Benjamin Franklin once said, “Success is the residue of planning.” Since 2006, the Placer County Sheriff’s Office has relied on its strategic plan to provide clear direction, vision, and goals for our future operations.

Every 5 years we grasp a new opportunity to reexamine our course. We evaluate the progress and success made to initiatives already in motion and set a new roadmap of priorities.

The 2021 strategic planning committee was comprised of a cross-section of Sheriff’s Office staff. The committee met several times to analyze and evaluate our agency’s strengths, weaknesses, opportunities, and challenges resulting in a wide lens view of our entire operation.

Organizational success is dependent on many factors including facilities, training, equipment, the support of the community we serve, and most importantly our people. These factors will continue to be at the center of our attention as we carry out our mission.

I would like to thank the 2021 strategic planning committee for the hard work and dedication in the update of this comprehensive document.

This document will serve our entire staff as a blueprint to continued success for the years ahead.
Sergeant Scott Alford, Investigations Division
Dorothy Arredondo, Correctional Support Programs Manager
Majken Austin, Public Safety Dispatcher
Lieutenant Michelle Baxter, North Lake Tahoe Division
Jeremy Burch, Correctional Officer
Lisa Doty, Senior Crime Analyst
Sergeant Nathan Ferguson, Field Operations
Deputy Noah Frederito, Field Operations
Dave Harris, Retired Commander
Deputy Joseph Jacinto, Training Division
Aimee Kincade, Administrative Legal Supervisor
Stephanie Mahlberg, Correctional Officer
Sergeant Chris Mahoney, North Lake Tahoe Division
Sergeant Greg McKenzie, Professional Standards Unit
Correctional Sergeant Matthew Metcalf, Auburn Corrections
Captain Troy Minton-Sander, Support Services Division
Sergeant Donald Nevins, North Lake Tahoe Division
Katie Orcino, Administrative & Fiscal Officer
Jennifer Pierson, Senior Accounting Assistant
Carly Redlich, Community Services Officer
Lieutenant John Savage, South Placer Corrections Division
Jennifer Schulte, Information Technology Analyst
Lieutenant Brian Silva, South Placer Substation
Tameko Silva, Correctional Officer
Captain Darrell Steinhauer, North Lake Tahoe Division
Nicole Tait, Administrative Legal Supervisor
Mike Thompson, Information Technology Supervisor
Kimberly Thomson, Dispatch Services Manager
Sergeant Josh Tindall, Field Operations
Captain Shayne Wright, Field Operations
Jane Xepoleas, Supervising Evidence Technician
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PERSONNEL

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

OBJECTIVE
Continue to educate, train, and equip our employees 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 staff training and invite 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)
- Establish a new-hire orientation for all new hires to include an agency overview and customer service training through the Sheriff’s Office Intranet. (HR)

OBJECTIVE
Reduce the time of the hiring process.

STRATEGY
Address bottlenecks and streamline processes.

TACTICS
- Consider filling positions in background investigations with full-time employees. (HR)
- Expand updated, active, and new eligibility lists. (HR)
- Target colleges, military, and academies with recruitment for all classifications. (HR)
- Create a pre-interview package (with online links) for each classification for potential employees and follow up on routine intervals. (HR)
PERSONNEL

OBJECTIVE
Evaluate personnel deployment efficiencies and plan for future growth.

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

TACTICS
- Annually review sworn staff to population ratios. (Admin Services)
- Complete a review of response times, calls for service, and beat boundaries every five years. (Field Ops)
- Review all special unit allocations and responsibilities. (All divisions)
- Coordinate planning with county staff and developers for providing high-quality law enforcement services to West Placer's new communities. (Field Ops)
- Complete a study of hiring effectiveness to help guide hiring practices. (HR)
- Complete a study of regional impacts on PCSO staffing in all classifications. (HR)
- Create an annual “internal report card” for how PCSO is doing on completion of Strategic Plan tactics. (Support Services)

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 with specific and targeted 30-second videos of each unit within the agency and add links to active/open recruitments. (HR/Social Media)
- Promptly target graduating academy classes in the region and beyond and find a way to test recruits on site. (HR)
- Target local college applicant pools for all agency divisions. (HR w/ All Divisions)
- Contact the respective Deans of each discipline applicable to our staffing. IT, public safety, social media, etc. (HR w/ All Divisions)
- Increase advertisements and publicity about career opportunities by hiring a full-time videographer/editor. (HR)
COMMUNITY RELATIONS

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

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

STRATEGY
Create and foster a culture of continued Community-Oriented Policing.

TACTICS
- Refresh ongoing training to all staff on Community Oriented Policing concepts and philosophies. (Training)
- Define Community Oriented Policing for the Sheriff’s Office and disseminate to all staff. (Placer Learns/Training)
- Ensure all supervisors and managers are making Community Oriented Policing concepts a priority. (Captain staff)

OBJECTIVE
Increase internal and external awareness of community programs offered.

STRATEGY
Evaluate personnel deployment efficiencies and plan for future growth.

TACTICS
- Utilize social media components in place. (Community Services)
- Utilize video clip marketing strategy. (Community Services/PIO)
- Utilize quarterly 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)
- Identify priority programs and emphasize to all staff. (Community Services)
- Create videos of available community programs to use as internal and external training.
COMMUNITY RELATIONS

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
• Assess the feasibility of re-opening Service Centers on an annual basis. (Field Ops)
• Use Field Operations, P.O.P., Community Services, and social media to disseminate Business Packets strategically. (Field Ops, Community Services)
• Analyze the effectiveness of social media platforms and disseminate findings to all staff monthly.
• Identify proper customer service techniques and train staff in their use. (Training)

OBJECTIVE
Continue to develop and implement routine social media education and outreach.

STRATEGY
Expand on the current effort to enable more timely engagement.

TACTICS
• Continue live-streaming apps and broadcast Sheriff’s Office events. (Support Services/PIO)
• Identify and utilize the most relevant social media outlets to provide more frequent, timely updates. (Support Services/PIO)
• Develop more buy-in from staff on providing material for social media. (PIO and all divisions)
• Train appropriate supervisors and staff on social media use and applicability, enabling more timely information. (Support Services/PIO)
• Gather a more diverse sample of material from more units within the Sheriff’s Office. (PIO)
• Develop and produce new Core Values and Recruitment videos.
ORGANIZATIONAL PROGRAMS

Strive for organizational excellence while delivering effective public safety services.

**OBJECTIVE**
Continue to implement employee development and leadership programs.

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

**TACTICS**
- Continue to offer frontline leadership courses to all staff. (Support Services)
- Encourage mentoring at every level of the agency. (Support Services)
- Provide mentor training to all supervisors and management personnel.

**OBJECTIVE**
Ensure the Sheriff’s Office remains prepared for disasters and large-scale emergencies.

**STRATEGY**
Continue to view the large-scale response as a critical task in the Sheriff’s Office’s mission to protect public safety.

**TACTICS**
- Maintain a culture of service that supports independent decision-making. (All divisions)
- Complete and implement a “Continuity of Operations Plan.” (Field Operations/Training)
- Augment the County’s alert and warning system with staff training and supporting tools. (IT/Dispatch Center)
- Provide staff training on current large-scale emergency resources. (Training)
- Develop telecommunications experts within the agency to assist during large-scale events. (IT)
- Provide training to field operations on radio capabilities and provide a “cheat sheet.” (IT)
- Create a list of resources available for regional mutual aid and support. (Field Operations)
ORGANIZATIONAL PROGRAMS

OBJECTIVE
Expand jail inmate education, vocational training, and mental health programs to help prepare inmates for successful reintegration into the community.

STRATEGY
Utilize and target the most effective evidence-based practices to reduce recidivism rates.

TACTICS
- Establish partnerships with state, local, contracted vendors, and community entities for:
  - In-Custody mental health services
  - Expansion and collaboration with public and private education providers for inmate programs
  - Establishing funding sources for education and counseling programs
  - Creating community partnerships for inmate vocational training and internships to assist with employment upon release to the community
- Utilize state-funding to increase the Jail Based Competency Treatment Program from 15 to 30 patients and expedite restoration of inmates’ mental health to stand trial.
- Expand collaborative programs to establish seamless transitions from inmate medical/mental health care to community care partners upon release from custody.
- Identify inmate vocational training specific to the current workforce trends and re-evaluate the training every two years to match the current job market demand.
FACILITIES

Goal

Identify and implement immediate and long-term facility needs.

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

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

TACTICS
• Identify and appoint the Tahoe Captain to see this project through to its completion. (Admin/N. Lake Tahoe)
• Identify and document PCSO objectives for this project. (Admin/N. Lake Tahoe)
• Ensure PCSO objectives are met throughout the design and build phases of this project. (Admin/Liaison)

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

STRATEGY
Continue to work with county management on the plan for a new Sheriff’s South Placer station.

TACTICS
• Assign a liaison to work with county management to assist this project moving forward. (Field Ops)
  ✓ Provide data to county management that guides proper funding and sizing of a new facility.
  ✓ Maintain contact with county management to ensure the Sheriff’s Office goals are adequately conveyed and understood.
  ✓ Keep the Sheriff’s Office administration informed of measures taken and of the progress of the project.
  ✓ Work with CDRA and the CEO to analyze and formulate benchmarks for the growth of West Placer that trigger developments and construction phases of the South Placer station.
FACILITIES

OBJECTIVE
Review and implement plans to transition and open the new Coroner’s facility at the Santucci Justice Center.

STRATEGY
Work with county management to develop a plan to transition and open the new Coroner’s facility.

TACTICS
- Identify all necessary individual computer and workstation needs for eight employees. (Support Services)
- Identify remaining specialized medical equipment needs for multiple and simultaneous pathologist operations. (Support Services)
- Identify funding sources. (Support Services)
- Analyze the deployment strategy of deputies and medical examiners. (Support Services)
- Identify Coroner-Pathology specific reporting system.

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

STRATEGY
Evaluate and improve security measures and protocols.

TACTICS
- Implement an annual security audit. (Support Services)
- Implement the Quartermaster software program that will track all issued equipment including fobs, ID’s, etcetera. (IT/Support Services)
- Implement a formal employee exit program to ensure all issued items are returned to PSCO. (HR/Training)
FACILITIES

OBJECTIVE
Construct two new housing units with State funding. SB 863 will fund a 45-bed mental health housing unit, and SB 844 will fund a 120-bed vocational housing unit.

STRATEGY
Monitor funding and program opportunities while evaluating future needs.

TACTICS
• Finalize state processes to secure project approvals for both SB 863 and SB 844.
• Utilize SB 863 funds to build a separate 45-bed mental health housing unit for acute mental health patients/inmates.
• Transfer current Jail Based Competency Treatment (JBCT- Restore inmates’ competency to stand trial) to the new mental health housing unit.
• Fill SB863 allocations funded through the Department of State Hospitals contract.
• Provide specialized training for staff working in the mental health housing unit.
• Build a separate 120-bed vocational housing unit.
• Transfer current inmate worker populations (male and female inmates), who qualify for vocational and educational programs, to the new vocational housing unit.

OBJECTIVE
Identify a suitable training location for perishable skills.

STRATEGY
Work with county management on a training facility deployment plan.

TACTICS
• Identify funding sources and location. (Support Services)
• Work with Facility Services to rent/lease a training facility. (Support Services)
• Explore the feasibility of a regional training facility. (Support Services)
  ✓ Consider a phased approach to building the training facilities into a regional facility.
TECHNOLOGY

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 and improve communication.

TACTICS
• P25 radio system upgrades for all Sheriff users to increase communication and handheld radio functionality. (IT)

• Enhance Super Query system designed to connect disparate regional systems together to create 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 internally and regionally. (IT)

• Improve integration of Sacramento Known Person Finder (SAC KPF) for patrol. (IT)

OBJECTIVE
Remain aware of new and emerging technologies and the possible benefits to the Sheriff’s Office customers.

STRATEGY
Actively monitor the technology industry’s development 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)
TECHNOLOGY

OBJECTIVE
Continue to improve and update the Sheriff’s Office website and online services.

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

TACTICS
• Reevaluate the current structure, usage, and purpose of the website. (IT/PIO)
• Update the website with links to multiple social media platforms. (IT)
• Improve the corrections in-custody page. (IT/Corrections)
• Update online crime mapping reporting.

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:
  ✓ Monitor and evaluate new Cad, RMS, Mobile, and Jail system(s). (All Divisions)
  ✓ Successfully implement and support new RMS. (IT)
  ✓ Identify, procure, and implement a new Jail Management System (JMS). (IT)
  ✓ Complete testing and implementation of Digital Evidence (IT/Evidence)
  ✓ Evaluate other existing systems. (IT)

• Create a process to assign, update and communicate IT system access for new hires and changes in employment status to include:
  ✓ E-mail distribution lists
  ✓ System logins
  ✓ Permission changes
TECHNOLOGY

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

STRATEGY
Move from an ad hoc to a formalized compliance committee.

TACTICS
• Review polices as they are updated. (Support Services)

• Complete internal audit to provide updates to the committee. (Support Services)

✓ Provide ongoing training.

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

STRATEGY
Work closely with the 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)

• Create and implement an electronic Report Writing Manual. (IT)

• Create a series of videos of outreach/education programs for internal and external training; create Sheriff’s Office intranet. (Support Services/PIO)

• Research and consider implementing a messaging system of important employee events, practices, and resources viewed on monitors placed strategically amongst each station. (IT)

• Expand and keep a current employee resource library onsite and electronically. (Support Services)
TECHNOLOGY

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 operations, dispatch, and other department personnel.

TACTICS
• Successfully implement and support:
  ✓ Body-worn cameras. (IT/Field Ops)
  ✓ Explore a system for locating deputies when away from the vehicle. (IT/Field Ops)
  ✓ GIS application system. (IT/Crime Analysis)
  ✓ SAR mapping system software. (IT/SAR)
  ✓ HALO/Red Dot optics for pistols. (Training/Field Ops)
  ✓ Virtual Reality training devices and programs. (IT/Field Ops)
  ✓ Tasers platform update to include implementation and ongoing support. (Training)
  ✓ Mobile identification. (IT/Field Ops)
  ✓ Field reporting to maintain field presence. (IT/Field Ops/Records)
  ✓ Implement the “Guard 1” inmate movement system. (IT/Corrections)
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.