

# Cumberland County Sheriff's Office



## Strategic Plan

2021-2023

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# VALUES STATEMENT

Honesty

Integrity

Mutual Trust

Open Communications

Strong Positive Attitude

Commitment to Employees and Customers



# MISSION STATEMENTS

## **Organization**

The Cumberland County Sheriff's Office is committed to preserve the peace, enforce the law and protect the rights and property of those we serve; further to provide a safe and secure detention environment for those placed in our custody. We will accomplish this in partnership with the citizens we serve to promote public safety in our communities.

## **Jail**

To provide a healthy, safe, secure, humane and cost effective environment in which to detain persons alleged or convicted of crimes.

# VISION STATEMENT

The Cumberland County Sheriff's Office is committed to providing outstanding public safety through community partnership, exemplary leadership, and efficient resource management.

Our Commitment to the Cumberland County community is always task one. We create an atmosphere of partnership with the community working towards the common goal of protecting life and property, thus enhancing the overall quality of life. Through mutual trust and respect, and the fair and equitable enforcement of law, human dignity shall be safeguarded for all.

We shall continue to commit to the quality of this relationship by always being exemplary leaders, performance driven, results oriented, and customer service based. As well, we shall be progressive in our use of technology, innovative in our day to day performance, and resourceful in obtaining equipment and utilizing resources.

# STATEMENT BY SHERIFF KEVIN JOYCE



I am pleased to present to you our 2021-2023 Strategic Plan. Unlike other Strategic Plans that have built on each other, this one is a bit different as we are attempting to correct an emergent threat to our agency and on a larger scale our profession and that is the lack of staffing and number of individuals who want a career in the Criminal Justice profession. It was the unanimous belief of the Cumberland County Sheriff's Office

command staff that hiring and retention is "job one" for the next two-plus years.

This particular Strategic Plan addresses one goal and that is re-building our agency with dedicated hard-working individuals who are thoroughly committed to a career in the Criminal Justice profession, whether it be in law enforcement, corrections, or supporting our mission of serving our communities.

The last few years have been challenging as we have seen individuals leave our profession due to retirement, dissatisfaction with the job, the lingering effects of COVID on our society and the various social justice narratives and efforts.

As you read this plan, I encourage you to bring forward any ideas of making the criminal justice profession more attractive tomorrow than it is today.

In my opinion, the law enforcement profession remains an admirable and honorable one because each and every day, you all contribute to making the communities and the citizens we serve safe. We often deal with individuals who are at their worst or the lowest point in their lives. However, when done correctly, we can and do make an impact on the individuals whom we interact with and even though we never realize what a positive impact we may have had in their life, there are numerous success stories.

We continue to be a team of excellence and remain a positive force within our community.

I look forward to working with you on the challenges ahead of us during the next 2+ years.

# GOAL

## Staffing

CCSO shall stabilize a recruitment and retention crisis in all job classifications within the agency. Will aggressively hire candidates with a target to be at 85% of full complement across the agency, full complement refers to the budgeted positions as of September 1, 2021.

**Objective 1:** Improve Marketing and Branding

**Objective 2:** Communication

- Improve Communication from command staff to all employees. Develop a Quarterly employee newsletter
- Solidify Corrections Officer Supervisor Teams (Sergeants)
- Increase Employee Engagement

**Objective 3:** Focus on both physical and mental wellness of all employees

**Objective 4:** Demographics of workforce should mirror the people we serve.

**Objective 5:** Training and evaluations

- Improve career guidance through evaluations

**Objective 6:** Supervisor FTO Program Development

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