**RICHMOND COUNTY SHERIFF’S OFFICE**

**2016 GOALS and OBJECTIVES**

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**ONE TEAM, ONE DREAM**

**CITIZENS AND LAW ENFORCEMENT WORKING TOGETHER TO REDUCE CRIME AND IMPROVE THE QUALITY OF LIFE FOR ALL CITIZENS**

**MESSAGE FROM THE SHERIFF**

**Last year, 2015, was a banner year for our agency. We continued to make positive inroads with our citizens by developing and sustaining healthy relationships built on trust and transparency. We earned Georgia State Law Enforcement Certification the previous year and we earned national accreditation through CALEA in November of 2015. We are in the final stages of our jail accreditation efforts through the ACA. We anticipate a successful on-site assessment in May of 2016. We have continued to reduce crime in all areas; a testament to our teamwork and partnerships within and outside the agency. We were successful in procuring across-the-board raises for all employees.**

**For calendar year 2016, we as an agency shall focus on one primary goal and five secondary goals. Our primary goal shall be to reduce gun violence in Augusta-Richmond County. Too many of our citizens, especially our young people, believe that guns are the means to solve problems. We have to work together and develop partnerships with members of our community to combat this mentality and practice. Lives are being tragically ended and disrupted by this needless violence. I believe that together we can make a difference in our community.**

**2016 GOALS AND OBJECTIVES**

***GOAL ONE-* Reduce gun violence in Augusta-Richmond County**

**Objective 1.1 (Field Operations Bureau personnel)- Decrease the incidents of violent crimes involving the use of firearms within Richmond County; reduction of 8% in Aggravated Assaults and a 5% reduction in Homicides.**

* **Strategy 1.1.1 – Research existing programs utilized by Federal, State and other local agencies that have been successful in reducing gun violence and other violent crimes.**
* **Strategy 1.1.2 – Implementation of a plan to address areas where crimes involving firearms are most prevalent. This shall be accomplished through collaboration with our Intelligence Section.**
* **Strategy 1.1.3 – Increase the cooperation with CID to maintain pressure on suspects that are identified as being involved in the illegal use of firearms and in criminal activity. Directly and continually communicating with offenders to make them understand why they are receiving special attention will be part of that process.**
* **Strategy 1.1.4 – Evaluation of staffing levels within the zones that cover our target areas will occur every 60 days to ensure that resources are available to implement this plan. Deputies from every division within Field Operations will be utilized to meet this goal.**
* **Strategy 1.1.5 – Develop a process for investigators to provide input when key decisions are made with regards to the prosecution of cases involving target individuals and for cases within our target area.**
* **Strategy 1.1.6 – Develop a mechanism for quick access and analysis of violent crimes, especially among our target individuals and within target areas.**

**Objective 1.2 (Investigations Bureau) – Reduce overall gun violence in Richmond County.**

* **Strategy 1.2.1 – Make the recovery of illegally possessed firearms and arrest of those who possess firearms illegally the top priority of all sections in the Investigations Bureau by modifying the points measurement system to add and heavily weight efforts by investigators to identify and arrest those who possess firearms illegally, especially violent convicted felons.**
* **Strategy 1.2.2 – Develop a points measurement system for the Narcotics Division which will heavily weight efforts by Narcotics Investigators to identify and arrest those who possess firearms illegally, especially violent convicted felons.**
* **Strategy 1.2.3 – Focus investigations in all sections on the development and use of confidential informants to identify the identities and locations of gun crimes, illegal firearms and persons who illegally possess firearms.**
* **Strategy 1.2.4 – Aggressive investigation of firearms-related crime where the victims of those crimes refuse to cooperate with law enforcement efforts.**
* **Strategy 1.2.5 – Exhaust all efforts and avenues to obtain serial numbers for reported stolen firearms. This will improve the chances of recovering stolen firearms, thereby getting them out of the hands of the criminals and back to rightful owners. It will also improve the chances of charging those who possess the stolen firearms.**
* **Strategy 1.2.6 – Educate the public on recording serial numbers of personal property to include firearms. The use of “Report It” for leads online is an excellent program to achieve this strategy.**
* **Strategy 1.2.7 – Educate the public on ways to better secure their firearms such as gun safes, not leaving firearms in their vehicles or laying around where access is easily gained by others.**

**Objective 1.3 (Management Services Division) – Provides the Sheriff’s Office a source of income to implement progress in the agency’s efforts to reduce gun violence.**

* **Strategy 1.3.1 – Increase staffing by the use of civilian personnel both full-time and part-time when able to do so.**
* **Strategy 1.3.2 – Implement on-line computer tracking modules to increase the efficiency of the Evidence Unit.**
* **Strategy 1.3.3 – Continue efforts to clear older cases, disposing of property per policy.**

**Objective 1.4 (Community Services Division and the Office of Professional Standards and Training) – Assist proactively with the Sheriff’s goals to reduce gun violence in Augusta-Richmond County.**

* **Strategy 1.4.1 – Both the CSD and OPST will work collaboratively to develop a program to facilitate educational and training systems based upon data provided by our Intelligence Section.**

***GOAL TWO* – Make Augusta-Richmond County a safer community.**

**Objective 2.1 – Decrease Part I crimes by 4% as compared to 2015.**

* **Strategy 2.1.1 – Using data from our Intelligence Section, staff zones and squads within those zones to most effectively use our resources at the appropriate locations and time periods. Reviews should occur every 60 days.**
* **Strategy 2.1.2 – Identify primary areas of property crime and develop specific plans of action to address those problems. Monitor results and adjust as needed. Maintain a record of approaches that are effective to employ in similar situations that may arise in the future.**
* **Strategy 2.1.3 – Effectively use the resources of other divisions to accomplish a decrease in property crimes. The Community Services Division will be engaged to assist in programs to educate the public on how to reduce the number of unsecured homes and vehicles.**
* **Strategy 2.1.4 – Utilize the Traffic Safety Division to conduct their operations in areas that their presence will reduce crashes and be a visible deterrent to other criminal activity. Increased presence in areas of high crime will also contribute to our citizens having less fear of crime and increase their perception of overall safety.**
* **Strategy 2.1.5 – Utilize the Special Operations Division to employ innovative strategies to address problems and areas that require skills or resources that are not as available among the zone personnel. Research plans and programs that have been effective in other similar jurisdictions.**
* **Strategy 2.1.6 – Work with CID to assist in prosecution of cases. Active involvement where appropriate until a case is adjudicated.**
* **Strategy 2.1.7 – Develop a mechanism for periodic evaluation of programs.**

***GOAL THREE* – Continue the transformation of the RCSO into a premiere agency in the Southeast and the nation.**

**Objective 3.1 – (OPST) – Continue with the CALEA accreditation and Georgia state certification programs.**

* **Strategy 3.1.1 – Ensure that Cpl. Thomas proficiently trains Deputy Daniel in the certification and accreditation processes as a means of succession.**
* **Strategy 3.1.2 – Ensure that Cpl. Thomas becomes a certified State Certification Assessor and begins the CALEA Assessor Training Program.**
* **Strategy 3.1.3 – Ensure that the Accreditation Team attends all scheduled GPAC meetings throughout the year so that networking with CALEA accredited agencies continues.**
* **Strategy 3.1.4 – Fully integrate power DMS for our state certification and national accreditation needs.**

**Objective 3.2 (OPST) – Fully integrate IA Trak® software and the Early Warning System (EWS) to ensure accurate reporting of interval incidents including but not limited to use of force reports.**

**Objective 3.3 (Community Services Division) – Implement the Students Overcoming Less Intelligent Decisions (SOLID) program projected for 09/01/16.**

* **Strategy 3.3.1 – This newly developed program focuses on educating troubled youth about the effects of making poor decisions. It shall be executed through practical real-life exercises overseen by members of the RCSO. It shall be a collaborative effort with the Detention Center and shall be conducted quarterly.**

**Objective 3.4 (Community Services Division) – Develop a Youth Citizen Police Academy.**

* **Strategy 3.4.1 – Develop a Teen CPA for young people in our service area, similar to our Adult CPA, to promote positive relationships and character enrichment. This will be a collaborative effort with other divisions within the RCSO and has a projected implementation date of 07/01/16.**

**Objective 3.5 (Criminal Investigations Division) – Reorganization of CID to improve effectiveness and efficiency through the proper use of allocated resources.**

* **Strategy 3.5.1 – Development and implementation of teams to cover weekend and late day calls, in which members of all divisions will participate in “General Investigations” on a rotating schedule during those times. This will increase investigative coverage by 33% during weekends, holidays and late days.**
* **Strategy 3.5.2 – Discontinue the practice of dividing the Property Crimes Section into Burglary Investigations and Larceny Investigations.**
* **Strategy 3.5.3 – To affiliate investigators with particular patrol zones in which teams can work together to solve and reduce theft-related crimes.**

**Objective 3.6 (CID) – Develop a long-term plan for implementation and enhancement of a Digital Forensics Unit.**

* **Strategy 3.6.1 – Develop written justification for the initiation of a Digital Forensics Unit.**
* **Strategy 3.6.2 – Commitment of personnel through successful lobbying for additional personnel or the reallocation of current resources.**
* **Strategy 3.6.3 – Identify sources of and apply for grant funding to aid in the cost of training and equipment acquisition.**
* **Strategy 3.6.4 – Develop long-term plan and goals for the continued growth of the unit to keep pace with current and emerging technologies and crime trends.**

***GOAL FOUR* – Continue to enhances the overall training experience at RCSO**

**Objective 4.1 (OPST) – Continue the partnership with Augusta Technical College Law Enforcement Training Academy.**

* **Strategy 4.1.1 – Offer select courses needed for intermediate and advanced peace officer certification.**
* **Strategy 4.1.2 – Offer all three (3) levels of Supervision classes.**
* **Strategy 4.1.3 – Complete all campus improvements to facilitate in-house physical fitness training and testing, both pre-hire and incumbent, by the end of 2016.**
* **Strategy 4.1.4 – Continue to bring outside training progress to the agency which provides for more efficient usage of training dollars.**

***GOAL FIVE* – Improve the public perception of RCSO**

**Objective 5.1 (Field Operations Bureau) – Enhance the perception of RCSO among the citizens and prioritize service to the community as a tool to address problems.**

* **Strategy 5.1.1 – Decrease the number of sustained complaints on Field Operations personnel by 15% using data from Internal Affairs to establish the number of substantial complaints in 2015.**
* **Strategy 5.1.2 – Using data generated from Internal Affairs, identify deputies that generate complaints, sustained as well as non-sustained and that may have behavioral issues that can be addressed through training.**
* **Strategy 5.1.3 – Use body cam footage to provide both positive feedback to deputies as well as constructive criticism when appropriate. Leadership at every level within in the Field Operations Bureau should randomly sample footage as a quality control measure.**

**Objective 5.3 (Investigations Bureau) – Develop and implement Investigations Bureau specific physical fitness program to improve the overall health and fitness of personnel and to increase team and individual test scores on the RCSO annual fitness testing.**

* **Strategy 5.3.1 - Sergeants will develop physical fitness plans for each of their investigators and will track the progress of their personnel bi-monthly.**
* **Strategy 5.3.2 – Sergeants will be required to participate in physical training with their personnel, as a team, a minimum of one (1) time a month, with adjustments as needed and at the discretion of the sergeant.**

***GOAL SIX* – Improve Stewardship of Resources**

**Objective 6.1 (Field Operations Bureau) – Reduce the number of at-fault accidents by 5%.**

* **Strategy 6.1.1 – Driving privileges will be suspended for take-home and off-duty use to address accidents resulting from negligence, as well as demonstrating driving behaviors that are not consistent with the situation with the situation faced by the driver.**
* **Strategy 6.1.2 – Review of each accident by a leader to determine areas of mitigation or commonalities among crashes.**
* **Strategy 6.1.3 – Roll-call training will be conducted to address the most prevalent causes of crashes and provide strategies to prevent them in the future.**

**Objective 6.2 (Field Operations Bureau) – Increase retention of employees; the goal will be to reduce by 10% the number of deputies that we lose to voluntary separation.**

* **Strategy 6.2.2 – Those motivating factors that are within our control will be analyzed every 60 days and programs implemented that would correct perceptions of actual problems and increase the desirability of remaining with the RCSO.**
* **Strategy 6.2.3 – Develop and implement a mentorship program to pair new deputies with a near peer to cover the transition period after completing the FTO program to their second (2nd) anniversary of employment.**

**Objective 6.3 (Purchasing Department) – Maintain financial accountability by reducing unnecessary supplies, reducing the volume of invoices and requests by 10% each month and eliminating unnecessary orders.**

* **Strategy 6.3.1 – Research and change vendors for more cost-efficient services.**
* **Strategy 6.3.2 – Create alternate methods of payment and less credit card usage.**
* **Strategy 6.3.3 – Meet with Division Commanders at least twice a year to review budgets.**
* **Strategy 6.3.4 – Partner with other county departments to create cost-effective spending plans.**
* **Strategy 6.3.5 – Review the current procedures that do not contribute to added value and determine if they should be eliminated, amended or continued.**
* **Strategy 6.3.6 – Monitor trends (material price increases, shortages, changes in suppliers) and interpret the impact of these trends on the RCSO strategies.**
* **Strategy 6.3.7 – Identify the critical materials and services required to support the RCSO strategies in key performance areas.**