



# Six Month Transitional Action Plan

## Sheriff Brian Kozak

This transitional action plan will help Sheriff Kozak transition into the Sheriff's Office by providing a tentative schedule for the employees and Sheriff Kozak to follow. Topics may be added based on priority changes.

### Week 1:

- Oath of Office - uphold the US Constitution and to perform the responsibilities of the Sheriff to the best of my ability
- Meet with Commissioner Chairman to solicit feedback about the Sheriff's Office and to develop a communication plan to update each other on important matters
- Meet with HR Director
  - Update on pending personnel matters
  - Review harassment policy – solicit input for revision
  - Outline personnel policy responsibilities
  - Post openings for Division Managers(captains)
- Meet with Finance Director
  - Budget updates and timeline for FY2024 budget
- Meet with County Attorney for updates on pending legal actions
- Meet with detention and operation lieutenants/captains to discuss my expectations and their future career goals
- Appoint acting Division Managers (acting captains)
- Distribute a mandatory questionnaire to each employee, asking for their career history and goals
- Distribute a mandatory climate survey to each employee
- Complete vehicle/equipment checkout and firearms qualification
  - Order assigned vehicle to be equipped with computer and patrol graphics
- Review high liability policies, such as, pursuits, use of force and detention
  - Make note of changes that need to be made and immediately address high liability concerns
- Inspect the building and security policy
- Request an outside agency to complete an audit of the evidence section and account for all keys
- Review civil process policy to ensure it matches state statute

### Week 2:

- Meet with each squad and work team to discuss:
  - Survey results (released to employees to review)

- Employee-Led Team – solicit membership memos
  - Employee-Led Team is a group of employees to meet regularly to act upon the suggestions of their peers, revise policy and recommend changes within the agency – the team reports directly to the Sheriff.
- Expectations
  - Harassment policy standards and culture of transparency – feedback on policy
- Meet with community mayors
- Meet with law enforcement leaders
  - Propose a mutual aid contract
- Audit case assignments for detectives
- Meeting with command staff (weekly with published minutes for all employees to review)

#### Week 3:

- Appoint members to the Employee-Led Team and ask them to discover our values and mission / Evaluate and recommend work schedule for detention
- Interview candidates for Division Manager (unless already appointed)
- Revise disciplinary policy and distribute for feedback
- Reorganize administration positions to include recruiting, community outreach and training
- Form a recruiting and hiring team
  - Begin the process to launch a new website, which focuses on recruiting
  - Implement a signing bonus program for recruitment
- Form a committee to review uniform standards and make recommendations
- Schedule to work night shift in detention

#### Week 4:

- Schedule to work night shift in Patrol
- Work with the budget analyst to create a pay plan matrix for the FY2024 budget
  - Distribute the pay plan to employees for feedback
- Finalize harassment and disciplinary policies after legal review
  - Purge personnel files in accordance with revised disciplinary policy – distribute purged files to employee of record
- Release video to update all personnel on progress after one month in office

#### February 2023:

- Complete a written staff report to support the pay plan
- Meet each squad and work team to discuss the values and mission proposed by the Employee-Led Team
- Implement a method for supervisors to maintain accurate records on employee performance
- Schedule to work shifts at the juvenile center and civil area
- Appoint Division Managers (Unless already completed)
- Require a training schedule for all personnel to include civilians
  - Meet with other first responder agencies to collaborate training needs

- All training will require a lesson plan to be approved by the Sheriff
- Host a luncheon with media outlets and public information officers to discuss media goals
  - Communication plan to include social media
- Release video to update all personnel on progress after two months in office

#### March 2023:

- Release staff report and employee pay plan to the public for input
- Meet with Chief Francisco
  - Finalize mutual aid contract
  - Discuss possibility of collaboration with volunteer programs, cadet program, citizen advisory group, Neighborhood Night Out and citizen police academy
  - Establish a process to regularly analyze crime patterns and methods to address
- Request the operations manager to prepare a plan to implement a reserve deputy and volunteer program
- Request the detention manager to streamline the booking process
- Schedule shifts in patrol and detention
- Release a video to update all personnel on progress after three months in office

#### April 2023:

- Revise employee recognition and awards policy and distribute for input
- Meet with community mayors and attend council meetings
- Develop a schedule to open satellite offices throughout the county for specific times
  - Staffed with volunteers
- Schedule shifts in detention and patrol in rural areas
- Schedule a news conference to update the community on highlights and important progress the employees have made
  - Solicit community members to join volunteer program
- Review employee survey to ensure all major areas have been addressed or assigned to the Employee-Led Team
- Schedule time to become detention basic certified and require all managers to schedule
- Release a video to update all personnel on progress after four months in office

#### May 2023:

- Implement training program for volunteers to include VIN checks and non-hazardous civil paper service
- Schedule patrol time in rural areas of the county
- Appoint coordinator for the Neighborhood Night Out events in July
- Educate the public and commissioners on the employee pay plan
- Form a committee to develop promotional testing process and policy
- Assess budget surplus for non-reoccurring purchase needs

- Request a proposal from the detention manger on what is needed to become compliant with the Prison Rape Elimination Act
- Release a video to update all personnel on progress after five months in office

#### June 2023:

- Evaluate wellness program and peer support for improvement
  - Form a committee to implement a workout program and policy
- Schedule a news conference to update the public on our progress and budget request
- Establish goals for the FY2024 budget year and obtain input from employees
- Complete an annual report (based on budget year) highlighting the employees of the Sheriff's Office, crime rates and goals
- Schedule shifts in detention and patrol
- Present FY2024 budget to the commissioners

#### Long-term topics:

- Review and revise every policy
- Research pros and cons of a contract with the US Marshals Service to house federal inmates
- Implement a process to complete addiction severity index assessments and drug programming
- Seek grants for mental health/drug treatment
- Evaluate a work release program
- Evaluate an inmate labor program for the community
- Hold an employee recognition ceremony
- Meet with community groups
- Other items initiated from the employees