



WCSO 2020-2022 STRATEGIC PLAN

WCSO’s Strategic Plan serves as a two-year guide for leaders as they develop and prioritize work plans and supporting budgets. The organization’s mission and values guide plan development and corresponding strategies to achieve our vision and best serve everyone in our community.

MISSION

Conserving the peace through values driven services.

VISION

Enhancing public safety by fostering a culture of professionalism, compassion and trust within the communities we serve and our Sheriff’s Office team.

In fulfilling this vision, we are committed to achieving five main agency wide goals:

1. Strengthen staff relationships, foster professionalism, and build trust.
2. Be accountable in our commitment to our community and team.
3. Be the safest major urban County in Oregon.
4. Provide excellent customer service.
5. Be fiscally responsible.

2020-2022 STRATEGIC EMPHASIS AND PRIORITIES

The 2020-2022 Strategic Plan has a two-year scope. For 2021 a high-level, mid-term progress report is provided within this document. Each strategic emphasis or priority will be evaluated to determine current status as well as a report on current progress, identification of resources required and forecast for future completion.

Current status categories are defined as:

In Progress	Measurable, definable action has been made on the goal.
Completed	Desired outcome has been achieved; goal is completed or finished.
Developing	Goal has not been started – may be time bound or require additional steps, resources or development before beginning.

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WCSO | STRATEGIC PLAN 2020 – 2022 (2021 UPDATE)

WHO WE ARE

- 600+ professionals and 275+ volunteers
- Manage Washington County’s only jail
- Provide county wide services to 629,000* community members; primary first responders for rural, urban unincorporated residents and our municipal contract partners
- Safest major urban county in Oregon

VALUES

- **Do your best:** Ensures we follow through on our commitments to community members and our teammates
- **Do the right thing:** Filter decisions through what’s best for the community while supporting our team’s success
- **Treat others the way you want to be treated:** Seek to understand the perspective of others to best provide excellent service

REPUTATION

- **Collaborative:** We connect on a level that honors the needs and viewpoints of our community to support learning, evolution and transparency.
- **Prepared:** Our professionals receive excellent training at our world class training center to be best prepared for the challenges of our important work and to stay safe.
- **Professional:** We uphold the highest standards of best practices, consistently earning international accreditation for law enforcement and strong performance in jail management.
- **Agile:** We seek the right solution for each situation and adapt practices to best meet the changing needs of our growing community.

GOALS	Strengthen staff relationships, foster professionalism, and build trust	Be accountable in our commitment to our community and team	Be the safest major urban county in Oregon	Provide excellent customer service	Be fiscally responsible
PURPOSE	When staff feel valued and respected they are empowered to excel. Sound investment in staff supports retention, attracts new professionals, and supports a healthy work environment and superior service.	Effective accountability fosters success. Accountability is three-dimensional: top-down, bottom-up and sideways. We must grow accountability into the courage to check-in, measure progress and empower people to help solve problems along the way.	We must remain focused on what we do well, makes us outstanding, and fulfills our main mission to keep our community safe. Our community deserves to feel and be.	We exist for our public. Like any great service provider, we want our community members to feel they are our most valuable customer. Toward that aim, we are committed to ensuring our staff have the skills and tools necessary to be excellent problem solvers and connect people with the right resources.	Stewarding over \$134 million in public funds, we are proud to provide our 629,000 residents* with high-quality service while continuing to make fiscal responsibility a top priority. <small>*Population estimates as of July 2021 based on Portland State University population estimates and extrapolated by Washington County Land Use and Transportation, Planning and Development Services.</small>
STRATEGIC EMPHASIS	<p>Staff Retention</p> <ul style="list-style-type: none"> • Develop plan by February 2020. • Prioritize staff input, involve a diverse cross section of staff, consider resource availability. • Early focus includes furnished break rooms, robust communication, celebrate successes, Senate Bill 1049 employment. <p>Transparency and Engagement</p> <ul style="list-style-type: none"> • Ensure open, clear communication with community organizations, non-profit partners, and community-led Enhanced Sheriff’s Patrol District Advisory Committee and the Latino Advisory Commission. • Amid constraints on face-to-face engagement caused by COVID-19, maximize innovation to closely engage with community members. • Ensure conclusions of outside review of use of force policy and protocols includes community briefing and/or workshop. <p>Community Safety</p> <ul style="list-style-type: none"> • During COVID-19 pandemic, adapt procedures in a changing work environment to deliver public safety services while protecting the health of our front-line staff and community. <p>Increase Recruitment</p> <ul style="list-style-type: none"> • Recommendations by January 2020. • Increase recruitment team capacity and program effectiveness, using industry best-practices and a mix of internal and external experts. • Initial focus includes relocation reimbursement, enhanced marketing, explore employee referral program. 				



JAIL DIVISION

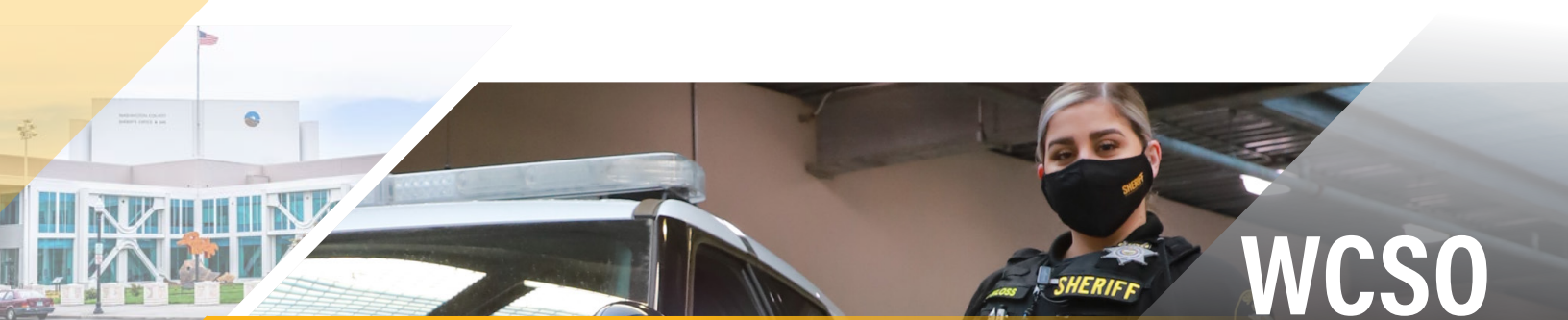
Operating the only jail in a county of about 629,000 residents can be challenging. With only 572 beds available maintaining the safety and security of everyone inside the jail requires a thoughtful systems approach with quality care and services.

Our jail staff works faithfully around the clock to ensure Washington County’s only jail is safe and secure for the public, staff, and adults in custody (AIC).

Prioritize staff within the Jail Division and build professional relationships throughout the agency	STATUS 2021
<p>Support career development through mentoring, coaching, goal setting and training opportunities</p> <ul style="list-style-type: none"> Due to the pandemic, there are limited opportunities for staff to attend training. Therefore, Jail Administration encourages virtual training and on-shift coaching and mentoring. Supervisors receive training during sergeant meetings on various topics, including leadership expectations, empowering decision-making, and leadership skills. Supervisors can then pass that training along to the rest of the teams. Temporary (Temp) lieutenant (Lt.) and sergeant (Sgt.) assignments allow staff to gain valuable hands-on training and experience, build relationships and help with succession planning. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Ensure the employee evaluation system is being used as designed for professional development</p> <ul style="list-style-type: none"> The employee evaluation system, Compass Check (CC) system, creates a mechanism for supervisors to connect with their team enhancing the relationship with staff and fostering a more supportive environment. The CC system also provides individuals in a Temp assignment to receive direct feedback from the Lts. and input from the Jail Commander – during their final CC. This process identifies areas an individual should continue to develop and helps Command Staff build relationships with young leaders. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Strengthen and support employee wellness through building supportive programs</p> <ul style="list-style-type: none"> We have made great strides in this with the addition of break rooms, our thorough COVID-19 response, protective personal equipment, and better availability and communication from the Jail Command Team. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
Ensure community safety by effectively managing the changing Adults In Custody (AIC) population	STATUS 2021
<p>Create a system that accurately measures AIC recreational time out of their housing cell, in order to manage the potential decompensating effects of segregation</p> <ul style="list-style-type: none"> COVID-19 safety measures slowed progress on this goal as logistics limited availability for recreational time. As we return to normal operations, we will ensure we maximize the recreational time and re-assess wellness for AIC. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Create an annual report that measures effectiveness of AIC programs for the purpose of reducing recidivism</p> <ul style="list-style-type: none"> County Sequential Intercept Mapping (SIM) underway. This will address Intake and transitions of Behavioral Health clients in and out of jail. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Identify available Mental Health Programs and community partners in order to provide continuity of care during AIC transition to the community</p> <ul style="list-style-type: none"> See initiative directly above. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>

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Ensure community safety by effectively managing the changing Adults In Custody (AIC) population <i>(cont.)</i>	STATUS 2021
<p>Increase utilization of technology to allow AIC greater access to attorneys, law library, and loved ones</p> <ul style="list-style-type: none"> We added messaging boards to all general population housing units and are in the process of providing attorney-specific phones for direct calls to the housing units. We are entering into a contract with a new phone, video, tablet vendor (SECURUS) that will include the law library vendor on each tablet to allow for significantly more access for AIC to incorporate more access to tablets and a lower cost phone option. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
Reduce mandatory overtime hours by 10%	STATUS 2021
<p>Strategically utilize variable hour jail deputies (VHJD) and temporary employees to manage mandatory overtime</p> <ul style="list-style-type: none"> VHJD's work in court and in some jail positions. Due to COVID-19, not all VHJD's have been available to work due to risk status, however positions remain fully staffed. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Refine jail staffing and shift analysis to reduce mandatory overtime</p> <ul style="list-style-type: none"> A Management Analyst is working with representatives from all jail classifications to identify efficiencies to the jail schedule. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>



PATROL DIVISION

In Washington County, deputies provide countywide policing services to 629,000* community members, are the primary first responders for all unincorporated communities and proudly provide law enforcement services to our municipal contract partners - the cities of Cornelius, North Plains, Banks and Gaston. The Patrol Division is WCSO's largest public-

facing work group. Certified staff in this division partner closely with municipal police officers to enhance community safety with specialized response teams, including; Mental Health Response Team, Tactical Negotiations Team and the Crisis Negotiation Unit.

<p>Original Goal: Focus patrol efforts to reduce property crimes by 5%. Address property crime issues through the use of a Problem-Oriented Policing model and increased self-initiated activity.</p> <p>Revised Goal*: Address property crime issues using a Problem-Oriented Policing model and increased self-initiated activity.</p> <p>* This goal is <i>in progress</i> with revision from reducing property crimes by 5% to increasing self-initiated activity that will help reduce property crimes. Trends observed during COVID-19 indicate other factors - that may or may not have anything to do with law enforcement activity- can drastically influence crime rates. Using a Problem-Oriented Policing model, WCSO can focus efforts on methods that directly influence reducing property crimes.</p>	<p>STATUS 2021</p>
<p>Partner with the Investigations Division and Law Enforcement Technology (LET) group to use a data-driven approach to identify high crime areas or traffic problem locations.</p> <ul style="list-style-type: none"> Use of computer-aided dispatch (CAD) data from public demand calls for service to identify high traffic crash locations. Analysis of that data determines enforcement efficacy and priority. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Increase proactive and directed patrols (traffic, security checks, special missions) by 10%</p> <ul style="list-style-type: none"> Temporarily suspended due to COVID-19. It is anticipated March/April 2021 to renew efforts as division deputies complete vaccine inoculations. This will also be developed into our goal of returning to normalcy as we come out of COVID-19 to include a return to training. Work with the Services Division to ensure staff completes any mandatory training that may have been temporarily delayed. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Coordinate with Public Affairs (PA) to engage with the community through presentations and meetings</p> <ul style="list-style-type: none"> During the last year, the Patrol Division coordinated with PA to attend virtual Community Participation Organization (CPO) meetings. While COVID-19 prevented in-person events, patrol deputies participated in CPO meetings via Zoom. Deputies also participated in birthday "drive-by" events throughout the quarantine period. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Coordinate with the Investigations Division to increase the use of technology in the investigation of property crimes</p> <ul style="list-style-type: none"> This goal is in progress. The response is limited due to COVID-19, although detectives and patrol deployed bait packages strategically throughout the County during the winter holiday season. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>

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*Population estimates as of July 2021 based on Portland State University population estimates and extrapolated by Washington County Land Use and Transportation, Planning and Development Services.

Establish connections with businesses, organizations, and community members to foster positive working relationships.	STATUS 2021
<p>Sergeants will identify, document, and engage strategic partnerships and liaisons within their geographic service areas (beats)</p> <ul style="list-style-type: none"> In development, temporarily suspended due to COVID-19. 	<p>In Progress Completed Developing</p>
<p>Engage residents in their neighborhood – continuing community engagement through coffee with a deputy, donuts with a deputy, community dinners, back to school events, shop with a cop, neighborhood meeting, and other social functions to strengthen community relationships and build trust</p> <ul style="list-style-type: none"> 2020 provided a unique opportunity for virtual engagement as it became the primary method of community outreach during the COVID-19 pandemic. 	<p>In Progress Completed Developing</p>
Reduce serious injury crashes (person transported to hospital) by 5%	STATUS 2021
<p>Increase proactive traffic efforts by 10% – through public education and focused missions</p> <ul style="list-style-type: none"> The reduction in property crimes goal, revision from reducing crashes by 5% to increasing self-initiated activity, will reduce traffic crashes. Trends observed during COVID-19 indicate other factors - that may or may not have anything to do with law enforcement activity - can drastically influence crime rates. For example, during the pandemic, traffic flow has been reduced, resulting in a reduction in crashes. Weather events such as significant ice or snowstorm can significantly influence the number of vehicle crashes despite our best efforts. 	<p>In Progress Completed Developing</p>
<p>Evaluate and prioritize problem locations – identify the top areas for traffic crashes, conduct focused Traffic Safety Unit and patrol-based missions to address violations</p> <ul style="list-style-type: none"> Maps of crash locations are developed. Anticipated to start focused activity in March/April of 2021 	<p>In Progress Completed Developing</p>
<p>Coordinate with partner agencies to focus on traffic-related missions</p> <ul style="list-style-type: none"> Temporarily suspended due to COVID-19 for most of the year to prevent cross-infection risks. Beginning in the Spring of 2021 we are renewing our interagency efforts on traffic-related missions while maintaining compliance with Oregon Health Authority standards for the work place safety. 	<p>In Progress Completed Developing</p>



WCSO

SERVICES DIVISION

The Services Division is the most diverse work group at WCSO, responsible for all of the recruitment, training, promotions and internal complaint investigations. Essentially, every employee enters and exits their career with WCSO through the Services Division. This work

group is also home to the Criminal Records Unit, Civil Unit, Concealed Handgun Licensing Unit, Backgrounds Investigation Unit, Alarm Permits Unit, Volunteers, Interns, Forensic Science Unit, and Property Evidence.

Bolster recruitment efforts to increase the number of applicants and shorten hiring cycles	STATUS 2021
<p>Document the workflow of a background investigation; identify potential efficiencies</p> <p><u>Summary of background process</u></p> <ul style="list-style-type: none"> • Statement of Personal History (SOPH) provided to applicant. • Applicant completes SOPH online via Guardian (newly implemented software). <ul style="list-style-type: none"> » SOPH screened for completion and required additional documents. » Additional screening for any automatic or other disqualifiers (Oregon Revised Statutes, Oregon Department of Public Safety Standards and Training (DPSST), WCSO Core Values, significant Credit issues). » Background Investigator contacts applicant for any needed clarification or to initiate any follow-up required of the applicant. • Reference/employer letters emailed. • Applicant interview. <ul style="list-style-type: none"> » Gathering of responses from references/employers and other documents and information sources. • Background Investigator completes a report or conducts additional follow-up or discrepancy interview as necessary. <ul style="list-style-type: none"> » Report forwarded to Professional Standards Unit (PSU) for review and recommendations. <p><u>Implemented Efficiencies</u></p> <ul style="list-style-type: none"> • Implemented Guardian background software for certified staff. • Reduction in staff hours necessary for collection, processing, distribution of background packets. • Use of automated process for questionnaires, references, employers, and other law enforcement agency record checks. • Reduction of duplicate work for Background Investigators; rewriting information for various reports, letters, and memos. This information is now entered by the applicant and auto-populated. • Regularly utilizing modified duty/light duty deputies to assist with background investigations. <ul style="list-style-type: none"> » The primary focus is on tow drivers, contractors, and other non WCSO positions to free up the regular Background Investigators for the WCSO staff positions. <p><u>In Process Efficiencies</u></p> <ul style="list-style-type: none"> • Currently working to identify best practices for applicants entering the background phase when their pre-suitability scores and/or video assessment scores have not been completed. • Preparing to expand Guardian to include other WCSO staff backgrounds with the goal of expanding to others, (contractors, etc.). <p>Minimal COVID-19 impact on these processes.</p>	<p>In Progress</p> <p>Completed</p> <p>Developing</p>

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Bolster recruitment efforts to increase the number of applicants and shorten hiring cycles <i>(cont.)</i>	STATUS 2021
<p>Develop and implement a focused recruitment plan specifically targeting jail deputies</p> <ul style="list-style-type: none"> Utilized digital marketing to target jail candidates, resulting in increased jail staffing. Re-establish diversity focus as COVID-19 restrictions are reduced and we are able to attend in-person events, complimented by additional digital marketing. 	<p>In Progress Completed Developing</p>
<p>Reduce the vacancy rate of all divisions</p> <ul style="list-style-type: none"> The jail vacancy rate has been reduced. Reduction of vacancy rate currently focused on Patrol. Formalized out-of-state lateral eligibility, leading to and increase in experienced candidates applying. 	<p>In Progress Completed Developing</p>
<p>Provide office-wide training on recruitment</p> <ul style="list-style-type: none"> Briefing training occurred in early 2020. Additional training to take place when/if the employee referral program is approved and adopted. 	<p>In Progress Completed Developing</p>
<p>Implement incentive programs for relocation and staff referrals</p> <ul style="list-style-type: none"> Relocation program in place. Staff referrals proposal presented and awaiting approval. 	<p>In Progress Completed Developing</p>
Deliver timely and efficient services to staff and the public	STATUS 2021
<p>Ensure Forensic Examination Requests are completed within 12 months from the time of submission</p> <ul style="list-style-type: none"> A preventive action plan was implemented to help reduce the backlog and help meet the goal of ensuring that all cases are completed within 12 months from submission. Overall, the average time to complete a case is under 12 months from the time of submission. Successfully working on the large backlog of cases that accumulated over several years. <ul style="list-style-type: none"> » All 2018 and prior cases are now completed. » Working on 2019 & 2020 backlog cases now. Crimes requiring Forensic analysis and crime scene processing are down for 2019 and 2020, which has enabled the unit to close more cases than total cases received for both years: <ul style="list-style-type: none"> » * 2019 – 279 cases received; 310 cases closed (includes backlog cases). » * 2020 – 258 cases received; 356 cases closed (includes backlog cases). Reduced staffing levels have affected the ability to complete additional cases. <p>No <i>negative</i> impact from COVID-19.</p>	<p>In Progress Completed Developing</p>

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Deliver timely and efficient services to staff and the public <i>(cont.)</i>	STATUS 2021
<p>Expand our online services by offering online reporting and payment systems</p> <p><u>Backgrounds</u></p> <ul style="list-style-type: none"> Implemented Guardian background software allowing applicants access through multiple platforms (phone, PC, tablets). <p><u>Forensics</u></p> <ul style="list-style-type: none"> Implementation of ability to order forensic follow-up services via web applications (PSWEB and PSWEB GO!). Working on the implementation of Laboratory Information Management System (LIMS) to allow outside agencies the ability to order services, check on case status, and access reports online. <p><u>Property & Evidence (P&E)</u></p> <ul style="list-style-type: none"> Working with Forensics Services Unit for the implementation of LIMS. Module for Property & Evidence that will allow deputies, detectives and the District Attorney's Office personnel to access P&E reports and records online. <p><u>Records</u></p> <ul style="list-style-type: none"> Coplogic, an online reporting system, went live on May 21, 2020. <ul style="list-style-type: none"> » Community members can submit online reports for crimes such as identity theft, vandalism, theft from motor vehicle, theft from yard, theft of mail, and lost property. <p>No <i>negative</i> impact from COVID-19.</p>	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Attain ANSI National Accreditation Board (ANAB) Forensic Accreditation</p> <ul style="list-style-type: none"> Achieved on January 9, 2020, as a Forensic Inspection Agency with a scope in friction ridge and crime scene investigation ISO/IEC 17020:2012. FSU has continued to successfully maintain this accreditation through the annual ANAB assessment, completed in January 2021. <p>No <i>negative</i> impact from COVID-19.</p>	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
Increase annual training hours for all staff by 10%	STATUS 2021
<p>Create a new training scheduling model that maximizes efficiencies and minimizes impacts to division schedules</p> <ul style="list-style-type: none"> The COVID-19 pandemic, the associated state, and federal mandates, and restrictions dramatically affected the ability to provide training to staff. Overall, there has been a 38% reduction of in-person training hours. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
<p>Identify training content that tailors courses for all employees and volunteers to match their specific functions, positions, and/or division assignments</p> <ul style="list-style-type: none"> The impacts of COVID-19 directly impacted this goal. We developed and administered many online trainings addressing topics like CPR/First Aid, Bloodborne Pathogens, and Ethics which were well received by all staff and allowed us to provide training on non-physical skills. 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>



INVESTIGATIONS DIVISION

The Investigations Division is comprised almost entirely of detectives, organized into three work groups: Violent Crimes; Property Crimes; and the Special Investigations Unit. The Investigations Commander has oversight of a specialized interagency investigative team - the Westside Interagency

Narcotics (WIN) team. WCSO also collaborates with federal law enforcement task forces such as the Federal Bureau of Investigation, U.S. Marshal Service and Homeland Security Investigations.

Establish a staffing model that improves efficiency across the investigative units and promotes long-term employee health and wellness	STATUS 2021
Conduct a staffing evaluation and identify staffing needs <ul style="list-style-type: none"> The addition of a Jail Investigator to work with the Special Investigations Unit (SIU) will minimize some follow-up that a detective or Westside Interagency Narcotics (WIN) deputy would typically do. 	In Progress Completed Developing
Recruit resources from partner law enforcement agencies for the Digital Forensics Lab <ul style="list-style-type: none"> Due to budget recommendations, this is still in the very beginning stages. 	In Progress Completed Developing
Relocate Special Investigations Unit (SIU) and integrate them into the existing investigative units <ul style="list-style-type: none"> Effective 12/12/20 -Investigative Support Specialist (ISS) in SIU returned to the ISS workgroup for Investigations. Two detectives in SIU moved back to the Violent Crimes Unit (VCU). 	In Progress Completed Developing
Evaluate investigative workload to identify more efficient work models <ul style="list-style-type: none"> Moved SIU detective back to VCU to help with caseloads. Added a Jail Investigator to assist with jail related follow-up. Currently in discussion with Tualatin Valley Fire & Rescue (TVF&R) to add a Fire Investigator position. 	In Progress Completed Developing
Develop and expand Investigations-led, proactive, and target-specific enforcement efforts	STATUS 2021
Engage in four proactive human trafficking enforcement missions <ul style="list-style-type: none"> An increase in violent crime callouts have impacted overtime budgets leading to a temporary reduction in proactive missions. 	In Progress Completed Developing
Engage in four proactive predatory luring through social media missions <ul style="list-style-type: none"> An increase in violent crime callouts have impacted overtime budgets leading to a temporary reduction in proactive missions. 	In Progress Completed Developing

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Develop and expand Investigations-led, proactive, and target-specific enforcement efforts <i>(cont.)</i>	STATUS 2021
<p>Reinstitute a public education and training program for child abuse prevention</p> <ul style="list-style-type: none"> Investigations participated in the 2021 Virtual WCSO Community Academy. Other in-person training and information sessions have been extremely limited due to COVID-19 restrictions. 	<p>In Progress Completed Developing</p>
<p>Expand the number of detectives utilizing the proactive bait program (GPS tracked property items placed in areas experiencing surge in theft) designed to deter and reduce property crimes based on criminal trends</p> <ul style="list-style-type: none"> Added a bait trailer, continuing to utilize the bait vehicle and bait package program. 	<p>In Progress Completed Developing</p>
<p>Initiate conversations with partner agencies regarding the reestablishment of an interagency gang enforcement team</p> <ul style="list-style-type: none"> Temporarily suspended due to COVID-19 	<p>In Progress Completed Developing</p>
<p>Establish a dedicated law enforcement position focusing on domestic violence</p> <ul style="list-style-type: none"> Working with the Patrol division to have a Patrol Corporal assigned to the Family Justice Center (FJC). 	<p>In Progress Completed Developing</p>
Emphasize succession planning by expanding mentorship opportunities and strengthening internal relationships	STATUS 2021
<p>Identify detectives interested in supervisor positions</p> <ul style="list-style-type: none"> Supervisors actively discussing career goals and promotional goals with detectives during performance reviews. 	<p>In Progress Completed Developing</p>
<p>Mentor detectives interested in promotion and provide opportunities to experience supervisor roles and to attend supervisory training</p> <ul style="list-style-type: none"> Staffing impacts related to COVID-19 work place restrictions have temporarily reduced opportunities for training and temporary assignment programs. Due to COVID-19 work place restrictions, training has been limited to online training with many trainings postponed. As in-person training opens, detectives will start attending training. 	<p>In Progress Completed Developing</p>
<p>Increase the number of opportunities for patrol deputies to enhance their investigative skills through short-term, case-specific assignments with a detective</p> <ul style="list-style-type: none"> Ongoing communication with patrol to find opportunities for deputies and corporals to work cases with detectives. Staffing limitations for both the patrol and investigation divisions along with social distancing policies have limited opportunities in the short-term The goal is to open the detective rotation to deputies and corporals in the near future to increase opportunities. 	<p>In Progress Completed Developing</p>



BUSINESS OPERATIONS

Business Operations is responsible for management of the Sheriff's annual budget of \$134M, payroll functions, contract management, and quartermaster functions. This work group serves as a liaison to many County departments including the Administrative Office, Human Resources, Benefits, Finance, Risk, Fleet, Facilities and ITS. They coordinate time-keeping and payroll for more than 626 employees. Due to their accurate and timely administrative support, this team has a high degree of accountability and trust built with staff.

2020 was a unique year for the Business Operations Office—the pandemic impacted the way we do business across the Sheriff Office on a day-to-day basis and created unique budget requirements, leading to additional funding to support our employees and to continue necessary operations. Coronavirus Aid, Relief, and Economic Security (CARES) grant funding provided some budgetary relief to support employees out for COVID-19 related issues and personal protective equipment (PPE), IT support for teleworking, and supplies.

Ensure personnel actions, payroll and scheduling are accurate, auditable, and completed on time	STATUS 2021
<p>Complete implementation of updated payroll and scheduling system</p> <ul style="list-style-type: none"> • There has been significant progress in working with IntelliTime (WCSO timekeeping software) to improve system functionality. Twenty-four action items were identified and worked jointly with County Information Technology Services (ITS) and Intellitime to resolve (10 are closed, 4 are open with next steps defined, 4 are in progress, and 6 have proposed quotes from Intellitime for system changes.) • Work to utilize the scheduling system for patrol and jail Scheduling is the biggest hurdle. IntelliTime is to provide a proof of concept for use by jail schedulers for assessment (FEB 21). • While the system has been implemented and is working well for most divisions, the ability to utilize the system for scheduling is the biggest challenge; the feasibility of the jail scheduling proof of concept will inform our next steps in continuing to invest in improving IntelliTime's system for our purposes or looking for other solutions to meet our scheduling needs. 	<p>In Progress Completed Developing</p>
<p>Develop a cyclical audit plan for verification of data exchange from payroll and time data systems</p> <ul style="list-style-type: none"> • We have checks and balances in place with IntelliTime software that provide for review of error reports informing payroll liaisons of issues that need to be resolved in uploading time cards to the County's financial management system for payroll periods. • Processing rules are checked in the IntelliTime test site before implementation to verify accuracy. • County payroll runs rules to verify Sheriff's Office time entry. 	<p>In Progress Completed Developing</p>
<p>Coordinate and implement new risk/workman's compensation tracking mechanisms</p> <ul style="list-style-type: none"> • We developed a coordinated spreadsheet that could be shared among our Divisions and Washington County Risk (Risk). The need for this spreadsheet turned out to be an interim solution. • County Risk Management (Risk) recently implemented Origami (a new system) to manage workman's compensation tracking with improved reporting capabilities. The system is managed by Risk and, while it's relatively new, it will provide a capability for better tracking and information sharing between Risk and WCSO. 	<p>In Progress Completed Developing</p>
Ensure sound budget management practices are in place to manage our fiscal resources	STATUS 2021
<p>Improve visualization of budget execution and future projections through the use of Tableau or other visual tools</p> <ul style="list-style-type: none"> • This goal requires our analysts to have training in Tableau; we have acquired licenses from ITS and have not yet been able to schedule training to get this started. An additional management analyst would be optimal in improving budget visualization; with budget constraints, we aim to train our Senior Financial Analyst to begin this project. 	<p>In Progress Completed Developing</p>

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<p>Ensure sound budget management practices are in place to manage our fiscal resources (cont.)</p>	<p>STATUS 2021</p>
<p>Develop a budget handbook for use by supervisors and other internal staff as a go-to guide for all things budget in managing day-to-day</p> <ul style="list-style-type: none"> Some initial gathering of information has been started toward this goal; in developing an outline for the handbook, the initial view covered a wide variety of topics, some of which could require frequent updates. Progress has stalled due to other higher priority requirements; refinement is needed on the target audience and purpose. 	<p>In Progress Completed Developing</p>
<p>Ensure sound management contract processes are in place and functioning</p>	<p>STATUS 2021</p>
<p>Establish a formalized cyclical contract review process for recurring contracts to assess contract performance and ensure improved planning for contract requirements</p> <ul style="list-style-type: none"> We have put procedures in place to manage contracts within the County Purchasing Department’s system for managing contracts – this ensures notifications for expiring contracts as well as notifications to update supplier insurance information Work is ongoing to improve the review of contractor performance and assessment of contract needs in conjunction with invoice review and payment 	<p>In Progress Completed Developing</p>
<p>Conduct a full review of all Sheriff’s Office intergovernmental agreements, assess which are still needed, and ensure all are updated as needed</p> <ul style="list-style-type: none"> Intergovernmental agreements (IGA) have been reviewed, and a master Memorandum of Understanding (MOU)/IGA list has been created. All new IGAs/MOUs are initiated in Purchasing’s Electronic Contract Administration and Tracking System (ECATS) system, where they are routed for endorsement and can be tracked by the expiration date 	<p>In Progress Completed Developing</p>
<p>Assess purchases of common items (recurring transactions) from across Divisions for potential savings in larger quantity purchases</p> <ul style="list-style-type: none"> In general, larger purchases for items like batteries, ammunition, uniforms and supplies are ordered centrally through routine processes by our equipment and supply specialists. These items are ordered through contracts that have been competed via Request for Proposal (RFP) or through State Pricing Agreements to get the best price. During the pandemic, the quartermaster team worked jointly with the Emergency Operations Center (EOC) to procure gloves, masks, and other essential PPE items. Submission of Material Supply Requests (MSRs) presents opportunities to group like items for single purchase when timing can be accommodated. Reviews of monthly purchase card transactions also highlight trends in commonly purchased items that can be raised to our quartermaster team for larger purchases if demand is supported. 	<p>In Progress Completed Developing</p>
<p>Ensure accurate tracking and accountability of equipment and uniforms</p>	<p>STATUS 2021</p>
<p>Finalize implementation of equipment tracking system</p> <ul style="list-style-type: none"> The equipment tracking system is working to track items issued to employees, and that inventory is verified annually. Currently adding special team equipment to the database; this has proved challenging as each team has historically maintained their tracking and reporting Training is implementing a new system (ArmorLink) to track weapons which has the capability to track inventories; this could be looked at as a potential replacement to our current equipment tracking system 	<p>In Progress Completed Developing</p>
<p>Develop and implement an audit plan to ensure accuracy in accountability of inventoried items</p> <ul style="list-style-type: none"> There are various inventory control measures in place – The County initiates a 100% inventory of items > \$5,000 in value every other year as one check on inventory; Sheriff Office Policy 804-R01 covers Equipment Tracking - individuals check their inventory list each year; each special team conducts an annual inventory, and division personnel track equipment for daily checkout. The objective of this goal was to develop an audit plan to verify inventories reported are on hand and that appropriate items are included in inventories. We have not been able to allocate resources toward this goal and are considering that this could be taken on by a part-time variable hour ASII. 	<p>In Progress Completed Developing</p>



LAW ENFORCEMENT TECHNOLOGY

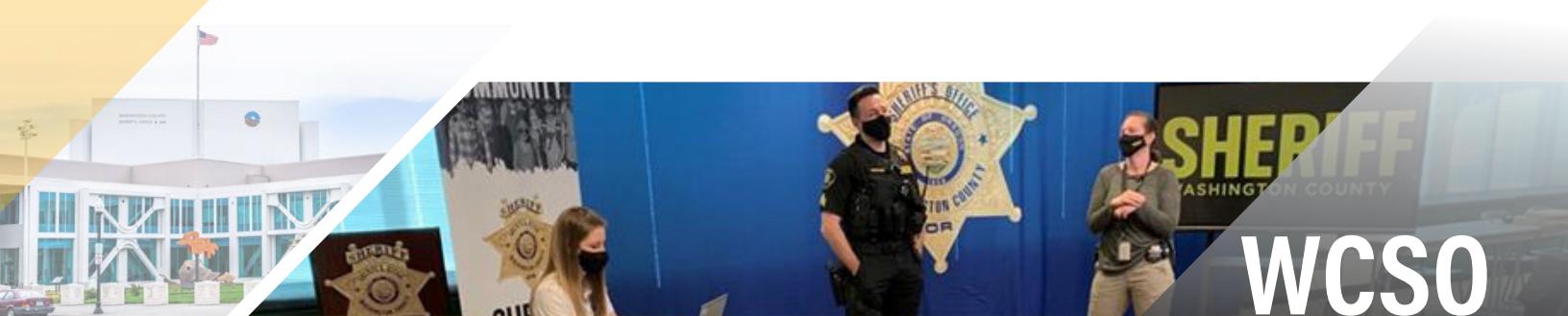
Law Enforcement Technology (LET) is a critical work group as most everything WCSO touches has a technological component. This team is responsible for maintaining the jail management system, criminal records system, mobile data computers, body cameras, jail security system, Geographic

Information System (GIS) and mapping, as well as capturing data from the 9-1-1 center and computer aided dispatch (CAD). The team is continuously working on research and development to increase technological efficiencies.

Identify technological efficiencies to improve public safety - implement Citizen Online Police Reporting system	STATUS 2021
Work with vendor and Information Technology Support (ITS) to implement a vendor system and roll it out in phases to the general public <ul style="list-style-type: none"> • System selected 	In Progress Completed Developing
Contracts/ITS evaluation <ul style="list-style-type: none"> • Complete 	In Progress Completed Developing
Initial public roll-out <ul style="list-style-type: none"> • This has been completed and the system is now live 	In Progress Completed Developing
Evaluate program <ul style="list-style-type: none"> • There are ongoing challenges with location mapping in the system. Due to complicated borders with other agencies, users occasionally gets told that they cannot submit a report because they are not in the unincorporated area. <ul style="list-style-type: none"> » Work is ongoing with the vendor to resolve this 	In Progress Completed Developing
Research and replace vulnerable legacy systems	STATUS 2021
Participate in the selection and replacement of a new Jail Management System (JMS) system <ul style="list-style-type: none"> • Complete the JMS selection process, migrate existing JMS reports and dashboards to new JMS <ul style="list-style-type: none"> » New JMS is live » Most items have been converted with additional clean-up maintenance ongoing 	In Progress Completed Developing

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Research and replace vulnerable legacy systems (cont.)	STATUS 2021
<p>Plan, evaluate and research for future Toughbook replacements</p> <ul style="list-style-type: none"> • Work with Patrol Command to determine the best path forward, taking into account vehicle replacements <ul style="list-style-type: none"> » Done • Deploy test unit <ul style="list-style-type: none"> » Done • Evaluate Samsung Phone Platform <ul style="list-style-type: none"> » Ongoing, less promising than initially thought • Research hardware (docking solutions) <ul style="list-style-type: none"> » Done • Evaluate Citrix application delivery <ul style="list-style-type: none"> » In progress, some ITS delays 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
Improve accountability by implementing successful electronic platforms	STATUS 2021
<p>Implement an electronic employee evaluation platform</p> <ul style="list-style-type: none"> • Make substantial progress on employee evaluation systems, replacing the existing legacy databases, and implement a system improvement roadmap 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>
Fully staff LET	STATUS 2021
<p>Hire ¾ time desktop support position in early 2020</p> <ul style="list-style-type: none"> • Hired employee 	<p>In Progress</p> <p>Completed</p> <p>Developing</p>



PUBLIC AFFAIRS

The Public Affairs Unit is the newest of the Sheriff's Office teams, created to communicate and promote the values and mission of the agency with stakeholders. They represent the Sheriff's Office at various community events and regularly

assess the agency's communication needs. This team focuses on media relations and works to humanize the Sheriff's Office brand by creating engaging content and empowering staff to be ambassadors of the agency.

Provide guidance and framework for clear and consistent external and internal communication	STATUS 2021
Create a comprehensive strategic communication and style guide to help provide consistent messaging and accurate information <ul style="list-style-type: none"> • Guide in progress, expected completion by April 2021 	In Progress Completed Developing
Reinstate office wide updates monthly on the Sheriff's Corner <ul style="list-style-type: none"> • Not consistently being posted on the Sheriff's Corner nor authored by the Sheriff • Reevaluate if this goal is still pertinent or if there should be a transition to more video messages 	In Progress Completed Developing
Create quarterly video updates from the Sheriff or Undersheriff <ul style="list-style-type: none"> • Completed 	In Progress Completed Developing
Solicit and maintain list of WCSO employees across departments who are interested in presenting on behalf of the office <ul style="list-style-type: none"> • Creation of Speakers Bureau to offer prepared presentations on a range of WCSO topics • Patrol Command expressed interest in training patrol deputies on delivery of public presentations 	In Progress Completed Developing
Intentional outreach to all communities of Washington County focusing on historically underserved, underrepresented or underprivileged communities	STATUS 2021
Track number of community outreach events geared towards connecting with underrepresented communities (shop with a cop, community dinners, kids academy, etc.) <ul style="list-style-type: none"> • Completed yet ongoing - numbers of events are tracked by the Public Affairs Unit 	In Progress Completed Developing
Increase number of events annually by 10% <ul style="list-style-type: none"> • Number of events attended in person decreased dramatically due to COVID-19, however there has been an increase in virtual events • Virtual versus in-person event demand into the future must be evaluated 	In Progress Completed Developing

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Intentional outreach to all communities of Washington County focusing on historically under served, underrepresented or underprivileged communities (cont.)	STATUS 2021
<p>Create a new resource team to assist Elder Safe in accomplishing their mission</p> <ul style="list-style-type: none"> Temporarily suspended due to COVID-19 	<p>In Progress Completed Developing</p>
Continue to strengthen relationship with media	STATUS 2021
<p>Release a minimum of four positive stories per month</p> <ul style="list-style-type: none"> Stories are being released via social media, WCSO newsletter, Commissioner Communication, and traditional media releases. 	<p>In Progress Completed Developing</p>
<p>Maintain relationships with media through yearly newsrooms visits</p> <ul style="list-style-type: none"> Temporarily suspended due to COVID-19 	<p>In Progress Completed Developing</p>
<p>Host a media day at the Public Safety Training Center</p> <ul style="list-style-type: none"> Temporarily suspended due to COVID-19 	<p>In Progress Completed Developing</p>
Support agency recruitment efforts	STATUS 2021
<p>Ensure external events and communications have a nexus to recruitment</p> <ul style="list-style-type: none"> Completed and ongoing Human interest stories continue to be promoted through digital media with an emphasis on highlighting the diverse backgrounds and interests of staff 	<p>In Progress Completed Developing</p>
<p>Complete two Facebook live events per calendar year</p> <ul style="list-style-type: none"> Completed and ongoing Facebook live events completed - expanded virtual recruitment outreach to include hosting virtual career day events 	<p>In Progress Completed Developing</p>
<p>Create cross divisional staff video bios to highlight on social media</p> <ul style="list-style-type: none"> Completed and ongoing Featuring staff on social, newsletter and on media release Explore using Horizons (county intranet) as an additional communication platform to deliver messaging 	<p>In Progress Completed Developing</p>