



# 2023 - 2028 Strategic Plan

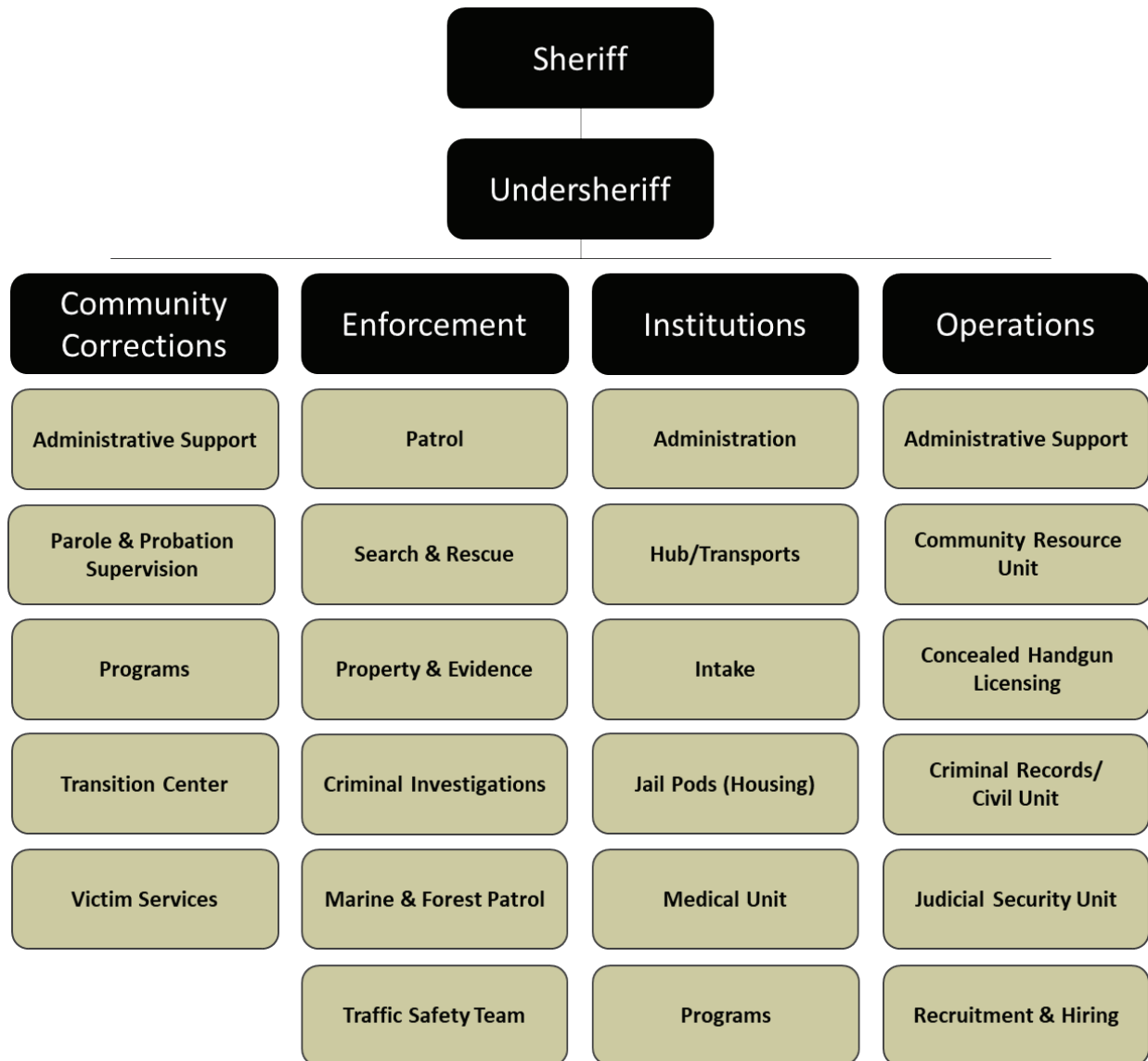






## Message from Sheriff Nick Hunter

*"It's my privilege to present to you the Marion County Sheriff's Office 2023 - 2028 Strategic Plan. Focusing on the future of Marion County, this plan will serve as a roadmap for the men and women of the Sheriff's Office as we strive to continue to deliver high-quality public safety services. Achieving our shared vision for the future is reliant upon our ability to build lasting and meaningful relationships throughout the community, pursuing long-term solutions to complex challenges, and maintaining the public's trust. Meeting people where they are and together building a pathway toward success is the foundation of our approach to community service. We are committed to seeking opportunities to listen to our community members, adapting to evolving issues, and keeping Marion County a place that we are proud to call home."*





# MARION COUNTY SHERIFF'S OFFICE

## OUR VISION

A safer Marion County through partnership, service, and trust.

## OUR MISSION

Providing our community with compassionate, professional, and quality public safety services.

## OUR VALUES

### **HUMILITY**

We will listen to our community, learn new ideas, and adapt to new practices to ensure we are providing the best possible level of service to all people in Marion County.

### **DILIGENCE**

We will be consistently prepared to meet the evolving needs of our community.

### **COURAGE**

We will have the integrity to practice our values during difficult times or when outcomes are uncertain.

### **PROFESSIONALISM**

We are committed to building and maintaining trust with our communities. We are accountable for the quality of our service.





## ***STRATEGIC PLANNING PROCESS***

In July 2021, the Sheriff's Office began the process of developing a strategic plan. As we embarked on this journey, Sheriff Kast identified several key priorities at the outset of the strategic planning process, which are reflected as major themes throughout the document:

- Customer Service
- Community Involvement
- Succession Planning
- Communication

With those priorities in mind, approximately 50 employees from across the Sheriff's Office came together to provide input on the strategic plan. This included sharing what currently works well and where we should focus our efforts to innovate, improve, and enhance the services provided to our community.

The strategic planning process began by updating the Sheriff's Office vision, mission, and values. These key elements provided the foundation for establishing the objectives, goals, initiatives, and action steps that make up the strategic plan. The final document provides an overarching roadmap of where the Sheriff's Office intends to go over the next 3-5 years.

Implementation of the 2023 – 2028 strategic plan will begin with workgroups established by the division commanders and will be representative of each division's areas of responsibility. Progress will be tracked, and updates presented at regular intervals to the Executive and Leadership Teams. Executive staff and division commanders will draft and publish an annual review of the strategic plan which is accessible to all Sheriff's Office employees. This will help the Executive Team monitor progress toward plan objectives, goals, initiatives, and action steps. In addition, these updates will help forecast anticipated workload, population trends, personnel, equipment, and resource needs. As implementation progresses, it will continue to be guided by our vision, mission, and values.





## OUR STRATEGIC OBJECTIVES

To achieve the Sheriff's Office vision, mission, and values, five core objectives were identified. We relied heavily upon feedback from employees within the Sheriff's Office, input from other county departments and leaders, and most importantly information synthesized from community meetings and forums where we received valuable insight into the priorities of the residents of Marion County.

In addition to supporting the Sheriff's Office vision, mission, and values, these five objectives are aligned to the goals and actions outlined in Marion County's 2023 strategic plan. Within each objective are specific goals, initiatives, and action steps that will help guide the work of the Sheriff's Office over the next 3-5 years.

***Objective 1 – Strengthen our employee support system, with a focus on the involvement and well-being of staff.***

***Objective 2 – Pursue a safe and secure Marion County by growing a network of community partnerships.***

***Objective 3 – Focus resources to deliver consistent, responsive, and equitable services.***

***Objective 4 – Increase our efficiency through effective communication, data informed decision making, and investing in technology.***

***Objective 5 – Create a high performing organization by attracting a diverse, dedicated, and talented workforce.***



**Objective – Strengthen our employee support system, with a focus on the involvement and well-being of staff.**

**Our Motivation**

Promoting the resilience, health, and wellness of staff will have direct benefits to the employee, the Sheriff's Office, and the community. We strive to empower employees to provide exceptional service, by feeling valued, recognized, and cared for. A robust wellness program at the Sheriff's Office will contribute to employee retention and recruitment and assist us with keeping Marion County a place people love to live, work, and play. The impact of quality wellness programs is well documented, resulting in improved physical, mental, and emotional health outcomes which benefit the employee, the Office, and the community.

To effectively implement the objectives, goals, and initiatives described below, the Sheriff's Office must align its culture with the vision, mission, and values established during the planning process. Part of that process is ensuring we are interacting with our communities. This includes adjusting our practices to allow for maximum engagement across all divisions of the Sheriff's Office.



**Quick Fact:** The Sheriff's Office has over 375 employees across our four divisions. Our current wellness programs include mental health check-ins, an exercise facility, and incentives for maintaining physical fitness.





## Goal 1.1

**Establish and sustain an organizational culture defined by our vision, mission, and values.**

### *Strategic Initiatives*

#### **1.1.1 Deliver exceptional customer service in all areas of the Sheriff's Office.**

- Continue to provide structured new employee training which builds a foundation for customer service.
- Develop multiple mechanisms for soliciting feedback from the community.
- Conduct biannual community survey.
- Create a mechanism to gather immediate feedback from every individual served.

#### **1.1.2 Incorporate vision, mission, and values into employee training and evaluations.**

- Meet with Sheriff's Office trainers to assess current training offerings for alignment with vision, mission, and values.
- Increase mechanisms for staff to share meaningful feedback with leadership.
- Create opportunities to provide employees with frequent and meaningful formal and informal feedback.
- Recognize employees who put vision, mission, and values into action.

#### **1.1.3 Promote the Sheriff's Office brand by refreshing internal and external marketing materials.**

- Refresh Sheriff's Office brand book to reflect updated vision, mission, and values.
- Integrate updated branding into posters, announcements, and marketing materials.
- Update external facing website to reflect new branding and collaborative branding between Marion County and the Sheriff's Office.

**Quick Fact:** Each new employee starting at the Sheriff's Office attends our in-house New Employee Academy which includes classes on customer service, mental health first-aid, and standards of conduct. In 2022, we welcomed 31 new employees to our team at the Sheriff's Office.



#### **Key Performance Indicators:**

1. Internal and external marketing materials updated to align with vision, mission, and values.
2. Community participation in customer surveys.
3. Employee participation in training, awards, and leadership updates.

## Goal 1.2

**Expand outreach and community engagement to maintain transparency and build trust with the community.**

### *Strategic Initiatives*

#### **1.2.1 Identify underserved areas of Marion County and support open communication through active community involvement.**

- Inventory which community events are attended by the Sheriff's Office throughout Marion County.
- Develop criteria to gauge relevance and impact of Sheriff's Office attendance at community events.
- Seek out relationships with key stakeholders in underserved communities.
- Make community request form more readily accessible.

#### **1.2.2 Enhance internal communications so employees are informed about events in the community.**

- Increase internal visibility of community outreach calendar to allow for better planning and attendance by Sheriff's Office employees.
- Send out regular communications via email, briefings, newsletter, and bulletin boards to keep office informed about upcoming community events.
- Explore internal programs and initiatives to encourage active involvement in the community.

#### **1.2.3 Adapt scheduling practices to encourage employee involvement within the community.**

- Explore flexible scheduling to accommodate community and family involvement.
- Proactively send event calendar to supervisors to make schedule adjustments to encourage employee participation.
- Create a system for employee sign-up to attend Sheriff's Office sponsored activities.



#### **Key Performance Indicators:**

1. Sheriff's Office participation in community events.
2. Requests received for community events.
3. Employee awareness of upcoming community events.
4. Multi-divisional employee engagement in community events.



## Goal 1.3

### Support the health and wellness of Sheriff's Office employees

#### *Strategic Initiatives*

##### **1.3.1 Reinforce Sheriff's Office culture through employee engagement and recognition opportunities.**

- Create teams to coordinate employee awards, recognition, and team-building opportunities.
- Intentionally celebrate professional milestones and accomplishments.
- Pre-plan and budget for events throughout the year for all Sheriff's Office employees.
- Simplify the process for recognizing employee accomplishments.

##### **1.3.2 Increase the use and effectiveness of the Marion County Sheriff's Office Wellness Team to promote a physically and mentally healthy workforce.**

- Ensure existing wellness programs are easily accessible to all employees.
- Identify ways to support active involvement in the Wellness Committee.
- Create a budget and explore funding opportunities for wellness programs.
- Establish process for submitting and reviewing employee proposals regarding wellness programs.
- Incorporate wellness spaces in future remodels or new buildings.
- Expand availability of mental health services for Sheriff's Office employees.

#### ***Key Performance Indicators:***

1. Employee and family engagement with Sheriff's Office awards, recognition, and team building opportunities.
2. Employee engagement in health and wellness programs.
3. Reductions in injuries, sick leave usage, and number of employees maxed out on vacation hour accruals.



##### **1.3.3 Encourage work-life balance by creating opportunities for family involvement.**

- Invite family members and significant others to participate in new employee onboarding.
- Increase ongoing engagement with employee family members and significant others to create an environment that encourages healthy families.
- Create a committee to coordinate employee and family friendly events throughout the year.
- Activate members of peer support team to check in with family members as needed.



# 2

***Objective – Pursue a safe and secure Marion County by enhancing our network of partnerships.***



## ***Our Motivation***

As a community we've learned feeling safe, secure, and being prepared for whatever challenges we face is critical to maintaining a great quality of life in Marion County. Through careful preparation and planning, the Sheriff's Office is capable of continuing to support our community through whatever challenges we face together. Our focus is to maintain and develop new partnerships which will strengthen our ability to provide services to the community on a daily basis and in times of emergency.



## Goal 2.1

### Assess service needs and inventory current community provider network.

#### *Strategic Initiatives*

##### **2.1.1 Maintain and enhance existing relationships with contracted and frequently utilized providers.**

- Consistently review existing services with program leaders.
- Conduct an annual survey with contracted and frequently-utilized providers to get feedback on what we could do better.
- Explore innovative services and identify new providers who can enhance our capabilities through therapeutic approaches in line with Evidence Based Practices.
- Partner with subject matter experts to assess current providers and provide technical assistance.

##### **2.1.2 Support access to community resources**

- Create an office-wide resource list of service providers in the community.
- Identify in demand services and train our employees on the referral process.
- Involve our clients, mentors, and other providers in conversations about new programs.
- Share provider information regionally and during statewide network meetings.

##### **2.1.3 Increase the ability for outside community providers to deliver services at Sheriff's Office facilities.**

- Conduct a gap analysis to see what programs are needed at the Jail and Transition Center to assist with successful reentry.
- Identify and recruit providers to deliver services at the Jail and Transition Center.
- Create a streamlined provider approval process and develop procedures, areas, and schedules for providing services at the Jail and Transition Center.
- Identify and actively encourage Adults in Custody (AICs) to participate in approved programs.



#### **Key Performance Indicators:**

1. Number of clients and AICs referred and enrolled by program.
2. Provider and client participation in annual surveys.
3. Reduction in clients with unmet needs based on survey results.





## Goal 2.2

### Leverage Sheriff's Office programs and partnerships to enhance community safety.

#### **Key Performance Indicators:**

1. Percentage of AICs at the Marion County Jail / Transition Center who return to custody within 12 months.
2. Reduction in AICs placed on pretrial monitoring who fail to attend court dates.
3. Percentage of diversion program participants arrested, convicted, or incarcerated for a new offense within three years of starting a program.
4. Reduce response times to priority one calls.



#### **Strategic Initiatives**

##### **2.2.1 Evaluate and enhance cooperative emergency response capabilities.**

- Review current emergency response capabilities.
- Explore opportunities for expanding services through contracts and cooperative agreements.
- Develop schedule for ongoing assessment of services.

##### **2.2.2 Increase access to diversion programs through employee education and expanded services.**

- Evaluate current internal program offerings for effectiveness, consistency, and accessibility for underserved populations.
- Dedicate time to train employees and partner agencies about available program offerings.
- Create performance measures to optimize program performance.
- Prioritize expansion opportunities for programs with high return on investment.

##### **2.2.3 Explore grant and sustainable funding options to support the delivery of community services.**

- Identify staffing needs to maintain current and future grant management.
- Create a prioritization list for grant funding.
- Establish internal process for proactively identifying external funding opportunities.

##### **2.2.4 Collaborate with the courts to coordinate pretrial release and reentry processes to better promote continued access to services upon release from custody.**

- Enhance the programs offered at the Jail and Transition Center to prepare AICs for successful return to the community.
- Encourage compliance upon release with automated appointment reminders and by providing written instructions about what to do upon release from custody.
- Coordinate release times to promote access to outside services and treatment providers.



## Goal 2.3

**Enhance traffic safety program through educational opportunities and focusing on high-risk areas and behaviors.**

### *Strategic Initiatives*

#### **2.3.1 Develop and maintain a DUI enforcement program to increase safety on Marion County roadways.**

- Increase training which enhances our ability to detect impaired drivers and investigate DUI crashes.
- Dedicate funding to increase focused efforts on locating impaired drivers.
- Create and actively participate in impaired driving awareness educational campaigns.

#### **2.3.2 Expand Commercial Motor Vehicle Inspection and Enforcement program to increase safety and reduce damage to roadways within Marion County.**

- Improve program capacity by partnering with Marion County Public Works and the Oregon Department of Transportation for additional training opportunities.
- Identify and obtain equipment needed for commercial motor vehicle inspections.
- Secure additional funding for commercial motor vehicle enforcement and inspections.



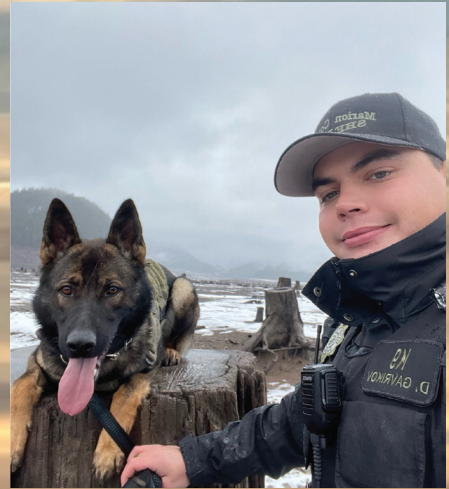
#### **2.3.3 Develop and maintain a student education program to help educate Marion County high school students on traffic safety.**

- Research curriculum for a student education course focused on risky driving behaviors and DUI prevention.
- Collaborate with Marion County high schools to build a pilot program to deliver traffic safety curriculum.
- Establish instructor development plan to prepare for future program sustainability.

#### **Key Performance Indicators:**

1. Create a dedicated DUI position within the Traffic Safety Team.
2. Traffic safety presentations provided to the community.
3. Train additional deputies in Commercial Motor Vehicle Inspection and Enforcement program.
4. Increased traffic safety through targeted enforcement of violations known to contribute to fatal and serious injury crashes.





**Quick Fact:** At nearly 1,200 square miles, the Sheriff's Office provides services to over 347,000 residents and visitors of our 20 incorporated cities and 37 unincorporated communities.





**Objective – Focus resources to deliver consistent, responsive, and equitable services.**



### ***Our Motivation***

The residents and visitors of Marion County depend upon the Sheriff's Office to deliver responsive and timely services to our diverse community. Our ability to maximize the resources we've been entrusted with is strengthened through ensuring accessibility, continuity of services, and continuing to deliver community-based services.

The Sheriff's Office is committed to being fiscally responsible with the funds entrusted to us. We will utilize these resources in a manner consistent with the objectives, goals, and initiatives outlined in the strategic plan and invest in programs and services with the greatest return on investment. Effectively utilizing our resources allows us to adapt to the evolving needs of the community.





## Goal 3.1

**Strengthen Sheriff's Office preparedness to serve the community during significant events and natural disasters.**



### **Key Performance Indicators:**

1. Deliver annual training on emergency preparedness for all employees and families.
2. Employee participation in advanced emergency preparedness trainings.
3. Completed projects enhancing facility security.



### **Strategic Initiatives**

#### **3.1.1 Prepare and train employees for significant events and natural disasters that may disrupt communications, facilities, or other vital systems.**

- Establish training plan to assist employees with preparedness for significant events and natural disasters.
- Support the redesign of our radio communications system.
- Implement equipment maintenance strategy, ensure equipment is operational, identify future needs, and plan for acquiring critical safety equipment.
- Evaluate readiness of leadership and our employees for such events.
- Evaluate and enhance security measures at Sheriff's Office facilities to protect employees and infrastructure.

#### **3.1.2 Support our employees by preparing their families for significant events and natural disasters, so we can focus on serving the community in their time of need.**

- Encourage employees to create family emergency preparedness plan.
- Determine strategy for the Sheriff's Office to help employees develop family preparedness plans.
- Find ways to incentivize family preparedness for employees who can demonstrate benchmarks for emergency preparedness.

#### **3.1.3 Maintain and regularly update the Sheriff's Office continuity of operations plan.**

- Provide ongoing training about continuity of operations plan to all Sheriff's Office employees.
- Conduct regular plan maintenance and ensure supporting agreements are established and up to date.
- Ensure all employees are trained in and understand emergency notification procedures.



## Goal 3.2

**Coordinate internal services with community partners to better serve individuals with medical, mental, and behavioral health needs.**



### ***Strategic Initiatives***

#### **3.2.1 Increase internal capabilities and efficiency of medical care provided on site for AICs at the Marion County Jail.**

- Evaluate current staffing plan and service needs for medical unit.
- Implement new electronic health record system.
- Build relationships with area nursing schools to enhance recruitment opportunities.

#### ***Key Performance Indicators:***

1. MCRT calls for service and CCOS follow-up contacts.
2. Reduced reliance on outside medical facilities to provide AICs with needed care.
3. Mental health training hours delivered to internal staff and external partners.

#### **3.2.2 Develop a comprehensive approach to assist individuals with behavioral health and substance use disorders as they navigate through the criminal justice system.**

- Provide training to staff on SAMHSA's Criminal Justice System Sequential Intercept Model.
- Conduct an analysis to determine if enhancements are needed to the current system of services.
- Implement system to identify and refer frequently contacted and high-risk candidates to additional services.
- Provide consistent access to mental health services to AICs at the Marion County Jail.

#### **3.2.3 Ensure utilization of existing Mobile Crisis Response Team (MCRT)/ Community Crisis Outreach Services (CCOS).**

- Continue to provide CIT training to Sheriff's Office employees and area law enforcement agencies.
- Actively attend briefings and in service training to share updates and information about MCRT and CCOS programs.
- Review existing protocols and explore additional resources to support crisis response.



**Objective** – Increase our efficiency through effective communication, data informed decision making, and investing in technology.

### ***Our Motivation***

The professional services delivered by the Sheriff's Office continue to evolve through the adoption of enhanced technology and data informed decision-making. Our strategic investment in these areas is driven by a desire to enhance accessibility of information and services by members of our community. Streamlining internal processes and increasing efficiency will support our commitment to maintaining community safety and fiscal responsibility.

Using data to guide decisions will support the objectives, goals, and initiatives outlined in the strategic plan. This also includes empowering staff to incorporate data into the project management and decision-making process, by ensuring they can access the data they need.





## Goal 4.1

**Develop a communications plan containing specific strategies for enhancing both internal and external communications.**

**Quick Fact:** The Sheriff's Office actively uses media releases, social media, and our website to share information with the community.

**Facebook:** MCSOInTheKnow

**Instagram:** mcsointheknow

**Twitter:** MCSOInTheKnow

**Nextdoor:** Marion County Sheriff's Office

**Website:** [www.co.marion.or.us](http://www.co.marion.or.us)

**Recruitment Website:**  
[www.GoMCSO.com](http://www.GoMCSO.com)

**Media Releases:**  
[www.flashalert.net/id/MarionSheriff](http://www.flashalert.net/id/MarionSheriff)

### *Strategic Initiatives*

#### **4.1.1 Consistently provide updates about division operations, services, current and upcoming events to our employees.**

- Implement centralized Sheriff's Office intranet page for employees to receive regular updates and important information.
- Prioritize communication with employees by attending briefings, divisional meetings and trainings, and adapting work schedules to be accessible.
- Redesign and coordinate Sheriff's and Supervisor's Academy.

#### **4.1.2 Improve accessibility to Sheriff's Office information.**

- Invest resources to modernize and update Sheriff's Office website.
- Implement an online payment system to increase the accessibility of payment options for the public.
- Create social media plan and acquire social media management software.
- Redesign and coordinate Community Academy.
- Prepare for significant events by maintaining a robust communications team trained in best practices for emergency communications.
- Research resources needed to implement and update public facing policy documents.
- Develop and share an annual community report.



### **Key Performance Indicators:**

1. Participation levels at internal Sheriff's Academy.
2. Distribution of annual community report.
3. Increased traffic to Sheriff's Office website and social media platforms.



## Goal 4.2

### Implement strategy to guide existing and future analytical capabilities.

#### Strategic Initiatives

##### 4.2.1 Identify current ability to meet analytical needs.

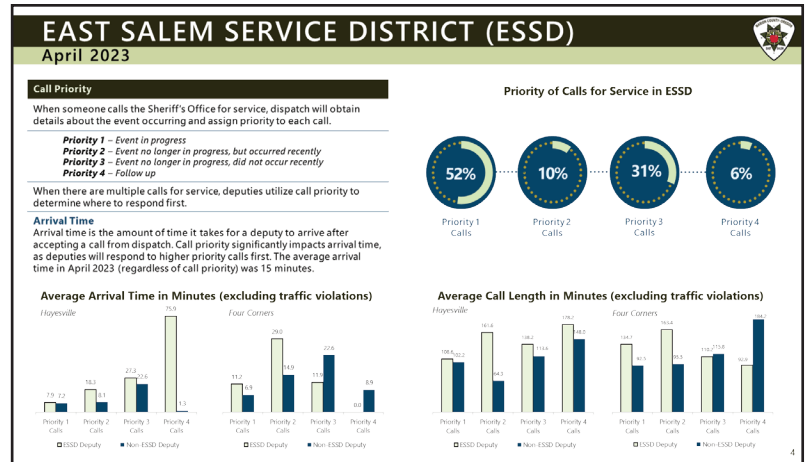
- Assess existing monthly, quarterly, and annual reporting requirements.
- Determine areas to consolidate or centralize data analysis.
- Review existing staffing capacity and software capability to manage current workload.

##### 4.2.2 Develop plan to increase data informed decision making.

- Research and provide training in data collection, analysis, and project management to Sheriff's Office leadership.
- Set meaningful performance measures that balance data with outcomes that are positive for our community.
- Acquire resources and personnel to actively monitor progress and to share information internally and externally.
- Establish internal system for centralized requests and data access.

##### 4.2.3 Promote access to data by creating dashboards on a variety of metrics.

- Identify software and training requirements to develop internal capability to create and manage internal and external facing dashboards.
- Create a menu of data to make readily accessible.
- Receive and assess community and internal feedback to adapt future data offerings.



#### Key Performance Indicators:

- Publish monthly, quarterly, and annual data reports to internal website.
- Training provided to employees on data collection, analysis, and project management.
- Implement public facing dashboards to increase transparency with the community.



## Goal 4.3

**Review equipment, resource, and training needs to maximize effectiveness, efficiency, and equity in our operations.**

### *Strategic Initiatives*

#### **4.3.1 Assess current equipment and technology inventory available to our employees to prioritize future needs and investment.**

- Create project teams to research, coordinate, and implement new equipment, resources, and training.
- Objectively evaluate use of current resources and areas where advanced training may improve operational efficiency and employee safety.
- Establish equipment and technology replacement plan which maximizes existing budget resources and prioritizes requests for new funding to areas with greatest impacts to support community and employee safety.

#### ***Key Performance Indicators:***

1. Implement technology and equipment replacement plan.
2. Replace current inventory process with inventory management system.
3. Successfully transition into new evidence facility.

#### **4.3.2 Complete construction of new evidence facility.**

- Coordinate with Marion County facilities and project manager to establish completion timeline.
- Actively participate in construction meetings to assist with timely response to project challenges.
- Develop coordinated plan for transition of existing evidence to new facility.

#### **4.3.3 Support streamlined supply ordering, inventory, and delivery processes.**

- Evaluate internal purchase request system for efficiency and ease of use.
- Review existing inventory tracking and control capabilities including accessibility for employees in our 24-7 operation.
- Continue to involve division representatives in contract review process to ensure fiscal responsibility and services are meeting our operational needs.





**Objective** – Create a high performing organization by attracting a diverse, dedicated, and talented workforce.



### ***Our Motivation***

Our employees are the centerpiece for the long-term success of the Sheriff's Office. Diligently preparing our employees for the future will enable them to provide the highest quality service to the people of Marion County. Attracting and hiring qualified individuals who share our values and believe in achieving the Sheriff's Office vision and mission will allow us to be responsive to the needs of the community. The Sheriff's Office seeks to develop a robust recruitment plan and leveraging the personal connections of employees is key.

The following goals and initiatives provide a framework for assessing current staffing conditions and inform where the Sheriff's Office can enhance its recruitment programs and retention efforts to achieve broader-reaching outcomes.

**Quick Fact:** Each division of the Sheriff's Office has a combination of sworn deputies and non-sworn employees. Our team of medical, administrative, and social services staff are essential to maintaining public safety in Marion County.



## Goal 5.1

Identify the personnel needs of the Sheriff's Office over the next 3-5 years.

### *Strategic Initiatives*

#### **5.1.1 Conduct public safety assessment to evaluate existing service, resource, personnel levels, and future needs.**

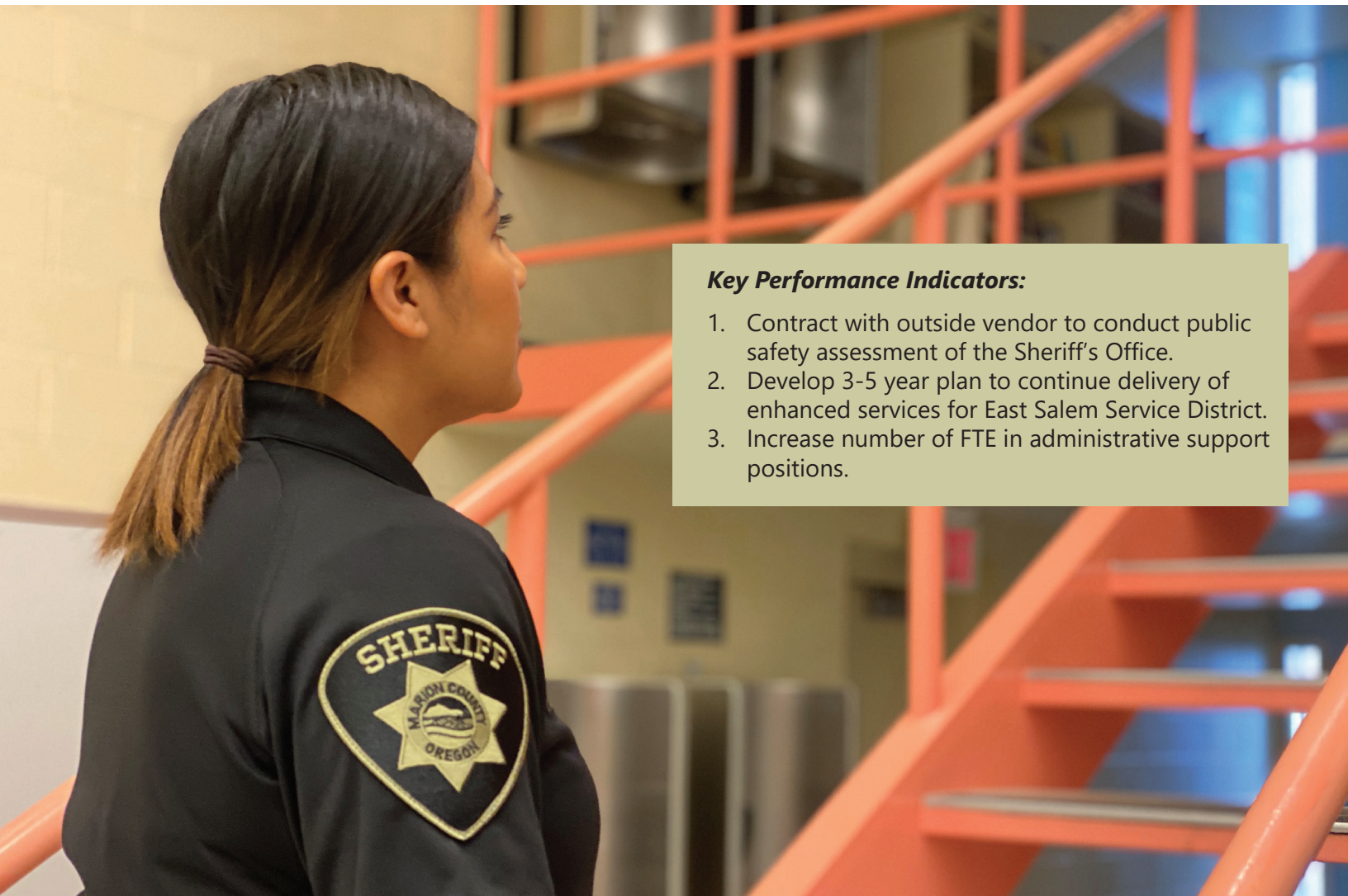
- Establish scope of analysis needed and identify resource needs to hire outside vendor.
- Create committee to facilitate and review public safety assessment.
- Align requests for any additional service, resource, and FTE to identified needs within the public safety assessment.

#### **5.1.2 Strengthen administrative support within each division of the Sheriff's Office.**

- Identify key areas where additional administrative support would increase efficiency and enhance Sheriff's Office operations.

#### **Key Performance Indicators:**

1. Contract with outside vendor to conduct public safety assessment of the Sheriff's Office.
2. Develop 3-5 year plan to continue delivery of enhanced services for East Salem Service District.
3. Increase number of FTE in administrative support positions.





## Goal 5.2

### Recruit a diverse group of employees capable of meeting the needs of the community

#### *Strategic Initiatives*

##### **5.2.1 Establish recruitment plan that is inclusive and emphasizes efficiency and cost-effectiveness.**

- Assess recruitment process to identify staffing and budgetary needs to maintain and enhance our recruitment efforts.
- Develop and implement comprehensive digital marketing strategy to support recruitment efforts.
- Identify training needs for effective recruitment.
- Explore untapped areas for recruitment and innovative ideas to reach prospective candidates.

##### **5.2.2 Continue to grow and enhance personal connections with people interested in pursuing a career at the Sheriff's Office.**

- Maintain a recruitment team made up of members of all divisions within the Sheriff's Office.
- Dedicate employee time to attend events to support community involvement and recruitment efforts.
- Form new relationships throughout the community to invite conversations about careers in law enforcement.



#### **Key Performance Indicators:**

1. Increased applicant turnout.
2. Reduction in vacancies.
3. Employee and community participation in recruitment activities.





## Goal 5.3

Encourage advancement and retention through ongoing employee development.



### *Strategic Initiatives*

#### **5.3.1 Establish a professional development model for staff.**

- Review existing training programs and create office-wide training plan with training objectives.
- Survey employees and develop method to request future additions to our training library.
- Encourage employee job shadowing, cross-training, and inter-division training.
- Increase access to formal training for non-sworn staff.
- Support employees as they pursue advanced education and certifications.

#### ***Key Performance Indicators:***

1. Percentage of employees with advanced certifications.
2. Implement system to monitor training delivered to all employees.
3. Reduced turnover prior to retirement.

#### **5.3.2 Prepare employees for leadership roles through mentorship and lead worker opportunities.**

- Promote involvement in the Women's Leadership Team, research other leadership development and mentorship opportunities for all employees.
- Create training plan for employees interested in working as the acting supervisor.
- Recruit and encourage employees to serve as instructors and trainers for their peers.







**Sheriff's Office Administration:**

503-588-5094

**Non-Emergency Dispatch:**

503-588-5032

**Jail Administration:**

503-581-1183

**Community Corrections:**

503-588-8492

**Administrative Offices**

Marion County Courthouse  
100 High Street N.E.  
Salem, Oregon





## **Community Corrections & Enforcement**

Public Safety Building  
3610 Aumsville Highway S.E.  
Salem, Oregon

## **Institutions**

Marion County Jail  
4000 Aumsville Highway S.E.  
Salem, Oregon



