



## Richmond City Sheriff's Office 2021-2026 Strategic Plan

At the Richmond City Sheriff's Office, Strategic Planning is ongoing. It is a continuous process that involves gathering of information, checking to see if our organization's Vision, Mission and Values are still relevant, setting goals, and action planning as well as monitoring and evaluating our efforts and successes on an annual basis. It includes holding ourselves accountable by identifying and measuring key metrics and reporting results.

### **Goal 1: Life, Health, & Safety:**

Administer protocols and regulations establishing health and life safety standards to provide protection for basic health, life, and safety throughout all operations of the agencies and its facilities.

- Maintain and secure the detention facility and ensure it is safe for staff, inmates, vendors, and visitors
- Maintain and secure court facilities and ensure the safety of the public
- Ensure safe execution of civil and criminal papers
- Ensure the agency meets all safety protocols
- Provide medical health services that meet the ongoing needs of inmates
- Hold vendors and contractors accountable to the same level of safety protocols

### **Goal 2: Operational Excellence**

Strengthen and maintain policies that ensure safe and effective use of current human, operational and capital resources for efficient and effective delivery of programs and services.

- Promote and maintain an efficient organization
- Ensure agency meets all audit and accreditation requirements
- Streamline operations by automating systems and processes whenever possible
- Improve operations through continual re-evaluation and improvement of existing processes
- Strive for data driven decisions that incorporate an evaluation of return on investment
- Effective communications between departments and divisions to increase cohesiveness, improve productivity, and enhance service delivery

### **Goal 3: Diversity, Equity, & Inclusion**

Support and respect of citizens by serving with pride, professionalism and integrity and by treating everyone fairly and equally internally and externally regardless of race, religion, color, creed, national origin, or sexual preference.

- Maintain a professional and diverse organization that attracts and retains highly qualified and dedicated employees.
- Educate and inform citizens of various communities of the agency's operations and services.
- Deliver community outreach through initiatives and programs that includes engaging and learning from diverse communities.

#### **Goal 4: Recruitment & Retention**

Maintain a qualified, diverse, and professional workforce. Continue a progressive recruitment and retention program to ensure high quality sworn and civilian staff for operations and related services.

- Be market competitive in compensation, benefit and career development programs for employees.
- Maintain a well-trained workforce by offering comprehensive, basic, continued and specialized training that exceeds minimum requirements.
- Reward, recognize and publicize outstanding performance.

#### **Goal 5: Staff Training and Professional Development**

Update and strengthen training opportunities to ensure entry level certification, recertification, best practices, position based, supervisory development, and succession training to provide safe, effective and consistent practices.

- Cultivate staff from within the agency through training opportunities, leadership positions and professional development
- Ensure development of institutional knowledge
- Promote consistent application of best practices and policies
- Inspire employees and enhance their performance as they strive for continuous improvement both professionally and personally

#### **Goal 6: Positive Public Relations and Community Outreach**

Implement a comprehensive public relations and community engagement plan to strengthen relationships between the RCSO and the diverse communities in Richmond to ensure positive community relationships that will aid in the prevention of future crime related challenges.

- Communicate and ensure community awareness of the duties, responsibilities, service and success of the Sheriff's Office
- Engage in ongoing community outreach activities and partnering with neighborhoods, faith based organizations, and community organizations

#### **Goal 7: Work Ready, Home Ready & Community Ready**

Implement programming to ensure the successful re-entry of ex-offenders to society to live productive lives through ongoing internal programs and partnerships with external support systems.

- Implement education, workforce development, and substance recovery programs
- Ensure inmates have support systems and required documentation to re-engage in the community
- Assist in identifying employment ,housing, and other community support needs

- Ensure family unification programs are in place to aid in building healthy family relationships

### **Goal 8: Fiscal Management Addressing Budget Gaps**

Implement sound financial management and procurement practices. Ensure the agency is a good steward of federal, state, and local funding as well as proactively seek additional funding to meet the needs of the agency.

- Maintain appropriate funding for continue delivery of operations and programming
- Identify funding gaps and track unfunded projects and programs
- Identify funding sources such as external grants and sponsorships to address budget gaps and needs of unfunded initiatives and needs