

2019 - 2023 Strategic Plan

May 2019



The Dakota County Sheriff's Office leadership and staff representatives from all work units met to develop future directions for DCSO services and operations in the next four years. Specific objectives included the following:

- Evaluate achievements and progress made in implementing the 2015 Strategic Plan
- Analyze the current situation - advantages, challenges, threats and opportunities of the office
- Review the DCSO mission and long-range goals identified in 2015
- Identify priority strategies for office action
- Develop a road map of tactics and practices needed to implement the priorities

This is a report of the planning discussions and conclusions for use as a guide in plan implementation.

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Plan-At-A-Glance

DCSO Mission:

“To provide professional, progressive, and proactive service while maintaining the public trust.”



Strategic STATUS ASSESSMENT

1-4 Year Priority STRATEGIES

3-5 Year GOALS

Key CHALLENGES	Key ADVANTAGES
A. Taking an analysis-driven, <u>systems approach to building and keeping adequate staffing levels</u>	A. Positive <u>agency reputation</u>
B. Increasing workforce health and <u>addressing impacts of challenging team members</u>	B. Innovative, cutting edge <u>tools and capability</u>
C. Increasing <u>efficiency in internal structures</u> - communication, scope of duties, supervision etc.	C. Positive internal and external <u>relationships and partnerships</u>
D. Need for improving and <u>streamlining information-sharing</u>	D. Visionary <u>agency attitude and practices</u>
E. Adapting to <u>internal and external stressors</u> and areas of limited control	E. Focus on <u>personal and professional development</u>

Strategy A:
Achieve and maintain recruitment and retention to assure a full workforce

Strategy B:
Develop a more professional workforce systemically and proactively

Strategy C:
Improve, consolidate and simplify technology to streamline services and build effectiveness

Strategy D:
Set up real-time information-sharing for public safety

Strategy E:
Stay on the front end with public and law enforcement partners

Goal A:
Stable and expanding DCSO WORKFORCE

Goal B:
Clear, transparent INTER-LEVEL, INTER-FUNCTION COMMUNICATION

Goal C:
Well-coordinated, all-inclusive PROFESSIONAL DEVELOPMENT SYSTEM

Goal D:
Proactive, trust-building COMMUNITY PARTNERSHIPS & INVOLVEMENT

Goal E:
Innovative RESOURCE COLLABORATIONS

Goal F:
Needs-driven INFRASTRUCTURE GROWTH

Details pp. 3-6

Details pp. 7-14

Developed in 2015

2015 Plan PROGRESS

How have we implemented the priorities set in 2015-2019 priorities?

See details in the Appendix pp. 15-21



Strategy A: Install a continuous improvement process

See details p.15

Develop proactive internal mechanisms for analyzing, identifying and addressing gaps in what we do and need to do

Areas of progress assessed in retreat discussions and department survey:

- We are becoming a proactive department with continuous improvement overall (7 comments)
- Made strides in Office communication (4 comments)
- Leadership sought and responded to employee input (4 comments)
- Improved customer service with front office reception, re-worked phone tree and charging stations (2 comments)
- Innovations made in many areas -transportation, crime scene processing, drones, inmate service, SOP's (6 comments)

Strategy B: Systematize training and staff development

See details p.16

Develop and implement a unified and formalized training program and support systems for professional development

Areas of progress assessed in retreat discussions and department survey:

- Professional development has systematized (12 comments)
- Training opportunities increased (12 comments)
- Mentoring program implemented (4 comments)
- Staff recognition increased with acknowledgement from leaders and in public events (4 comments)
- More opportunities for new roles and special assignments (5 comments)

Strategy C: Fortify staff recruitment and retention

See details p.17

Recruit new hires and develop the current workforce in order to strengthen internal capacity and institutional knowledge

Areas of progress assessed in retreat discussions and department survey:

- Progress made overall on recruitment and retention with active recruitment team (6 comments)
- Proactive recruitment outreach and development of feeder programs to bring in quality employees (7 comments)
- Made some improvement in employee retention (5 comments)
- Peer support recruitment helped hire quality employees (3 comments)
- Working to address challenges – wages and low societal employment rate (2 comments)
- Addressing staffing issues – negative team members and source of low morale (2 comments)

Strategy D: Prioritize community outreach

See details pp.18-19

Institutionalize community involvement as a priority value of agency culture and build broad-based internal participation.

Areas of progress assessed in retreat discussions and department survey:

- Increased use of social media to engage the public and employees (3 comments)
- Community outreach is “soaring” led by the Community Engagement team and Office-wide volunteers (27 comments)

Strategy E: Build resource alliances

See details p.20

Seek and gain county stakeholders to support future development

Areas of progress assessed in retreat discussions and department survey:

- Positive public and stakeholder communication and relationships (5 comments)
- Developed services and resource collaborations (14 comments)
- Acquired equipment and training (2 comments)

Strategy F: Develop long-range plans for growth

See details p.21

Acknowledge and anticipate long-range needs for service support and plan for DCSO growth and infrastructure development

Areas of progress assessed in retreat discussions and department survey:

- New facilities including the SMART Center, ICCR Courtroom and new or remodeled office spaces (5 comments)
- New positions created (4 comments)
- Keeping up with needed growth overall (3 comments)

Strategic Progress Overall

See details p.21

Areas of progress assessed in retreat discussions and department survey:

- Morale seems to be better in recent years (1 comment)
- Made good progress on many fronts (5 comments)
- Some questions about progress made (4 comments)

Status ASSESSMENT

How are we doing now? How are we positioned for the future?



Retreat participants reviewed and considered staff survey comments in discussing and identifying the DCSO status.

Advantages: What strengths have we achieved that we need to keep and build upon?

A. Positive agency reputation

Related assessments from work groups:

- Achieving elite status and maintaining it
- Becoming a premier agency in Dakota County, a cutting-edge Office that acts with professionalism and strives to be the best

B. Innovative, cutting edge tools and capability

Related assessments from work groups:

- Abundant opportunities/resources - DTF, ECU, Crime Scene, CVI, DIVE, SWAT, MFF, US Marshall, DEA, Drone, MRIC, MNJAC, 3D Scanner, Sonar, Community Engagement outreach, PLT, Rangers, Reserves
- Resources
- Crime Scene team (2 mentions)
- Technology and equipment – quality equipment that is continually updated on a schedule in order to maintain state-of-the-art resources
- Equipment and resources – technology, 3D Scanner, training opportunities, etc.

C. Positive internal and external relationships and partnerships

Related assessments from work groups:

- Collaboration – ECU, Investigation - Crime Scene Team partnerships
- Collaboration in the agency divisions
- Relationships with other agencies
- Teamwork – ECU, SWAT, DTF, MFF
- Social media builds community trust – the more interaction with the community the better
- Social media presence
- Relationships – transparency, and internal/externa trust
- Open communication with surveys and feedback

D. Visionary agency attitude and practices

Related assessments from work groups:

- Progressive – goals met with follow-through and accomplishment
- Communication with an open-door policy. Increased voice of employees
- Long-term planning
- Open communication with surveys and feedback
- Desire to grow

E. Focus on personal and professional development

Related assessments from work groups:

- Professional development and training
- Quality staff – have ideas, are independent and knowledgeable and mutual trust
- Feeder system for potential future staff – Explorer to PLT and then to Correction or CDD
- Staff development
- Staff wellness promoted and practiced to support longevity and retention - peer support, fitness, follow-up that makes people more open to it
- Hiring quality staff

Status ASSESSMENT

How are we doing now? How are we positioned for the future?



Retreat participants reviewed and considered staff survey comments in discussing and identifying the DCSO status.

CHALLENGES: What needs work? What issues affect our ability to implement our mission effectively?

A. Taking an analysis-driven, systems approach to building and keeping adequate staffing levels

Related assessments from work groups:

- Inadequate staffing levels
- Improving on boarding for retention
- Staffing levels – finding quality applicants; retention; increased burn-out; less opportunities to attend training or request time off due to workload; increases in “sick calls”
- FTE growth not dependent on grant funds – County Board Levy dollars for FTE; keeping grant-funded positions when the grant runs out
- Hiring qualified candidates – issues with timeline, vacant positions, retention
- Recruiting for all positions; need to reach out to non-traditional recruits
- Address the timeline for hiring – seeking quality vs. speed of the hiring process
- Developing a retention plan
- Finding qualified candidates

B. Increasing workforce health and addressing impacts of challenging team members

Related assessments from work groups:

- Increase care for the staff we have as a key to recruitment and retention
- Supporting and encouraging teamwork
- Addressing “bad apples” and issues related to toxic employee impacts and retention

C. Increasing efficiency in internal structures - communication, scope of duties, supervision etc.

Related assessments from work groups:

- Internal bureaucracy – layers and red tape
- Communication through the chain of command

D. Need for improving and streamlining information-sharing

Related assessments from work groups:

- Realtime criminal intel and information-sharing
- Too many software platforms – need to streamline and integrate

E. Adapting to internal and external stressors and areas of limited control

Related assessments from work groups:

- Training and staff development encouraged but current staffing levels make it difficult
- High stress and job expectations due to low staffing
- Finding time for all the training opportunities
- Staying on top of using, training and gaining proficiency with technology as it constantly changes
- Merit and longevity pay
- Pay and retention
- Media is one-sided with a tendency to tell a partial story; drives how the news is received by the community
- Legislative policies, funding, mandates promote silos – MJ, drones, BWC, forfeitures, data-sharing, etc.

Status ASSESSMENT

How are we doing now? How are we positioned for the future?



Retreat participants reviewed and considered staff survey comments in discussing and identifying the DCSO status.

CONSIDERATIONS: What trends and factors in the next 4 years do we need to keep in mind as we plan the future?

■ What internal and external **TRENDS** that we need to consider in charting service priorities?

Discussion perspectives and comments:

EMERGING Trends:

- Decrease in human contacts with smart phones, robotics and artificial intelligence
- Change in generational preferences and practices in lifestyles
- Increase in issues related to mental health
 - Increased mental illness
 - More societal focus on the issue
 - Lack of treatment facilities
 - Increase in teen suicides
- Shifting perceptions about the image and role of law enforcement

ESTABLISHED Trends:

- Increasing data practices rules
- Decreases in workforce supply
- Increasing focus and scrutiny of law enforcement by the media
- Ongoing need to manage our image and message
- More children cared for professional providers vs. their parents
- Constantly affected by shifting political perspectives and policies

DISAPPEARING Trends:

- Family cohesion and care for their children
- Reluctance to put out personal information
- Affordability of college

■ What are key challenges or **THREATS** to effectiveness?

Discussion perspectives and comments:

- Staying abreast of and addressing solutions to mental health treatment
- One bad social media incident can cancel out all the good ones
- Polarized politics influencing young attitudes about law enforcement
- Shrinking pool of candidates for hire and an increasing number of retiring employees
- Decrease in long-term careers; moving from job to job

■ What are key **OPPORTUNITIES** to leverage as we move forward?

Discussion perspectives and comments:

- Getting educated and pioneering in ways to address mental health issues
- Taking the opportunity to change the law enforcement model
- Continuing to address and improve our own health
- Finding ways to respond to social media and tell our story with a focus on the positive
- Start inviting law enforcement candidates to the profession at a young age

Priority STRATEGIES

What are the key strategic priorities for the next four years?



Strategy A:	<u>Achieve and maintain recruitment and retention to assure a full workforce</u>
	<i>Related action suggestions from five work groups that combined to form this strategy:</i>
	<ul style="list-style-type: none"> • Recruitment check-in with new hires • Conduct 6-month check-in “stay” interviews • Exposing new hires to various divisions and opportunities • Consider how new positions impact other operations • Dedicated background investigator – the only thing this person does • Continue recruitment process during the hiring phase • Create a recruitment video • Announce promotions immediately and work out details later • Establish a hiring coordinator position at DCSSO • Expedite hiring – continue to track and tweak the timeline; coordinate the process, pre-schedule dates, etc. • Shorten hiring process timeframe • Prefilled background packets before the first or second interview • Department-wide staffing study • Form a committee to research hiring practices and streamline the process • Increase minimum staffing levels • Utilize civilian staff • Add suggestion boxes across the department

Strategy B:	<u>Develop an even more professional workforce systemically and proactively</u>
	<i>Related action suggestions from five work groups that combined to form this strategy:</i>
	<ul style="list-style-type: none"> • More supervisor intervention and documentation • Evaluate supervisor roles and duties – reevaluate the structure of bosses vs. staff (consider using an independent evaluator) • Employee maintenance program • More supervisors (more opportunities) • Assess and increase accountability of supervisors and employees • Hold others accountable for their behavior • Follow through on bad behavior • Retention – peer to peer accountability • Recognition – incentivize staff – “master deputy” etc. • Recognition consistent across the DCSSO • More frequent check-ins • Listen to ideas and suggestions from employees • Assess health of teams/units to pinpoint weak spots and stressors • Address issues – supervisors and peers address right away; don’t tolerate toxicity; document and discipline • Document enrollee behavior and execute

Strategic PRIORITIES

What are the key strategic priorities for the next four years?



Strategy C:	<u>Improve, consolidate and simplify technology to streamline services and build effectiveness</u>
<i>Related action suggestions from five work groups that combined to form this strategy:</i>	
<ul style="list-style-type: none"> • Joint record system • Simplify booking and reduce duplicate questions • PDF signatures, electronic training request/streamline process • Docking stations for investigators in lieu of desktops • Research integration potential • Learn from other agencies • Funding for systems integration or consolidate systems • Form technology team • Committee to assess software platforms – to include end users • Involve IT/CJN • Stay current with technology; push positive media stories 	
Strategy D:	<u>Set up real-time information-sharing for public safety</u>
<i>Related action suggestions from five work groups that combined to form this strategy:</i>	
<ul style="list-style-type: none"> • Utilize social media for Intel and crime-solving • Research interactive crime mapping software • Develop a County-wide intel brief • Dakota intel unit 	
Strategy E:	<u>Stay on the front end with public and law enforcement partners</u>
<i>Related action suggestions from five work groups that combined to form this strategy:</i>	
<ul style="list-style-type: none"> • Involve all levels of stakeholders • Proactive vs. reactive response to external factors • Establish and maintain relationships with the media, legislature, etc. 	

Action ROAD MAP Summary



What tactics and practices are needed to implement the priority strategies?

Draft ACTION PLAN: A guide to be refined and revised as needed by implementation team or leaders

Strategy	Spring-Summer 2019	Fall-Winter 2019	2020 +	Expected OUTCOMES
<p>Strategy A: <u>Achieve and maintain recruitment and retention to assure a full workforce</u> <i>See details p.10</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Prefilled background packet prior to Sheriff/Chief interview <input type="checkbox"/> Contracted backgrounder at peak times <input type="checkbox"/> Documented hiring process and timeframe – application review, interviews, background, offer, medical, psychological 	<ul style="list-style-type: none"> <input type="checkbox"/> Staffing Study 	<ul style="list-style-type: none"> <input type="checkbox"/> Formal, documented retention plan – new hire check-in, 1-year check-in, mentor, professional development 	<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. Recruiting/retention Team established (revisit) B. Document retention plan <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> A. Work environment created with a professional and personal work balance that results in healthy people from top to bottom
<p>Strategy B: <u>Develop a more professional workforce Systemically and proactively</u> <i>See details p.11</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Re-evaluate and define current job descriptions – review supervisor workload including number of direct reports and other duties <input type="checkbox"/> Non-bias review of structure and interpersonal communication <input type="checkbox"/> Start annual 360 reviews for all staff 	<ul style="list-style-type: none"> <input type="checkbox"/> Structured path of required training for supervisors – onboarding, existing supervisors, 1 day/month to focus on professional development <input type="checkbox"/> Feedback system about how concerns are being addressed <input type="checkbox"/> Quarterly all-supervisor meeting 	<ul style="list-style-type: none"> <input type="checkbox"/> Do annual 360 reviews for all staff 	<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. More defined roles and job descriptions B. Less stressful work environment <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> A. Higher morale B. Less turnover
<p>Strategy C: <u>Improve, consolidate and simplify technology to streamline services and build effectiveness</u> <i>See details p.12</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gain support and identify stakeholders <input type="checkbox"/> Establish project team (PM, Business Analyst, SMEs) <input type="checkbox"/> SWOT analysis <input type="checkbox"/> Gather requirements – needs vs. wants <input type="checkbox"/> Research existing products – RFI 	<ul style="list-style-type: none"> <input type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> Review responses and draft RFP <input type="checkbox"/> Select vendor and negotiate contract Testing and implementation <input type="checkbox"/> Ongoing support and maintenance 	<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. Establish leadership support B. Contract project manager C. Build technology team D. Establish requirements and needs E. Research products available and evaluate other agencies F. Budget/ upgrades /laptops etc. <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> G. RFI-RFP for consultant H. Testing fully integrated system I.
<p>Strategy D: <u>Set up real-time information-sharing for public safety</u> <i>See details p.13</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Seek initial buy-in with Dakota County agencies <input type="checkbox"/> Develop Taskforce/workgroup for research <input type="checkbox"/> Identify information-sharing tools 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a draft county wide intel brief 	<ul style="list-style-type: none"> <input type="checkbox"/> Research potential for multi-county participation 	<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. Create a taskforce/workgroup to research grants, crime data & crime unit intel capability B. Collaborate with Crimestoppers- route all DCSO tips through them <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> A. Establish a full-time position that responds to and conduct initial inquiries, using a dedicated space (SMART Center? DCC?) B. Request other agencies to provide personnel for Dakota County Intel Unit
<p>Strategy E: <u>Stay on the front end with public and law enforcement partners</u> <i>See details p.14</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Use social media to enhance our image, stay in front and set us apart <input type="checkbox"/> Conduct a public survey to gather and evaluate data to provide better services <input type="checkbox"/> Increase coordination of community engagement events 	<ul style="list-style-type: none"> <input type="checkbox"/> Community engagement Team – to attend town hall meetings vs. on shift patrol <input type="checkbox"/> Build relationships through contacts – premise checks, open businesses, parks 	<ul style="list-style-type: none"> <input type="checkbox"/> Review, revise, initiate and repeat 	<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. Research and define our proactive objectives and address limitations that can prevent implementation B. Increase number of Social Media Team – SM, newsletter <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> A. Lead from the front – by actively building trust, knowledge and cooperation with all partners B. New position dedicated Community Engagement/Crime Prevention Lead

Strategic Action PLANS



What suggested tactics and practices are needed to implement the priority strategies?

Draft ACTION PLAN: A guide to be refined and revised as needed by implementation team or leaders

Strategy A: Achieve and maintain <u>recruitment and retention</u> to assure a full workforce		
The PURPOSE: What is the main intent of this strategy? Why is it important?		
<i>Achieve and maintain recruitment and retention to assure a full workforce</i>		
The REALITY CHECK: What are considerations for effective implementation?		
What are <u>ongoing efforts</u> that support this action area? What advantages/factors will <u>assist</u> implementation?	What could be <u>barriers</u> to success? What factors might <u>hinder or complicate</u> implementation?	
<ul style="list-style-type: none"> • Gain employee feedback – exit interviews; stay interviews • College fairs – one-on-one at Inver Hills Community College • Get comp bonus by bringing someone on board at DCSC 	<ul style="list-style-type: none"> • Culture of buy-in needs development 	
The Expected OUTCOMES: What do we want to achieve or produce? How will we measure progress?		
<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. Recruiting/retention Team established (revisit) B. Document retention plan <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> A. Work environment created with a professional and personal work balance that results in healthy people from top to bottom 		
Recommended STEPS:	When:	Who:
What actions/initiatives will implement this action area/priority strategy?	What is start time for implementation?	Who needs to be involved? To lead?
1. Prefilled background packet prior to Sheriff/Chief interview	Spring-Summer 2019	TBD
2. Monthly 1-On-1 with direct supervisor – good, bad, personal #culture	Spring-Summer 2019	TBD
3. Documented hiring process and timeframe – application review, interviews, background, offer, medical, psychological	Spring-Summer 2019	TBD
4. Staffing Study	Fall-Winter 2019	TBD
5. Formal, documented retention plan – new hire check-in, 1-year check-in, mentor, professional development	2020	TBD

Strategic Action PLANS

Continued

What tactics and practices are needed to implement the priority strategies?

Draft ACTION PLAN: A guide to be refined and revised as needed by implementation team or leaders

Strategy B: Develop an even more professional workforce systemically and proactively

The PURPOSE: What is the main intent of this strategy? Why is it important?

*Develop a more professional workforce Systemically and proactively
Enhance our professional work culture by developing accountability and consistency with performance for all staff and clearly defining job roles and expectations*

The REALITY CHECK: What are considerations for effective implementation?

What are ongoing efforts that support this action area?

What advantages/factors will assist implementation?

- Training for supervisors
- On-boarding
- Culture of dealing with issues

What could be barriers to success?

What factors might hinder or complicate implementation?

- Lack of knowledge about different divisions and jobs
- Lack of support and empowerment

The Expected OUTCOMES: What do we want to achieve or produce? How will we measure progress?

Short-term (6-12 months):

- A. More defined roles and job descriptions
- B. Less stressful work environment

Longer-term (2-3 years):

- A. Higher morale
- B. Less turnover

Recommended STEPS:

What actions/initiatives will implement this action area/priority strategy?

When:

What is start time for implementation?

Who:

Who needs to be involved? To lead?

1. Re-evaluate and define current job descriptions – review supervisor workload including number of direct reports and other duties	Spring-Summer 2019 6-months	Management
2. Structured path of required training for supervisors – onboarding, existing supervisors, 1 day/month to focus on professional development	Spring-Summer 2019 Immediate	Management
3. Non-bias review of structure and interpersonal communication	Winter 2019 -2020 9-months- year	External contractor
4. Feedback system about how concerns are being addressed	Fall-Winter 2019	Management
5. Quarterly all-supervisor meeting	Fall-Winter 2019	Supervisors
6. Do annual 360 reviews for all staff	2020 Immediately and annually	For each individual

Strategic Action PLANS

Continued

What tactics and practices are needed to implement the priority strategies?

Draft ACTION PLAN: A guide to be refined and revised as needed by implementation team or leaders

Strategy C: <u>Improve, consolidate and simplify technology to streamline services and build effectiveness</u>		
The PURPOSE: What is the main intent of this strategy? Why is it important?		
<i>Improve, consolidate and simplify technology to streamline services and build effectiveness</i>		
The REALITY CHECK: What are considerations for effective implementation?		
What are <u>ongoing efforts</u> that support this action area? What advantages/factors will <u>assist</u> implementation?	What could be <u>barriers</u> to success? What factors might <u>hinder or complicate</u> implementation?	
<ul style="list-style-type: none"> • Top-down support for technology 	<ul style="list-style-type: none"> • Sometimes one system does not work for everything 	
The Expected OUTCOMES: What do we want to achieve or produce? How will we measure progress?		
<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. Establish leadership support for the project B. Contract project manager (business analyst) to look at needs of the whole office C. Build a technology team D. Establish requirements and needs E. Research products available and evaluate other agencies F. Develop budget – repurpose or upgrade equipment – laptops with docking stations, etc. <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> A. RFI /RFP to hire consultant B. Testing fully integrated system 		
Recommended STEPS: What actions/initiatives will implement this action area/priority strategy?	When: What is start time for implementation?	Who: Who needs to be involved? To lead?
1. Gain support and identify stakeholders	Spring-Summer 2019	TBD
2. Establish project team (PM, Business Analyst, SMEs)	Spring-Summer 2019	TBD
3. SWOT analysis	Spring-Summer 2019	TBD
4. Gather requirements – needs vs. wants	Spring-Summer 2019	TBD
5. Research existing products – RFI	Spring-Summer 2019	TBD
6. Review responses and draft RFP	2020	TBD
7. Select vendor and negotiate contract	2020	TBD
8. Testing and implementation	2020 - 2021	TBD
9. Ongoing support and maintenance	2021	TBD

Strategic Action PLANS

Continued

What tactics and practices are needed to implement the priority strategies?

Draft ACTION PLAN: A guide to be refined and revised as needed by implementation team or leaders

Strategy D: Set up real-time information-sharing for public safety		
The PURPOSE: What is the main intent of this strategy? Why is it important?		
<p>Set up real-time information-sharing for public safety</p> <ul style="list-style-type: none"> Increase efficiency of information-sharing Increase effectiveness of public safety Create Dakota Intel Unit 		
The REALITY CHECK: What are considerations for effective implementation?		
<p>What are <u>ongoing efforts</u> that support this action area? What advantages/factors will <u>assist</u> implementation?</p>	<p>What could be <u>barriers</u> to success? What factors might <u>hinder or complicate</u> implementation?</p>	
<ul style="list-style-type: none"> • Existing inter-agency partnerships 	<ul style="list-style-type: none"> • Politics 	
The Expected OUTCOMES: What do we want to achieve or produce? How will we measure progress?		
<p>Short-term (6-12 months):</p> <ul style="list-style-type: none"> A. Create a taskforce/workgroup to research grants, crime data & crime unit intel capability B. Collaborate with Crimestoppers- route all DCSO tips through them <p>Longer-term (2-3 years):</p> <ul style="list-style-type: none"> A. Establish a full-time position that responds to and conduct initial inquiries, using a dedicated space (SMART Center? DCC?) B. Request other agencies to provide personnel for Dakota Country Intel Unit 		
Recommended STEPS:	When:	Who:
What actions/initiatives will implement this action area/priority strategy?	What is start time for implementation?	Who needs to be involved? To lead?
Seek initial buy-in with Dakota County agencies	Spring-Summer 2019 1-3 months	Sheriff/Chiefs
Develop Taskforce/workgroup for research	Spring-Summer 2019 1-3 months	Dakota invite other agency reps. CIS rep, DIF rep
Identify information-sharing tools Lexus Nexus? Social media sharing? Intelligence briefs	Spring-Summer 2019 3-6 months	Above task force
Develop a draft county wide intel brief	1-2 years Start Fall-Winter 2019	Agency reps Crime analysts
Research potential for multi-county participation	2020 2+ years	Ramsey, Rice, Washington, Dakota, Scott Counties Saint Paul PD

Strategic Action PLANS

Continued

What tactics and practices are needed to implement the priority strategies?

Draft ACTION PLAN: A guide to be refined and revised as needed by implementation team or leaders

Strategy E: Stay on the front end with public and law enforcement partners		
The PURPOSE: What is the main intent of this strategy? Why is it important?		
<p><i>Stay on the front end with public and law enforcement partners</i></p> <p>We want to be more proactive vs. reactive</p> <p>It is important for being transparent, which will build trust with all communities and stakeholders</p>		
The REALITY CHECK: What are considerations for effective implementation?		
<p>What are <u>ongoing efforts</u> that support this action area? What advantages/factors will assist implementation?</p>	<p>What could be <u>barriers</u> to success? What factors might hinder or complicate implementation?</p>	
<ul style="list-style-type: none"> • Existing community engagement and social media initiatives <ul style="list-style-type: none"> ○ Sheriff creating relationships ○ Community engagement requests ○ Citizen’s academy, Triad, Safe Summer Nights ○ Other DC Divisions • Recognition of the importance of staying in front 	<ul style="list-style-type: none"> • Resources vs. responding to all demands • Having staff to respond to all engagement requests • Needs to be a county initiative not just a patrol initiative 	
The Expected OUTCOMES: What do we want to achieve or produce? How will we measure progress?		
<p>Short-term (6-12 months):</p> <p>A. Research and define our proactive objectives and address limitations that can prevent implementation</p> <p>B. Increase number of Social Media Team – SM, newsletter</p> <p>Longer-term (2-3 years):</p> <p>A. Lead from the front – by actively building trust, knowledge and cooperation with all partners</p> <p>B. New position dedicated Community Engagement/Crime Prevention Lead</p>		
Recommended STEPS:	When:	Who:
What actions/initiatives will implement this action area/priority strategy?	What is start time for implementation?	Who needs to be involved? To lead?
Use social media to enhance our image, stay in front and set us apart	Spring-Summer 2019	Increased Social Media Team
Conduct a public survey to gather and evaluate data to provide better services	Spring-Summer 2019	TBD
Increase coordination of community engagement events	Spring-Summer 2019	TBD
Community engagement Team – to attend town hall meetings vs. on shift patrol	Fall-Winter 2019	TBD
Build relationships through contacts – premise checks, open businesses, parks	Fall-Winter 2019	TBD
Review, revise, initiate and repeat	2020	TBD

Appendix: 2015 Plan PROGRESS

How have we implemented the priorities set in 2015-2019 priorities?

Compiled results of comments submitted in the pre-planning survey of DCSO staff

2015 Strategy A: *Install a continuous Improvement Process*

Develop proactive internal mechanisms for analyzing, identifying and addressing gaps in what we do and need to do

Areas of progress assessed in retreat discussions and department survey:

We are becoming a proactive department with continuous improvement overall (7 comments)

- ❖ Becoming a proactive department with multiple different skill sets.
- ❖ To some degree, made progress on Strategy A
- ❖ Improvements have been made but not sure if there's been a "continuous improvement process" implemented.
- ❖ Budget cuts affect Strategy A of identifying gaps in what we do.
- ❖ The continuous improvement process is well developed; a problem is the length of time it takes for decisions to be made.
- ❖ Made progress on Strategy A
- ❖ Made progress on Strategy A

Made strides in Office communication (4 comments)

- ❖ Communication improvements
- ❖ We have added a suggestion box in the jail break room and several of the suggestions have been followed up on
- ❖ Labor- management notes distributed to all staff
- ❖ Transparency, communication, CET

Leadership sought and responded to employee input (4 comments)

- ❖ Sheriff conducted one-one-ones with all employees
 - Results were shared with everyone
 - Immediate action taken on input
- ❖ Administrative leaders actively engaged to receive and act on new ideas
- ❖ The labor management group that meets with union stewards and representatives; still meets when any concerns arise with the line staff
- ❖ Staff have been encouraged to bring forward work flow ideas and some of these have been implemented.

Improved customer service with front office reception, re-worked phone tree and charging stations (2 comments)

- ❖ Improved entry and front office and phone trees
- ❖ Improved customer service with addition of Jail receptionist, re-worked phone tree, added phone charging station,

Innovations made in many areas -transportation, crime scene processing, drones, inmate service, SOP's (6 comments)

Transportation

- ❖ Night transport duties
- ❖ Bus transportation for released inmates implemented by Community Corrections

Crime scene processing

- ❖ We identified crime scene processing as a gap in what we do and have made some strides in closing that gap. We have been called to process some of the largest scenes Dakota County has had in the last few years. I do feel this is something that needs to be a continuous effort because as soon as we become complacent, we will fall back in this area.

Drones

- ❖ Adding drones was a huge step.

Inmate services

- ❖ We have made progress in programs and outreach for inmates

Standard operating procedures

- ❖ SOPs developed for tasks and processes in many areas that have built consistency

Appendix: 2015 Plan PROGRESS

Continued

How have we implemented the priorities set in 2015-2019 priorities?

2015 Strategy B: Systematize training and staff development

Develop and implement a unified and formalized training program and support systems for professional development

Areas of progress assessed in retreat discussions and department survey:

Professional development has systematized

(12 comments)

- ❖ Six-month informal reviews for everyone
- ❖ Office is responsive to training requests and shows desire to help employees to improve skills.
- ❖ Systematic training and development.
- ❖ Ability for those who want professional development has been made easier and more readily available and encouraged.
- ❖ Training and staff development have improved
- ❖ We have begun discussing areas of improvement and standardized training.
- ❖ Professional development
- ❖ Expanded Professional Development program, but still needs work
- ❖ Made progress on Strategy B
- ❖ Made progress on Strategy B
- ❖ Made progress on Strategy B
- ❖ Made progress on Strategy B

Training opportunities increased

(12 comments)

- ❖ Strategy B. Training has been systemized.
- ❖ I feel our training is far greater here than at other facilities. For line staff, the training is well thought out, planned, and implemented in a consistent manner.
- ❖ Staff development and training were good for a while but this year we were told the training budget was cut down which directly impacts this goal.
- ❖ Many staff have taken advantage of the on line portals for training and advanced their skills through these new routes.
- ❖ Plenty of training opportunities for staff but not sure a "training program" has been put in place
- ❖ Better training
- ❖ I have been encouraged to take more free edge classes then before and now I actually feel like I can go to them and it is an acceptable thing to do. (This is a huge change from when I started). You need to find people who truly want to teach, encourage, and build up new employees if they see them struggling
- ❖ Training has been automated (Patrol Online, MSA, etc.) however, time will tell if the training is as effective and being retained compared to in-class interactive training.
- ❖ Training and staff development are encouraged; however, the budget/staffing levels inhibit the ability for training. We CANNOT add more online training; I can't keep up with it; many of us will have train online on weekends or time off
- ❖ Implemented series of professional development trainings in the learning center; U of M leadership certificate program
- ❖ Training and staff development have improved
- ❖ Staff has been able to attend most all training put in for compared to in the past the majority of the training were rejected

Mentoring program implemented

(4 comments)

- ❖ Mentorship program implemented
- ❖ Staff development has grown through the new mentorship program (Project YOU and tapping into the LEAD academy)
- ❖ We have implemented the mentorship program Project You
- ❖ Formal Mentor Program

Staff recognition increased with acknowledgement from leaders and in public events

(4 comments)

- ❖ Staff recognition improved including public acknowledgement at events
- ❖ Swearing in events involve department, community and family members with food served
- ❖ The office is recognizing employees for doing good work.
- ❖ Having the Sheriff himself acknowledge success is refreshing; not uncommon to have an email from him after a tumultuous call

Appendix: 2015 Plan PROGRESS

Continued

How have we implemented the priorities set in 2015-2019 priorities?

2015 Strategy B: Systematize training and staff development

Continued

Develop and implement a unified and formalized training program and support systems for professional development

Areas of progress assessed in retreat discussions and department survey:

More opportunities for new roles and special assignments

(5 comments)

- ❖ Increase in professional development opportunities including temporary special assignments
- ❖ More opportunities for corrections staff
- ❖ I have also seen some of the newer deputies take on specialized assignments like YAP and fitness instructor. When one feels a sense of need and that their talent is needed even as a new deputy, I see longevity improve greatly.
- ❖ Opportunities for deputies to have new roles and responsibilities
- ❖ Having specialty positions such as Transport roam with the patrol teams etc.

Appendix: 2015 Plan PROGRESS

Continued

How have we implemented the priorities set in 2015-2019 priorities?

2015 Strategy C: Fortify staff recruitment and retention

Recruit new hires and develop the current workforce in order to strengthen internal capacity and institutional knowledge

Areas of progress assessed in retreat discussions and department survey:

Progress made overall on recruitment and retention with active recruitment team (6 comments)

- ❖ Increased emphasis on recruiting
- ❖ I believe there is a greater emphasis on hiring and maintaining a good workforce
- ❖ Made progress on Strategy C
- ❖ Made progress on Strategy C
- ❖ Recruitment Team created
- ❖ Recruitment team

Proactive recruitment outreach and development of feeder programs to bring in quality employees (7 comments)

- ❖ Focused internal hiring from feeder programs.
- ❖ Prioritizing recruitment- seems to be working well for the deputy and correctional deputy positions. Open house was a huge step forward as well as online presence in showing off DCSO as a welcome large work environment full of opportunities for growth.
- ❖ Hosted open houses for the public and potential applicants to learn about the department
- ❖ Recruitment continues to be effective. Many job shadows and open houses have led to large groups of qualified applicants for the sheriff's department. Tours continue to happen for those who express interest at a job fair. This has been part of the hiring process for several of our new staff.
- ❖ Our recruitment and community outreach process has been improved and more involved.
- ❖ New orientation for new hires
- ❖ I feel progress has been made in talent being hired, not the hiring process, but those who have been brought in

Made some improvement in employee retention (5 comments)

- ❖ Employee retention has improved.
- ❖ Retention much improved on the licensed side, not so much on the correctional side. That seems to be the problem everywhere however, not specific to the DCSO.
- ❖ Retention is better.
- ❖ I feel like we have done much better in employee retention.
- ❖ I think staff retention is getting better although we are going through a patch currently of staff leaving for better opportunities.

Peer support recruitment helped hire quality employees (3 comments)

- ❖ Staff development- peer support recruitment- the ones who are hired seem to be great candidates
- ❖ Peer support team
- ❖ Peer support team

Working to address challenges – wages and low societal employment rate (2 comments)

- ❖ The state of society and low unemployment rates are inhibiting hiring & recruiting new employees.
- ❖ We have made some improvements in wages, however, given we still have difficulty attracting and retaining qualified individuals, especially in the jail and PSAs positions.

Addressing staffing issues – negative team members and source of low morale (2 comments)

- ❖ Increasing the staffing needs, starting the process of getting rid of negative people - still needs work but we are slowly getting there
- ❖ I believe in Jail improvement has been made in the area of identifying the source of low morale and addressing changes to benefit employees.

Appendix: 2015 Plan PROGRESS

Continued

How have we implemented the priorities set in 2015-2019 priorities?

2015 Strategy D: Prioritize community outreach

Institutionalize community involvement as a priority value of agency culture and build broad-based internal participation.

Areas of progress assessed in retreat discussions and department survey:

Increased use of social media to engage the public and employees

(3 comments)

- ❖ Use of social media for public communication
- ❖ Social media team
- ❖ Increased social media presence to engage employees and community

Community outreach is “soaring” led by the Community Engagement team and department-wide volunteers

(27 comments)

- ❖ Established a Community Engagement Team
- ❖ The DCSO done multiple new community events like Triad and Community Engagement
- ❖ Swearing In events opened to the public and families
- ❖ Community Outreach has improved over the last 4 years.
- ❖ Community outreach has improved.
- ❖ Expanded Community Engagement
- ❖ Community engagement and outreach is soaring as it has become a priority. Participation in events such as blue at the zoo, county fair, crime prevention and community events are encouraged. It is ok to stop and talk to the public vs taking an entirely enforcement statistics approach.
- ❖ Strategy D Community outreach is clearly a priority. The events like -a night to unite, zoo days, citizens academies, the fair, shop with a cop, and dine with a veteran show a strong effort at making this a part of our culture. Many of the staff participating in these events are not members of the Community Engagement Team but are on board because they truly want to serve the larger community.
- ❖ I feel like since the development of the community engagement/ outreach team we have greatly benefited in strategy D development.
- ❖ The community outreach is excellent.
- ❖ We have made a lot of progress in reaching out to the community at events such as the DC Fair, Township meetings, events, etc. We've grown as a Department by reaching out to Colleges running who are in accredited programs for law enforcement for recruitment.
- ❖ Volunteer activities,
- ❖ Community Outreach has been great to have a designated team of employees organizing this however I don't know that things are communicated as well to staff for opportunities that are available.
- ❖ Community outreach and development has stayed strong and improved in many areas. Continuing to provide a citizen's academy allows citizens to have hands on view of what we do. In addition, town hall meetings in most cases are a great way to stay in touch with the community especially those we specifically serve. My experience so far citizens for the most part really like seeing us at these. As it puts a name with a face and allows us to address issues and concerns they have directly.
- ❖ Community outreach, involving all members of the office
- ❖ Strategy D: Prioritize community outreach - Institutionalize community involvement as a priority value of agency culture and build broad-based internal participation
- ❖ Our recruitment and community outreach process has been improved and more involved.
- ❖ Community Outreach
- ❖ I would say that I have seen an uptick in community outreach which definitely improves how the public views DCSO.
- ❖ Strategy D
- ❖ Community outreach seems to be expanding.
- ❖ Made progress on Strategy D
- ❖ Made progress on Strategy D
- ❖ Made progress on Strategy D
- ❖ Made progress on Strategy D
- ❖ Made progress on Strategy D
- ❖ Made progress on Strategy D

Appendix: 2015 Plan PROGRESS

Continued

How have we implemented the priorities set in 2015-2019 priorities?

2015 Strategy E: *Build resource alliances*

Seek and gain county stakeholders to support future development

Areas of progress assessed in retreat discussions and department survey:

Positive public and stakeholder communication and relationships

(5 comments)

- ❖ Sheriff's Advisory Council increases transparency
- ❖ We have many positive relationships with other agencies that are valued.
- ❖ We formed relationships with nearby agencies by training together with SRT teams in neighboring jails. Crow Wing county, Peirce County, WI, and other agencies have met and shadowed in our jail to gain insights for their own operations.
- ❖ Citizens review board
- ❖ Citizens academy

Developed services and resource collaborations

(14 comments)

- ❖ We continue to grow in the area of building resource alliances. Adding new events like the back pack to brief case event at Inver hills
- ❖ Cross-county collaboration on transport for community corrections
- ❖ Northwest Transportation shuttle/Jail transport service
- ❖ DCSO staff volunteerism to support community organizations/initiatives (Meals-On-Wheels, Dining with Vets, etc.)
- ❖ Mobile Field Force SWAT team in collaboration with other agencies
- ❖ New creative jail programs (they won the state programs award last year) and started a new Adult Basic Education program in the jail.
- ❖ We have a much deeper partnership with Members of Veterans services by having their staff meeting with inmates at least once or twice a week.
- ❖ The jail has greatly tapped into social services and worked with them on several initiatives to provide mental health services, transportation services, treatment options and other transitional tools.
- ❖ ECU Electronic Crimes Unit
- ❖ Smart building The Safety and Mental Health Alternative Response Training (SMART) Center
- ❖ Planning and development of SMART Center
- ❖ ECU, smart building, DCC (Dakota Communications Center
- ❖ Made progress on Strategy E
- ❖ Made progress on Strategy E

Acquired equipment and training

(2 comments)

- ❖ Progress in acquiring sufficient equipment
- ❖ Crime Scene Team with increased training and equipment

Appendix: 2015 Plan PROGRESS

Continued

How have we implemented the priorities set in 2015-2019 priorities?

2015 Strategy F: Develop long-range plans for growth

Acknowledge and anticipate long-range needs for service support and plan for DCSO growth and infrastructure development

Areas of progress assessed in retreat discussions and department survey:

New facilities including the SMART Center, ICCR Courtroom and new or remodeled office spaces (5 comments)

- ❖ Long range growth is indicated with the new/planned Smart Center
- ❖ SMART Center
- ❖ Remodel of the Sheriff's Office
- ❖ Gun permit office in a new building
- ❖ ICCR Court Room

New positions created (4 comments)

- ❖ Implemented integrated teams spanning two sides of the office
- ❖ New positions created – Commercial Vehicle Inspector, U.S. Marshall Task Force, position in the Dakota County Task Force, Fugitive Task Force, Criminal Analyst, Evidence Technician and Historian.
- ❖ Champions
- ❖ Long-range plan for growth has been considered, however current staffing levels prohibit the implementation of positions that would alleviate the stresses on line staff.

Keeping up with needed growth overall (3 comments)

- ❖ We're keeping up with growth.
- ❖ Made progress on Strategy F
- ❖ Have had growth from my perspective

2015 Plan: Strategic Progress Overall

Areas of progress assessed in retreat discussions and department survey:

Morale seems to be better in recent years (1 comment)

- ❖ Morale seems to be better than in past years.

Made good progress on many fronts (5 comments)

- ❖ I think all of our strategies are great and exactly what we need to be a successful department. It helps us improve relations.
- ❖ I think we have hit on a lot of these. We have institutionalized reviews of use of force and pursuits. We have added staff and improved retention in a time where recruitment and retention are a challenge for all LE. Our community outreach efforts have been noticed at the local and national level- Lip sync video is an example.
- ❖ Made progress on all the strategies
- ❖ Made progress on all strategies
- ❖ All the rest of the boxes I think we can check.

Some Questioning about progress made (4 comments)

- ❖ Have we accomplished any of these strategies? What about what could we do to improve in these areas? I don't see retention holding, or training offered. The county offers a lot of training, but the Sheriff's Office does not hold trainings specific to our duties, or they are not offered in my position.
- ❖ I most areas have in proved except trust of administration and actually listening to what needs to be fixed without agreeing and then doing nothing to fix it.
- ❖ I don't think this has been moved forward at all. Maybe at the Admin level
- ❖ What is strategy A? What mechanism is currently being used? Has this been accomplished at all?

Glossary of DCSO Acronyms

1	CET	<u>C</u> ommunity <u>E</u> ngagement <u>T</u> eam
2	CISA	<u>C</u> riminal <u>I</u> nformation <u>S</u> haring and <u>A</u> nalysis
3	CJN	<u>C</u> riminal <u>J</u> ustice <u>N</u> etwork
4	CVI	<u>C</u> ommercial <u>V</u> ehicle <u>I</u> nspector
5	DCC	<u>D</u> akota <u>C</u> ommunication <u>C</u> enter
6	DCSO	<u>D</u> akota <u>C</u> ounty <u>S</u> heriff's <u>O</u> ffice
7	DEA	<u>D</u> rug <u>E</u> nforcement <u>A</u> gency
8	DTF	<u>D</u> rug <u>T</u> ask <u>F</u> orce
9	ECU	<u>E</u> lectronic <u>C</u> rime <u>U</u> nit
10	FTE	Full Time Employment
11	GDD	<u>G</u> eneral <u>D</u> uty <u>D</u> eputy
12	ICAC	<u>I</u> nternet <u>C</u> rimes <u>A</u> gainst <u>C</u> hildren
13	ICCR	<u>I</u> n <u>C</u> ustody <u>C</u> ourt <u>R</u> oom
14	IT	<u>I</u> nformation <u>T</u> echnology
15	MFF	<u>M</u> obile <u>F</u> ield <u>F</u> orce
16	MNJAC	<u>M</u> innesota <u>J</u> oint <u>A</u> nalysis <u>C</u> enter
17	MRIC	<u>M</u> etro <u>R</u> egional <u>I</u> nformation <u>C</u> enter
18	PLT	<u>P</u> arks, <u>L</u> akes and <u>T</u> rails
19	SMART CENTER	<u>S</u> afety & <u>M</u> ental Health <u>A</u> lternative <u>R</u> esponse <u>T</u> raining Center
20	SME	<u>S</u> ubject <u>M</u> atter <u>E</u> xpert
21	SMSWAT	<u>S</u> outh <u>M</u> etro
22	SMT	<u>S</u> ocial <u>M</u> edia <u>T</u> eam
23	S.O.P.	<u>S</u> tandard <u>O</u> perating <u>P</u> rocedures
24	SWOT (analysis)	<u>S</u> trength <u>W</u> eakness <u>O</u> pportunity <u>T</u> hreat (analysis)
25	RBA	<u>R</u> equest for <u>B</u> oard <u>A</u> ction
26	RFI	<u>R</u> equest <u>f</u> or <u>I</u> nformation
27	RFP	<u>R</u> equest <u>F</u> or <u>P</u> roposal