

# Strategic Plan

2014-2019



*from the office of*

**GRANT COUNTY SHERIFF**

**Tom Jones**

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*Professionalism ♦ Integrity ♦ Accountability*

## Message from Sheriff Tom Jones



I am pleased to release our Strategic Plan for the Grant County Sheriff's Office. Since being elected to the office of Sheriff it has been important to me to communicate the direction of the Sheriff's Office to the citizens of Grant County and the employees of the Sheriff's Office. With declining county revenues and increased personnel costs, our mission is still, "To Enhance the Quality of Public Safety through Unbiased Public Service, with the Community We Serve".

This plan lays out detailed goals for our agency, what strategies we will use to reach those goals and how we will measure our success. It is a road map of where we are going and how we get there.

I believe we have done a good job in communicating with the public as well as other emergency service agencies. One of my goals is to continue to improve that communication with you and involving the citizens and community resources in making a safer community. Our staff will continue to conduct business while representing our Core Value of Professionalism, Integrity and Accountability. This will include long-term planning and a culture which stresses customer service, problem solving and conflict resolution.

As the Sheriff's Office forges into the future, I give you my commitment that we will be a progressive agency that continues to strive for excellent and pass that excellence onto our customers. We will be diligent about reaching our goals as set forth in the Strategic Plan and be proactive in re-evaluating the plan on an annual basis.

Thank you for the opportunity to serve you and looking forward to the continued partnership in making our county the best place to live and raise a family.

Respectfully,

A handwritten signature in black ink, appearing to read "Tom Jones". The signature is fluid and cursive.

## **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 currently (2014) staffed with 114 full time employees, 3 part-time employees and 44 volunteers. There are 50 commissioned law enforcement officers, 38 correctional staff and 26 support staff. Of the 44 volunteers there are 14 Reserve Deputies, 7 Search and Rescue Members, 20 Mounted Posse Members, 2 Public Information Officers and 1 Chaplain.

### **Commissioned Staff:**

- Administration
  - Sheriff
  - Undersheriff
  - Corrections Chief Deputy
  - Field Operations Chief Deputy
  - Special Operations Chief Deputy

- Field Operations
  - 4 Patrol Sergeants
  - 1 Motor Traffic Unit Sergeant
  - 4 Patrol Corporal
  - 17 Patrol Deputies
  - 4 Motor Traffic Unit Deputies

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

### **Correctional Staff:**

- 2 Lieutenants
- 6 Sergeants
- 5 Corporals
- 25 Corrections Deputies

### **Support Staff:**

- 1 Animal Control Officer
- 1 Civil Specialist
- 1 Evidence/Property Room Specialist
- 16 Support Specialists
- 2 Registered Nurses (+ 1 part time nurse)
- 4 Cooks (1 part time)
- 1 Maintenance Staff

### **Volunteer Staff:**

- 14 Reserve Deputies
- 20 Mounted Posse
- 7 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 Enhance the quality of public service
- Goal #2 Improve communications and distribution of information throughout the Grant County Sheriff's Office
- Goal #3 Develop effective relationships with other local, state and federal criminal justice agencies
- Goal #4 Achieve and preserve accreditation standards through the Washington Association of Sheriffs and Police Chiefs (WASPC)

# Goal #1

## Enhance the Quality of Public Service

The Mission of the Grant County Sheriff's Office is to

*Enhance the Quality of Public Safety through Unbiased Public Service, in Cooperation with the Communities We Serve.*

In realizing the fundamentals of this objective, we must first maintain a secure and open environment where the safety of all is balanced with the rights of the individual. This is not always an easy task to accomplish. Essential in helping us meet this objective and steering us in the right direction will be our strict adherence to the foundation as provided for our in our Core Values of Professionalism, Integrity and Accountability.

The success of this goal and essentially our overall mission depends upon an effective working relationship between all Grant County Sheriff's Office personnel, and the diverse community we serve. Critical to this relationship is mutual respect. Therefore, we pledge to respect the diverse needs and interests of the community we serve. We pledge to be diligent and relentless in the protection of both persons and property.

In return, we ask that our partners in the community assume their individual and collective responsibilities to make Grant County a place that is free of crime, fear and disorder, and to provide a civil and open environment that fosters safety and wellbeing.

### **We will use the following strategies:**

- 1.1 Target violent crime and the criminal element.
  - This specifically includes Assaults, Robberies and Sex Crimes
- 1.2 Target non-violent crime and the criminal element.
  - This specifically includes burglaries, thefts (to include metal theft), vehicle prowls and graffiti.
- 1.3 Target firearms offenses.
  - This specifically includes committing any offense while in possession of a firearm and possession of a firearm by a felon.
- 1.4 Disrupting criminal gangs and gang violence.
  - This specifically includes any crimes that are gang related or gang involved. These actions will include efforts towards enforcement, intervention, prevention and education.
- 1.5 Disrupt illegal drug activities.

- This specifically includes sales, manufacture or transportation of illegal drugs or legal drugs used illegally. Emphasis will be placed upon areas of public activities to include schools, parks and residential neighborhoods.

1.6 Focus on youth related crime.

- Concentrate on crimes committed by youth of various ages through enforcement, intervention, prevention and education.

**We will measure our success by:**

- ✓ A reduction in crime rates specific to those crimes listed and criminal activity overall.
- ✓ Citizen perception of public safety and their quality of life.
- ✓ The number of firearms-related crimes and associated criminal prosecutions as well as the number of firearms seized.
- ✓ The number of gang members identified and arrested.
- ✓ The number of drug offenses reported and investigated.
  - The number of arrests associated with these reports and investigations.
  - The quantity of drugs seized as associated with these reports and investigations.
  - The value of items seized and forfeited as associated with these reports and investigations.
- ✓ Monitoring the level and frequency of youth related crimes and the number of opportunities we have to impact prevention, intervention and the education of these individuals and groups.

## **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 Set 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 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**

### **Develop Effective Relationships with other Local, State and Federal Criminal Justice Agencies**

Good communication and positive working relationships between law enforcement agencies and other criminal justice and emergency service agencies are critical for effective and efficient law enforcement and public service. Fostering these relationships provides for a solid foundation of teamwork and collaboration.

**We will use the following strategies:**

- 3.1 Maintain routine meetings of law enforcement and other criminal justice and public service agencies through our Sheriffs and Chiefs roundtable meetings.
- 3.2 Establish individual contact with other law enforcement, criminal justice and public service agencies by meeting with them on a regular basis.
- 3.3 Provide other law enforcement, criminal justice and public service agencies with assurance of our assistance, availability and resources.
- 3.4 Maintain the lead role as the host agency with liaison and functional participation in the Interagency Narcotics Enforcement Team (INET).
- 3.5 Maintain our involvement through liaison and functional participation in the Regional Tactical Response Team (TRT).
- 3.6 Maintain our involvement through liaison and functional participation in the Columbia Basin Investigative Team (CBIT).
- 3.7 The other law enforcement, criminal justice and public service agencies include:
  - Grand Coulee Police Department
  - Soap Lake Police Department
  - Ephrata Police Department
  - Quincy Police Department
  - Royal City Police Department
  - Mattawa Police Department
  - Moses Lake Police Department
  - Warden Police Department
  - Washington State Patrol
  - Other Federal and State law enforcement and criminal justice partners
  - Grant County Department of Emergency Management
  - All local Fire and Emergency Services partners

**We will measure our success by:**

- ✓ Scheduling and attending our monthly Sheriff's and Chiefs Roundtable meetings with a focus on interagency communications and shared intelligence.
- ✓ Schedule and attending individual agency meetings with department heads with a focus on interagency communications and shared intelligence.
- ✓ Compiling and maintaining a list of our available resources (i.e. personnel, units, equipment) for distribution to our neighboring agencies.
- ✓ Continued funding of the INET through the Byrne Justice Assistance Grant and the current expense fund of all participating agencies.
- ✓ Continued participation and response to the CBIT call outs and all planning.
- ✓ Continued participation and response to the TRT call outs and all planning.
- ✓ Continued participation in all other local, regional and state public service partnerships.

## **Goal #4**

### **Achieve and Preserve 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 work with WASPC's Director of Professional Services to develop guidelines for the accreditation process and sign a contract.

##### **4.2 File Maintenance**

- We will gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.

##### **4.3 Self-Assessment**

- We will gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.

#### 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 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 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.