



GRANT COUNTY SHERIFF'S OFFICE STRATEGIC PLAN



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OUR MISSION

SERVE & PROTECT

It's that simple. As a deputy and employee of the Grant County Sheriff's Office, the fundamental duty is to serve mankind, to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all people to liberty, equality, and justice.

OUR VISION

We will be the model of a highly trained, equipped, responsive, and coordinated county-comprehensive law enforcement agency that is independent yet supportive of all law enforcement agencies within Grant County and the state.

OUR VALUES

- Selfless – We will put the needs of others above ourselves.
- Honesty – We will be honest and transparent to the citizens we serve.
- Integrity – We will do the right thing even when others are not looking.
 - Fairness – We will be fair and just with the citizens we serve.

Code of Ethics

- As a deputy and employee of the Grant County Sheriff's Office, our fundamental duty is to serve humankind and safeguard lives and property. We are here to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder. We respect the Constitutional rights of all people to liberty, equality, and justice.
- As a Sheriff's deputy and employee, we shall keep our private life unsullied as an example to all. We maintain courageous calm in the face of danger, scorn, or ridicule. We develop self-restraint and are constantly mindful of the welfare of others. We are honest in thought and deed in both our personal and official life. We obey the laws of the land and the regulations of the Office. We keep whatever is seen or heard of a confidential nature or is confided in the official capacity of a Sheriff's Deputy or employee ever secret unless revelation is necessary in the performance of duty.
- Deputies shall never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence decisions. With no compromise for crime and with relentless prosecution of criminals, deputies shall enforce the law courteously and appropriately without fear or favor, malice, or ill will. We never employ unnecessary force or violence, and we never accept gratuities.
- The badge of office is a symbol of public faith, and it should be accepted as a public trust to be held so long as we are true to the ethics of public service. We shall constantly strive to achieve these objectives and ideals, dedicating ourselves before God to our chosen profession - law enforcement.

MESSAGE FROM THE SHERIFF

I am pleased to introduce the Strategic Plan of the Grant County Sheriff's Office. We aim to provide a safe and secure community in Grant County through a clear vision. This strategic plan, driven by community and team members, outlines six well-defined priorities, goals, strategies, and performance measurements to carry out our mission effectively and efficiently. As a team, we are committed to serving and protecting our community and value the safety of our residents, business owners, and visitors. Our goal is to create a roadmap for ensuring the safety of our community, and implementing this strategic plan will help us achieve it.

At the Grant County Sheriff's Office, we uniquely serve the community, focusing on putting others first and creating safe and secure environments where people can thrive. Throughout this plan, you will read more about our Others First Policing approach. Our focus is on maintaining professionalism, increasing service levels, using our resources effectively, being fiscally responsible, encouraging teamwork, and preserving a “Others First” manner of leading.

The Strategic Plan emphasizes the importance of community-wide cooperation to accomplish each priority. It also demonstrates our deep commitment to our residents, team members, and inmates, and our dedication to providing high-quality service to the community. We encourage you to review the plan as it is our roadmap to success. We look forward to partnering with the Grant County community to create safe and secure environments where people can thrive.

COMMUNITY & ORGANIZATIONAL OVERVIEW

Grant County is a county in central Indiana in the United States Midwest. At the time of the 2020 census, the population was 66,674. The county seat is Marion.

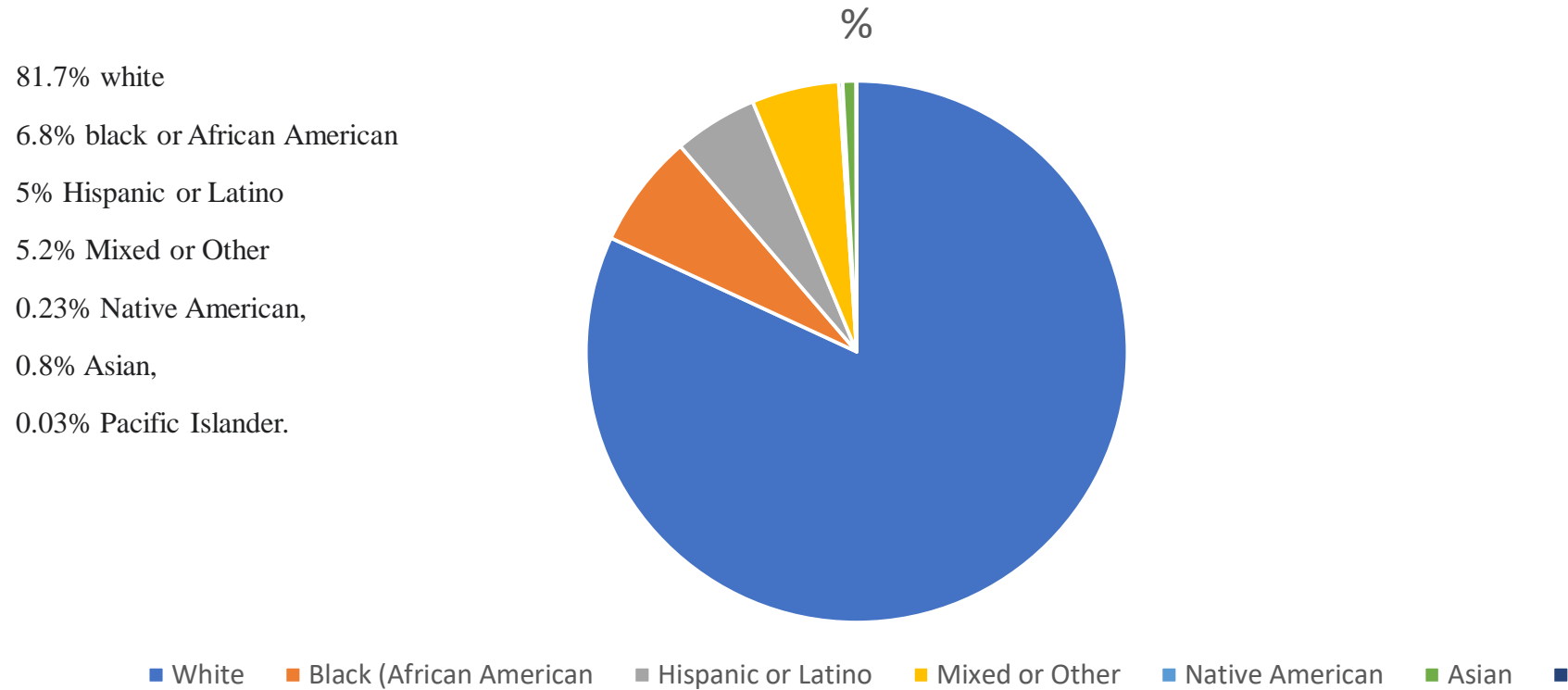
Grant County was formed in 1831 by settlers from Kentucky and Virginia. It was named for Captains Samuel and Moses Grant of Kentucky, who were killed fighting indigenous warriors north of the Ohio River.

Grant County consists of low rolling hills covered with vegetation and devoted to agriculture or urban development. According to the 2010 Census, the county has a total area of 414.90 square miles, of which 414.07 square miles is land and 0.82 square miles is water. Grant County shares a border with nine (9) neighboring counties, more than any other county in Indiana.

Grant County consists of three (3) cities, Marion, Gas City, and Jonesboro. It also has seven (7) towns, Fairmount, Fowlerton, Matthews, Swayzee, Sweetser, Upland, and Van Buren.

COMMUNITY & ORGANIZATIONAL OVERVIEW

Grant County Demographics



COMMUNITY & ORGANIZATIONAL OVERVIEW

The County Sheriff's Office is a constitutional position in the State of Indiana and is tasked by state statute to:

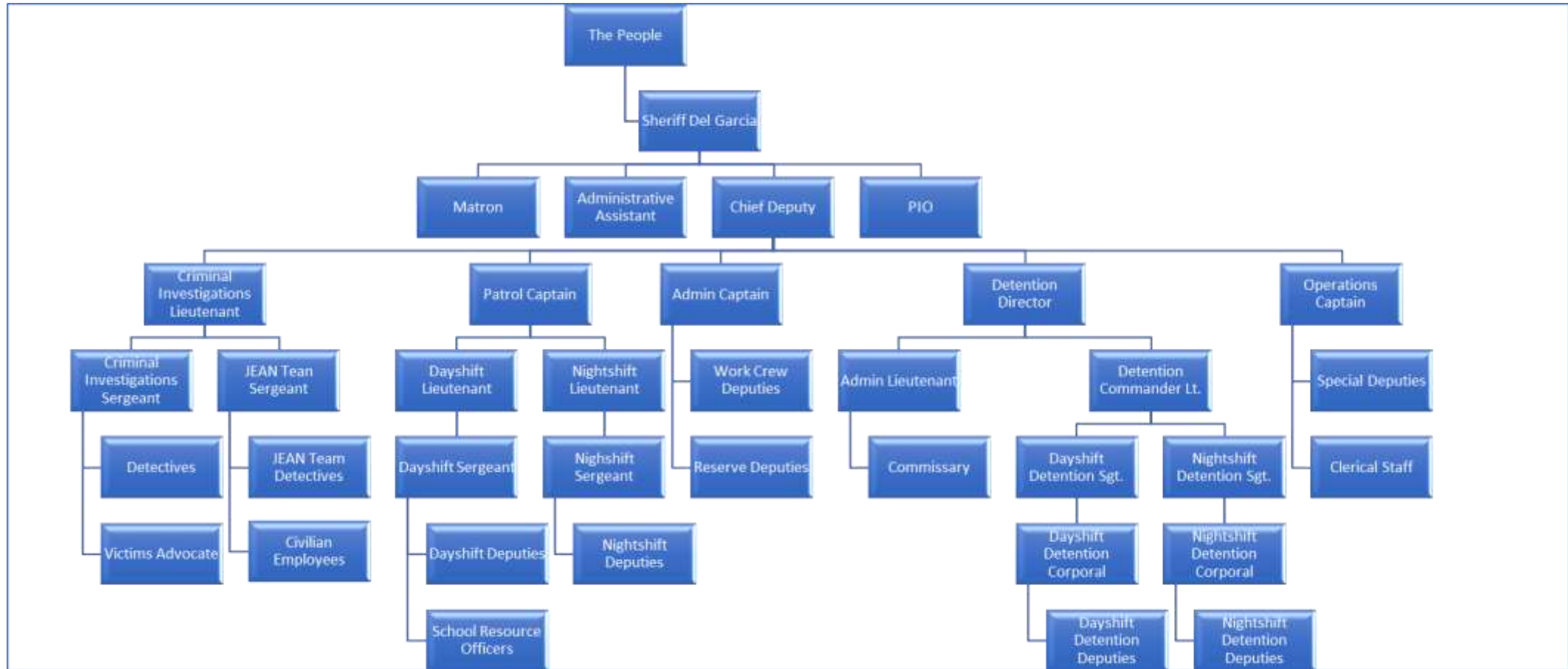
- The Sheriff must arrest without process persons who commit an offense within his view, take them before a court of the county having jurisdiction, and detain them in custody until the cause of the arrest has been investigated.
- The Sheriff must suppress the breaches of peace, calling the power of the county to his aid if necessary.
- The Sheriff must pursue and jail all felons.
- The Sheriff must execute all process directed to him by legal authority.
- The Sheriff must serve all process directed to him from a court or the county executive.
- The Sheriff must attend and preserve order in all courts of the county.
- The Sheriff must take care of the county jail and the prisoners there.
- The Sheriff may take photographs, fingerprints, and other identification data of persons taken into custody for felonies or misdemeanors. Any person who refuses to be fingerprinted or photographed or who withholds information or who gives false information when taken into custody commits a Class C misdemeanor.
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The Grant County Sheriff's Office operates on a 7.3 million (FY 2023) budget. In 2023 there were 27,139 calls for service. The Sheriff's Office runs its day-to-day 24/7 operations through its patrol division and detention division. The patrol divisions oversees four total crews, two crews on day shift and two crews on night shift. Each crew works a 12 hour shift. The detention division also oversees four total crews with the same format as the patrol division.

The Sheriff's Office also consists of an operations division, criminal investigation division, and an administrative division in which each are assigned task within the Sheriff's Office.

The Sheriff is an elected position is a four year term, and the Sheriff is limited to only two terms

Organization Overview



Others First Policing

“Do nothing out of selfish ambition or vain conceit. Rather, in humility, value others above yourselves, not looking to your own interests but each of you to the interests of the others.” (Philippians 2)

By prioritizing others, we can create safe and secure environments where people thrive. “Others First” policing is the Grant County Sheriff’s Office's newly adopted vision. It is a unique way of leading and serving people central to our mission of Serving and Protecting our community.

“Others First” starts within our organization. We focus on creating a safe and secure environment for our team members so they are better equipped to serve the community. For the Sheriff’s Office to provide the best possible service to our community, we as leaders must serve our team members individually to create an environment where team members feel safe, secure, and can thrive. Trust is then earned between the leadership and the rest of the organization.

“Others First” focuses not only on our team members but also on our inmates. We must provide the services to our inmate population that can assist them in changing their lives and learning from their mistakes so that they can strive to be more productive citizens when they are placed back in the community.

“Others First” policing is responsible for serving the community; we approach this responsibility by focusing on putting Others before ourselves, which reminds us of the importance of service to our community members. The Grant County Sheriff’s Office team members understand each individual and their unique situation, and we prioritize their needs.

Providing safety and security is important to our community, but we are inspired and called to take our service to the community a step further. Often this involves helping people with problems or concerns that are not specifically related to crime yet are areas of concern related to quality of life.

Strategic Priorities and Goals

- **Priority 1: Crime**

- Goal 1: Maintain or reduce crime and provide a sense of safety to the community.
- Goal 2: Maintain an investigative capability to identify, apprehend, and assist with prosecuting criminal offenders.
- Goal 3: Maintain the capability of effective emergency management and the response to and recovery from a critical incident.

- **Priority 2: Jail**

- Goal 1: Work at reducing the jail population to meet State Standards
- Goal 2: Expand leadership training and overall training for all Detention staff.
- Goal 3: Improve Medical and Food Services to reduce liability for the county.
- Goal 4: Continue to improve the transportation of inmates.

Strategic Priorities and Goals

- **Priority 3: Traffic Safety**

- Goal 1: Increase traffic safety on the roadways in Grant County

- **Priority 4: Team Members**

- Goal 1: Attract and retain the highest quality team members.
- Goal 2: Train and develop team members.
- Goal 3: Recognize team members accomplishments.

- **Priority 5: Community Policing**

- Goal 1: Community engagement through outreach and education.
- Goal 2: Optimize communication and social media platform

Strategic Priorities and Goals

- **Priority 6: Technology, Equipment & Practices**

- Goal 1: Maintain and utilize the most effective technology, equipment, and best practices.

Priority 1: Crime

Within Grant County, crime rates and patterns tend to vary over time. By analyzing statistical data, the Grant County Sheriff's Office can effectively concentrate its resources in specific areas experiencing higher crime rates and even target known repeat offenders.

Local business owners, community leaders, and residents play a vital role in reducing crime and its impact on cities, towns, and rural areas. Increased communication between the Grant County Sheriff's Office, other law enforcement agencies, and the community will allow all divisions to concentrate resources in areas where increased police presence will truly make a difference in improving the overall quality of life in Grant County.

Priority 1: Crime

- **Goal 1: Maintain or reduce the crime rate, and provide a sense of safety and security.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 1.1.1 The Grant County Sheriff's Office will continue to build trust and legitimacy through aggressive and proactive enforcement of laws within the community.	Lowering stats on Uniform Crime Report and analyzing crime statistics in the community to see if there is a correlation between proactive law enforcement and a reduction in criminal activities.
Strategy 1.1.2 Foster and continue to develop ongoing partnerships to strengthen collective safety measures, improve communication, and create a unified front against crime.	Evaluating information sharing the efficiency and frequency of information sharing between agencies and the community.
Strategy 1.1.3 Increase Police Presence in High crime areas along with continuously explore and implement technological advancements to enhance law enforcement services in serving Grant County more effectively.	Monitoring crime rates and evaluate whether the implementation of technology correlates with a reduction in criminal incidents.

Priority 1: Crime

- **Goal 2: Maintain an investigative capability to identify, apprehend, and assist with prosecuting criminal offenders.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 1.2.1 Criminal Investigations Division will provide Patrol deputies along with other local agencies with information pertaining to hot spot locations, common times of day/days of week that incidents are occurring, and any relevant suspect information for the purposes of proactive patrols and deployments. The Criminal Investigations Division will send out Bulletin(s) and Situational Awareness Bulletin(s) as needed.	Lowering stats on Uniform Crime Report and collecting feedback from patrol deputies regarding the usefulness and relevance of the information provided.
Strategy 1.2.2 Carefully evaluate the sale/trafficking cases of opioids and narcotics-related deaths and work closely with the Grant County Prosecutor's Office to ensure those who contribute to an overdose death by providing narcotics to the victim are held accountable.	Lowering stats on Uniform Crime Report and by a reduction in such fatalities over time, reflecting the impact of investigative efforts.
Strategy 1.2.3 Provide continuous training to investigators within to develop the latest skills and techniques on emerging trends taking place within society.	Staying current with technological advancements relevant to investigations.

Priority 1: Crime

- **Goal 3: Maintain the capability of effective emergency management and the response to and recovery from a critical incident.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 1.3.1 Enhance emergency readiness through risk assessment and stakeholder engagement.	Agility in responding to evolving challenges.
Strategy 1.3.2 Develop and maintain a Continuity of Operations plan to make sure essential services continue during and after critical incidents.	Optimal resource use and readiness for response efforts.
Strategy 1.3.3 Create and Uphold mutual aid agreements with neighboring jurisdictions and relevant agencies.	Seamless coordination and joint efforts during emergency response.
Strategy 1.3.4 Conduct yearly reviews and training sessions for critical incidents occurring in our community.	High attendance, indicating personnel readiness and skill development.
Strategy 1.3.5 Perform yearly reviews, updates, and integration of emerging best practices.	Regular reviews, updates, and enhancements to preparedness plans.

Priority 2: Jail

The Sheriff's statutory responsibilities include "taking care of the county jail and the prisoners within it". Our objective is to ensure that the jail complies with the standards established by the Indiana Department of Corrections. We aim to reduce the number of inmates in the jail to match its intended capacity and also strive to provide sufficient care for all prisoners.

Priority 2: Jail

- **Goal 1: Work at reducing the jail population to meet State Standard.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 2.1.1 Work with Grant County Judges on allowing non-violent inmates to be released (Own Recognizance)	Monthly population report
Strategy 2.1.2 Establish a pretrial assessment and release program through the courts	Monthly population report
Strategy 2.1.3 Develop a mental health template and work with Radiant Health to provide treatment outside of the jail facility for those with mental issues.	The number of individuals we can assist by placing in mental facilities.
Strategy 2.1.4 Provide increased access to attorneys (Public Defenders) to inmates so that cases can be adjudicated at a faster rate.	Monthly population report.

Priority 2: Jail

- **Goal 2: Expand leadership training and overall training for all Detention staff.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 2.1.1 We will enroll on new detention deputies into the ILEA Jail School	Successful completion of ILEA Jail School
Strategy 2.1.2 Enroll Detention command staff into leadership training	Successful completion of Leadership training
Strategy 2.1.3 Enroll Detention staff in specialized training such as, Defensive Tacticts, Taser, ect.	Successful completion of training
Strategy 2.1.4 Provide de-escalation training to all Detention Staff	Successful completion of training

Priority 2: Jail

- **Goal 3: Improve on Medical and Food Service to reduce liability for the county.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 2.3.1 Work to increase staffing hours of medical personnel	Successfully increasing staffing hours
Strategy 2.3.2 Work towards hiring a night shift Medical Trained Professional to monitor health issues in the evening	Successfully hiring an MTP.
Strategy 2.3.3 Renegotiate our food service contract to switch to a hot dinner and hot cart choices	Successfully renegotiating our contract with Tiger.
Strategy 2.3.4 Provide a liaison from the jail to monitor the daily operation of food services.	Fewer complaints in reference to food services

Priority 2: Jail

- **Goal 4: Continue to improve the transportation of inmates.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 2.4.1 Continue using the scheduling program purchased	Successfully scheduling and transporting inmates and juveniles
Strategy 2.4.2 Continued training of all transport officer	Successful completion of training
Strategy 2.4.3 Continue maintenance on all transport vehicles	Keeping a maintenance log on each vehicle
Strategy 2.4.4 Rotate old vehicles out of inventory	Maintenance records and vehicle rotation
Strategy 2.4.5 Continue to communicate and collaborate with courts and probation, looking for the best practices in our transportation of inmates and juveniles	Success in transporting inmates and juveniles in a timely manner

Priority 3: Traffic Safety

Ensuring traffic safety is a top priority for the Sheriff's Office. Our main objective is to create safe road environments and protect the public while they travel. We are committed to identifying and implementing effective strategies that can address current and future traffic safety challenges. Our approach will focus on both enforcement and education principles to help the public better understand the complexities of traffic safety.

- **Goal 1: Increase traffic safety on the roadways in Grant County**

We will Use the Following Strategy:	Success will be measured by:
Strategy 3.1.1 Implement aggressive enforcement in high auto accident areas by increased law enforcement presence, monitoring traffic patterns, and targeting violators.	Monitoring and analyzing data on accidents, injuries, and fatalities to assess whether there is a decrease in accidents.
Strategy 3.1.2 Enhance traffic safety through strategic collaboration with neighboring law enforcement agencies	Monitor improvements in communication and information-sharing between agencies, enhancing the ability to address traffic safety issues collectively.
Strategy 3.1.3 Strategically pursue grant funding, leveraging programs like Operation Pull Over, to bolster our dedication to elevating traffic safety.	Analyze data on traffic violations, citations issued, and changes in driver behavior to determine the impact of grant-funded enforcement efforts.
Strategy 3.1.4 . Utilize various media channels, social platforms, and community partnerships to disseminate educational content on responsible driving, pedestrian safety, and the dangers of impaired driving.	Track website traffic and social media analytics to understand the demographics of the audience, popular content, and the effectiveness of different communication strategies.

Priority 4: Team Members

The Grant County Sheriff's Office is committed to providing the highest quality service to the community. A strong organizational culture is essential to attracting the best talent and retaining valued team members. A highly trained and well-equipped team ensures the highest level of service. The professional development of our team members is paramount to the office's continued success.

- **Goal 1: Attract and retain the highest quality team members**

We will Use the Following Strategy:	Success will be measured by:
Strategy 4.1.1 Conduct research to ensure salary, comprehensive benefits packages, and professional development opportunities remain competitive.	Regularly review and adjust compensation structures based on statewide trends to maintain competitiveness.
Strategy 4.1.2 Actively engage on social media and participate in community events by showcasing Office culture, values, and opportunities through compelling content.	Assess employees' engagement and sharing of department content on their personal social media, indicating a positive internal culture along with number of applications from social media and events.
Strategy 4.1.3 Develop a strategy to promote and create specialty positions, aligning unique roles with organizational goals.	Assess the ability to attract qualified candidates for specialty positions, evaluating the quality and quantity of applications.
Strategy 4.1.4 Continue to cultivate a positive work culture by open communication, recognition, and a collaborative environment.	Gather insights through surveys to understand the employees' perceptions of the Office.

Priority 4: Team Members

- **Goal 2: Train and develop team members.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 4.2.1 Prioritize continuous skill development, scenario-based exercises, and regular updates to ensure personnel are well-equipped to execute the strategy	Enhanced overall performance metrics, including improved response times, reduced incidents, and heightened community satisfaction.
Strategy 4.2.2 Learn about individual preferences, skills, and professional goals of team members.	Assess the completion and effectiveness of individual development plans tailored to team members' needs and interests and monitor the rate at which team members stay
Strategy 4.2.3 Strategize team development through performance evaluations by conducting needs assessments, creating personalized development plans, and implementing targeted training programs.	Assess the achievement of set performance goals and individual development plan milestones.
Strategy 4.2.4 Develop and implement a leadership development program to foster employee growth and development.	Evaluate the enhancement of leadership skills and competencies.

Priority 4: Team Members

- **Goal 3: Recognize team member accomplishments.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 4.3.1 Share accomplishments through press releases and/or on social media.	Increased awareness with the citizens we serve.
Strategy 4.3.2 Establish award programs that celebrate team member achievements.	Assess the number of team members actively participating in award programs, indicating engagement and interest.
Strategy 4.3.3 Acknowledge outstanding collaboration with other departments fostering an atmosphere of leadership and teamwork.	Evaluating the frequency and effectiveness of cross-departmental collaborations initiated by acknowledged team members.

Priority 5: Community Policing & Partnerships

The Others First Policing philosophy of Grant County Sheriff's Office emphasizes the importance of prioritizing the needs of others over self. The primary goal is to work collaboratively with residents, community groups, and public and private organizations to identify and resolve issues that may affect the quality of life of Grant County as a whole.

Community-based police agencies acknowledge that law enforcement is only one piece of the puzzle and cannot effectively deal with issues alone. Thus, they must partner with stakeholders who have a mutual responsibility for resolving problems. Community policing stresses the importance of prevention and early identification of issues, transparent communication practices, and timely intervention to deal with concerns before they become unwieldy problems. Our deputies embrace this philosophy and strive daily to meet and exceed community expectations.

Priority 5: Community Policing & Partnerships

- **Goal 1: Community engagement through outreach and education.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 5.1.1 Forge partnerships with local high schools, colleges, and universities.	The number of students engaged, increased applications from educational institutions, successful recruitments, and positive feedback indicating enhanced awareness and interest.
Strategy 5.1.2 Actively participate in parades and local events.	Increased community attendance at events, positive feedback, improved public perception, and a demonstrated understanding.
Strategy 5.1.3 : Introduce and publicize the Grant County Sheriff Office App for easy access and communication with the community.	The number of app downloads, increased community engagement through the app, positive feedback, and improvements in communication and response times.
Strategy 5.1.4 Promote Grant County Sheriff's Office websites for informational purposes.	Measuring analytics on both websites, positive feedback, and improvements in communications.

Priority 5: Community Policing & Partnerships

- **Goal 2: Optimize communication and social media platforms.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 5.2.1 Establish and implement a daily social media plan to connect with Grant County residents.	Tracking engagement metrics such as increased followers, likes, comments, and shares.
Strategy 5.2.2 Keep the social media pages managed by the Grant County Sheriff's Office growing steadily over time.	Tracking metrics such as increased followers, engagement levels, positive interactions, and the overall growth of the Grant County Sheriff's Office social media community.
Strategy 5.2.3 Showcase the daily activities and monthly work anniversaries.	Increased employee engagement, positive feedback from the community, growing social media followership, and enhanced public perception.
Strategy 5.2.4 Support Crime Stoppers by sharing information and aiding their efforts to reduce crime and apprehend criminals in our community.	Evaluating the effectiveness of Crime Stoppers initiatives, including an increase in tips received, successful criminal apprehensions, and a general reduction in crime rates within the community.

Priority 6: Technology, Equipment, & Practices

The Grant Sheriff's Office manages changes related to planning, research, development, and use of new or improved technology, equipment, and techniques. We aim to implement technology to reduce crime, improve team member safety, promote Office transparency, increase efficiency, and anticipate crime trends.

- **Goal 1: Maintain and utilize the most effective technology, equipment, and best practices.**

We will Use the Following Strategy:	Success will be measured by:
Strategy 6.1.1 Communicate transparently about the purpose and benefits of new technologies.	Gauging community response through social media and complaints
Strategy 6.1.2 Research police radio upgrade to meet expansion and compliance.	Outcome of the research and the purchase of radios if needed
Strategy 6.1.3 Research technology for non-lethal use	Purchase of new non-lethal technology and the reduction in use of force
Strategy 6.1.4 Maintain body cameras and in-car cameras for transparency purposes.	Gauging community response through social media and complaints

Community Policing in Action

