

MULTNOMAH COUNTY SHERIFF'S OFFICE

Strategic Plan 2020



A LETTER FROM SHERIFF REESE



The purpose of any strategic plan is to be the guiding light of an organization as it works to uphold its values and achieve its goals. The MCSO 2020-22 Strategic Plan is no exception. Using input from hundreds of our members as well as community leaders and other stakeholders, we drafted a plan to enact this past March.

Eight months later the world is quite different. As COVID-19 continues its spread in the United States and worldwide, we live differently, more carefully and distantly, than ever before. And we now know the name George Floyd, a man whose criminal death challenges us to examine the systemic racism that influences the relationship between law enforcement and communities of color.

In the wake of these events, our priorities as public safety professionals shifted, and so too did our plan for the future. As such we revised our draft Strategic Plan, applying an equity lens to each of our existing strategic goals and recognizing equity as a guiding organizational value.

We must acknowledge that systemic racism and implicit bias permeate our organizations and institutions, including law enforcement, health care, education and housing. Working towards a more just world means intentionally identifying and removing barriers for those who have been historically marginalized. It also means looking within, examining current policies and procedures to make sure they reinforce equity now and into the future of our agency.

All of us at MCSO envision "A Safe and Thriving Community for Everyone." We simply cannot achieve this vision without a focus on equity, and a commitment to holding ourselves accountable to our community's call for transformational reform and change. I look forward to working with each of our members to make our shared vision a reality.

Sheriff Mike Reese



VISION

A safe and thriving community for everyone.

MISSION

To support all community members through exemplary public safety service.

VALUES

We serve everyone with dignity and respect.

We have the courage to do what is right and just.

We believe all voices should be heard and valued.

We practice unwavering compassion.

We believe in fair treatment, access, opportunity, and advancement for all people.

We hold ourselves and each other accountable as we strive for continuous improvement.

We are dedicated to an environment of safety, trust, and belonging in which all of our employees can thrive.

GOALS FOR 2022

1

BY THE END OF 2022, MCSO OPERATES WITH EQUITY AS A GUIDING VALUE IN ORDER TO ESTABLISH A WORK ENVIRONMENT THAT IS CENTERED ON SAFETY, TRUST AND BELONGING.

MCSO will commit to equity-focused decision making and follow the steps for achieving an equitable, diverse and inclusive workplace, guided by Multnomah County's Workforce Equity Strategic Plan. MCSO Leadership and Membership will work collaboratively to adopt equity definitions and frameworks for practice and incorporate equity into all policies, programs, projects, and procedures. Together, members will identify and support current equitable processes and critically review and deconstruct inequitable processes. Leadership will be champions for equity within their teams and ensure accountability by dedicating time and resources to equity work throughout the agency.

Principal Measurables: Number of equity-focused trainings developed and implemented to all MCSO staff; Number of current training offerings that have been reviewed, redesigned and presented to MCSO members; Number of policies and procedures that have been reviewed with an equity lens.



ACHIEVE A FULLY-STAFFED WORKFORCE BY THE END OF 2022.

MCSO will continue to hire and retain quality staff in order to provide the best service to the community. Current vacancies leave insufficient staffing to fulfill all agency responsibilities, and recruiting and training new staff continues to be a costly and time-consuming proposition. MCSO will pursue new recruitment and retention strategies that focus on increasing diversity of membership. Additionally, MCSO will use an equity lens to examine advancement opportunities, professional development opportunities, promotional processes, and support systems to evaluate accessibility to all employees. Leadership will work to align funded staffing with growing agency demands.

Principal Measurables: Vacancy Rate; Net Turnover Rate; Number of new recruitment strategies focused on diversity outreach; Proportion of eligible staff applying for promotional opportunities.



3

BY THE END OF 2022, ALL ADULTS IN MCSO CUSTODY RECEIVE SERVICES OR A CONNECTION TO SERVICES, WITH A FOCUS ON INDIVIDUAL NEED, TO HELP THEM AVOID FUTURE JUSTICE INVOLVEMENT.

Most individuals booked into MCSO jails have been previously booked two or more times, and many face substance use disorders and mental health challenges. MCSO and system partners will pursue alternative strategies to break the cycle of ongoing recidivism. These strategies will acknowledge the systemic barriers facing adults released from jail that affect their ability to successfully rejoin society and access opportunities outside of criminal behavior. Strategies may include bringing culturally-specific service providers into MCSO jails and finding new opportunities for connection to community services that are sensitive to individual differences.

Principal Measurables: Percent of adults in custody released to supervision, with a release plan, or to a service provider; Percent of adults in custody for more than seven days who receive services or work with program staff while in custody; Number of culturally-specific offerings in jail facilities.





4

BY THE END OF 2022, ALL PERSONS CONTACTED BY MCSO LAW ENFORCEMENT WHO ARE EXPERIENCING SUBSTANCE USE OR MENTAL HEALTH RELATED CHALLENGES RECEIVE SERVICES OR A CONNECTION TO SERVICES.

MCSO believes that building and maintaining a safe community begins with caring for the most vulnerable among us and working to change people's lives for the better. MCSO will develop relationships with diverse community partners that allow us to connect all persons in need with essential services. Services must focus on the individual, providing choices that recognize and honor differences in cultures, languages, and religious beliefs.

Principal Measurables: Percent of persons contacted by MCSO law enforcement experiencing substance use disorders or mental health related challenges that are referred or connected to services; Number of culturally-specific offerings among services provided.

BY THE END OF 2022, MCSO EMPLOYEES HAVE TRAINING AND DEVELOPMENT OPPORTUNITIES THAT ENABLE THEM TO BE PUBLIC SAFETY LEADERS AND PROFESSIONALLY THRIVE.

MCSO's service to the community begins with its employees. Members will have equitable access to training opportunities that enable them to be leaders in public safety service and achieve professional growth. MCSO will acknowledge and address existing barriers to employee growth, particularly among Black, Indigenous and People of Color, disabled, and other underrepresented employees. MCSO will focus resources on establishing avenues for professional development and advancement that have historically been neglected.

Principal Measurables: Percent of staff with a favorable view of training opportunities (as measured by a staff survey); Staff training evaluations; Number of new and/or redesigned professional development opportunities.



6

BY THE END OF 2022, MCSO HAS ALIGNED AND EXPANDED INTERNAL AND EXTERNAL COMMUNICATIONS.

As MCSO has grown and its scope of services expanded, so too has the challenge of maintaining shared organizational direction. It's critical to MCSO's success that all members of its diverse workforce feel heard and are heard, and that member ideas continue to drive the success of the agency. To this end, MCSO will ensure clear and consistent communication with the public and its members. This may require expanded documentation of organizational processes and procedures, more formal and regular opportunities for contact between leadership and other staff, and adopting new means and methods for internal and external communication.

Principal Measurables: Number of community members engaged with MCSO media annually; Percent of staff with favorable view of intra-agency communications (as measured by a staff survey); Number of opportunities for staff to engage directly with senior leadership; Percentage of staff engaging directly with senior leadership.



BY THE END OF 2022, MCSO OPERATIONS ARE MORE EFFICIENT AND EFFECTIVE DUE TO IMPROVED INTEGRATION OF TECHNOLOGIES.

MCSO uses extensive informational resources as part of its everyday operations. MCSO will replace outdated analog systems, improve on existing digital systems, and expand overall systems integration. MCSO will then leverage technologies to produce greater quality and quantity of work product, capture and enumerate work being done, provide greater access to employees for skill development and learning, and empower the agency to continuously improve. Technology improvements will also be integral to removing barriers to communication with other County departments, empowering MCSO to engage in broader County initiatives.

Principal Measurables: Number of new technologies launched annually; Number of analog or paper processes replaced with digital systems; Number of new integrations with County and/or partner systems and/or technologies.



ACKNOWLEDGMENTS

The MCSO 2020-2022 Strategic Plan benefits from thoughtful input and feedback from our agency's many stakeholders in setting our future direction. We wish to specifically acknowledge:

MCSO Employees

Wood Village Council President Scott Harden

Maywood Park Council President Matthew Castor

Troutdale Mayor Casey Ryan

Troutdale City Manager Ray Young

Fairview Mayor Brian Cooper

Fairview City Manager Nolan Young

Multnomah County Chair Deborah Kafoury

Multnomah County Commissioner Sharon Meieran

Multnomah County Commissioner Susheela Jayapal

Multnomah County Commissioner Jessica Vega Pederson

Multnomah County Commissioner Lori Stegmann

Former Multnomah County District Attorney Rod Underhill

Metropolitan Public Defenders Executive Director Carl MacPherson

Portland Police Chief Danielle Outlaw

Gresham Police Chief Robin Sells

LPSCC Director Abbey Stamp

Portland Mayor Ted Wheeler

Multnomah County Trial Court Administrator Barbara Marcille

Multnomah County Chief Criminal Judge Cheryl Albrecht