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Sheriff  
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Sheriff's Office Correspondence

O15-120

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TO: All Employees of the Lake County Sheriff's Office  
CC:  
FROM: Mark C. Curran, Sheriff  
DATE: January 11, 2016  
RE: Lake County Sheriff's Office Strategic Plan

#### Overview

The 2016 Strategic Plan is a component of a five year plan for the Lake County Sheriff's Office. It derives most of its substance from a series of 13 workshops that were conducted in late September 2015 that were attended by every employee of the Office. A series of three and one-half hour workshops were conducted by Dr. Lewis Bender and Chief Doug Larsson to develop a roadmap for the future to understand the implications and subtleties that affect the work of the Office as perceived by its employees. The workshops were designed to help define a systematic process creating a vision for the future, and translating this vision into broadly defined goals. Some elements of the discussions in the workshops are scheduled for FY2017

By consensus, the four major goal areas identified by all LCSO employees that should be addressed in the long term (within 5 years) are:

- I. Examine Community Protection and Service; defined as mapping patrol areas according to deployment needs, increasing community contracts, reviewing and expanding community outreach, and expanding social media presence;
- II. Staff Development and Communication; defined as improving the administration of the LCSO, enhancing Command & Staff Communication; developing and implementing on-going staff training programs; achieving full staffing; implementing a succession plan for all ranks above Lieutenant; and constructing a system to track and monitor lawsuits, internal and external complaints, inspections and compliance audits;
- III. Create a Unified and Consistent Command; defined as earn and maintain trust (driving out fear); empowering staff in decision making; training and developing supervisors; upgrading performance appraisals; and closing the communication gap between supervisors;

- IV. Infrastructure Improvements; defined as upgrading technology (software, hardware, firmware), remodeling and facility expansion (onsite and offsite).

The objectives listed are attainable and realistic if all employees in the Sheriff's Office take an active role.

#### Year One (2016)

The immediate concern is identifying objectives in the first year of the plan. These directives are discussed in this document. A plan for 2016 has been developed with responsibilities and performance measures; the goals that the plan addresses are also included.

- Mission & Values Statement (*Completed*)
  - Addresses Goals I & II
  - Will be developed by a cross section of the Sheriff's Office personnel which will include how the Statement can be publicized
    - ✓ *Developed on December 14, 2015*
  - Will be delivered to the employees of the Sheriff's Office
    - ✓ *Delivered on January 6, 2016*
  - This is being directed by Chief Larsson
  
- Increase Public Safety Contracts
  - Addresses Goals I & II
  - Design a plan with objectives and measures identifying what resources are needed to provide services for municipalities
  - Release plan to increase community contracts for public safety services
  - This is being directed by Chief Byrne
  
- Expand Community Outreach
  - Addresses Goals I & II
  - Assign personnel to Community Services (Deputy and Correctional Officers)
  - Expand social media presence by adding more information to LCSO website pertaining to Corrections
  - Create a group of Correctional Officers to add content to the website
  - This is being directed by Chief Wathen.

- Redistricting Feasibility Study
  - Addresses Goals II & III
  - Identify and create a team to develop a study methodology to redistrict the patrol areas
  - Study will be based on time needed to perform dedicated tasks, time needed to patrol the individual district, and time taken for administrative tasks (e.g. Roll Call, Vehicle Maintenance, training)
  - Will be the first step in a three step process and will research and extract (if possible) the information needed to describe the work that is being performed by the Highway Patrol
  - Information will include mapping for deployment according to population, traffic volume, call volume, crime rate, and time spent calls for service
  - Subsequent steps include mapping and development of reporting procedures in CAD
  - This is being directed by Chief Byrne.
  
- Construct Performance Appraisal System
  - Addresses Goals II & III
  - Draft instrument for Deputy Chiefs and Chiefs
  - Will be used in place of the current County performance system
  - Will carry a final value that can be translated into and will correlate to the current County system
  - Will be based on discussions between the Undersheriff, Chiefs and Deputy Chiefs as to what is important, relevant and connected to the jobs of Chief and Deputy Chief.
  - Subsequent instruments will be developed for all ranks and positions throughout the fiscal year.
  - This is being directed by Chief Larsson with assistance from Chief Byrne and Chief Wathen.
  
- Performance Measure and Accountability
  - Addresses Goals I, II & III
  - Describe elements and tasks to be performed by of the Highway Patrol Deputy job
  - Define measures (metrics) and scores deputies
  - Values to be based upon the seriousness of a task or the impact of an action taken by a Deputy will be listed (e.g. making a DUI arrest vs. helping a motorist)
  - This is being directed by Chief Byrne

- Comprehensive Training
  - Addresses Goals II & III
  - Develop and release a meaningful, attainable and realistic philosophy
  - Begins with intensive training for recruits during their first two years of employment
  - Moves through a deputy's career timeline
  - Will describe the intention of the LCSO to provide career guidance and development, periodic and predictable technical, legal, and managerial training
  - To be managed by the Training Section
  - Expand training coordinators to 15 members within the LCSO who report to Training Director as needed
  - This is being directed by Chief Larsson with assistance from Chief Byrne and Chief Wathen
  
- Cross Training and Succession
  - Addresses Goals II & III
  - Develop cross training options with divisions
  - Develop process to identify and prepare multiple people for succession to each supervisory position
  - This is being directed by Chief Larsson
  
- Update Annual Training Requirement
  - Addresses Goals II & III
  - Throughout 2016 annual training requirements and schedule will be updated and completed
  - Will incorporate additional supervisor training.
  - Consideration will be given to the budget, risk management, purchasing and personnel appraisals
  - This is being directed by Chief Larsson
  
- Sergeant Mentoring Program
  - Addresses Goal II
  - Existing program will be revised and implemented using updated coaching and tutoring processes.
  - Mentoring and coaching guideline will be developed for all staff.
  - This will be directed by Chief Byrne and Chief Wathen, assisted by Chief Larsson.

- Nominal Full Staffing
  - Addresses Goals II & III
  - Achieve 95% of full staffing for all divisions
  - Alternatives to background checks by investigators will be developed.
  - This is being directed by Chief Byrne and Chief Wathen according to the needs of their divisions.
  
- Increase interoffice communication
  - Addresses Goals II & III
  - Communication between staff and administrator will increase in frequency and depth
  - Will include management team meetings, open dialogue focused on non-union issues (e.g. labor management meetings), training needs, problem encountered with recommended solutions, upcoming events, and further discussion of the strategic plan.
  - Memoranda will record (in advance) and changes in personnel / shift assignments, status of processes (promotions, budget), and hiring.
  - This will be directed by the Undersheriff
  
- Inspections and audit
  - This addresses Goal II
  - Construct a system to track and monitor lawsuits, internal and external complaints, inspections and compliance audits
  - Report results and findings to Sheriff, Undersheriff
  - Make summaries available to the general public and media
  - This will be directed by the Undersheriff
  
- Infrastructure Improvements
  - Addresses Goals II & IV
  - Will begin by hiring a new Information Technology Director as well as and two technicians.
  - The above will be directed by the Undersheriff.
  - LCSO facilities will be improved. Remodeling will take place in the Administration Area and Court Security
  - Complete the StarCom project
  - The RIGID and Lin-X Midwest gang intelligence software will be installed
  - Update and upgrade TriTech field-based reporting software

- Purchase and issue “Body-Worn” cameras
  - Install jail cameras
  - Establish IT goals
  - This will be directed by Chief Byrne and Chief Wathen, assisted by Chief Larsson
- Project / Contract Manager
    - Addresses Goal IV
    - Hired to identify, map out and prioritize facility projects
    - Tri-Tech software upgrades to be secured
    - Northpointe jail inmate classification software will be upgraded
    - This will be directed by Chief Wathen
- Evidence Storage Building
    - Addresses Goal IV
    - Plan construction of Evidence Storage Building Project
    - This is being directed by Chief Byrne, assisted by Chief Larsson



### MISSION AND VALUES OF THE LAKE COUNTY SHERIFF'S OFFICE



The Mission of the Lake County Sheriff's Office is to protect our diverse communities by maintaining order, upholding laws and defending the rights of all people.

Our commitment is to serve through education, communication, partnerships, and enforcement while strengthening the public trust.

### CORE VALUES OF THE LAKE COUNTY SHERIFF'S OFFICE

**INTEGRITY**, which we define as being morally upright, driven by the principles of honest and ethical behavior;

**RESPECT**, which we define as earning the high opinion of the public by treating all persons with dignity, courtesy, tolerance and empathy. We will act objectively and defend the rights and beliefs of all;

**PROFESSIONALISM**, which we define as having the skill and training to do our job in a fair and objective manner. We will follow through in our work; we will be faithful in our work and strive for perfection by conducting ourselves in an exceptional manner by consistently improving our craft and skills.



# Lake County Sheriff 2016 Strategic Plan Progress Chart

## Create a Unified and Consistent Command

*defined as mapping patrol areas according to deployment needs, increasing community contracts, reviewing and expanding community outreach, and expanding social media presence;*

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Comprehensive Training All levels / All Units			6	6								
Sergeant Advanced Training Program												
Increase Interoffice Communication	4a	4b	19	26								
Develop Cross Training Options with Divisions			21,24	21,24								
Identify and Prepare Multiple People for Succession												
Update 2016 Training Schedule												
Additional Supervisor Training												
Revise Sergeant Mentoring Program												
Develop Mentoring and Coaching Guidelines				25								

## Infrastructure Improvements

*defined as upgrading technology (software, hardware, firmware). Remodeling and facility expansion (onsite and offsite)*

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Remodel Administrative Area												
Complete StarCom Project	7a	7a	7a	7b								
Rigid and Lin-X Software Installed				28a								
Update TriTech FBR Software	8a	8b	8b	8b								
Purchase and Issue Body Worn Cameras		9	9	9								
Install Northpointe Jail Software			15a	15b								
Install Jail Cameras	10	10	10	10								
Establish I/T Goals			16	16								
Project / Contract Manager	11a	11a	11a	11b								
Design / Build Evidence Storage Building			14a	14b	14bc	14c	14b	14b	14b	14b	14d	14d

**Key:**

- Not Yet Begun
- In Progress
- Complete
- On-going Task

# Lake County Sheriff 2016 Strategic Plan Progress Chart

## Notes

## Notes

- 1a Conduct Mission Values Development Workshop
- 1b Mission Statement was completed and delivered. Distribution underway
- 1c Mission Statements Framed and mounted throughout LCSO facilities
- 2a Interviews being conducted, 4 positions offered in January
- 2b Background checks washing out higher than expected numbers of candidates
- 3a Coordinators being sought from all sub-divisions of LCSO
- 3b Training Coordinators designated, assistant Training Coordinators being sought, first meetings conducted
- 4a Budget Meetings with all supervisors conducted
- 4b All-employee meetings conducted on Strat Plan
- 5 Added one Deputy to Community Outreach Section
- 6 Training Director returned from "new-director" training; developing objectives
- 7a Work began in mid 2015; antenna towers being constructed; talkgroup meetings being conducted; expect launch in July 2016
- 7b Training on use of the StarCom System had commenced
- 8a TriTech updates being performed; user groups formed; Tritech onsite visits
- 8b User groups formed; TriTech employee here for three days
- 9 Purchase of Cameras ready; grant funds to be released
- 10 Ongoing work preparing facility for new cameras; cameras being installed
- 11a Ongoing interviews being conducted in cooperation with County HR
- 11b Contract Manager hired
- 12 Draft of performance elements constructed; ready for discussion with Chiefs and
- 13 Types of measures defined, daily sheet being designed
- 14a Timeline: March 16 - Architect selected / funding established. March thru Sept - building design. January 2017 construction begins
- 14b March thru Sept - design underway
- 14c Design approved, contractors selected, construction begins
- 15a Northpointe Classification Software - schedule for installation developed (March install and testing; April rollout)
- 15b Northpointe Classification Software - training commences
- 16 Contractor hired to augment LCSO staff to help develop IT goals and priorities
- 17 Training Director working with Chiefs to IS coordinators
- 18 Social Media update
- 19a Ops Division-wide meeting
- 19b Corrections Division - all member meeting (Strategic Plan Release)
- 19c Admin Division-wide meeting
- 20 Peer Court / Teen Court training
- 21 Job enlargement - HP and Investigations Unit expanded ET roles
- 22 LCSO Divisions have been trained in performing Court and Civilian Background checks to expedite process and assist Investigations Unit
- 23 Recruit Advanced Training Programs being discussed / designed
- 24 Warrants Team Training w/ LC Animal Control
- 25 Court Security SOP and Training Manual Created
- 26 Ped Stop, Veh Stop, e-Crash pilot program underway
- 27 Contract for SRO at Beach Park School signed
- 28a LinX Live - Training Completed
- 29 Budget Meetings with all supervisors conducted