

Lincoln County Sheriff's Office



Strategic Plan
2025 - 2028

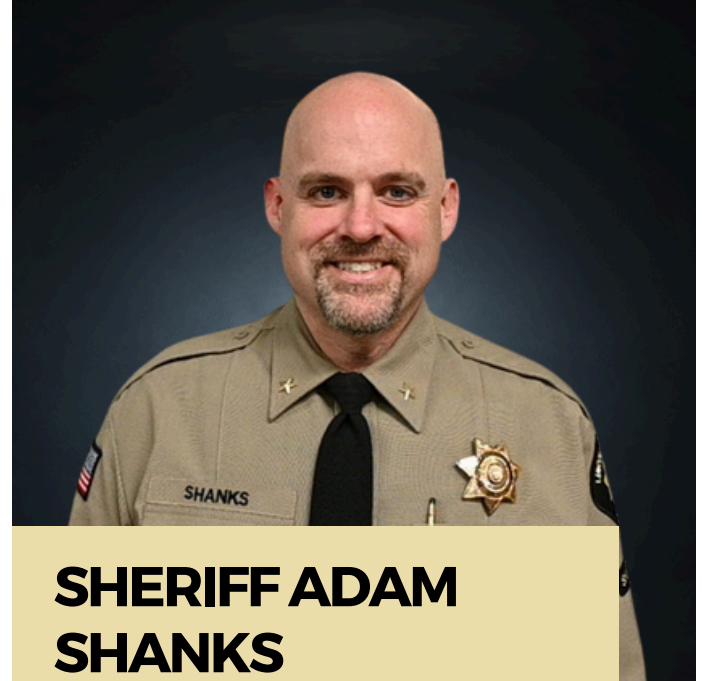


MESSAGE FROM SHERIFF SHANKS



Every four years our office establishes a new strategic plan to help guide efforts and prioritize activities to best meet community needs. Throughout this process and through the work we do every day, the Lincoln County Sheriff's Office continues to find ways to improve and meet changing needs. We remain committed to our mission to enhance public safety, reduce the fear and impact of crime, and improve quality of life.

The 2025 – 2028 Strategic Plan centered around three overarching goals designed to promote team growth and development, organizational excellence and customer service, and community safety and collaboration.



**SHERIFF ADAM
SHANKS**

Lincoln County Sheriff's Office
team member since 1997

The three goals in this plan are:

- Enhance team safety, growth, and retention by creating a safer, more engaging and wellness-focused environment.
- Foster organizational excellence, earn and maintain public trust, and deliver outstanding service through continuous improvement, transparency, and by prioritizing community needs.
- Enhance community safety and improve quality of life for residents and visitors through proactive law enforcement, collaboration, and innovative solutions.

Throughout my 28-year career I have seen and experienced community needs and priorities shift, while also increasing demands placed on our teams. This is one reason I remain dedicated to growing alongside our community while also ensuring additional support and care for the individuals that make up this team. We need our team members to be at their best so they can give you their best every day.

It is an honor to serve our community and earn your trust each day. We will work tirelessly to meet community expectations and achieve our mission, while using this strategic plan as a roadmap for the next 4 years. Together we can continue to build a safer, pro-active community where all are treated with respect.



Goal 1

Enhance team safety, growth, and retention by creating a safer, more engaging and wellness-focused environment.

Explanation

Ensuring team health and wellness means team members can be their best selves when serving our communities. In addition to better service and increased productivity, well-balanced, healthy, and happy employees are more likely to stay with an organization. Healthy environments also attract qualified candidates.

Goal 1 Objectives, Strategies, and Actions

- **Objective 1:** Increase effective communication, tactical skills and officer safety.
 - **Strategy 1:** Ensure safety of community members and team members.
 - **Action 1:** Focus training regimen on de-escalation communication and officer safety tactics to increase opportunity for peaceful resolution in volatile and dynamic situations.
 - **Action 2:** Continue to engage Mental Health professionals and other resources when possible and appropriate.
- **Objective 2:** Reduce injuries to team members.
 - **Strategy 1:** Address causes and mitigate risks to prevent future injuries.
 - **Action 1:** Review injury incidents including cause and type to better-focus future initiatives for injury prevention. Review this data as needed, and at a minimum annually.
 - **Action 2:** Implement Injury Prevention Training to reduce injuries caused by improper lifting/moving of objects as well as prevention during physical trainings.
- **Objective 3:** Foster opportunities for employee engagement and increase overall job satisfaction.
 - **Strategy 1:** Ensure opportunities for employee growth.

Goal 1 Objectives, Strategies, and Actions continued...

- **Action 1:** Effectively budget for additional training and leadership growth opportunities.
- **Action 2:** During employee evaluations, each employee will establish a minimum of one professional development goal for the year. Employees will be encouraged to add a personal development goal as well.
- **Action 3:** Complete workplace satisfaction surveys in 2026 and 2028 to measure satisfaction and gather input for office initiatives, programs, and resources.
- **Action 4:** Continue to encourage team members to participate in community activities and volunteer opportunities.

- **Objective 4:** Create and maintain a culture of wellness.
 - **Strategy 1:** Ensure new employees are quickly connected with office resources.
 - **Action 1:** Ensure all new employees complete an office wellness orientation highlighting resources and support available to them and their families. During the wellness orientation, new employees will be assigned a Peer Support Member to help with onboarding, transitional periods, and welcoming them to the team.
 - **Strategy 2:** Continue to evaluate and expand wellness resources/team events.
 - **Action 1:** Using team feedback, host at least two family-friendly or team-building events annually.
 - **Action 2:** Complete wellness surveys in 2025 and 2027.
 - **Action 3:** Maintain Safety and Wellness Team and maintain Peer Support Team.
 - **Action 4:** Create Wellness Room to provide space for meditation, Alpha-Stim use, and general quiet or restorative break time.
 - **Action 5:** Apply for grant funding to support wellness initiatives. Look for other opportunities to help fund wellness initiatives.
 - **Strategy 3:** Ensure resources are available and accessible for team members before, during, and after critical incidents and events.
 - **Action 1:** Peer Support team will hold diffusions/debriefings/general support as needed.
 - **Action 2:** Maintain Alpha-Stim Units.
 - **Action 3:** Safety and Wellness Team will continue to champion wellness initiatives and review potential programs or resources.

- **Objective 5:** Foster a work environment promoting equity and community diversity.
 - **Action 1:** Provide training on topics such as implicit bias, women in leadership, cultural competence, and more.
 - **Action 2:** Participate in community events that have a special focus on vulnerable populations to increase trust and accessibility to public safety services.



Goal 2

Foster organizational excellence, earn and maintain public trust, and deliver outstanding service through continuous improvement, transparency, and prioritizing community needs.

Explanation

Lincoln County is a great place to live, work, and play. Our communities deserve a Sheriff's Office that is committed to growing, learning, and improving alongside them and their dynamic needs.

Goal 2 Objectives, Strategies, and Actions

- **Objective 1:** Ensure essential functions are completed to high and consistent standards.
 - **Strategy 1:** Reemphasize and focus on fundamentals. Prioritize excellence in core processes and foundational practices across all teams.
 - **Action 1:** Focus training programs to build a strong foundation of knowledge and expectations in each division.
 - **Strategy 2:** Ensure consistency, precision, and high-quality execution in day-to-day operations to strengthen overall performance to set the stage for sustainable growth.
 - **Action 1:** Ensure core functions defined by job role are met on a daily basis; accurate and timely reporting and essential job requirements are completed. Effective communication and information sharing across teams is required to ensure the Sheriff's Office mission is being met.

- **Objective 2:** Build and maintain community trust.
 - **Strategy 1:** Increase community engagement.
 - **Action 1:** Regularly host and attend community engagements to build relationships, gather feedback, and address concerns transparently.
 - **Action 2:** Using information gathered from communities, develop operational plans utilizing available resources to address community concerns and needs.

Goal 2 Objectives, Strategies, and Actions continued...

- **Strategy 2:** Increase community trust.
 - **Action 1:** Attend community events or training specific to vulnerable populations or minorities annually.
 - **Action 2:** Host annual Citizen Academy series to keep communities informed and provide opportunities to join the Sheriff's Office Community Advisory Group.
 - **Action 3:** Ensure timely responses are provided for community inquiries and outcomes are shared.
- **Strategy 3:** Increase and improve information available to the public, demonstrating agency transparency.
 - **Action 1:** Complete website improvements, including increasing information and improving accessibility on our pages.
 - **Action 2:** Publish team highlights, events, successes, and media releases on our website, social media, and FlashAlert page.
 - **Action 3:** Continue to publish annual reports highlighting progress towards organizational goals to promote and demonstrate accountability.
 - **Action 4:** Host annual Citizen Academy to keep communities informed and provide opportunities to join the Sheriff's Office Community Advisory Group.

- **Objective 3:** Provide outstanding customer service.
 - **Strategy 1:** Use community input gathered from regular communications, community outreach activities, and the Community Advisory Group to identify and address concerns.
 - **Action 1:** Animal Shelter to provide alternatives to in-person services to increase community accessibility.
 - **Action 2:** Implement Permitium software to streamline concealed handgun processing services for our community.
 - **Action 3:** Continue to monitor feedback and discuss proposed ideas/solutions for service quality improvements.
 - **Strategy 2:** Enhance responsiveness to calls for service utilizing available resources.
 - **Action 1:** Utilize positioning of resources to ensure prompt response and prioritization of calls for service.
 - **Action 2:** Prioritize increased visibility throughout our communities to better serve their needs.
 - **Action 3:** Ensure work responsibilities are completed and documented accurately in a timely manner. If additional resources are needed, effective communication to occur amongst team members to ensure service is delivered to the best of our ability.

Goal 2 Objectives, Strategies, and Actions continued...

- **Strategy 3:** Increase and improve information available to the public.
 - **Action 1:** Complete website improvements, including increasing information and improving accessibility on our pages.
 - **Action 2:** Expand communication efforts in print and digital media that demonstrate Sheriff's Office programs and teams.
 - **Action 3:** Expand information on how to reach our teams/interact with programs, etc.
- **Strategy 4:** Enhance organizational efficiency.
 - **Action 1:** Utilizing team, community, and customer feedback, examine processes and make improvements when possible.
 - **Action 2:** Improve internal communication processes and expectations through quarterly team updates and team briefings.
 - **Action 3:** Utilize district substations during daily operations for administrative and technology needs.
 - **Action 4:** Utilize recently developed event planning platform for situational awareness and planning purposes.



Goal 3

Enhance community safety and improve quality of life for residents and visitors through proactive law enforcement, collaboration, and innovative solutions.

Explanation

Improving overall community safety and quality of life is necessary for building healthy, happy, and safe communities. This is our core function. This also improves livability, encourages business development, economic growth, and attracts visitors.

Goal 3 Objectives, Strategies, and Actions

- **Objective 1:** Strengthen community engagement and trust.
 - **Strategy 1:** Increase communication and trust amongst groups and communities across Lincoln County.
 - **Action 1:** Maintain relationships with community liaisons throughout Lincoln County.
 - **Action 2:** Extend invitations to Citizen Academy and provide opportunity to join the Sheriff's Office Community Advisory Group.
 - **Action 3:** Attend community events, including events hosted by or focused on vulnerable groups.
 - **Action 4:** Partner with Lincoln County Schools and clubs serving youth for outreach and relationship-building opportunities.
- **Objective 2:** Increase Law Enforcement presence and visibility using available resources.
 - **Strategy 1:** Increase Sheriff's Office presence at small and large community events.
 - **Action 1:** Attend community events.
 - **Strategy 2:** Use technology to further reach our community.
 - **Action 1:** Improve website for easier access to information and reporting.
 - **Action 2:** Increase communications via website, social media, and local media.

Goal 3 Objectives, Strategies, and Actions continued...

- **Strategy 3:** Increase community knowledge of and engagement with each division.
 - **Action 1:** Increase community awareness in how to communicate with the Sheriff's Office, including how to make reports, etc.
 - **Action 2:** Develop educational videos demonstrating services of each division.

- **Objective 3:** Promote crime prevention.
 - **Strategy 1:** Increase communications of arrests and incidents involving our Office.
 - **Action 1:** Publish media releases for incidents impacting our communities.
 - **Action 2:** Implement Lexis Nexis Crime Mapping software link on our website for community viewing and information regarding crime statistics.
- **Objective 4:** Ensure our teams have enhanced training and professional development to best meet community needs.
 - **Strategy 1:** Exceed standard certification requirements and provide additional opportunities for training.
 - **Action 1:** Continue to ensure all team members complete on-boarding and Field Training requirements on time (as applicable).
 - **Action 2:** Ensure certified staff complete annual de-escalation training. Host crisis intervention training annually.
 - **Strategy 2:** Improve cultural competence and preparedness for addressing emerging issues in the workplace and communities.
 - **Action 1:** Offer trainings and resources related to cultural competence, diversity, conflict, etc. to ensure team members are able to better meet a wide variety of community needs.
 - **Action 2:** Utilize internal communication platforms to increase accessibility to resources for continued team development.

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