

# Douglas County Sheriff's Office

Strategic Plan 2023-2027



**Kevin Morris, Sheriff**

**DEDICATION - COMMITMENT - SERVICE**

## Message from the Sheriff

It is my honor to release the 2023-2027 Strategic Plan for the Douglas County Sheriff's Office. Our strategic plan has been a work in progress for the last several years and we look forward to utilizing it as a roadmap for growth.

Part of our *Code of Ethics* reads "We will lead the way in law enforcement in our region. We will hire the most qualified individuals possible and utilize the most advanced methods in the performance of our duties. We will train to increase our skills and maintain the highest possible professional standards. We work together as a team, respecting and supporting each other's roles and responsibilities. We use initiative and creativity to reach our goals as a department and we share in the success of our efforts." To accomplish this, we must define our path to get there using a strategic plan.

Our agency goals set forth in our strategic plan will help us achieve the principles set in our Code of Ethics. Improved training facilities, building renovations, staff increases, and WASPC accreditation are the steppingstones we will use to increase skills and maintain the highest professional standards.

We have helped define part of our future by creating this plan. With continued dedication and commitment from our employees, citizens, and community partners, we can succeed. We will continue to work hard to achieve our goals and objectives.

We are truly blessed to be supported by our community. Without that support, we would not be able to overcome the challenges many law enforcement agencies face. It is an honor and privilege to serve our community alongside the hard-working members of Douglas County Sheriff's Office.

Respectfully,

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke that curves upwards at the end.

Kevin W. Morris, Sheriff

# Our Code of Ethics

As members of the Douglas County Sheriff's Office, our responsibility is to protect our county, its communities, and citizens from injury, danger, or loss. We provide guidance and leadership to the citizens we serve, and we do so by example. We perform our duties with absolute fairness, justice, and professionalism, adhering to the highest traditions of law enforcement.

We coordinate and lead efforts within our county to preserve public peace, protect property and the rights of persons, prevent crime, and provide assistance to our citizens within the scope of our authority and responsibility.

We enforce Washington State laws and county ordinances in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons and realizing our role is not to legislate, render legal decisions, or punish.

We will lead the way in law enforcement in our region. We will hire the most qualified individuals possible and utilize the most advanced methods in the performance of our duties. We will train to increase our skills and maintain the highest possible professional standards.

We do what we know to be right, adhering to both the spirit and letter of the law. We conduct ourselves in a manner that will bring honor to our profession, and build trust, confidence, and respect with the people we serve.

We listen to our citizens and respond to the best of our ability because citizens are our customers and service is our product. We are professional, courteous, and efficient. We work in partnership with our citizens, community organizations, and other public service agencies to solve problems and create a safe and healthy environment for all concerned.

We work together as a team, respecting and supporting each other's roles and responsibilities. We use initiative and creativity to reach our goals as a department and we share in the success of our efforts.

We commit our best efforts to the law enforcement profession, constantly striving for meaningful accomplishment in our work and pride in our agency. We serve the people of our county to the very best of our abilities for it is to these people that we are ultimately responsible.



# Organization Goals

## Goal #1 - Continued improvement of training facilities

Douglas County Sheriff's Office has begun improving the upstairs portion of our Evidence Building to provide a space for training and meetings. Having a dedicated space for classroom style training is essential for officer career development. We also have a new range, know as the Tactical Training Facility. Over the next few years, we plan on phasing in a building, a "sim city", and other improvements.

- **Objective #1** - Improve training space by adding training tables and chairs to accommodate the department.
  - Time Frame for implementation - January 2024
  - Measurement of accomplishment - Tables and chairs setup for our annual All Hands Meeting, scheduled February 8, 2024.
- **Objective #2** – Improve training space by adding smart boards for training videos and presentations.
  - Time Frame for implementation – Spring/Summer 2024
  - Measurement of Accomplishment – Boards will be ordered, installed and operational.
- **Objective #3** – Improve the Tactical Training Facility
  - Time Frame for implementation - Ongoing
  - Measurement of Accomplishment - Completed Facility

## Goal #2 - Achieve & Maintain WASPC Accreditation Standards

The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. In 1976 the Association was directed by the Washington State Legislature to develop standards and goals for Washington State Law Enforcement.

- Objective #1 – Continue with the ongoing WASPC initial accreditation process
  - Time Frame for implementation – 2024
  - Measurement of accomplishment – Received accreditation through WASPC Law Enforcement Accreditation Program
- Objective #2 – Utilize Power DMS annually for maintaining accreditation through WASPC
  - Time Frame for implementation – Ongoing
  - Measurement of accomplishment – Have bi-annual accreditation meeting to discuss annual accreditation standards.
- Objective #3 – Prepare for re-accreditation through WASPC
  - Time Frame for implementation – Ongoing
  - Measurement of accomplishment – Repeat the entire accreditation process and gain re-accreditation



## Goal #3 - Increase Staffing Levels

Douglas County has 4 squads, each have 1 Sergeant, 1 Corporal, and 4 deputies. We have 1 additional deputy, which is assigned to the squad with the highest volume of calls. The county also has a need for a unit specifically assigned to traffic calls.

- Goal #1 – Increase staffing levels by 3 to have even squads
  - Time Frame for implementation – Ongoing
  - Measurement of accomplishment – Have complete proportionate squads (1 Sergeant, 1 Corporal, & 5 deputies each squad)
- Goal #2 – Have a unit specifically designated for Traffic
  - Time Frame for implementation – Ongoing
  - Measurement of accomplishment – Have a dedicated Traffic Unit

## Goal #4 - Renovation of Waterville Office

Douglas County has an office located in Waterville WA, that is in ill repair and has a layout that does not function well as a law enforcement office. The courthouse, where the Sheriff's office is, was initially built in 1905. Many areas of the building have been renovated and upgraded, however the portion of the building containing the Sheriff's Office, has not been renovated.

- Goal #1 – General Remodel-Flooring, Ceiling Tiles, new HVAC (Courthouse), & Paint
  - Time Frame for implementation – Ongoing
  - Measurement of accomplishment – completed construction
- Goal #2 – Office Conversion into Interview Room
  - Time Frame for implementation – 2024
  - Measurement of accomplishment – Installed Interview Room