately reflect expectations and responsibilities.	Chief Deputy & Command Staff	2021	NA
2.3.2	Create formal professional development plans/roadmaps to provide guidance to employees.	Command Staff	2022	GB

GOAL 2: Develop and Retain a Diverse, High Performing Workforce				
OBJECTIVE 2.4: Effectively Manage Employee Retention				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
2.4.1	Establish a comprehensive workforce profile report listing average years on the job, eligibility for retirement, health benchmarks, etc.	Professional Standards Captain	2022	GB
2.4.2	Provide ongoing education to employees on available benefits, long term financial planning, etc.	Administrative Services Officer	Ongoing	GB
2.4.3	Develop a proposal to make the temporary sick leave pay out agreement a permanent benefit within the FOP contract.	Court Services Captain	2021	NA



GOAL 3: Achieve Organizational Excellence and Provide Superior Service

OBJECTIVE 3.1: Achieve a High Level of Operational Readiness for Major Incidents

ACTION ITEMS:

	Description	Responsible	Timeline	Funding Source
3.1.1	Update Deputy Involved Critical Incident SOP and conduct agencywide training.	Investigation Captain	2021	NA
3.1.2	Make arrangements for all command staff to attend ICS 300 and 400.	Professional Standards Captain	2021	FA
3.1.3	Promote active threat response plans for major population centers.	Patrol Captain	Ongoing	NA
3.1.4	Conduct annual full-scale active threat response drills with area schools.	Patrol Captain	Ongoing	FA
3.1.5	Identify and Establish LSO/County Backup Facility and Capabilities.	Professional Standards Captain	2022	GB

GOAL 3: Achieve Organizational Excellence and Provide Superior Service				
OBJECTIVE 3.2: Establish & Maintain Effective Internal Communications				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
3.2.1	Partner with outside firm to develop and conduct annual employee surveys.	Administrative Services Officers	2021	FA
3.2.2	Update internal webpage.	Support Services Captain	2022	FA/GB

GOAL 3: Achieve Organizational Excellence and Provide Superior Service				
OBJECTIVE 3.3: Enhance Organizational Safety & Effectiveness through Data-Driven Management				
ACTION ITEMS:				
	Description	Responsible	Timeline	Funding Source
3.3.1	Identify organizational key performance indicators (KPIs) and develop report format.	Chief Deputy	2022	NA
3.3.2	Develop an automated process for generating monthly, quarterly, and/or annual KPI reports.	Chief Deputy	2022	NA
3.3.3	Incorporate KPI report data into discussions and decisions at department meetings.	Chief Deputy	2022	NA

GOAL 3: Achieve Organizational Excellence and Provide Superior Service**OBJECTIVE 3.4:** Achieve Staffing Levels Needed to Support Safe Operations and Quality Service**ACTION ITEMS:**

	Description	Responsible	Timeline	Funding Source
3.4.1	Continue efforts to increase patrol shift staffing to 5 deputies + sergeant (6 in 6 initiative).	Chief Deputy	Ongoing	GB
3.4.2	Create PIO/Community Services position.	Chief Deputy	2022	GB

GOAL 4: Build and Maintain Public Trust**OBJECTIVE 4.1:** Strengthen Community Partnerships**ACTION ITEMS:**

	Description	Responsible	Timeline	Funding Source
4.1.1	Encourage command staff presence at monthly city/town meetings and provide when requested.	Command Staff	Ongoing	NA
4.1.2	Promote/sustain youth programs (Five O Fun Club, etc.)	Patrol Captain	Ongoing	GB/Grants
4.1.3	Promote/sustain Citizens Academy program.	Patrol Captain	Ongoing	NA

GOAL 4: Build and Maintain Public Trust**OBJECTIVE 4.2:** Develop and Maintain Effective External Communications**ACTION ITEMS:**

	Description	Responsible	Timeline	Funding Source
4.2.1	Develop a purposeful communication strategy aimed at building public trust and support.	Administrative Services Officer	Ongoing	FA
4.2.2	Partner with an outside firm to develop and conduct annual external surveys.	Administrative Services Officer	Ongoing	GB
4.2.3	Expand social media presence.	Professional Standards Captain	Ongoing	GB
4.2.4	Establish & maintain ongoing relationships with minority leaders in City/County.	Command Staff	Ongoing	GB

GOAL 4: Build and Maintain Public Trust**OBJECTIVE 4.3:** Embrace and Implement the Principles of Procedural Justice**ACTION ITEMS:**

	Description	Responsible	Timeline	Funding Source
4.3.1	Conduct Procedural Justice Training with all staff.	Professional Standards Captain	Ongoing	GB/FA
4.3.2	Incorporate Procedural Justice principles into daily operations.	Command Staff	Ongoing	NA



GOAL 5: Establish and Maintain a Safe, Modern Infrastructure

OBJECTIVE 5.1: Develop Technology Systems that Enhance Operations

ACTION ITEMS:

	Description	Responsible	Timeline	Funding Source
5.1.1	Implement a user-friendly time & attendance/scheduling system that meets operational needs, complies with HR/FLSA rules, and interfaces with Oracle.	Professional Standards Captain	2021	FA
5.1.2	Implement NIBRS IR and reporting	Support Services Captain	2021	GB
5.1.3	Achieve acceptable Motorola radio system coverage countywide.	Professional Standards Captain	2022	CIP/FA
5.1.4	Upgrade CJIS to stable, modern, user-friendly platform.	Investigations Captain	2022	CIP/FA
5.1.5	Deploy TraCS E-Citations and online crash reporting.	Professional Standards Captain	2021	CIP/GB
5.1.6	Develop body worn camera program and deploy to uniformed personnel.	Professional Standards Captain	2021	CIP

GOAL 5: Establish and Maintain a Safe, Modern Infrastructure

OBJECTIVE 5.2: Build and Maintain Safe, Modern Facilities

ACTION ITEMS:

	Description	Responsible	Timeline	Funding Source
5.2.1	Establish a safe, modern firearms range and training facility.	Professional Standards Captain	2022	GB/FA
5.2.2	Remodel LSO office spaces in Investigations and Support Services.	Professional Standards Captain	2021	CIP/FA



GOAL 5: Establish and Maintain a Safe, Modern Infrastructure**OBJECTIVE 5.3:** Provide Employees with the Tools Needed to Do Their Jobs Safely & Effectively**ACTION ITEMS:**

	Description	Responsible	Timeline	Funding Source
5.3.1	Provide civil deputies with modern, reliable patrol vehicles.	Professional Standards Captain	2021	GB/FA
5.3.2	Continuously explore ways to adopt innovative law enforcement technology that enhances officer safety.	Professional Standards Captain	Ongoing	GB/FA
5.3.3	Identify handgun upgrade/replacement and implement transition program.	Court Services Captain	2021	CIP
5.3.4	Explore uniform modernization options to enhance professionalism, functionality, and durability.	Professional Standards Captain	2021	GB/FA



CONCLUSION

This strategic plan outlines the Sheriff's Office's service efforts, accomplishments and future challenges. The strategic goals, associated objectives and action items are intended to serve as a guide as we focus on the long-term and short-term needs of both the Office and the community. This strategic plan is not only a plan, but also a process that will evolve each year through an annual review, thus allowing us to modify the plan as challenges arise. We will strive to remain on the cutting edge of emerging technologies and continue to build upon innovative strategies such as intelligence-led and predictive policing. Providing excellence in service will continue to remain a top priority as we move into the future.

