

# Strategic Plan

## 2018-2022



*from the office of*  
**GRANT COUNTY SHERIFF**  
**Tom Jones**

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*Professionalism ♦ Integrity ♦ Accountability*

## Message from Sheriff Tom Jones



It is with great pride that I release the 2018-2022 Strategic Plan for the Grant County Sheriff's Office. As I have stated in the past, it has been and still is a priority for our staff to provide great customer service as well as provide the safety and security of our residents. We live by our agency Mission statement which reads, "Enhance the Quality of Public Safety through Unbiased Public Service, in cooperation with the communities we serve". I pledge that we will continue to work in cooperation with our communities to ensure we are delivering the best possible service.

Over the past 4 years we have come a long way in attaining some of our Strategic Plan goals. Our 1<sup>st</sup> goal was to enhance the quality of public safety. I believe that the Sheriff's Office has done a great job in meeting this goal. We are seeing a down trend in gang related activity and violence and reducing the illegal drug activity. This past year was a great year in the fight against drugs in our county. We will not relax or stand by and will continue to aggressively combat this systemic problem.

Our office will now have a new goal of strengthening our office through improved recruitment of new employees. It is important to hire persons with a solid work ethic as well as the passion to make the office even better than it is.

The 3<sup>rd</sup> goal of our strategic plan was to develop effective relationships with our local, state and federal justice agencies. Our agency is extremely fortunate to maintain the great relationships with all of our criminal justice agencies. We often get compliments on how we interact with all of our partners. We will continue to develop and foster those relationships.

Being your elected sheriff for nearly 8 years has been a humbling experience. I have always stated that I work for our citizens and will continue to do just that. I will also continue to be progressive in my approach with completing our goals in the 2018 – 2022 strategic plan. To be a part of the Grant County Sheriff's Office is a dream come true. I will be diligent in my commitment to you in providing you a great law enforcement agency with outstanding customer service.

Respectfully,

A handwritten signature in black ink, appearing to read "Tom Jones". The signature is fluid and cursive, written on a white background.

Tom Jones, Sheriff

## Our Mission

*Enhance the quality of public safety through unbiased public service,  
in cooperation with the communities we serve.*

## **Our Vision**

*To provide a consistent, cohesive organization based upon communication,  
education, accountability and loyalty to ourselves and the community.*

## **Our Values**

### *Professionalism, Integrity and Accountability*

#### *Professionalism*

*We are committed to service by our actions and behaviors to a higher standard of  
conduct and responsibility.*

- *To maintain ethical behavior on and off duty*
- *To maintain a high level of personal appearance to represent the  
organization*

#### *Integrity*

*We value candor, honesty and ethical behavior and we are committed to doing the right  
thing for the right reason.*

- *Demonstrate trustworthiness, confidentiality and sound decision making.*
- *Embrace and uphold the highest standards, values and principles.*
- *Display undivided courage to withstand adversity*
- *Accept and respect differences*

#### *Accountability*

*We acknowledge that we are accountable to everyone we serve and to each other for our  
actions and decisions and we welcome that responsibility.*

- *Communicate with honesty and timeliness*
- *Perform at the highest standard*
- *Use resources effectively*
- *Admit and correct mistakes*

**Agency Profile**  
(Organizational Overview)

The Grant County Sheriff's Office is staffed with 123 full time employees, 3 contract employees and 46 volunteers. There are 52 commissioned law enforcement officers, 40 correctional staff and 31 support staff. Of the 46 volunteers there are 4 Reserve Deputies, 14 Search and Rescue Members, 25 Mounted Posse Members, 2 Public Information Officers and 1 Chaplain.

**Administration**

- Sheriff
- Administrative Assistant
- Undersheriff
- Field Operations Chief
- Special Operations Chief
- Corrections Chief
- Emergency Management Chief

**Field Operations Division**

- 1 Lieutenant
- 4 Patrol Sergeants
- 4 Patrol Corporals
- 16 Patrol Deputies
- 1 Motor Traffic Unit Sergeant
- 4 Motor Traffic Unit Deputies
- 1 Coulee City Deputy (contract)
- 2 Utility Deputies

**Special Operations Division**

- 1 Special Operations Sergeant
- 1 Special Operations Corporal
- 1 Major Crimes/INET Sergeant
- 4 Major Crimes Detectives
- 2 INET Detectives
- 2 Marine Deputies
- 2 Off Road Vehicle Deputies
- 1 School Resource Officer
- 1 Registered Sex Offender Tracking Deputy

**Corrections Division**

- 2 Lieutenants
- 6 Sergeants
- 5 Corporals
- 27 Deputies

**Emergency Management Division**

- 1 Coordinator
- 1 Specialist

**Support Staff**

- 1 Support Specialist Supervisor
- 1 Civil Specialist
- 1 Evidence/Property Room Specialist
- 15 Support Specialists
- 2 Registered Nurses
- 5 Cooks
- 1 Maintenance Staff

**Contract**

- 1 Registered Nurse
- 1 STOP Grant (DV) Coordinator
- 1 Traffic Safety Coordinator

**Volunteer Staff**

- 4 Reserve Deputies
- 25 Mounted Posse
- 14 Search and Rescue
- 2 Public Information Officers (PIOs)
- 1 Chaplain

**Through our Mission, Vision and Core Values Statements the Grant County Sheriff's Office will use the strategic plan to guide and direct us in responding to, and making those decisions we do, in serving the community on a continual and ongoing basis.**

**We will...**

- Goal #1      Strengthen the Office through improved recruitment of employees
- Goal #2      Improve communications and distribution of information throughout the Grant County Sheriff's Office
- Goal #3      Maintain and preserve accreditation standards through the Washington Association of Sheriffs and Police Chiefs (WASPC)
- Goal #4      Achieve and preserve Jail accreditation standards through the Washington Association of Sheriffs and Police Chiefs (WASPC)

## **Goal #1**

### **Strengthen the Office through improved recruitment of employees**

Recruitment of new employees is one of the activities that most critically impact the performance of any organization. While it is understood and accepted that poor recruitment decisions affect organizational performance and limit goal achievement, it is taking a long time for public service agencies in many jurisdictions to identify and implement new, effective hiring strategies.

To that end, the Grant County Sheriff's Office recognizes through our current and ongoing hiring processes the time and effort it takes to complete the necessary and thorough background investigations. This time and effort comes at a cost not only to this Office but to the individual's tasked with completing these investigations and the primary responsibilities they have to this Office beyond these investigations as well. This is a cost that is recognized and accepted by this Office as a "means to an end." A "pay me now or pay me later" mentality.

In the years to come there is a realized potential for a great deal of turnover in this Office. We have a fundamental responsibility to ensure a process is in place, not only for the recruitment and hiring of solid new employees today, but also in the years beyond what many of us will ever see as employees of this Office.

This goal is recognized as useful and critical in the recruitment for all employee disciplines in the Grant County Sheriff's Office to include; support specialists, corrections deputies, commissioned deputies and volunteer staff.

#### **To do this we will use the following strategies:**

- 1.1 Create a high-quality marketing program that clearly defines our competitive advantage.
  - Pay
    - To include longevity and incentive pay
      - Bilingual
      - Education
      - Field Training Officer
      - K-9
      - Tactical Response Team
  - Benefits
  - Vacation/Sick Leave
  - Deferred Compensation Plans
  - Retirement Plans
  - Promotional Opportunities
  - Specialty Assignments
    - ✓ Major Crimes Unit (detective)
    - ✓ Drug Task Force (detective)
    - ✓ Sex Offender Tracking
    - ✓ Off Road Vehicle (ORV)
    - ✓ Marine
    - ✓ School Resource Officer (SRO)

- ✓ Motor Traffic Unit
  - ✓ K-9
  - ✓ Courtroom Security
  - ✓ Prisoner Transport
  - Take Home Cars (commissioned staff)
  - Grant County Demographics
  - Cost of living
- 1.2 Utilize all appropriate forms of electronic social media
- Sheriff's Office web-site
  - Sheriff's Office Facebook
  - Twitter
  - NIXLE
  - Mobile Patrol
- 1.3 Utilize local media
- Newspaper
  - Radio
  - Television
- 1.4 Produce a recruitment video to be used at,
- Community events
  - Job Fairs
  - Grant County Fair
- 1.5 Utilize and work in cooperation with the Human Resources and Civil Service Departments
- 1.6 Educate and utilize our employees to get the word out
- Stress the importance of recruiting potential candidates with a strong work ethic and morals that are consistent with the Mission, Vision and Values of this Office.
- 1.7 Streamline the application and hiring process to reduce the time,
- From the application to the testing process
  - From the background investigation to the Sheriff's interview
  - From the "Conditional Offer of Employment" to the Polygraph and Psychological tests
  - From the date of hire to the start of the Academy or other discipline specific training

**We will measure our success by:**

- ✓ Monitoring the different platforms or manners in which applicants are being made aware of and are applying for job openings in the Grant County Sheriff's Office.
- ✓ Evaluating the different platforms and manners in which applicants are being made aware of and are applying for job openings in the Grant County Sheriff's Office and adjusting our efforts where needed.
- ✓ Discussing with applicants during the background investigations the positives and negatives of the application process. What worked and what didn't?
- ✓ Ensuring that all hiring lists are established and available at any given time by actively working with the Grant County Civil Service Department.



## **Goal #2**

### **Improve Communications and the Distribution of Information Throughout the Grant County Sheriff's Office**

Effective internal communication relies upon the entire team supporting the concept. We all must understand the problems brought about by a lack of communication. Basic communication skills are important throughout the organization, including active listening, understandable speech, intelligent questioning and dynamic feedback. Training, review and practice can hone these skills.

**We will use the following strategies:**

- 2.1 Maintain a clear vision with strategies and goals.
  - To provide for a clear understanding of the directions we are headed through effective communication throughout the Sheriff's Office.
- 2.2 Identify our target audience.
  - Ensure that the message is reaching all of the employees that it should; a specific group within the Office (i.e. patrol, corrections, support) or the agency as a whole.
- 2.3 Provide for a clear and transparent message.
  - Deliver all the necessary details with specificity in our communications to eliminate opportunities for misunderstanding.
- 2.4 Use a reliable channel of communication.
  - Hard copy, email, text, verbal, face to face.
- 2.5 Ask for feedback and listen.
  - Be willing to listen to each other with an open mind presuming good intent.
- 2.6 Continue to engage our employees in meaningful participation in relevant projects.

**We will measure our success by:**

- ✓ Reduction in complaints of confusion.
- ✓ Reduction in tasks not completed in a timely manner.
- ✓ Reduction in a duplication or redundancy of our efforts.
- ✓ Reduction of mistakes.
- ✓ Increased productivity.
- ✓ Increased participation and interest.
- ✓ Increased consistency.
- ✓ Increased use of our Empowerment Model.



**Goal #3**  
**Maintain and Preserve Agency Accreditation Standards Through the Washington Association of Sheriffs and Police Chiefs (WASPC)**

The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. In 1976 the Washington Sheriffs and Police Chiefs Association was directed by the Washington State Legislature to develop standards and goals for Washington State Law Enforcement.

**Benefits of Accreditation Include:**

- To increase public confidence in the agency
- To increase credibility
- To provide a systemized agency self-assessment
- To broaden perspectives
- To intensify administrative and operational effectiveness
- To ensure recruitment, selection, and promotion processes are fair and equitable
- To strengthen understanding of agency policies and procedures by agency personnel
- To improve agency morale and pride
- To decrease susceptibility to litigation and costly civil court settlements
- To potentially reduce liability insurance costs
- To provide state and local recognition of professional competence

Accreditation is not required by law but it is strongly suggested.

**We will use the following strategies to meet the requirements of the accreditation process which occurs in eight phases:**

- 4.1 Interest and Contract
  - We will continue to work with WASPC's Director of Professional Services in developing and improving guidelines for the accreditation process and in the process maintain our contract with WASPC.
- 4.2 File Maintenance
  - We will continue to gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.
- 4.3 Self-Assessment
  - We will continue to gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.

4.4 On-Site Assessment and Evaluation

- The on-site assessment team, as assigned by the WASPC Director of Professional Services, is a group of volunteer assessors from law enforcement agencies across Washington State. This team confirms the Sheriff's Office ability to meet and maintain the WASPC accreditation standards. The assessors review our files for policies and procedures as well as documentation (proofs) showing that we are operating under the direction of those policies and procedures. Assessors will also interview employees of this Office to gather additional information. As part of the WASPC on-site process, assessors are encouraged to note areas where improvement can be made.

4.5 Accreditation Commission Review

- The WASPC Director of Professional Services or the on-site review team leader, the Sheriff, and our accreditation managers may appear before the Accreditation Commission to determine if we have met the standards and that the on-site review team has done a complete job. The Accreditation Commission forwards its recommendations to the WASPC Board of Directors for final consideration.

4.6 Executive Board Review

- The WASPC Executive Board will review the recommendations by the Accreditation Commission and will issue a final decision.

4.7 Award

- The Sheriff will be presented with a plaque, for successfully achieving and maintaining the professional standards as outlined in the WASPC Law Enforcement Accreditation Program.

4.8 Re-accreditation

- The Sheriff's Office will repeat the entire process. The reaccreditation process will be significantly less cumbersome as we will have established the accreditation philosophy and will keep the Sheriff's Office policies, procedures and records up to date. To maintain accreditation, we will be reaccredited every four years.

**We will measure our success by:**

- ✓ Successful on-site review and evaluation by the assigned Assessment Team.
- ✓ Successful review by the Accreditation Commission.
- ✓ Successful review by the WASPC Board of Directors (Executive Board).
- ✓ Recognition of award in meeting all accreditation standards.
- ✓ Provide for an annual review internally of our accreditation files to insure continued compliance.
- ✓ Provide proof-sheets for all standards requiring annual verification.
- ✓ Successful review process for reaccreditation and award.

**Goal #4**  
**Achieve and Preserve Agency Jail Accreditation Standards Through the Washington Association of Sheriffs and Police Chiefs (WASPC)**

The purpose of Jail accreditation is to professionalize the Correctional industry by providing a review process for agencies to be certified as operating under industry best practices and standards.

**Benefits of Accreditation Include:**

- To increase public confidence in the agency
- To increase credibility
- To provide a systemized agency self-assessment
- To broaden perspectives
- To intensify administrative and operational effectiveness
- To ensure recruitment, selection, and promotion processes are fair and equitable
- To strengthen understanding of agency policies and procedures by agency personnel
- To improve agency morale and pride
- To decrease susceptibility to litigation and costly civil court settlements
- To potentially reduce liability insurance costs
- To provide state and local recognition of professional competence

Jail accreditation is not required by law but it is strongly suggested.

**We will use the following strategies to meet the requirements of the accreditation process which occurs in eight phases:**

- 5.1 Interest and Contract
  - We will work with WASPC's Director of Professional Services in developing and improving guidelines for the accreditation process and sign a contract.
- 5.2 File Maintenance
  - We will gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.
- 5.3 Self-Assessment
  - We will gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.
- 5.4 On-Site Assessment and Evaluation

- The on-site assessment team, as assigned by the WASPC Director of Professional Services, is a group of volunteer assessors from law enforcement agencies and corrections agencies across Washington State. This team confirms the Sheriff's Office ability to meet and maintain the WASPC Jail accreditation standards. The assessors review our files for policies and procedures as well as documentation (proofs) showing that we are operating under the direction of those policies and procedures. Assessors will also interview employees of this Office to gather additional information. As part of the WASPC on-site process, assessors are encouraged to note areas where improvement can be made.

#### 5.5 Accreditation Commission Review

- The WASPC Director of Professional Services or the on-site review team leader, the Sheriff, and our accreditation managers may appear before the Accreditation Commission to determine if we have met the standards and that the on-site review team has done a complete job. The Accreditation Commission forwards its recommendations to the WASPC Board of Directors for final consideration.

#### 5.6 Executive Board Review

- The WASPC Executive Board will review the recommendations by the Accreditation Commission and will issue a final decision.

#### 5.7 Award

- The Sheriff will be presented with a plaque, for successfully achieving and maintaining the professional standards as outlined in the WASPC Jail Accreditation Program.

#### 5.8 Re-accreditation

- The Sheriff's Office will repeat the entire process. The reaccreditation process will be significantly less cumbersome as we will have established the accreditation philosophy and will keep the Sheriff's Office policies, procedures and records up to date. To maintain Jail accreditation, we will be reaccredited every four years.

#### **We will measure our success by:**

- ✓ Successful on-site review and evaluation by the assigned Assessment Team.
- ✓ Successful review by the Accreditation Commission.
- ✓ Successful review by the WASPC Board of Directors (Executive Board).
- ✓ Recognition of award in meeting all accreditation standards.
- ✓ Provide for an annual review internally of our accreditation files to insure continued compliance.
- ✓ Provide proof-sheets for all standards requiring annual verification.
- ✓ Successful review process for reaccreditation and award.