



Sheriff's Office

Strategic Plan

Fiscal Year 2007-2008

## Who Our Customers Are:

<b>Internal Customers/Stakeholders</b>	<b>What this customer needs from us</b>
<ul style="list-style-type: none"> <li>• <b>Sheriff's Office Employees</b></li> </ul>	<b>Leadership and direction, support, two-way communication, an understanding of the agency's mission and values</b>
<ul style="list-style-type: none"> <li>- <b>Uniform personnel</b></li> </ul>	<b>Proper staffing levels to insure safety, adequate training, safe and reliable equipment, trust</b>
<ul style="list-style-type: none"> <li>- <b>Detectives</b></li> </ul>	<b>Proper staffing levels, professional working conditions, adequate time for good investigations, good equipment, training</b>
<ul style="list-style-type: none"> <li>- <b>Civilian support staff</b></li> </ul>	<b>Proper staffing levels, complete, accurate and timely reports and documents from Patrol</b>
<ul style="list-style-type: none"> <li>- <b>Administration</b></li> </ul>	<b>Support of the community, support of the employees, support of the CEO's Office and County Commission</b>
<b>External Customers/Stakeholders</b>	<b>What this customer needs from us</b>
<ul style="list-style-type: none"> <li>• <b>The general public</b></li> </ul>	<b>Professional service, openness, integrity, adequate responses, assistance in times of need, good "customer service," solved crimes, safe streets, excellent quality of life</b>
<ul style="list-style-type: none"> <li>• <b>Courts, insurance companies, District Attorney's Office, defense attorneys, Juvenile Probation Office, Adult Probation Office, Public Def.</b></li> </ul>	<b>Proper documentation, complete reports, accessibility, professionalism</b>
<ul style="list-style-type: none"> <li>• <b>Media</b></li> </ul>	<b>Honesty and openness, timely news releases, cooperation, single points of contact</b>
<ul style="list-style-type: none"> <li>• <b>Offenders, violators, criminals, suspects</b></li> </ul>	<b>Professional treatment, honesty and integrity, fairness, equal treatment</b>
<ul style="list-style-type: none"> <li>• <b>Other law enforcement agencies</b></li> </ul>	<b>Communication, respect, cooperation, collaboration</b>
<ul style="list-style-type: none"> <li>• <b>Other County Departments</b></li> </ul>	<b>Assistance, patience, cooperation, an understanding of their function and limitations</b>

## *Strategic Initiatives Completed*

<b>Description of Initiative Completed:</b> Implementation of the Rural Crimes Initiative		<b>Description of Initiative Completed:</b> Improve crime analysis efforts	
<b>Original Desired Outcomes:</b>	<b>Was Outcome met? Explain</b>	<b>Original Desired Outcomes:</b>	<b>Was Outcome met? Explain</b>
#1 Partnering with industry	The Rural Crimes Investigator has routine contact with the industry	#1 Better tracking of crime events and identifying crime patterns	We now have a full-time crime analyst who is able to track and identify crime patterns and solve crimes
#2 Partnering with BLM	We work hand-in-hand with the BLM	#2 Establish communication with other agencies to share intelligence and crime stats	All local agencies have access to our reporting documents and information is shared
<b>Start Date: This has been on-going</b>		<b>Start Date: This has been on-going</b>	
<b>Completion Date: Continues to be on-going</b>		<b>Completion Date: Continues to be on-going</b>	
<b>Financial Outcome: Thousands of dollars of stolen oilfield equipment has been recovered and returned to its owner.</b>		<b>Financial Outcome: Difficult to quantify</b>	

<b>STRATEGIC INITIATIVE</b>			<b>STRATEGIC INITIATIVE</b>		
<b>Description of Initiative</b> <b>New Sheriff's Office with a Co-Located Investigative Unit</b>			<b>Description of Initiative</b> <b>Improve staffing levels</b>		
<b>Desired Outcomes</b>			<b>Desired Outcomes</b>		
#1 Centralize criminal investigations in San Juan County			#1 Fully staffed operations		
#2 Provide more effective criminal investigations			#2 Better customer satisfaction through proactive patrols, higher "solved crimes" rate, faster response times, reduction in crime rate		
<b>Strategies</b>			<b>Strategies</b>		
#1 Build a new Sheriff's Office that includes the Detective function and the Drug Task Force on Andrea Dr. near the Courts and Jail.			#1 Be more aggressive in our recruiting efforts. Increase advertisement efforts (billboards, movie theater ads, etc.). Attend more job fairs, recruit out of this area where the pay is not as high or where there is an excess of applicants.		
#2 Invite the Farmington Police Department to participate as far as co-locating their investigative unit with us.			#2 Remain competitive as far as pay and benefits are concerned. Implement a college incentive pay plan that will attract better educated applicants.		
#3 Invite other local agencies to participate (city, state and Federal agencies such as the State Police, FBI, BLM, Immigration, etc.)			#3 Improve retention rates		
#4 Include the gang suppression units so information can be shared and enforcement efforts enhanced			#4 Maintain high hiring standards rather than lowering them to maintain staffing levels		
<b>Preliminary Performance Objectives/Key Performance Indicator(s)</b>			<b>Preliminary Performance Objectives/Key Performance Indicator(s)</b>		
#1 Higher clearance rates, higher "customer satisfaction," more proactive initiatives			#1 Staffing levels will be met, fewer vacancies		
#2 Lower crime rates and a higher quality of life in San Juan County			#2 Improved citizen satisfaction due to availability of personnel and better response times and clearance rates		
<b>Start Date:</b> As soon as possible	<b>Estimated Completion Date:</b> 18-24 months	<b>Estimated Budget:</b> \$8M+	<b>Start Date:</b> Currently underway	<b>Estimated Completion Date:</b> CY 2008	<b>Estimated Budget:</b> Currently budgeted

## ***STRATEGIC INITIATIVE***

### ***Description of Initiative***

**Obtain national agency accreditation**

### **Desired Outcomes**

#1 Participate in the accreditation program through the “Commission on Accreditation for Law Enforcement Agencies” (CALEA).

#2 Obtain accredited status through compliance with established standards.

### **Strategies**

#1 Continue in the internal evaluation process identifying areas that are not currently meeting CALEA standards.

#2 Evaluate the necessary requirements to meet established CALEA standards and address this through the refinement of existing policies and procedures and the development of new policies and procedures.

#3 Implement and train on all policies to insure the policies are applicable and are understood. Insure acceptance and compliance with all established policies. Provide proofs of compliance to meet CALEA requirements.

#4 Successfully complete the mock “on-site” and “on-site” evaluations conducted by outside assessors. Participate in review process by CALEA and complete the accreditation process by testifying at a CALEA hearing.

### **Preliminary Performance Objectives/Key Performance Indicator(s)**

#1 CALEA accredited status will indicate our level of commitment to meeting established national professional standards.

#2 Adherence to CALEA standards will improve our level of service to the public and generate a higher level of trust.

**Start Date:**

**Estimated Completion Date:**

**Estimated Budget:**