

FIVE-YEAR STRATEGIC

Lincoln County Sheriff's Office

Lincoln County Sheriff's Office

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A Goal without a Plan is just a Wish



Sheriff Rick Harrell

It is my pleasure to present the Lincoln County Sheriff's Office Five-Year Strategic Plan. Its purpose is to help the organization do a better job and get everyone working together to achieve our goals. This plan will serve as a roadmap for moving from where we are today to where we would like to be in the future. It will help keep the organization on track, and responsive to change while remaining faithful to its mission, vision, and core values.

We are already working tirelessly to reduce crime and build community trust. This document incorporates the values of the Lincoln County Sheriff's Office and a commitment to the six pillars of 21st Century Policing: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Training and Education, Officer Safety and Wellness. Connecting with the Community, Improving Organizational Effectiveness, Strengthening the Workforce, and Enhancing Public Safety.

This plan outlines the well-defined goals and objectives that we will be working to accomplish over the next five years. We believe these priorities and strategies will allow us to carry out our mission effectively and efficiently. This will be accomplished through the guiding philosophy of values-based decision making and a performance-driven culture, enabling us to build a workforce that has the right people with the necessary talent, tools, and technology to get the job done.

I wish to thank the Lincoln County Public Officials and members of the community who contributed their input, as well as the LCSO staff who were directly involved in the development of this Strategic Plan. I would also like to thank all the men and women of the Lincoln County Public Safety Community for their continued professionalism and dedicated service. It's my honor to stand shoulder-to-shoulder with you protecting this great community.



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EXECUTIVE SUMMARY

The rising level of violent crime and drug abuse in recent years is a warning that we must do more to make our community safer. Early on, the decision was made to lead the way toward developing data-driven strategies of problem solving. The LCSO approach to crime reduction utilizes crime trend data and information about high-risk offenders to develop actionable intelligence for operations by LCSO and other law enforcement partners focusing on people, places and behaviors that contribute to crime. Risk Terrain Modeling, will identify the underlying environmental causes that are contributing to crime and also provide real-time data analytics to assist in the effectiveness of partnerships with both law enforcement and social service organizations.

We have developed this Strategic Plan to better respond to the challenges we are facing and answer the calls for policing reforms by taking a common-sense approach to build public confidence. This demonstrates LCSO is now prepared to effectively assess needs and adjust strategies to utilize the right tactics, techniques, and procedures to successfully fulfill all our obligations.

Investments in talent development and select technology is the most cost-effective means of delivering value to taxpayers. This will serve to increase both accountability and effectiveness as we make every effort to reduce crime and build community confidence. Most of the six strategic goals and 32 objectives detailed in this plan will be achieved in the first year of my administration without requesting any additional funding. This reflects an effort to move LCSO towards improving both performance and cost effectiveness.

The priorities for LCSO during 2021–2025 period include developing the capacity of the workforce to meet current and evolving crime trends over the next five years. We will be making cost-effective investments to improve quality, expand capabilities, and ensure accountability. This plan defines six strategic goals to serve as a roadmap for the future, and the goals of specific units to guide the shaping activities that set conditions for achieving objectives.

MISSION STATEMENT

Our mission is to provide a safe and secure environment for all those we serve by safeguarding life, protecting property, and preserving the peace, while defending the rights and liberties guaranteed to every person by the Constitution of the United States of America.

OUR VISION

It is our vision to deliver meaningful results by integrating values-based decision making with a performance-driven workplace culture putting our values into action to help create a better tomorrow.



LCSO CORE VALUES

- **Lead with Character:** Responsibility – Accountability – Service

We lead by example, putting our values into action. We do the right thing Always!

- **Action with Compassion:** Observe – Listen – Understand – Assist

We recognize that everyone we encounter experience challenges, hopes, and fears.

Compassion is what allows us to identify where we are needed and what we can do to help.

- **Build Through Teamwork:** Connect – Communicate – Collaborate

We embrace partnerships with community members to achieve public safety goals.

- **Respect Diversity:** Inclusion – Respect – Empowerment

We are considerate, treat others with dignity and respect without bias or prejudice, suspends our judgments in a way that encourages others to share their opinions, allowing us to hear and understand the true meaning of what others are saying, to find common ground, and work to achieve shared goals.

- **Honor Our Commitments:** Dedication – Client Focused – Meet Expectations

We uphold the public trust and honor our commitments to the organization, each other, our families, and the citizens we serve. We will do everything within our power to meet expectations.

- **Create the Future:** Innovation – Leadership Development – Continuous Improvement

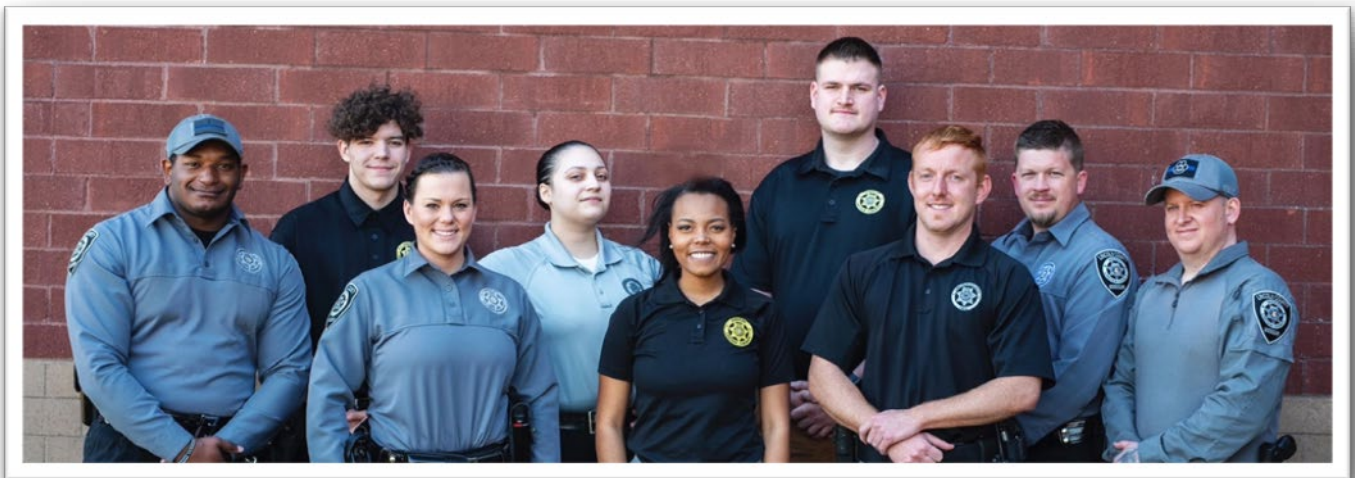
Through continuous personal and professional development, we enrich our lives and are better prepared to tackle whatever challenges we may face. We invest in one another to grow as a team and as individuals.

- **Deliver Results:** Results Orientation – Prioritization & Planning – Strategic Perspective

We are Guardians – Protectors of our community. We meet every challenge with thoughtful consideration, enthusiasm, and a sense of purpose. We are focused on strategic outcomes, making values-based decisions that drive our actions to accomplish meaningful results.

OUR SOCIAL CONTRACT

1. Do the Right Thing – Always.
2. Let Our Core Values Drive Your Decisions.
3. Be Compassionate for the Safety and Well-Being of Others.
4. Be Considerate and Treat Others with Dignity and Respect.
5. Actively Listen and Communicate with Honesty and Clarity.
6. Recognize the Contributions of Others and Collaborate as Partners.
7. Pursue Creative Solutions by Valuing Different Perspectives, Ideas, and Opinions.
8. Address Conflict Thoughtfully and Constructively without Personal Attacks or Anger.
9. Inspire Others to be Their Best by Challenging Yourself to the Highest Level of Performance.
10. Commit to the Success of our Teams by Cultivating a Work Culture of Inclusion, Fairness, and Collective Accountability.



Strategic Priorities

1. Crime Victim Assistance
2. Crime Reduction
3. Drug Abuse
4. Improving Roadway Safety
5. Employee Wellness and Professional Development
6. Building Partnerships and Community Trust

Strategic Goal and Objectives

Goal 1: Enhance services to crime victims and surviving family members.

Objective 1.1: Develop a training program for Victims Advocates and Crisis Intervention Team Members.

Objective 1.2: Develop a more comprehensive protocol for responding to domestic violence incidents.

Objective 1.3: Expand on training of first responders to domestic violence incidents.

Objective 1.4: Enhance CIT training for all LCSO first responders.

Goal 2: Utilize intelligence-driven policing strategies to reduce Violent Crime and Property Crime at or below the average for the past five-years.

Objective 2.1: Maintain an active Crime Analyst function using intelligence-driven policing strategies, including real-time crime analysis to deploy resources to the areas most needed.

Objective 2.2: Strengthen Community-Policing efforts for more collaboration between the public and police to fight crime.

Objective 2.3: Improve coordination & information sharing among all law enforcement partners to build better cases and improved response times to critical incidents.

Objective 2.4: Optimize available resources by using technology as a force multiplier.

Objective 2.5: Introduce the social network approach to post-release engagement with high-risk offenders to decrease recidivism.

Goal 3: Introduce strategies to lower overdose deaths to zero in five years reducing the harmful effects of drug abuse for the individual, the family, and the community.

Objective 3.1: Focus investigative efforts on disrupting the supply and distribution of illegal narcotics most likely to cause overdose deaths such as fentanyl, heroin, cocaine and methamphetamine by increasing the likelihood of arrest and prosecution.

Objective 3.2: Engage with persons known to be suffering from substance abuse and assist them in identifying treatment and support services.

Objective 3.3: Focus on criminals associated with drug-related violence and other crimes.

Objective 3.4: Ensure all LCSO employees have training in naloxone administration and make naloxone available to all first responders.

Goal 4. Improving roadway safety to reduce traffic fatalities to zero in five years.

Objective 4.1: Increase high visibility traffic enforcement with the following emphasis areas: Occupant Protection, Distracted Driving, Impaired Driving, Speed and Aggressive Driving.

Objective 4.2: Develop traffic offender program to educate first-time or repeat offenders on the risks and societal impacts of poor driving decisions.

Objective 4.3: Promote Community Engagement Traffic Safety Programs such as “Buckle Up Phone Down”.

Objective 4.4: Prioritize safe driving program as an Internal LCSO Initiative.

Objective 4.5: Education: Promote Traffic Safety Programs focusing on Teen Driver, Older Drivers, Pedestrians and other Non-Motorized Users.

Objective 4.6: Public Information: Provide critical highway safety information through social media such as traffic crash facts.

Goal 5: Achieve 100% staffing to meet the level of public service needs by demonstrating a commitment to Employee Wellness and Professional Development.

Objective 5.1: Review and update the training program to ensure employees’ fitness for duty and improve performance.

Objective 5.2: Strengthening the workforce by developing a plan to require time for training.

Objective 5.3: Develop a comprehensive recruitment and retention plan.

Objective 5.4: Establish Peer Support System.

Objective 5.5: Invest in the spiritual health of LCSO staff through a Chaplain program.

Objective 5.6: Create a leadership training program.

Objective 5.7: Establish formal career mentorship program.

Objective 5.8: Establish a performance evaluation system.

Goal 6: Building Partnerships and Community Trust

Objective 6.1: Prioritize resources aligned with the unique needs of concentrated neighborhoods across all of Lincoln County.

Objective 6.2: Update community policing strategies organization wide.

Objective 6.3: Invest in a Body-Worn Camera (BWC) program to improve officer safety and ensure accountability.

Objective 6.4: Educate the community on misconduct reporting and processes

Objective 6.5 Increase accessibility of crime data to the public.



Administration

- Goal 1: Establish a Community Advisory Committee to provide guidance, feedback, and support on all community policing objectives.
- Goal 2: Create a Communication Plan to expand LCSO's social media footprint.
- Goal 3: Develop a comprehensive Employee Wellness Program.
- Goal 4: Conduct a facility needs assessment to provide a report on current use of space and give recommendations for the future to include increasing space for holding more evidentiary items.
- Goal 5: Expand the volunteer and internship program.
- Goal 6: Conduct after-action briefings on lawsuits to cut down on civil litigation expenses and build community trust by demonstrating LCSO's capacity to address issues.

Patrol Division

- Goal 1: Launch the use of body-worn cameras and other selective technology such as dash cameras and infrared handheld cameras to improve officer safety while enhancing the ability to detect, apprehend and prosecute criminal offenders.
- Goal 2: Expand CIT training program and identify ways to address the needs of the community related to behavioral health.
- Goal 3: Implement neighborhood-level community policing strategies.
- Goal 4: Utilize the Intelligence-Led Policing (ILP) model to include creating a standardized process to help develop actionable intelligence when an investigating officer needs information on a case.
- Goal 5: Improve the time management and accountability process for overtime to keep spending within budget.

Criminal Investigations Division

- Goal 1: Work with Human Resources to promote and train new detectives to bring unit up to full strength. Using training checklists to ensure all detectives are properly integrated into the team swiftly.
- Goal 2: Strengthen partnerships and the training program to ensure CID is at the forefront of technological advances, best practices, and methodologies in criminal investigations.
- Goal 3: Improve interagency communications for the purpose of interdependent problem solving, focused on the relentless follow-through of criminal investigations.
- Goal 4: Participate in the monthly law enforcement executive meetings to share information on emerging crime patterns to help Municipal Police Chiefs select tactics and allocate resources.
- Goal 5: Establish a cold case investigations team of volunteers from retired law enforcement officers and develop a comprehensive protocol for cold case investigations including partnering with the Prosecuting Attorney's Office.

Jail Division

- Goal 1: Enhance the safety and security of the staff and detainees by introducing the use of body-worn cameras and body armor for all correctional officers.
- Goal 2: Ensure all correctional officers complete 40 hours of basic training.
- Goal 3: Enhance the inmate vocational training program to include landscaping/grounds keeping, vehicle repair, food services, and facility maintenance.
- Goal 4: Liaison with the Judicial System to identify inmates with urgent medical/mental health needs and assist with coordinating release to a more appropriate facility.
- Goal 5: Update the classification process of assessing every jail inmate's custody and program needs to reduce escapes, suicides, and assaults.

Implementation and Accountability

The LCSO leadership is committed to the successful implementation of this strategic plan. The Sheriff, Chief Deputy and the rest of the Executive Staff are taking personal responsibility for each of the strategic plan objectives. They will work together as a management team to assign team leaders and deploy resources where needed to move the plan forward. The monitoring of progress will include continuous tracking, measuring, reviewing, and reporting updates.

Tracking and Measurement

Strategic plan progress is continually tracked, measured, and reviewed during weekly team meetings. In addition, monthly progress reports highlighting progress of key performance indicators for each division will be distributed to all employees. A quarterly progress report will be made available on the official website at lcsomo.com.

Annual Review

Accountability and transparency are essential parts of this plan. Regular reports addressing the progress of current activities will be made public to provide information on successes and failures, highlighting areas needing improvements, and create alternative strategies to address these challenges. The strategic plan will be reviewed and updated on an annual basis in conjunction with the County's annual budget cycle. The goals, objectives and strategies will be assessed, and changes made if necessary. Some factors that may impact changes to the plan include, operating expenses, emerging crime trends, and requirements to address critical events. We recognize there is always the opportunity for continual improvement. This review process allows for flexibility of the plan in response to the reality that changes will occur with the passage of time.



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