

**PLACER COUNTY
SHERIFF'S OFFICE**



**STRATEGIC PLAN
2016—2020**



**EDWARD N. BONNER
SHERIFF-CORONER-MARSHAL**

MESSAGE FROM THE SHERIFF

Edward N. Bonner, Sheriff-Coroner-Marshal



There is an old saying, “If you don’t know where you are going, any road will lead you there.”

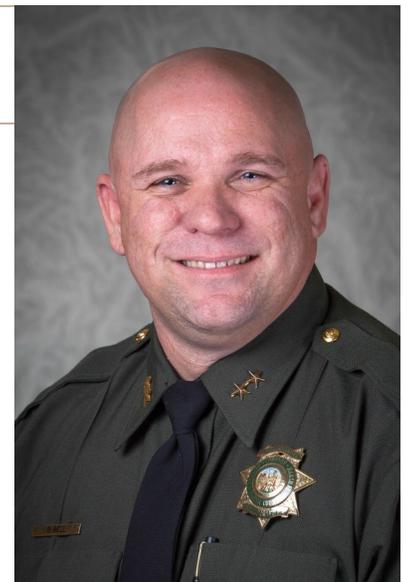
It is an honor to present the Strategic Plan 2016-2020. This represents a road map for our organization. Our mission is to serve the public. It is imperative that we do this in a professional and thoughtful manner. When planning a trip across country it would be prudent to look at the map, make lodging reservations in advance, as well as ensure adequate funding to complete the trip. As an organization we are moving forward. This document represents that same thoughtful process and goal setting for our big road trip. As with any adventure we will be prepared to deal with the unexpected and sometimes the catastrophic, but we are ready.

I would like to thank Captain Wayne Woo and the members of the Strategic Planning Committee. Their dedicated hours and energy are well demonstrated in the attached document. With this road map and your continued dedication and hard work I look forward to continuing down this path of excellence together.

OFFICE OF THE UNDERSHERIFF

Organizational success is tied to a number of factors including facilities, funding, training, equipment, community support, and most importantly, our people. Also critical to success is the development of a plan that outlines direction, programs, and initiatives for the future.

Management guru Peter Drucker said, “What makes a plan capable of producing results is the commitment of key people to work on specific tasks.” This plan is a living document. It is a flexible framework that can serve as a roadmap to the future; however, for a map to be followed, it must first be codified. Thank you to Captain Wayne Woo and his team for their hard work and dedication in developing a comprehensive document so our most important resource, our people, have sign posts to help guide our progress through 2020.



Devon Bell, Undersheriff

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INTRODUCTION

Strategic planning is important for any organization in order to set priorities, provide direction, set a vision, and take a proactive approach to the future. In 2006, the Placer County Sheriff's Office developed its first strategic plan. Unfortunately, like most of the country, Placer County was soon hit by the recession. There have been many changes within the agency, county, and the law enforcement profession since our last strategic plan.

With the changes in California state laws, the evolving nature and political landscape of the law enforcement profession, and the predicted growth of Placer County, a new strategic plan was a necessary and important piece for the future success of the Sheriff's Office.

We will utilize this plan while continuing with an organizational philosophy of community oriented policing¹. We will continue to police with the public we serve by creating partnerships and solving problems. This partnership is critical in all of our communities, including the City of Colfax and Township of Loomis.

In order to develop a new plan, a strategic planning committee was assembled consisting of a cross section of the Sheriff's Office. This committee met several times over the course of three months. The committee started the planning process with an in depth analysis in order to analyze our agency's strengths, weaknesses, opportunities, and threats (SWOT). Utilizing the SWOT analysis, the committee made additions to the Sheriff's Office mission statement and core values in order to accurately reflect the culture of the Sheriff's Office. The SWOT analysis, and the changes to the mission statement and core values, helped the committee identify our strategic areas of emphasis. These areas of emphasis are personnel, community relations, organizational programs, facilities, and technology.

This strategic plan was developed to help guide the Placer County Sheriff's Office during the next five years. It will help set priorities, provide direction, create vision, and serve as a roadmap to guide the organization into the future.

¹Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

MISSION STATEMENT



The mission of the Placer County Sheriff's Office is to maintain the quality of life we enjoy and to ensure our county is a safe place to live, work and visit.

This will be accomplished through safeguarding individual liberties, building community partnerships through transparency and education, preventing crime and resolving those crimes that do occur.

We are also responsible for the professional care and custody of those confined within our jail facilities. Other duties include those of marshal, security of the courts and efficient investigation of coroner cases.

We are committed to this mission and conduct our responsibilities toward a goal of excellence and with dedication to the community we serve.



CORE VALUES

We will constantly strive to meet the highest standards of ***honesty*** and ***integrity***.

We are a ***family*** centered organization committed to supporting one another.

We have ***pride*** in ourselves and take ***ownership*** of our work.

All Sheriff's Office members will treat each other with ***dignity, courtesy, and respect***, regardless of position or assignment. This leads to identical treatment of the public we serve.

We are ***involved*** in our ***community*** and seek to become a part of the world we serve.

We will achieve ***professional*** performance through continual ***training, education, and commitment*** to our duties.

Management and subordinates are mutually ***accountable*** for their performance.

There will be no tolerance for criminal misconduct by Sheriff's Office members, on or off-duty. Such conduct will ***consistently*** be presented for legal review.

STRATEGIC PLANNING COMMITTEE

Captain Wayne Woo, Field Operations Division

Captain Mark Reed, Support Services Division

Mark Giacomini, Administrative Services Manager

Jerry Silva, Information Technology Manager

Lieutenant Troy Sander, Field Operations Division

Lieutenant Andrew Scott, Support Services Division

Lieutenant Alfredo Guitron, North Lake Tahoe Division

Lieutenant David Powers, Corrections Division

Sergeant Stacy Renegar, Field Operations Division

Sergeant Nelson Resendes, Investigations Division

Sergeant Brad McKenzie, Investigations Division

Sergeant Dan Blair, Field Operations Division

Deputy Ben Glau, Training Division

Deputy Eric Lopin, Field Operations Division

Deputy Allyson Prero, North Lake Tahoe Division

Jake Mucher, Correctional Officer

James Corry, Correctional Officer

Dorothy Arredondo, Correctional Support Program Manager

Loretta Watson, Administrative Legal Supervisor

Tracey Kesler, Dispatch Services Supervisor

Christine Simmons, Administrative Technician

Jennifer Schulte, Senior Information Technology Analyst

Amanda Rogers, Community Services Officer

Patricia Hackett, Administrative Secretary

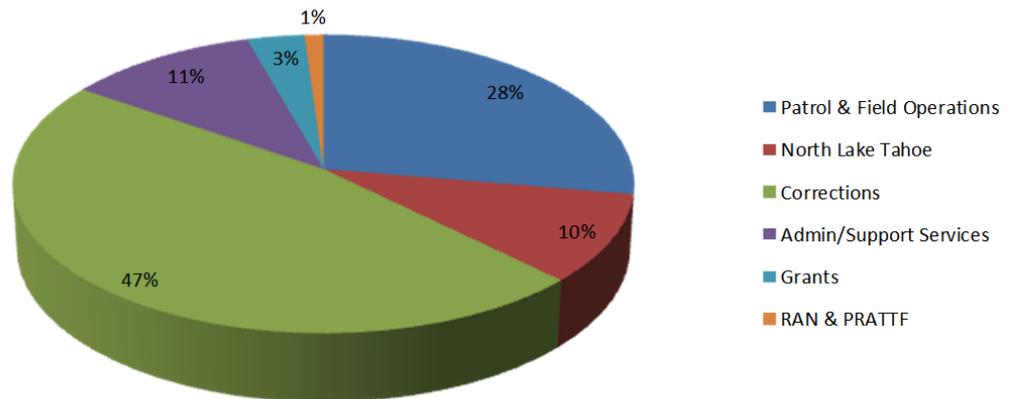
STAFFING & BUDGET PROFILE

Department Staffing Fiscal Year 2015/2016

Field Operations:	148	Assigned Staff	137	Sworn Staff
			11	Professional Staff
Corrections/Courts:	237	Assigned Staff	71	Sworn Staff
			119	Correctional Officers
			47	Professional Staff
Tahoe:	46	Assigned Staff	39	Sworn Staff
			7	Professional Staff
Support Services/ Administration:	88	Assigned Staff	7	Sworn Staff
			81	Professional Staff
Total:	519	Assigned Staff	533	Allocations
Extra Help:	65	Total	51	Sworn Staff
			1	Correctional Officers
			13	Professional Staff

FY 2015-16 Proposed Budget

Total Budget =
\$114,693,760



GOAL

Assure all positions and vacancies are staffed with quality people, reflective of the community we serve.



OBJECTIVE:

Continue to educate, train, and equip our employees in order to exceed professional standards.

STRATEGY:

Identify all training mandates and explore new educational techniques for advanced training.



TACTICS:

- Exceed annual training compliance standards for all applicable employees. (All Divisions)
- Continue to support specialized training for staff and bring in subject matter experts for training and instruction. (All Divisions)
- Encourage membership in professional organizations, including attendance at seminars and conferences. (All Divisions)
- Develop a standardized Roll Call Training Program. (Training/IT)
- Continue to evaluate and test new equipment platforms. (Training)

OBJECTIVE:

Increase recruitment reflective of the community we serve.

STRATEGY:

Establish a recruitment plan to attract quality and diverse candidates.

TACTICS:

- Develop a new recruitment video. (HR)
- Target all graduating academy classes in the region. (HR)
- Target local college applicant pools and administration of justice students. (HR)
- Increase advertisements and publicity about career opportunities at the Sheriff's Office. (HR)



OBJECTIVE:

Reduce the time of the hiring process.

STRATEGY:

Identify bottlenecks and streamline processes.

TACTICS:

- Increase staff in the Sheriff’s Human Resources Unit and dedicate time/ personnel to the County Personnel Department. (HR)
- Enable the recruitment of more than one position at a time. (HR)
- Maintain updated, active, and fresh eligibility lists.(HR)
- Establish a routine hiring panel to interview potential applicants. (HR)
- Establish a continuous recruitment for the Deputy I classification. (HR)
- Allow applicants in the police academy to test for Deputy I recruitments. (HR)



OBJECTIVE:

Evaluate personnel deployment efficiencies and plan for future growth.

STRATEGY:

Study and review staffing ratios, response times, personnel deployments, and assignments.

TACTICS:

- Review sworn staff to population ratios. (Admin Services)
- Review civilian staff to population ratios. (Admin Services)
- Complete a review of response times, calls for service and beat boundaries. (Field Ops)
- Review all special unit allocations and responsibilities. (All divisions)
- Evaluate efficient assignments for light duty personnel. (All divisions)
- Coordinate planning with county staff and developers for providing high quality law enforcement services to West Placer’s new communities (Field Ops)



COMMUNITY RELATIONS

GOAL

Strengthen community confidence by providing excellent customer service and developing community partnerships.



OBJECTIVE:

Ensure all members of the department are aware of, and engaged in, Community Oriented Policing (COPs).

STRATEGY:

Create and foster a culture of continued community oriented policing.

TACTICS:

- Provide ongoing training to all staff on Community Oriented Policing concepts and philosophies. (Training)
- Ensure all supervisors and managers are making Community Oriented Policing concepts a priority. (Captains staff)
- Review and evaluate the feasibility for a year round team policing schedule. (Field Ops)



OBJECTIVE:

Increase internal and external awareness of community programs offered.

STRATEGY:

Create a marketing campaign for community oriented programs.



TACTICS:

- Utilize social media components in place. (Community Services)
- Utilize video clip marketing strategy. (Community Services/PIO)
- Utilize monthly Informant publication to highlight community services programs.(Community Services/PIO)
- Provide training to all divisions about community programs and functions of the Community Services staff. (Community Services)
- Ensure all supervisors and managers are making community programs a priority to all staff. (Captains staff)

OBJECTIVE:

Strengthen and build relationships within the community we serve.

STRATEGY:

Continue to engage and educate the public, while providing outreach and ease of access.

TACTICS:

- Create a new video outreach/education program. (Support Services/ PIO)
- Review the feasibility of re-opening Service Centers. (Field Ops)
- Implement countywide dissemination of the Business Packets. (Community Services)
- Utilize social media components in place. (PIO)
- Train employees in proper customer service techniques and communicate expectations. (Training)



OBJECTIVE:

Develop and implement routine social media education and outreach.

STRATEGY:

Expand on the current effort and enable more timely engagement.

TACTICS:

- Implement live streaming apps and broadcast Sheriff's Office events. (Support Services/PIO)
- Utilize the most relevant social media outlets to provide more frequent, timely updates. (Support Services/PIO)
- Train appropriate supervisors and staff on social media use and applicability, enabling more timely information. (Support Services/PIO)



ORGANIZATIONAL PROGRAMS

GOAL

Strive for organizational excellence while delivering effective public safety services.



OBJECTIVE:

Create an effective professional standards unit within the organization.

STRATEGY:

Establish a professional standards unit that will increase consistency in the workplace and maintain accountability with the public we serve.

TACTICS:

- Review allied agency professional standards unit models. (Support Services)
- Identify duties and responsibilities. (Support Services)
- Identify staffing model and secure funding. (Support Services)



OBJECTIVE:

Implement employee development and leadership programs.

STRATEGY:

Offer training and leadership opportunities to mentor current and future leaders.

TACTICS:

- Establish a new sergeant training program. (Field Ops/Corrections)
- Offer Frontline Leadership courses to all staff. (Support Services)
- Offer employee resource library on-site/or electronically. (Support Services)
- Establish a new-hire mentor program. (Support Services)



OBJECTIVE:

Continue to evaluate, implement, and expand correctional programs.

STRATEGY:

Utilize and target the most effective evidence based practices in order to reduce recidivism rates.

TACTICS:

- Continually explore opportunities for jail program funding and vocational space. (Corrections)
- Continue to expand and implement evidence based practices. (Corrections)
- Establish a mental health housing unit and develop a return to competency program. (Corrections)



OBJECTIVE:

Utilize the Air Support Unit to better meet the needs of the organization and service population.

STRATEGY:

Evaluate processes and mission capabilities to increase coverage and flight hours.

TACTICS:

- Evaluate both the helicopter and fixed-wing capabilities and missions. (Field Ops)
- Encourage communication and cooperation in scheduling with regional Air Support units. (Field Ops)
- Identify other functions that may assist in increased funding. (Field Ops)
- Identify a long-term personnel and supervision model. (Field Ops)



FACILITIES

GOAL

Identify and implement immediate and long term facility needs.

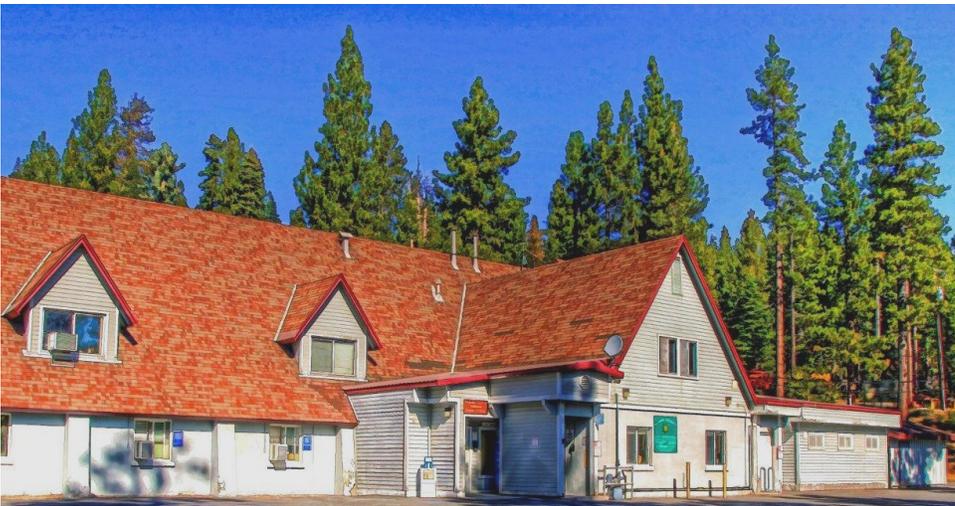


OBJECTIVE:

Review and implement plans for a new station for North Lake Tahoe.

STRATEGY:

Work with county management on a plan for building a new North Lake Tahoe station.



TACTICS:

- Identify funding sources. (Tahoe)
- Identify location. (Tahoe)
- Explore the feasibility of a stand-alone building or a co-inhabited regional building to include the Courts and District Attorney. (Tahoe)
- Gain TRPA approval. (Tahoe)

OBJECTIVE:

Review and implement plans for a new station for the South Placer area.

STRATEGY:

Work with county management on a plan for building a new Sheriff's South Placer station.

TACTICS:

- Work with senior county management to re-establish a plan for a Sheriff's Office station within the South Placer development plan. (Field Ops)
- Identify funding sources and location. (Field Ops)
- Ensure facility funding models are included in new development agreements. (Field Ops)
- Consider existing commercial and industrial buildings as a temporary facility. (Field Ops)



OBJECTIVE:

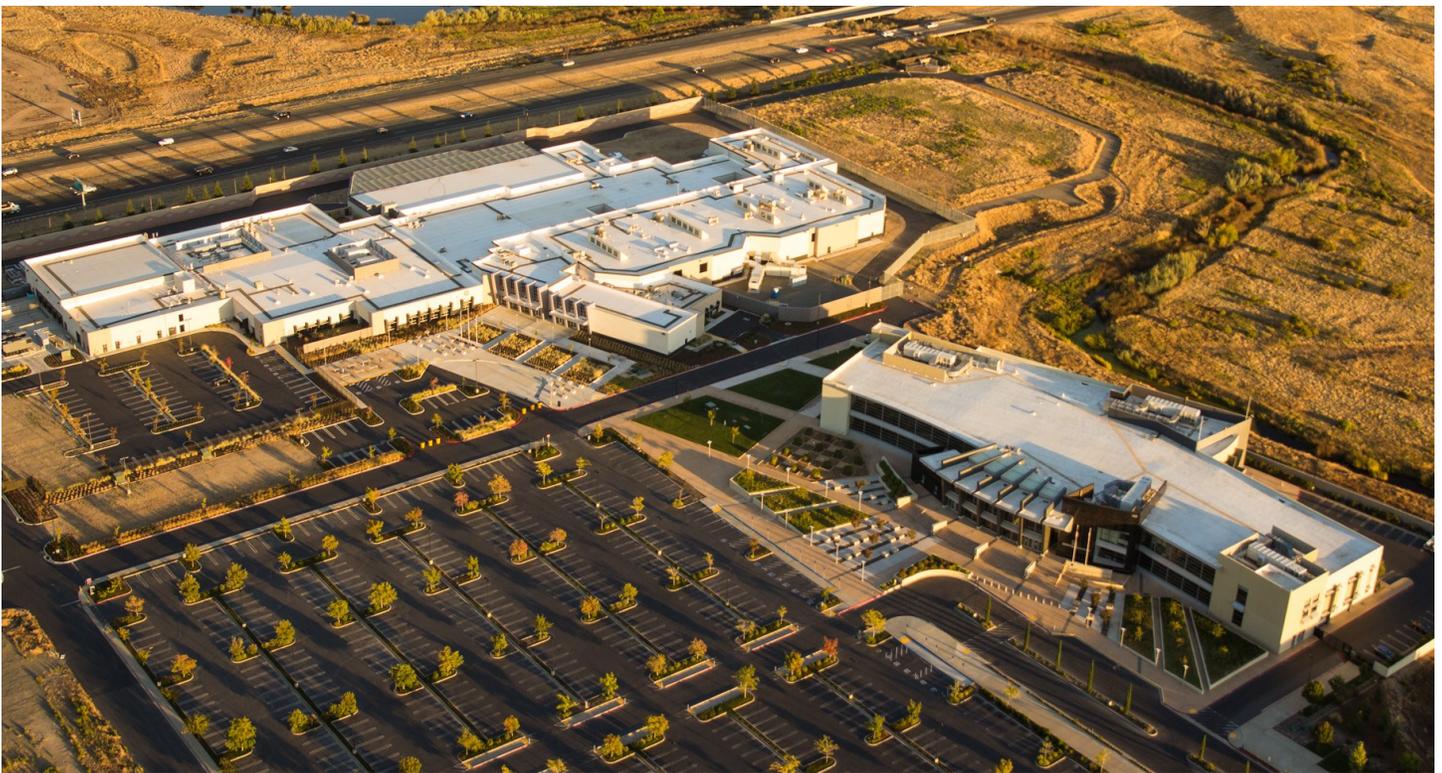
Review and implement plans for a new morgue at the Santucci Justice Center.

STRATEGY:

Work with county management on a plan for building a new morgue.

TACTICS:

- Continue to work with senior county management on the feasibility of a co-located morgue and crime lab facility. (Support Services)
- Identify funding sources. (Support Services)
- Identify alternate building and location options. (Support Services)



OBJECTIVE:

Ensure adequate security protocols are in place for all Sheriff's Office facilities.

STRATEGY:

Evaluate and improve security measures and protocols.

TACTICS:

- Establish a security assessment team. (Support Services)
- Perform security assessments for all Sheriff's facilities and implement recommendations. (Support Services)
- Implement training for all staff on internal emergency protocol. (Support Services)



OBJECTIVE:

Continue to evaluate the expansion of the South Placer Jail.

STRATEGY:

Monitor funding and program opportunities while evaluating future needs.

TACTICS:

- Continually explore funding options for future facility expansion. (Corrections)
- Continually explore funding options for program and vocational space. (Corrections)
- Ensure facility expansion rates coincide with current needs assessment projections. (Corrections)



OBJECTIVE:

Identify suitable training location for perishable skills.

STRATEGY:

Work with county management on a plan for a training facility.

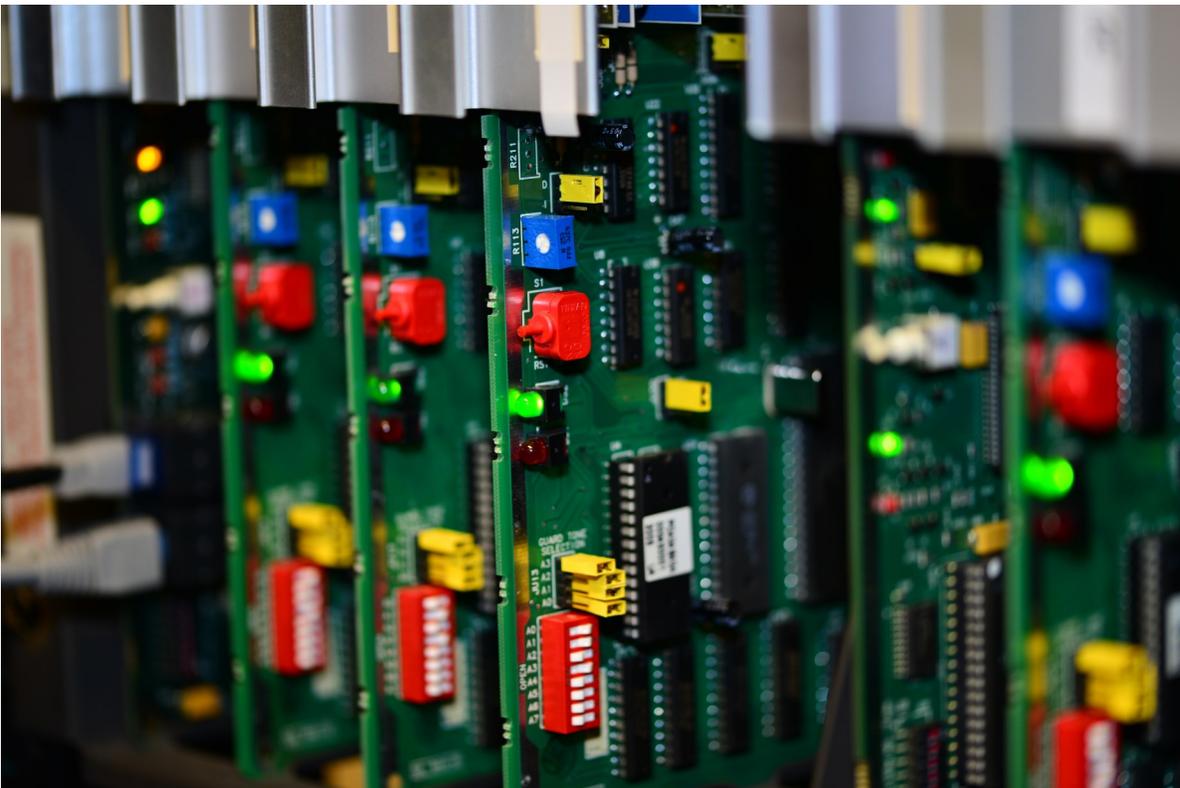
TACTICS:

- Identify funding sources and location. (Support Services)
- Work with Facility Services to rent/lease training facility. (Support Services)
- Explore feasibility of a regional training center. (Support Services)



GOAL

Effectively utilize and plan for dependable and emerging technology that supports internal operations and external services.



OBJECTIVE:

Continue removing information and communication silos with our public safety partners.

STRATEGY:

Integrate software systems to increase efficiencies and provide streamlined access to more useful data as well as improve communication.

TACTICS:

- Successfully implement and support the following technology projects:

- P25 radio system upgrade for all Sheriff users to increase communication and handheld radio functionality. (IT)
- 911 phone system to increase internal communication center functionality and regional backup and failover capabilities with our partnering regional dispatch centers. (IT/Dispatch)
- Cad-to-Cad system which will allow for regional call for service and unit information sharing by connecting disparate communication center software systems together. (IT/Dispatch)
- Super Query system designed to connect disparate regional systems together for the purposes of creating a single efficient user search for data. (IT/Dispatch)
- Actively seek other possible integrations to provide more streamlined and simplified access to increasingly available data both internally and regionally. (IT)



OBJECTIVE:

Remain aware of new and emerging technologies and the possible benefits they may provide to the Sheriff's Office customers.

STRATEGY:

Actively monitor the technology industry's developments to determine if / how they can be applied to addressing challenges in the Sheriff's Office and / or region.

TACTICS:

- Regularly meet with PCSO divisions for technology updates. (IT)
- Actively monitor technology websites and social media outlets. (IT)
- Support IT staff attendance at regional and national trade shows. (Support Services)
- Research available grants. (IT)



OBJECTIVE:

Continue to improve and update PCSO website and online services.

STRATEGY:

Continually optimize the Sheriff’s website and online services to provide useful information and tools for citizens.

TACTICS:

- Re-evaluate current structure, usage, and purpose of website. (IT/PIO)
- Update website with links to recent social media such as Twitter or Facebook. (IT)
- Improve “In custody” page. (IT/Corrections)
- Explore benefits of a mobile application. (IT)
- Update video visitation web page. (IT/Corrections)



OBJECTIVE:

Increase efficiencies and capabilities to reduce costs whenever possible.

STRATEGY:

Implement and effectively utilize modern technology and improved business processes.

TACTICS:

- Successfully implement and support:
 - New Cad, RMS, Mobile and Jail system(s). (All Divisions)
 - Digital Evidence (IT/Evidence)
 - CCW (IT/Support Services)
 - Other systems to be evaluated. (IT)



OBJECTIVE:

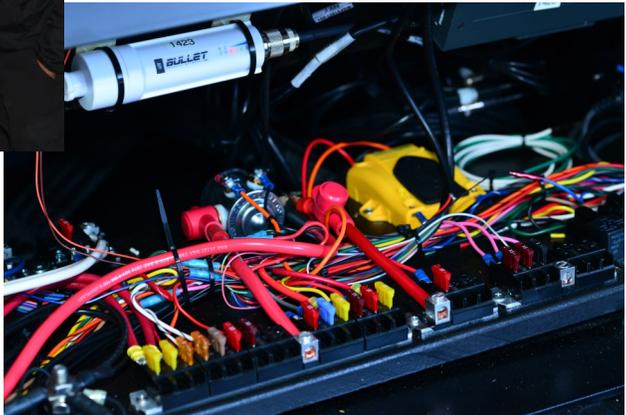
Implement technology to mitigate risk and continue to improve officer and public safety.

STRATEGY:

Implement technology to reduce risk and provide timely, accurate information to field, dispatch, and other department personnel.

TACTICS:

- Successfully implement and support:
 - Body worn cameras. (IT/Field Ops)
 - Automatic vehicle locating. (IT/Field Ops)
 - Mobile identification. (IT/Field Ops)
 - Field reporting in order to maintain field presence. (IT/Field Ops/Records)



OBJECTIVE:

Ensure staff continually have the appropriate level of training necessary to effectively utilize the provided technology.

STRATEGY:

Work closely with Sheriff's Executive Management and Training Division to determine training needs and available resources.

TACTICS:

- Develop and implement a technology training plan. (IT/Training)
- Identify IT and unit SMEs to be training experts. (IT)



OBJECTIVE:

Continually ensure compliance with FBI / CJIS Security Policy and CLETS Policy, Practices, and Procedures.

STRATEGY:

Form a Compliance Committee.

TACTICS:

- Review policies as they are updated. (Support Services)
- Complete Internal Audit and provide updates to Committee. (Support Services)



*I would like to give a special thanks to all of the members of the Strategic Planning Committee.
Your participation and collaboration throughout the planning process was invaluable.
You each brought a unique perspective to the process that helped create this document and
shape the future of the Sheriff's Office.*

Captain Wayne Woo

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