



MILWAUKEE COUNTY SHERIFF'S OFFICE

Strategic Plan

2024-2027

April 2024

"Where there is no vision, the people perish."



MILWAUKEE COUNTY SHERIFF DENITA R. BALL

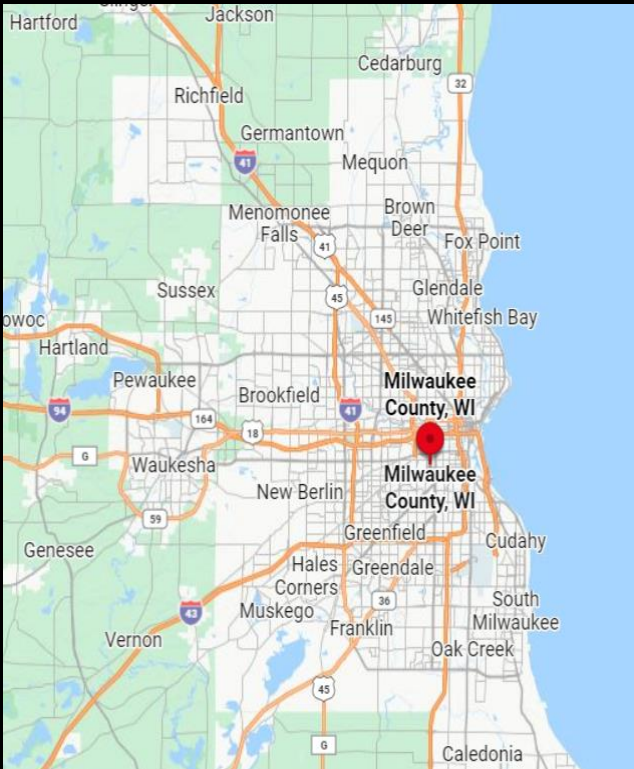


Welcome to Milwaukee County

At A Glance

The Milwaukee County Sheriff's Office (MCSO) was established in 1835, making it the oldest Sheriff's Office in Wisconsin. With a commitment to providing quality service to the residents of Milwaukee County, the MCSO is comprised of three key Bureaus: Police Services (Airport, Courts, and Patrol), Investigative Services (Investigations and Intelligence), and Detention Services (Jail).

Situated within the state of Wisconsin, Milwaukee County recorded a population of 939,489 according to the 2020 census. It holds the distinction of being both the most populous and densely populated county in the state. Encompassing an area of 241 square miles, Milwaukee County boasts a diverse blend of urban, suburban, and rural living experiences, all nestled along the shores of lake Michigan.



Quick Facts

MCSO Areas of Responsibility

- Airport Annual Average Passenger Volume: Approx. 5 million
- Courts: 47 Circuit Court Branches and 23 Court Commissioner positions
- Jail: Capacity limit of 960
- Patrol: 150 + miles of expressway and county roads
- Parks: 150 + parks

MCSO Authorized Personnel

- 326 Sworn Staff
- 279 Correctional Staff
- 35 Public Safety Officers
- 84 Civilian Staff

Message from the Sheriff

It is with great enthusiasm that I present to you our strategic plan – a roadmap that will guide us towards a future of growth, success, and positive impact. Whether you are a member of the Milwaukee County Sheriff's Office, a partner, or an interested community member, this message is meant to inspire and unite us in our collective journey.

At the core of our strategic goals is a steadfast commitment to excellence. We strive to set the highest standards in everything we do. By fostering a culture of continuous improvement and embracing innovation, we will remain at the forefront, delivering exceptional results and making a tangible difference.

We recognize that success cannot be achieved in isolation. Collaboration and partnerships are key to our growth and effectiveness. We aim to build strong alliances with our partners, working together towards common objectives. By actively engaging with our communities, listening to their needs, we will foster trust.

Equally vital to our strategic goals is a profound focus on integrity and ethical conduct. We will uphold the highest standards of professionalism, transparency, and accountability in all our endeavors.

As we embark on this journey together, I invite you to join us. Let us embrace these strategic goals with passion, dedication, and a sense of shared purpose. Together, we will overcome challenges, seize opportunities, and achieve remarkable outcomes.

I extend my gratitude to everyone who has contributed to shaping these strategic goals and I look forward to witnessing a continual transformative impact as we work collaboratively towards our vision.

Sheriff Denita R. Ball
Milwaukee County Sheriff

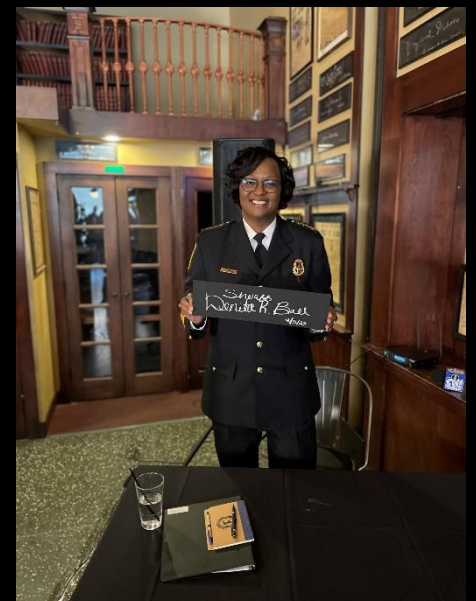


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MILWAUKEE COUNTY SHERIFF'S EXECUTIVE LEADERSHIP TEAM

Strategic Facilitator: Milwaukee County
Strategic Director Issac Rowlett
Sheriff Denita R. Ball
Chief Deputy Daniel Hughes
Chief Legal and Compliance Officer
Molly Zillig
Director James Burnett
Inspector Douglas Holton
Inspector Aaron Dobson
Inspector Brian Barkow
Director Joshua Briggs
Captain Jason Hodel
Captain Sarah Wronski
Executive Assistant Rita Norwood

Introduction



During a strategic planning session, led by Milwaukee County Strategic Director Isaac Rowlett, the Milwaukee County Sheriff's Office Executive Leadership Team came together for hours of intensive discussions and strategic deliberations at the Milwaukee County Training Academy. The purpose of the session was to chart the agency's future course and establish a solid framework for success.

The session commenced with a thorough SWOT analysis, where the executive team

assessed the agency's internal strengths and weaknesses, as well as external opportunities and threats. This analysis allowed the team to gain valuable insights into the current state of the organization and the potential factors that could shape its future.

With the SWOT analysis as a foundation, the executive team then turned their attention to creating the agency's mission, vision, and goals through year 2027. Using open discussions, a compelling mission statement, capturing the agency's core purpose and values, was created. This statement serves as a guide, reaffirming the agency's commitment to making a positive impact on those we serve.

Using the mission, the team built a vision statement that paints a picture of the desired future state of the agency. This statement provides a clear direction and a shared vision to strive towards.

To ensure a clear roadmap for the future, the strategic planning team established specific goals for the agency to achieve. These goals are meticulously aligned with the mission and vision, serving as targets to drive the agency's progress forward, keeping us focused and accountable.

The strategic planning session was a pivotal moment in the agency's journey, marking the beginning of a new chapter focused on growth, innovation, and making a lasting impact. The collective wisdom, collaboration, and dedication demonstrated by the executive command staff during the session laid a strong foundation for the agency's future success.

It is crucial to recognize that strategic planning is a constantly evolving process that incorporates both anticipated and unforeseen changes. As these changes arise, we will continually revise this document to ensure it reflects the most up-to-date information available. Together we will work towards realizing our shared vision and fulfilling our mission.

Vision, Mission and Values



VISION

To be a model public safety agency based on service and trust.



MISSION

To serve and protect everyone within Milwaukee County with fairness, integrity, and respect.



VALUES

As a team we are “Committed to Service Through”:

Professionalism

We will provide quality service through motivated, dedicated, and well-trained employees. Our actions, attitudes and appearance will demonstrate self-discipline, attention to duty and service to our community.

Fairness

We will maintain an ethical standard of what is right and proper, free from self-interest, racial injustice, or favoritism. We will be consistent, objective and just in all our actions.

Integrity

We will earn and maintain the trust of our community by being personally and professionally accountable to the highest ethical and moral standards. We will conduct ourselves above reproach, mindful of justice, and with the courage to uphold these convictions.

Respect

We will treat everyone in a manner that preserves their dignity.



Vision, Mission, and Values

Why are Vision, Mission, and Values important?

Vision, mission and values are crucial elements for our agency as they provide a clear sense of direction, purpose, and identity.



Why Do We Need Vision, Mission, and Values?

A well-defined vision outlines this agency's long-term aspirations and the future we aim to create and inspires our employees and partners to work towards a common goal. Our mission statement conveys our agency's core purpose and outlines how we plan to achieve our vision, guiding decision-making and resource allocation. Our values act as guiding principles that shape our culture, behavior, and relationships, ensuring alignment with our core beliefs and ethics. By establishing a strong foundation for our vision, mission, and values, we can foster unity, motivation, and strategic focus, attracting talent, building trust, and driving sustainable growth.

OUR ULTIMATE PURPOSE AND GOAL IS TO **SERVE**

- | | | | | |
|---|---|--|--|--|
| <ul style="list-style-type: none">• Support innovative programs and technology that promotes public safety and engagement. | <ul style="list-style-type: none">• Enhance the relationship between the community and law enforcement partners. | <ul style="list-style-type: none">• Restore the quality of life for those who play in our parks, drive on our roads and expressways, and live and work within Milwaukee County. | <ul style="list-style-type: none">• Value increased community understandings about our services that builds trust, promotes accountability, and increases transparency. | <ul style="list-style-type: none">• Evaluate organizational performance and make changes to enhance professional development throughout the agency. |
|---|---|--|--|--|

Strategic Planning Process

Strategic Plan Definition

A strategic plan is a comprehensive document that outlines an agency's long-term goals and objectives, along with the strategies and actions required to achieve them. It serves as a roadmap to guide decision making and resource allocation. A strategic plan typically includes an analysis of the organization's current situation, a vision for the future, and a set of initiatives and milestones to be accomplished over a specific timeframe. It also identifies potential risks and challenges and provides contingency plans to address them. The strategic plan serves as a framework for aligning various partners' collaboration and measuring progress toward the desired outcomes.

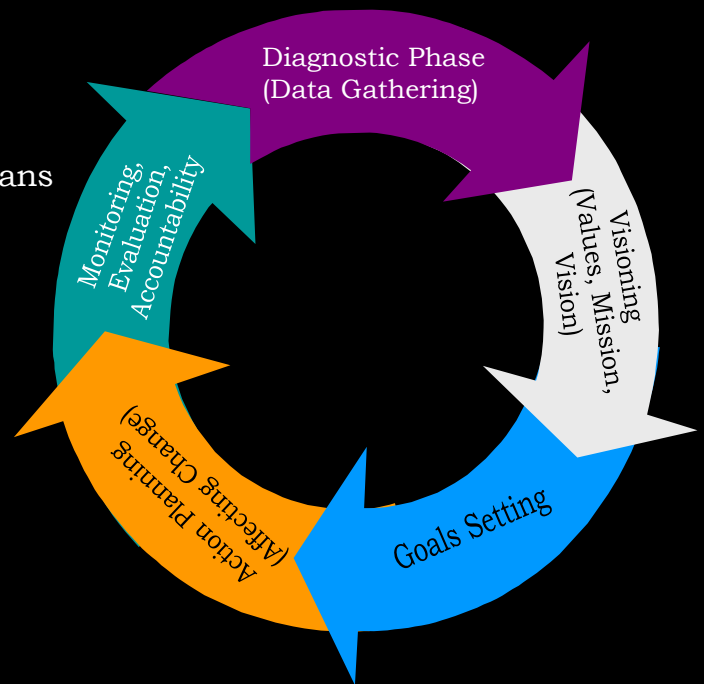


Strategic Plans Are Positioned at The Top And Drives Agency Plans and Projects

- Strategic Plan
- Budget Plan
- Capital Improvement Plan
- Training and Employee Development Plan
- Operational, Incident, and Special Events Plans
- Other Planning Efforts

Strategic Plans Are Continuous

A strategic plan is continuous in nature as it requires ongoing monitoring, evaluation, and adjustments to remain relevant and effective.



Strategic Planning Process

Why Do Strategic Planning?

- **Direction and Focus:** It provides the agency with a clear direction and focus by defining the long-term goals and objectives.
- **Decision-Making Framework:** It serves as a framework for making informed decisions.
- **Resource Allocation:** It helps allocate resources effectively by identifying key priorities and initiatives.
- **Adaptation to Change:** It allows the agency to anticipate and adapt to changes in the external environment.
- **Performance Measurement and Evaluation:** It establishes clear metrics and key performance indicators to measure progress toward strategic goals.
- **Organizational Learning:** It encourages a culture of learning and continuous improvement within the agency.

Milwaukee County Sheriff's Office Expectations

- Support our mission.
- Embrace our vision.
- Understand the agency's strengths, weaknesses, opportunities, and threats.
- Establish and work towards strategic goals.
- Educate agency personnel so that they understand and support our strategic objectives.
- Work in teams to evaluate the plan's focus to determine if adjustments should be made.
- Develop an effective written plan that recognizes our strengths but focuses on improving our weaknesses, reduces or eliminates our threats, and embraces our opportunities to meet our strategic goals.

The Strategic Plan identifies Strategic Goals, Objectives and Key Focus Areas that will make us more efficient, effective, and accountable.

Strategic Focus

After the Strategic Planning Leadership Team conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, Corresponding Strategic Goals and Objectives were developed. These provide a roadmap for the organization over the next four years.

1 Personnel Shortages



2 Public and Employee Safety



3 Programs and Technology



4 Community Engagement

5 Improving Communication



6 Performance and Development

7 Alternative Funding Streams

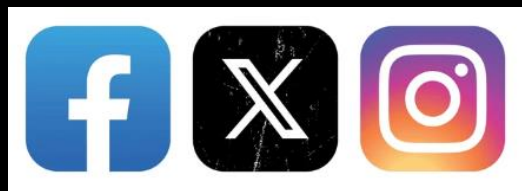
Strategic Goals and Objectives

The Strategic Plan provides a vision that supports the Milwaukee County Sheriff's Office in serving and protecting Milwaukee County while using the best tools and technology available. The below strategic goals and accompanying objectives were developed to define the priorities on which we will focus to achieve this vision.

FOCUS AREA
1

Recruiting, Hiring, and Retaining Personnel Sub Focus: Recruitment 1.1

GOAL	Why is this Important?	Objectives
<p>Progressive and effective recruitment, hiring, and retaining of personnel.</p>	<p>Progressive and effective recruitment is crucial for building a diverse and well-trained workforce that can uphold community trust, adapt to evolving challenges, and maintain public safety.</p>	<ul style="list-style-type: none"> 1.1.1 A proactive campaign advising potential applicants on agency opportunities – Special Weapons and Tactics (SWAT), Explosive Ordnance Disposal (EOD), Criminal Investigations Division (CID), Motorcycle Unit, etc.; in order to drive interest and excitement. 1.1.2 Continue to request better pay than competitors, and actively promote this information. 1.1.3 Continue active social media recruitment – Facebook, Instagram, Twitter (X). 1.1.4 Participate in job fairs and recruitment events at colleges, universities, and high schools. 1.1.5 Consider sign-on bonus with an initial payment and subsequent payment for staying 5 years on the job. 1.1.6 Hold regular hiring events as applicable. 1.1.7 Host year-round community engagement and job fairs. 1.1.8 Produce a recruitment video. 1.1.9 Consider giving time off the mandatory list for referral recommendation of an applicant. 1.1.10 Utilize cell phones to complete application process. 1.1.11 Use text alerts in the hiring process. 1.1.12 Shorten the application form and interview process. 1.1.13 Partner with community organizations and faith-based organizations around the county and hold hiring events. 1.1.14 Work with HR for active recruitment to reflect the community we serve. 1.1.15 Cultivate recruits that share our vision of the MCSO and who understand the adaptability necessary to proceed successfully into the future with the ever-changing dynamics of 21st Century Policing.



Strategic Goals and Objectives

The Strategic Plan provides a vision that supports the Milwaukee County Sheriff's Office in serving and protecting Milwaukee County while using the best tools and technology available. The below strategic goals and accompanying objectives were developed to define the priorities on which we will focus to achieve this vision.

GOAL	Why is this Important?	Objectives
<p>Progressive and effective recruitment, hiring, and retaining of personnel.</p>	<p>Progressive and effective hiring is essential to ensure our staff possesses the right skills and mindsets to engage with the community and occupants respectfully, uphold justice and navigate complex situations with empathy and professionalism.</p>	<p>1.2.1 Host more hiring events.</p> <p>1.2.2 Create videos to post on social media, allowing Public Affairs and Community Engagement (PACE) to use their creativity.</p> <p>1.2.3 Use more social media platforms.</p> <p>1.2.4 Utilize more collaborations and partnerships.</p> <p>1.2.5 Partner with community organizations and faith-based organizations around the county to hold hiring events.</p> <p>1.2.6 Find ways to streamline the hiring process.</p> <p>1.2.7 Consider video interviews for applicants.</p> <p>1.2.8 Enhance the FTO training to increase performance.</p> <p>1.2.9 Create a mentoring program.</p> <p>1.2.10 Combine targeted recruiting tactics with traditional, electronic, in-person, etc.</p> <p>1.2.11 Streamline the background investigation process.</p> <p>1.2.12 Request more staff positions to account for the relief factor, when staff is sick, on vacation, training, etc.</p> <p>1.2.13 Highlight the “youth” factor of the agency and advancement opportunities.</p>



Strategic Goals and Objectives

FOCUS AREA
1

Recruiting, Hiring, and Retaining Personnel
Sub Focus: Retention 1.3

GOAL	Why is this Important?	Objectives
<p>Progressive and effective recruitment, hiring, and retaining of personnel.</p>	<p>Retaining personnel is crucial for maintaining appropriate staffing levels, institutional knowledge, and building a stable, cohesive force that can effectively address public safety needs.</p>	<ul style="list-style-type: none"> 1.3.1 Reduce the amount of overtime staff are required to work. 1.3.2 Assess staffing levels and reduce, where applicable, when providing security for special events. 1.3.3 Prioritize our staff's work/life relationship. 1.3.4 Ensure our staff members have at least 1 day off per week. 1.3.5 Advocate, offer and approve more training for front line staff. 1.3.6 Conduct a yearly updated work preference list for staff. 1.3.7 Engage with deputies and officers, specifically the newer staff, on issues they see in the agency and why they may leave. 1.3.8 Subject to collective bargaining, propose incentives for longevity, 5-year bonus, 10- year bonus, or additional personal days for milestones within the agency. 1.3.9 Address behavioral challenges by promoting cultural change. 1.3.10 Work to close the generational gap with trainings in order to retain personnel. 1.3.11 Increase mentoring for all staff to include frontline supervisors. 1.3.12 Review the attendance policy and revise where needed. 1.3.13 Consider providing a parking incentive in correlation with MSDF or MATC. 1.3.14 Consider incentives for being a Gunner or joining the Correctional Emergency Response Team (CERT), Special Management Team (SMT), etc. 1.3.15 Reduce/eliminate excessive overtime by lobbying for relief factor positions. 1.3.16 Effectively streamline trainings and advanced education opportunities internally. 1.3.17 Request a funded staffing study for the entire agency.



Strategic Goals and Objectives

FOCUS AREA
2

Public and Employee Safety Sub Focus: Expressways & County Roads 2.1

GOAL	Why is this Important?	Objectives
<p>To provide proactive, timely, and effective public safety on our freeways, county roads, in our parks, jail, and for our MCSO personnel.</p>	<p>Improving the quality of life within Milwaukee County contributes to the overall well-being of residents, visitors, and commuters, and fosters a vibrant and welcoming environment that positively impacts public perception and overall safety.</p>	<ul style="list-style-type: none"> 2.1.1 Ensure public safety by actively enforcing the laws. 2.1.2 Encourage proactive education and enforcement of traffic laws on the expressways and county roads. 2.1.3 Assess the performance of staff who have demonstrated a desire to be assigned to the Patrol Division. 2.1.4 Increase visibility during peak hours and maintain a level of presence during non-peak traffic time. 2.1.5 Utilize more proactive speed, reckless and drunk driving enforcement. 2.1.6 Increase “saturation” patrols of high crash areas. 2.1.7 Use data analysis to engage in micro-deployment to address public safety concerns. 2.1.8 Partner with other law enforcement agencies to address public safety. 2.1.9 Work with state D.O.T. to increase access to more cameras in order to aid in detection, apprehension, and prosecution of offenders. 2.1.10 Increase the number of squads patrolling the expressway to increase visibility and compliance with state laws.



Strategic Goals and Objectives

FOCUS AREA
2

Public and Employee Safety Sub Focus: Parks 2.2

GOAL	Why is this Important?	Objectives
<p>To provide timely efficient, and effective safety for those in our care and custody and for those responsible for their well-being.</p>	<p>Improving the quality of life of those within Milwaukee County contributes to the overall well-being of residents, visitors, and commuters to foster a vibrant and welcoming environment that positively impacts public perception and overall safety.</p>	<ul style="list-style-type: none"> 2.2.1 Prioritize the lakefront and the parks which has the most calls for service. 2.2.2 Get involved with community organizations, such as the Friends of the Park, and attend community meetings regarding the parks. 2.2.3 Increase visibility patrols of our area parks during the off-peak period. 2.2.4 Expand MCSO neighborhood park events to different parks throughout the county. 2.2.5 Implement a National Night Out and rotate it to different parks each year. 2.2.6 Use data analysis to engage in micro-deployment strategies that address specific crime trends. 2.2.7 Partner with other municipalities and other law enforcement agencies to address specific safety concerns. 2.2.8 Expand community partnerships to create long-term positive impacts, e.g., the Sherman Park Model. 2.2.9 Collaborate with Park Associations to continue to create safe environments in the parks. 2.2.10 Use technology, such as high-definition cameras, to monitor parks and solve crimes where there is a high volume of calls for services. 2.2.11 Utilize data to target specific crime trends. 2.2.12 Increase municipal collaboration for minor calls for service to all those assigned to the parks to focus on patrol and park initiatives. 2.2.13 Promote MCSO's Atlas One App in high-volume call areas so that concerned neighbors can report crime anonymously if they chose to. 2.2.14 Coordinate meetings with stakeholders in advance of Park deployment to gain intelligence and frame MCSO's deployment strategy. 2.2.15 Coordinate the Park Rangers into MCSO's deployment strategy. 2.2.16 Increase youth engagement and pop-up activities with MCSO.



Strategic Goals and Objectives

FOCUS AREA
2

Public and Employee Safety Sub Focus: Criminal Justice Facility (CJF) 2.3

GOAL	Why is this Important?	Objectives
<p>To provide timely efficient, and effective safety for those in our care and custody and for those responsible for their well-being.</p>	<p>Improving the quality of life of those within Milwaukee County contributes to the overall well-being of residents, visitors, and commuters to foster a vibrant and welcoming environment that positively impacts public perception and overall safety.</p>	<ul style="list-style-type: none"> 2.3.1 Increase staffing to the authorized levels by paying correctional staff a competitive wage so that MCSO can retain them. 2.3.2 Focus on ensuring staff are properly trained and utilized proper safety techniques. 2.3.3 Ensure medical staffing levels are met and competent staff is maintained. 2.3.4 Increase supervisory oversight of personnel to ensure proper procedures and protocols are being utilized for rounds and pod inspections. 2.3.5 Create a culture change that focuses on professional and personal integrity, teamwork, support, and respect. 2.3.6 Re-establish and adhere to appropriate occupant classification protocols. 2.3.7 Develop partnerships and collaborations to implement appropriate programming and advocacy. 2.3.8 Conduct a staffing study with an outside vendor so that we can ensure proper staffing levels. 2.3.9 Provide parking privileges for jail and safety building staff when the new public safety building is constructed. 2.3.10 Re-locate sprinklers in the jail to prevent flooding of the cells.



Strategic Goals and Objectives

FOCUS AREA
3

Programs and Technology

GOAL	Why is this Important?	Objectives
<p>Effective use of current and emerging technology.</p>	<p>Embracing innovative programs and technology fosters proactive crime prevention, efficient resource allocation, and strengthens community relationships, ultimately creating a safer and more engaged community.</p>	<ol style="list-style-type: none"> 3.1 Implement data driven approaches to monitor and address areas with high crime rates or safety concerns, utilizing real-time analytics and community input to allocate resources effectively and prioritize interventions that contribute to safer parks, roads, and neighborhoods. 3.2 Advance technology options to reduce required deputy staffing as needed. 3.3 Using current available data via RMS/CAD to create more detailed automated data sheets, which can reduce paper usage and efficiently be digitally archived. 3.4 Utilization of the smart board in the Patrol substation to show current traffic data, citations, crashes, and or other pertinent information for staff. 3.5 Implement a comprehensive public awareness campaign program aimed at promoting responsible driving behaviors, reducing speeding, and discourage distracted driving on expressways and roads, contributing to improved safety and reduced traffic incidents; add the motor vehicle crash dashboard to our website. 3.6 Create data-driven dash boards for statistical purposes, which can be used internal and/or publicly. 3.7 Utilize scheduling software to reduce time spent by front line supervisors manually maintaining schedules, as well assisting to potentially decrease overtime. 3.8 Promote and increase Atlas One App usage which engages the community to provide feedback and suggestions regarding park amenities, road conditions, and safety concerns, enabling responsive decision-making and demonstrating a commitment to meeting the community's needs.



Strategic Goals and Objectives

FOCUS AREA
4

Effective and Comprehensive Community Engagement

GOAL	Why is this Important?	Objectives
<p>To implement a comprehensive community engagement strategy that fosters community partnerships between our diverse communities in an effort to strengthen relationships and build trust as we work towards a safer community.</p>	<p>Building a positive relationship between law enforcement and the community promotes effective crime prevention, enhances public safety, and creates a supportive environment where MCSO and the community work together to address challenges.</p>	<ul style="list-style-type: none"> 4.1 Identify and document all current community engagement opportunities to include date of event, partners, audiences, role of Sheriff's Office, costs and goals of events and/or partnerships and include any gaps, i.e., funding source, participation, etc. 4.2 Research and document community engagement opportunities which can be utilized by MCSO. 4.3 Solicit and compile engagement ideas from MCSO staff and include a plan to partner/collaborate with community stakeholders. 4.4 Develop and recommend a MCSO community engagement plan, based on the aforementioned research findings, including cost, schedules, locations, and resources required. The plan should address MCSO's involvement in a non-law enforcement capacity. 4.5 Implement a Sheriff's Citizen Academy as an opportunity to facilitate community engagement and build effective community relationships and partnerships. 4.6 Create a podcast which fosters community engagement and allows the public to have a better understanding of our duties and responsibilities. 4.7 Conduct a town hall meeting, when applicable, and highlight accomplishments and address community concerns. 4.8 Leverage community and law enforcement partnerships to foster positive relationships with our youth. 4.9 Facilitate community engagement opportunities throughout the entire county.



Strategic Goals and Objectives

FOCUS AREA
5

Improving Internal and External Communications

GOAL	Why is this Important?	Objectives
<p>Effective and comprehensive community and employee communication.</p>	<p>Effective external and internal communication is vital to ensure seamless coordination, alignment of objectives and the dissemination of information for enhanced operational efficiency and public safety.</p>	<p style="text-align: center;"><u>External Communication</u></p> <ul style="list-style-type: none"> 5.1 Attend community meetings to facilitate the public’s understanding of what we do and to update them on what we are doing. 5.2 Provide quarterly community events to highlight our accomplishments and data specific to our footprint, e.g., information such as crash and OWI data to inform the public and increase transparency and accountability. 5.3 Utilize citizen academy participants as a way to communicate with the public. 5.4 Share stories through podcasts, social media, and Atlas One that promotes open lines of communication with the community. 5.5 Create a program like Coffee with a Cop or Doughnuts with a Deputy. 5.6 Share information with the public using Crimestoppers to instill the public’s assistance in solving crimes. 5.7 Weekly/Monthly publications to citizens on what is going on with the Sheriff’s Office. 5.8 Facebook/social media blasts of community events we are attending. 5.9 Promote Atlas One Technology. <p style="text-align: center;"><u>Internal Communication</u></p> <ul style="list-style-type: none"> 5.10 Submit ongoing news articles that highlights some of our upcoming events, goals, objectives, and good work being completed in the community and in the jail. 5.11 Quarterly newsletter to facilitate interoffice communication. 5.12 Provide media releases to staff and on our website. 5.13 Disseminate command staff meeting minutes to the staff. 5.14 Provide mission specific communication to our staff and state our specific objectives, division to division, either via monthly email communications or at roll calls. 5.15 Utilize ReadyOp to disseminate quarterly newsletters. 5.16 Post weekly “internal tweets” using ReadyOp or Atlas One 5.17 Utilize Roll Calls to disseminate time-sensitive information. 5.18 Pose a weekly question to the Sheriff by a staff member and disseminate the information to the agency.



Strategic Goals and Objectives

Investing in our MCSO personnel through training opportunities and leadership and professional development will contribute to our institutional knowledge and promote consistent application of best practices and policies. Having a quality training strategy can also increase morale, inspire staff, and enhance their performance as they strive to improve and accomplish professional and personal goals.

FOCUS AREA
6

Organizational Performance and Employee Development

GOAL	Why is this Important?	Objectives
<p>To update and enhance our training programs to ensure all training areas including position and assignment based, supervisory development and succession training are presented in a manner that ensures safe, effective, and consistent law enforcement principles and staff development.</p>	<p>Providing effective career training and leadership development ensures a dynamic and responsive law enforcement agency that adapts to evolving challenges, fosters employee growth, and maintains a high standard of service to the community.</p>	<ul style="list-style-type: none"> 6.1 Compile an inventory of law enforcement, non-sworn, and civilian training conducted or supported by MCSO including topics, frequency, basis/requirement, numbers attending, and level (basic, technical continuing education/certification, supervisory 6.2 Review the upcoming year’s training plan to determine if it meets goals, objectives, and current challenges. 6.3 Research and document current best practices for current challenges and develop comprehensive agency sponsored training of offsite training in order to address individual or agency deficiencies and enhance MCSO performance. 6.4 Develop a mechanism that evaluates agency performance and recommendations for improving deficiencies. 6.5 Provide a report to the Sheriff outlining how MCSO will meet agency objectives, realize our vision, and a road map to enhance overall organizational performance, including funding or other resources needed to accomplish it. 6.6 Provide a mechanism that allows MCSO personnel to receive a minimum of eight hours per year towards employee development. 6.7 Develop and implement an instrument to evaluate the work performance of all personnel and include personal and professional goals, with the ability to measure progress and receive incentives for those meeting MCSO’s goals and objectives. 6.8 Review and enhance new supervisor training for opportunities to receive targeted training above the 16 hours of online supervisory training with the first 6 months of promotion and then 24 hours within one year of promotion.



Strategic Goals and Objectives

FOCUS AREA
7

Finding Alternative Funding Streams

GOAL	Why is this Important?	Objectives
To identify and address strategic funding deficiencies.	Maintaining appropriate funding will help MCSO to continue to deliver quality and consistent service to Milwaukee County.	<ul style="list-style-type: none"> 7.1 Develop creative ways to do more with our current funding. 7.2 Identify and mandate a person to seek funding opportunities that align with our mission, vision, goals and reduce budget deficits, such as through grant funding, etc. 7.3 Identify, document, and prioritize agency funding. 7.4 Encourage agency members to contact and/or attend public meetings/hearings in support of items they are concerned about. 7.5 Collaborate with other local, state, and federal agencies and organizations. 7.6 Reduce overtime funding by implementing an hourly bailiff program. 7.7 Utilize a non-profit to bridge funding gaps for equipment purchases, wellness programs, community initiatives, etc.



Strategic Outcomes

Overview

This Milwaukee County Sheriff's Office strategic plan outlines the agency's long-term goals and objectives, along with the strategies and actions required to achieve them. It serves as a roadmap to guide our decision making and resource allocation and serve as a framework for aligning various collaborations and measuring progress towards our desired outcomes.

Outcomes and Impact

By researching and adapting best practices, we will ensure that we employ the most efficient and effective ways to provide the best services to our community, conduct business internally and externally, and promote positive employee relationships. We have strategically focused on recruiting, hiring, and retaining top tier personnel, ensuring that our jail and agency are equipped with advance programs and technology. Recognizing the pivotal role of community trust, we will foster a strengthened relationship between the community and law enforcement, underpinned by transparent and effective communication to/for both employees and the community. Our commitment to excellence will be further reflected in our emphasis on organizational performance and continuous employee development. Moreover, we will address financial challenges by identifying and filling funding gaps, ensuring that our mission remains unhindered, and our members and the community feel safe, heard, and valued.

Next Steps

The Milwaukee County Sheriff's Office will continue to meet our objectives listed throughout this strategic plan by the following:

- Focusing on recruiting, hiring, and retaining of personnel to build a stable, cohesive agency that can effectively address public safety concerns.
- Enhancing public and employee safety within Milwaukee County and the Criminal Justice Facility to improve overall quality of life within Milwaukee County.
- Embracing innovative programs and technology to create a safer and more engaged county.
- Creating an effective and comprehensive community engagement to build a positive relationship between law enforcement and the community.
- Improving internal and external communication.
- Updating organizational performance and employee development to ensure a dynamic and responsive law enforcement agency.
- Finding alternative funding streams to maintain an appropriate funding for MCSO.

Closing

In conclusion, our commitment to enhancing Milwaukee County's public safety is unwavering. By focusing on effective recruitment, adopting advanced technologies, fostering stronger community-law enforcement ties, ensuring transparent communication, and addressing organizational and funding challenges head-on, we aim to build a resilient, trusted, and efficient agency. Together with the collaborative efforts and trust of our community, we are dedicated to positioning Milwaukee County as a model of public safety community partnership.



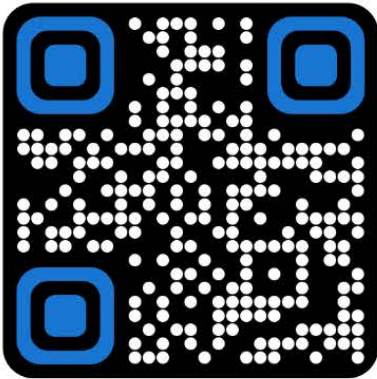
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