



# 2025 – 2029 Strategic Plan

**Henry Whitehorn, Sr.**  
*Sheriff*

**July 1, 2025**  
(updated 10/01/2025)



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## I. MESSAGE FROM THE SHERIFF

Dear Members of the Community, Team, and Partners,

It is an honor to serve the citizens of Caddo Parish as Sheriff and to lead a team of dedicated professionals who uphold the values of safety, justice, innovation and respect each and every day. As we present this Strategic Plan, we do so with a clear vision for the future—one rooted in accountability, innovation, and a steadfast commitment to public safety.

Our deputies and staff work tirelessly—often behind the scenes—to protect our communities, support victims, engage with youth, and uphold the rule of law. Whether responding to emergencies, mentoring young people, or honoring the service of those who came before us, their work reflects the very best of what it means to serve.



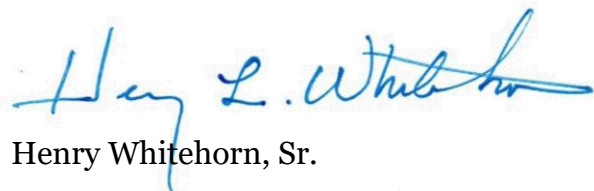
This plan outlines our priorities for the coming years: address recruitment, reduce violent crime, reduce youth crime by increasing youth opportunities, reduce jail overcrowding, and increase positive and intentional community engagement. These goals are not just aspirations—they are actionable commitments to the people of Caddo Parish.

We will invest in our workforce, expand opportunities for professional growth, and ensure that our deputies are equipped with the tools, training, and support they need to succeed. We will also continue to build trust with our community through transparency, outreach, and a shared dedication to justice.

I am proud of the progress we have made, and I am confident that—together—we will meet the challenges ahead with courage and resolve. This Strategic Plan is more than a roadmap; it is a reflection of our values and a promise to serve with honor.

Thank you for your continued support of the Caddo Parish Sheriff's Office.

Sincerely,

A handwritten signature in blue ink that reads "Henry L. Whitehorn, Sr.".

Henry Whitehorn, Sr.

Sheriff, Caddo Parish Louisiana

## II. STRATEGIC DIRECTION

### Introduction

Under the leadership of Sheriff Henry Whitehorn, Sr., the Caddo Parish Sheriff's Office (CPSO) has reaffirmed its commitment to serving the residents of Caddo Parish with integrity, accountability, and excellence. Early in his tenure, Sheriff Whitehorn prioritized the development of a clear and unifying organizational direction. In the first quarter of his administration, the command staff engaged in a series of collaborative activities designed to thoughtfully and collectively establish the Vision, Mission, and Values (VMV) that would guide CPSO's path forward.

The result of this collective effort is a set of foundational principles that reflect both the realities of modern law enforcement and the aspirations of the community we serve. These VMV statements were adopted as part of a broader Strategic Priorities Guiding Framework—an actionable structure designed to ensure that CPSO's initiatives, decisions, and daily operations remain aligned with its core commitments.

What follows are the Vision, Mission, and Values that define CPSO's strategic direction, as well as the Guiding Framework that translates these principles into ongoing priorities and action.

### Vision Statement

#### ***Safety, Justice, Innovation and Respect***

*Our vision is to be a leading law enforcement agency in the nation, committed to maintaining law and order, ensuring peace and security, and fostering a community of safety and mutual respect in Caddo Parish. We will uphold the highest ethical standards while relentlessly pursuing justice in a fair and equitable manner. We are dedicated to continuous improvement, innovation, and embracing the community we serve.*

### Mission Statement

*The Caddo Parish Sheriff's Office (CPSO) is committed to effectively serving the citizens of Caddo Parish with respect, trust, professional law enforcement services, and financial stewardship.*

### Values

**Safety.** To Ensure ALL PERSONS in the community feel safe and provide public service functions to mitigate criminal activity and foster a sanctuary of safety.

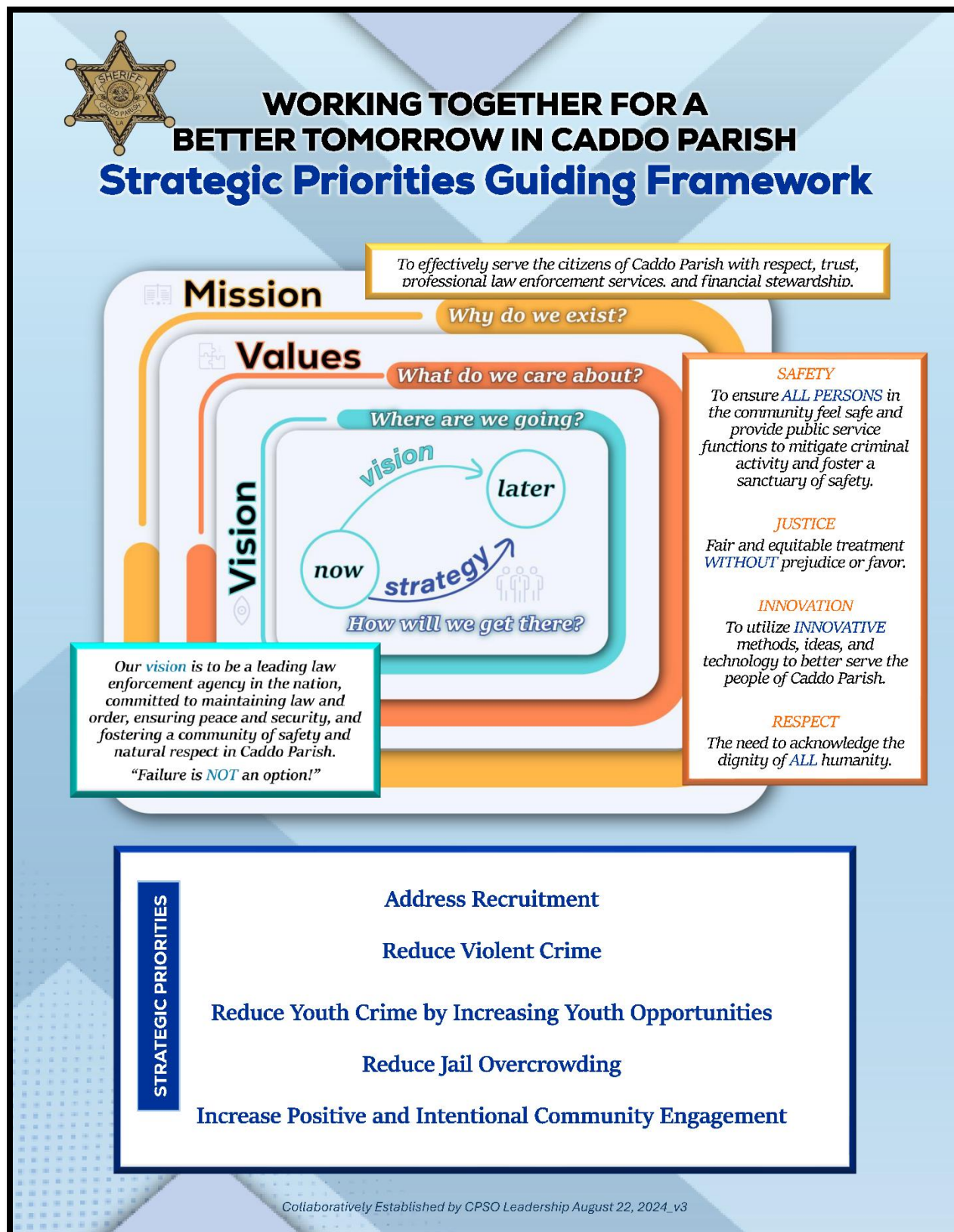
**Justice.** Fair and equitable treatment WITHOUT prejudice or favor.

**Innovation.** To utilize INNOVATIVE methods, ideas, and technology to better serve the people of Caddo Parish.

**Respect.** The need to acknowledge the dignity of ALL humanity.



## Strategic Priorities Guiding Framework



### III. EXECUTIVE SUMMARY

The Caddo Parish Sheriff's Office (CPSO) is dedicated to ensuring public safety, reducing crime, and fostering trust within the community. Our mission is to effectively serve the citizens of Caddo Parish with respect, trust, professional law enforcement services, and financial stewardship—embodying the values of safety, justice, innovation, and respect.

This 2025–2029 Strategic Plan outlines key initiatives designed to reduce jail overcrowding, curb gun violence and drug distribution, decrease youth-related crime, and enhance recruitment efforts. Through data-driven strategies, community partnerships, and deputy engagement, CPSO aims to create a safer and more equitable parish.

The strategic goals outlined in this plan were developed based on the organization's established priorities, which served as a foundational guide to ensure alignment with CPSO's overarching mission, operational needs, and community commitments. The strategic goals are as follows:

1. reducing jail overcrowding,
2. curbing gun violence and drug distribution,
3. addressing youth-related crime,
4. improving recruitment and professional development,
5. minimizing operational vulnerabilities, and
6. strengthening organizational culture and communication.

Each goal is grounded in actionable strategies designed to drive measurable improvements across the agency and the community. Together, these efforts provide a roadmap for measurable progress, ensuring accountability and adaptability in our approach.

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## IV. CURRENT LANDSCAPE

### Crime & Law Enforcement Needs

Across the nation, law enforcement agencies are navigating a shifting public safety landscape marked by complex challenges and persistent resourcing gaps. The following issues reflect not only local concerns but also broader national trends that continue to strain law enforcement capacity and effectiveness. Recent crime patterns reveal critical areas requiring targeted intervention, as the sector faces staffing shortages that hinder operational efficiency.

- **Jail Overcrowding:** Rising inmate numbers have placed a strain on correctional facilities. Mental Health Units also face challenges in treating inmates who should be in a mental and/or behavioral health hospital setting within the confines of a jail.
- **Gun Violence and Drug Distribution:** Criminal networks and illicit activities continue to affect community safety.
- **Youth-Related Crime:** Juvenile offenses show an upward trend, indicating a need for increased intervention.
- **Recruitment Challenges:** The law enforcement sector faces staffing shortages that hinder operational efficiency. This is highlighted by the Patrol Division's greatest current weakness being staffing, limiting their ability to be proactive.
- **Limited Investigative Versatility:** Current detectives in the Criminal Investigations Divisions (CIDs) lack cross-functional expertise across various investigative fields such as financial crimes, juvenile crimes, and cybercrimes, limiting the unit's ability to effectively adapt to a wide range of cases and collaborate as a multifaceted team.
- **Re-Entry Program Limitations:** Expectations for bringing new programs into fruition exceed current limitations, and there is limited funding for new programs.
- **Communications Weaknesses:** Communications Units experience a high new hire turnover rate, and an inability to get people to work overtime for shift coverage.

### Community Feedback

CPSO recognizes the importance of public trust in shaping crime prevention strategies. CPSO also understands that a fundamental role of the current and future activities of CPSO is to strengthen and build relationships within the community that we serve. Thus, we are deeply attentive to the needs and issues raised by community members.

Community members and stakeholders have expressed concerns regarding:

- The need for sentencing alternatives to alleviate jail overcrowding.
- Strengthening gun violence prevention efforts through intelligence-led policing.
- Expanding youth outreach programs to prevent juvenile crime.
- Offering career development opportunities to attract qualified candidates.

## V. STRATEGIC PRIORITIES & ACTION STEPS<sup>1</sup>

The strategic priorities for 2025-2029 are designed to address the current landscape and advance the CPSO's mission and values. This document will serve as the blueprint for the continued success of CPSO for the years ahead.

### Goal 1.0 – Reduce Jail Overcrowding By 25 Percent

For over fifteen years, Caddo Parish has faced a relentless challenge: our jail system is overcrowded, understaffed, and pushed beyond its limits. The strain placed on our deputies—who now work excessive overtime to keep operations running—has led to twelve-hour shifts that significantly impact morale, retention, and overall effectiveness. This is not sustainable.

Our correctional deputies perform a critical role in maintaining public safety, yet they are being asked to do more with fewer resources. The consequences are clear—fatigue, burnout, and difficulty attracting new personnel. This not only jeopardizes the well-being of our deputies but also threatens the security and efficiency of our correctional system.

Addressing this issue is no longer optional; it is an imperative for the safety of our community and the stability of our law enforcement workforce. We must take decisive action—investing in staffing, improving retention, and implementing sustainable solutions—to alleviate overcrowding and stabilize operations. All positions and vacancies must be filled with dedicated and qualified individuals reflective of the community we serve. This ongoing challenge requires investment, policy adjustments, and a commitment to real, lasting reform.

Caddo Parish cannot afford to delay. Our deputies, our inmates, and our residents deserve a correctional system that functions effectively and responsibly. We urge policymakers and stakeholders to join us in tackling this crisis head-on before the consequences grow even more severe.

#### *Goal 1.0 Objectives and Strategies*

Reducing jail overcrowding requires more than capacity management—it demands a system-wide shift in how justice is administered, enforced, and supported. The following objectives and strategies prioritize collaborative partnerships with judicial and community stakeholders, promote non-custodial alternatives for eligible offenders, and streamline processes for inmate transfers and placements. By expanding diversion opportunities, accelerating Department of Corrections coordination, and investing in pre-release programs, CPSO can reduce strain on correctional facilities while ensuring public safety, fairness, and long-term rehabilitation.

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<sup>1</sup> Includes an outline of the Objectives, Strategies, and Performance Indicators for each strategic goal.

***Objective 1.1 Collaborate with Judicial Partners to Promote Alternative Sentencing Solutions***

- Strategy 1.1.1. Diversion programs for non-violent offenders, offering pathways to community service, substance abuse treatment, or vocational training instead of jail time.
- Strategy 1.1.2. Electronic monitoring to allow supervised offenders to maintain employment and family responsibilities while ensuring compliance.
- Strategy 1.1.3. Mental health agencies and drug courts to provide structured intervention for individuals struggling with addiction or mental health disorders.
- Strategy 1.1.4. Restorative justice programs that emphasize accountability and reconciliation between offenders and victims.

***Objective 1.2 Accelerate Department Of Corrections (DOC) Transfers for Fully Sentenced Inmates***

- Strategy 1.2.1. Establish a formalized process with DOC to expedite inmate transfers from CCC to state correctional facilities.
- Strategy 1.2.2. Conduct weekly status reviews with DOC officials to identify fully sentenced inmates eligible for transfer.
- Strategy 1.2.3. Collaborate with the Louisiana DOC to remove the appropriate number of fully sentenced inmates from Caddo Corrections Center (CCC).
- Strategy 1.2.4. Advocate for priority placement of CCC inmates in state facilities experiencing lower occupancy rates.

***Objective 1.3 Coordinate Alternative Placement Solutions***

- Strategy 1.3.1. Work with the Louisiana DOC to assess regional detention facilities that can temporarily house CCC inmates until transfer availability improves.
- Strategy 1.3.2. Develop intergovernmental agreements with neighboring jurisdictions to facilitate inmate placement.
- Strategy 1.3.3. Identify state-run rehabilitation programs where eligible inmates may complete their sentence in a non-traditional custodial environment.

***Objective 1.4 Optimize Court Scheduling Process***

- Strategy 1.4.1. Collaborate with local courts to expedite hearings for non-violent and low-risk offenders.
- Strategy 1.4.2. Implement virtual court appearances to reduce delays in hearings and sentencing.
- Strategy 1.4.3. Assign a CPSO liaison to coordinate with court clerks to prioritize cases contributing to overcrowding.

### *Objective 1.5 Enhance Re-Entry and Transition Programs*

- Strategy 1.5.1. Collaborate with local courts to expedite hearings for non-violent and low-risk offenders.
- Strategy 1.5.2. Partner with local employers to provide work-release opportunities for eligible inmates.
- Strategy 1.5.3. Offer pre-release counseling and connect inmates with community-based reentry services.

### *Objective 1.6 Improve Legislative and Funding Support*

- Strategy 1.6.1. Advocate for increased state funding for overcrowding mitigation programs.
- Strategy 1.6.2. Coordinate with local and state leaders to develop sustainable solutions for chronic jail overcrowding.
- Strategy 1.6.3. Participate in statewide committees or task forces to share best practices and secure additional support.

## *Goal 1.0 Performance Indicators*

- Reduction in inmate population due to alternative sentencing programs.
- Decrease in average length of stay for non-violent offenders.
- Increase in diversion program enrollment rates (rehabilitation, vocational training, drug treatment).
- Reduction in the recidivism rate of individuals placed in alternative sentencing programs (goal: lower than traditional incarceration rates).
- Obtain feedback from judicial partners on the efficiency and effectiveness of sentencing alternatives.

## *Goal 1.0 Expected Outcomes*

- 25% reduction in jail population at the Caddo Correctional Center
- Increased use of alternative sentencing programs for non-violent offenders
- Shortened average length of stay for eligible inmates
- Improved transfer rates of fully sentenced inmates to state facilities
- Reduced staff overtime and burnout among correctional deputies
- Strengthened coordination with DOC and judicial partners
- Expanded access to transitional work and reentry programs
- Increased use of electronic monitoring and non-custodial options
- Greater legislative and funding support for overcrowding solutions

## Goal 2.0 – Reduce Gun Violence and Drug Distribution

Gun violence and drug distribution are deeply intertwined, fueling criminal networks that threaten the safety and stability of our communities. In Caddo Parish, these issues have led to an alarming number of homicides and shootings, creating a perception that our neighborhoods are unsafe and out of control. This is a reality we cannot afford to ignore.

The CPSO plays a vital role in assisting local, state, and federal law enforcement agencies in preventing and reducing criminal activity. However, the scale of the challenge demands a unified and sustained effort. The proliferation of illegal firearms and narcotics not only endangers lives but also erodes trust in law enforcement and weakens the fabric of our society.

Addressing this crisis requires strategic enforcement, proactive community engagement, and policy-driven solutions. We must strengthen intelligence-sharing, expand intervention programs, and enhance resources for law enforcement personnel. Only through coordinated action can we disrupt the networks that perpetuate violence and safeguard our communities.

Caddo Parish deserves neighborhoods where families feel secure, where businesses thrive, and where our citizens can walk without fear. The time for action is now. We call upon policymakers, law enforcement leaders, and community stakeholders to unite in confronting this issue head-on and restoring peace to our parish.

### *Goal 2.0 Objectives and Strategies*

Gun violence and illegal drug distribution threaten the safety and well-being of Caddo Parish residents. These criminal activities undermine communities, increase the strain on law enforcement resources, and contribute to a cycle of violence that affects families and businesses alike. Addressing these challenges is not just about enforcement—it's about fostering safer neighborhoods, restoring trust between residents and law enforcement, and ensuring that criminals are deterred through proactive and strategic policing.

#### *Objective 2.1 Enhance Intelligence-Led Policing*

- Strategy 2.1.1. Deploy advanced surveillance technology like License Plate Reader/Recognition (LPR) cameras and drones to track criminal activity.
- Strategy 2.1.2. Expand crime data analysis using predictive modeling to anticipate high-risk areas.
- Strategy 2.1.3. Increase collaboration with regional and federal agencies for real-time intelligence sharing.

#### *Objective 2.2 Strengthen Community Partnerships*

- Strategy 2.2.1. Host community forums and law enforcement engagement events to foster trust.
- Strategy 2.2.2. Establish anonymous tip lines to encourage residents to report suspicious activities.
- Strategy 2.2.3. Create strategic partnerships with local organizations for education and outreach efforts.

### *Objective 2.3 Increase Targeted Patrols in High-Crime Areas*

- Strategy 2.3.1. Conduct high-visibility patrols during peak crime hours to deter criminal behavior.
- Strategy 2.3.2. Utilize heat mapping tools to refine patrol deployment based on crime trends.
- Strategy 2.3.3. Develop specialized task forces focusing on gun violence and drug-related crimes.

### *Objective 2.4 Foster Long-term Collaboration with Multi-Jurisdictional Task Forces*

- Strategy 2.4.1. Secure consistent funding sources through state and federal grants.
- Strategy 2.4.2. Enhance operational coordination with surrounding jurisdictions for broader crime suppression.
- Strategy 2.4.3. Implement joint training programs for deputies specializing in narcotics investigations.

### *Goal 2.0 Performance Indicators*

- Reduced gun-related incidents measured through crime statistics and reports.
- Decrease in illegal drug distribution arrests within designated high-crime zones.
- Increase in community-reported tips demonstrating improved trust and cooperation between residents and law enforcement.
- Successful implementation of surveillance technologies, evidenced by increased detection and crime prevention effectiveness.

### *Goal 2.0 Expected Outcomes*

- Safer neighborhoods with reduced incidents of gun violence and drug-related crimes.
- Increased public confidence and collaboration with law enforcement agencies.
- Strengthened investigative capacity and crime deterrence through modern technology and intelligence-led policing.
- Greater efficiency in law enforcement operations, ensuring effective crime suppression efforts.

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## Goal 3.0 – Reduce Youth-Related Crime

The rise in youth-related crime presents a serious challenge to the safety and well-being of our community. A significant portion of violent crimes in Caddo Parish are committed by juveniles and young adults, underscoring the urgent need for proactive intervention. We cannot allow this cycle of violence to continue unchecked.

The Caddo Parish Sheriff's Office is committed to assisting local, state, and federal law enforcement agencies in preventing and reducing criminal activity. However, enforcement alone is not enough—we must implement effective prevention strategies to address the root causes of youth violence. This requires a combination of strengthened community partnerships, mentorship programs, and expanded access to education and employment opportunities.

When young individuals are drawn into crime, they not only risk their own futures but also threaten the security of families, businesses, and neighborhoods. Without intervention, we risk losing an entire generation to violence and incarceration. Our approach must be comprehensive—holding offenders accountable while also providing positive alternatives that steer young people away from crime.

Caddo Parish must prioritize initiatives that promote early intervention, rehabilitation, and opportunities for youth to thrive. We call upon local leaders, educators, and community organizations to join us in this mission. Together, we can break the cycle of violence, restore hope, and build a safer future for all.

### *Goal 3.0 Objectives and Strategies*

Reducing youth-related crime in Caddo Parish is not only a matter of public safety, but a critical investment in the future of our community. Young people involved in criminal activity are often victims of environmental conditions such as poverty, lack of education, trauma, and limited access to guidance or mentorship. Early intervention and support can redirect vulnerable youth onto a path of productivity, safety, and civic engagement—lessening long-term burdens on the justice system and fostering a stronger, more resilient parish.

#### *Objective 3.1      Increase Access to Preventive Outreach Programs for At-Risk Youth*

- Strategy 3.1.1.      Partner with local schools, nonprofits, and faith-based organizations to identify at-risk youth and provide intervention resources.
- Strategy 3.1.2.      Launch a mentorship initiative pairing deputies with teens to build trust and provide positive role models.
- Strategy 3.1.3.      Implement after-school programs that combine academics, life skills training, and recreational activities.

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*Objective 3.2     Disrupt the Pipeline to Juvenile Detention Through Early Intervention and Diversion*

- Strategy 3.2.1.     Establish a pre-arrest diversion program for first-time, non-violent youth offenses.
- Strategy 3.2.2.     Coordinate with family court and social services to provide counseling and restorative justice options.
- Strategy 3.2.3.     Train deputies in trauma-informed practices and adolescent behavioral development.

*Objective 3.3     Improve Data-Driven Decision Making Around Youth Crime*

- Strategy 3.3.1.     Implement a centralized database for tracking youth-related incidents, interventions, and outcomes.
- Strategy 3.3.2.     Conduct annual reviews of youth crime trends and evaluate program effectiveness
- Strategy 3.3.3.     Collaborate with academic researchers to analyze long-term impact and recommend improvements.

*Goal 3.0 Performance Indicators*

- Number of youth enrolled in outreach programs annually
- Frequency of deputy-youth mentorship sessions
- Reduction in juvenile arrests in program target areas
- Number of youth diverted from the formal justice system
- Percentage of deputies trained in trauma-informed practices
- Recidivism rates of diverted youth
- Accuracy and completeness of youth crime data
- Annual reporting on program and strategy outcomes
- Number of data-informed policy adjustments made

*Goal 3.0 Expected Outcomes*

- Improved trust and communication between law enforcement and youth
- Measurable decrease in youth involvement in criminal activity
- Increased school attendance and engagement among participants

- Decreased juvenile detention rates
- More effective and rehabilitative responses to youth offenses
- Strengthened family and community support system
- Increased transparency and accountability
- Better allocation of resources to the most effective interventions
- A dynamic, responsive approach to youth crime prevention

## Goal 4.0 – Increase Recruitment and Professional Development

The effectiveness of law enforcement in Caddo Parish is fundamentally tied to our ability to maintain adequate staffing levels. Currently, both the Detention Department's Security Division and the Operations Department's Patrol Division face significant shortages, limiting their capacity to operate proactively and efficiently. Without sufficient personnel, response times increase, deputy fatigue rises, and the community's trust in law enforcement is challenged.

In Corrections, understaffing poses serious risks to safety and security within our facilities, placing undue strain on existing personnel and impacting rehabilitation efforts. In the Patrol Division, the ability to deter crime and engage in community-driven policing is diminished, reducing our presence on the streets at a time when visibility and swift response are needed most.

This staffing crisis directly affects public safety, deputy well-being, and operational efficiency. Addressing this priority must include comprehensive recruitment strategies, retention initiatives, and resource allocation to ensure that our deputies are equipped to fulfill their duties effectively. By investing in hiring, training, and retaining qualified personnel, we safeguard not just our organization, but the very foundation of security in Caddo Parish.

Strengthening our workforce is not just an operational necessity—it is a commitment to the people we serve. The residents of Caddo Parish deserve a fully staffed Sheriff's Office that is capable of preventing crime, protecting lives, and fostering trust. Immediate action is required to recruit and retain deputies who will uphold the integrity and safety of this community.

### Goal 4.0 Objectives and Strategies

Effective law enforcement hinges on the strength, character, and preparedness of its personnel. In an era of rapid societal change and rising community expectations, the Caddo Parish Sheriff's Office must attract top-tier talent and continually invest in the growth of its deputies. Strengthening recruitment not only ensures staffing needs are met, but also reinforces diversity and trust within the community. Robust professional development sharpens skills, enhances morale, and cultivates leadership—building a department that is not only responsive but forward-thinking and rooted in excellence.

*Objective 4.1      Strengthen Recruitment Pathways to Attract High-Quality, Diverse Candidates*

- Strategy 4.1.1.      Launch a "Serve Caddo" recruitment campaign targeting local high schools, colleges, veterans, and underrepresented communities.
- Strategy 4.1.2.      Host career expos and open houses in partnership with civic groups and educational institutions.
- Strategy 4.1.3.      Expand internship and cadet programs to introduce youth to law enforcement careers early.

*Objective 4.2      Enhance Training and Continuing Education to Develop Professional Excellence*

- Strategy 4.2.1.      Implement mandatory annual training in de-escalation, ethics, mental health response, and leadership.
- Strategy 4.2.2.      Offer specialized certification tracks in investigations, community policing, and technology use.
- Strategy 4.2.3.      Incentivize advanced degrees or continuing education through partnerships with local universities.

*Objective 4.3      Build a Culture of Career Growth, Wellness, and Retention*

- Strategy 4.3.1.      Establish a clear, transparent career advancement framework with leadership mentoring.
- Strategy 4.3.2.      Provide wellness programs addressing physical, emotional, and family wellbeing.
- Strategy 4.3.3.      Conduct regular surveys to assess morale and adjust policies accordingly.

*Goal 4.0 Performance Indicators*

- Number of applicants and hires per quarter
- Increase in candidate diversity metrics
- Participation rates for recruitment events and programs
- Number of deputies completing advanced training annually
- Satisfaction ratings from internal performance evaluations
- Percentage of staff pursuing or completing higher education
- Retention, transfer, and promotion rates
- Utilization of wellness services
- Survey results on job satisfaction and departmental support

### *Goal 4.0 Expected Outcomes*

- An expanded, qualified applicant pool reflective of the community
- Greater public interest and understanding of law enforcement careers
- Sustainable recruitment pipelines from within the Parish
- A better-prepared and well-rounded force
- Increased confidence and competence in the field
- Improved community relations and outcomes through professional conduct
- Higher retention of experienced personnel
- A motivated, healthy workforce
- Enhanced unit cohesion and morale

### *Goal 5.0 – Minimize Future Vulnerabilities to CPSO, Inmates, and Community Safety*

Every day, the Caddo Parish Sheriff's Office is tasked with protecting lives and maintaining safety within its facilities and across the community. But aging infrastructure, outdated equipment, and the rising threat of natural disasters and large-scale emergencies pose serious risks to our ability to fulfill that mission. When critical systems fail or emergencies strike, the consequences impact not just operations—but the safety of deputies, inmates, and the public we serve.

Without timely investment and strategic planning, CPSO remains vulnerable to threats that could disrupt services, compromise safety, and erode trust. Whether it is insufficient facilities, worn tactical gear, or outdated emergency protocols, these risks cannot be ignored. This goal calls for immediate action to assess and strengthen CPSO's physical and procedural readiness—ensuring that our agency remains prepared, resilient, and able to respond with speed and confidence.

Our community deserves a Sheriff's Office that is not only effective in the present, but also prepared for the future. By addressing these vulnerabilities head-on, we protect lives, secure facilities, and uphold public confidence in our ability to lead during times of crisis.

### *Goal 5.0 Objectives and Strategies*

To proactively safeguard CPSO personnel, inmates, and the broader community, the following objectives and strategies focus on evaluating and fortifying the agency's physical infrastructure, operational continuity, and emergency preparedness. These actions aim to address current vulnerabilities while building resilience against future disruptions—whether caused by facility degradation, equipment shortfalls, or large-scale disasters. Through this strategic lens, CPSO positions itself to act swiftly, protect effectively, and sustain operations during critical events.

### *Objective 5.1 Augment Physical Assets*

- Strategy 5.1.1. Assess the condition of current physical facilities to identify short- and long-term needs.
- Strategy 5.1.2. Assess fleet age and condition to develop maintenance and replacement schedule.
- Strategy 5.1.3. Assess tactical gear for wear and tear for replacement.
- Strategy 5.1.4. Ensure policies and procedures are continually updated for potential security breaches.
- Strategy 5.1.5. Advocate for policy and legislative support if additional funding is necessary for capital outlay projects.

### *Objective 5.2 Ensure Readiness for Natural Disasters and Large-Scale Emergencies*

- Strategy 5.2.1. Conduct a full security audit of all Sheriff's Department buildings and make the necessary procedural adjustments to ensure employee, public and inmate safety.
- Strategy 5.2.2. Complete and implement a continuity of operations plan in the event of a disaster or large-scale emergency.
- Strategy 5.2.3. Conduct periodic meetings with other local business leaders, as well as local, state and national governmental leaders that serve as resources in the event of a natural disaster or large-scale emergency.

### *Goal 5.0 Performance Indicators*

- Number of buildings requiring repair
- Number of fleet vehicles requiring repair/replacement
- Dollar value of tactical gear requiring replacement
- Number of policies changed by legislative action
- Amount of funds obtained through grants or legislative action
- Number of procedural adjustments required as a result of security audit
- Number of employees who are trained on continuity of operations plan
- Number of meetings conducted with disaster/emergency officials

### *Goal 5.0 Expected Outcomes*

- Better equipped deputies
- Safer, more secure correctional housing for inmates
- A safer environment for CPSO employees
- Enhanced public safety
- More rapid response time in the event of disasters or large-scale emergencies



## Goal 6.0 – Strengthen Organizational Culture and Internal Communication

Behind every badge, uniform, and title at CPSO is a person—one who shows up each day to serve, protect, and lead. For our agency to thrive, those individuals must feel respected, supported, and connected to the mission. Yet, like many organizations in today's climate, we face challenges that strain morale: inconsistent communication, limited opportunities for advancement, and a pace of work that can leave little room for rest and rejuvenation.

We cannot overlook the impact that this has on retention, engagement, and performance. When employees feel undervalued or unheard, the entire organization suffers. Goal 6.0 represents a direct commitment to changing that reality—through better communication, stronger leadership visibility, work-life balance improvements, and intentional efforts to grow talent from within.

CPSO is more than an organization—it is a team. And every member of that team deserves to work in an environment that fosters trust, growth, and mutual respect. This goal is about building a culture that not only sustains our workforce but inspires them to stay, lead, and serve at their best.

### *Goal 6.0 Objectives and Strategies*

A positive culture does not emerge by chance—it is built through consistent action, clear communication, and visible support from leadership. The following objectives and strategies outline CPSO's commitment to strengthening its internal environment by prioritizing employee well-being, two-way communication, leadership accessibility, and professional development. Together, these efforts are designed to create a workplace where individuals feel valued, heard, and motivated to grow.

#### *Objective 6.1 Improve Work-Life Balance and Vacation Policy Implementation*

- Strategy 6.1.1. Conduct a review of current vacation policy and practices across all departments, especially those with staffing shortages.
- Strategy 6.1.2. Implement a transparent annual vacation scheduling process that promotes predictability and fairness.
- Strategy 6.1.3. Assess contributing factors related to absenteeism and tardiness due to overwork, and update policies as needed.
- Strategy 6.1.4. Protect scheduled vacation time by limiting last-minute cancellations unless critical.

#### *Objective 6.2 Launch a Monthly Internal CPSO Newsletter*

- Strategy 6.2.1. Establish a cross-functional staff team to design and maintain a monthly digital newsletter.
- Strategy 6.2.2. Use the newsletter to provide timely updates, spotlight employee achievements, and promote a sense of value and belonging.

*Objective 6.3 Enhance Leadership Accessibility and Two-Way Dialogue*

- Strategy 6.3.1. Introduce a monthly, hour-long, face-to-face session between the Sheriff and rotating departmental representatives.
- Strategy 6.3.2. Expand the use of anonymous frequently asked question (FAQ) tools from town halls as a consistent channel for surfacing issues
- Strategy 6.3.3. Develop and implement a secure, user-friendly platform that allows employees to submit concerns, suggestions, or issues directly to leadership for review and consideration, with an option for anonymity.

*Objective 6.4 Strengthen Internal Growth and Succession Planning*

- Strategy 6.4.1. Evaluate current transfer and promotion practices to prioritize internal candidates where qualified
- Strategy 6.4.2. Partner with division leaders to assess internal talent for pipeline-building
- Strategy 6.4.3. Launch a formal succession and development program that includes temporary developmental assignments, targeted training and mentoring opportunities, and career progression mapping

*Goal 6.0 Performance Indicators*

- 100% of departments with an updated, published vacation calendar
- Employee satisfaction with time-off fairness (survey-based)
- Monthly newsletter open/read rates
- Participation in monthly face-to-face sessions with the Sheriff
- Internal promotions vs. external hires
- Number of employees in the succession planning pipeline
- Decrease in unplanned absences/tardiness related to overwork

*Goal 6.0 Expected Outcomes*

- Improved morale and retention due to better work-life balance
- Increased transparency and employee engagement
- Better communication of organizational updates and accomplishments
- Stronger internal talent pipeline and leadership readiness
- Reinforced culture of listening, appreciation, and respect

## VI. CONCLUSION AND CALL TO ACTION

The Caddo Parish Sheriff's Office enters this next strategic cycle with clarity, conviction, and commitment. The goals outlined in this 2025–2029 Strategic Plan are not theoretical—they are practical, targeted, and achievable through collaboration, innovation, and accountability. They represent our promise to the community: that we will face challenges head-on, invest in our people, and deliver law enforcement services with excellence and integrity.

But this plan cannot be realized by CPSO alone. Its success will rely on active partnerships—with community members, local leaders, justice system partners, and other public safety agencies. We invite every stakeholder to join us in this mission, to share ideas, offer feedback, and hold us accountable as we move forward.

Together, we can build a safer, stronger, and more resilient Caddo Parish.

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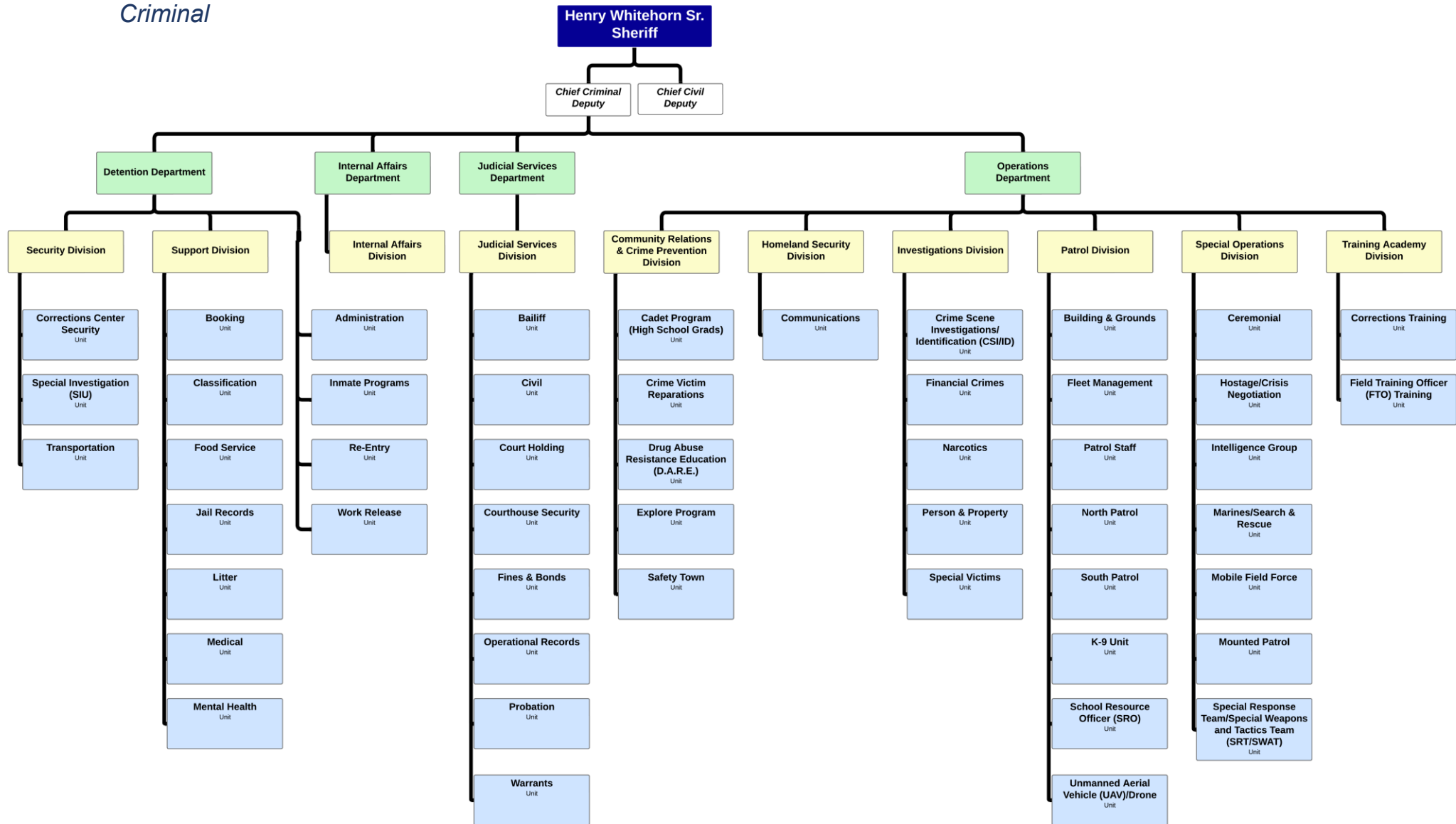
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## APPENDICES

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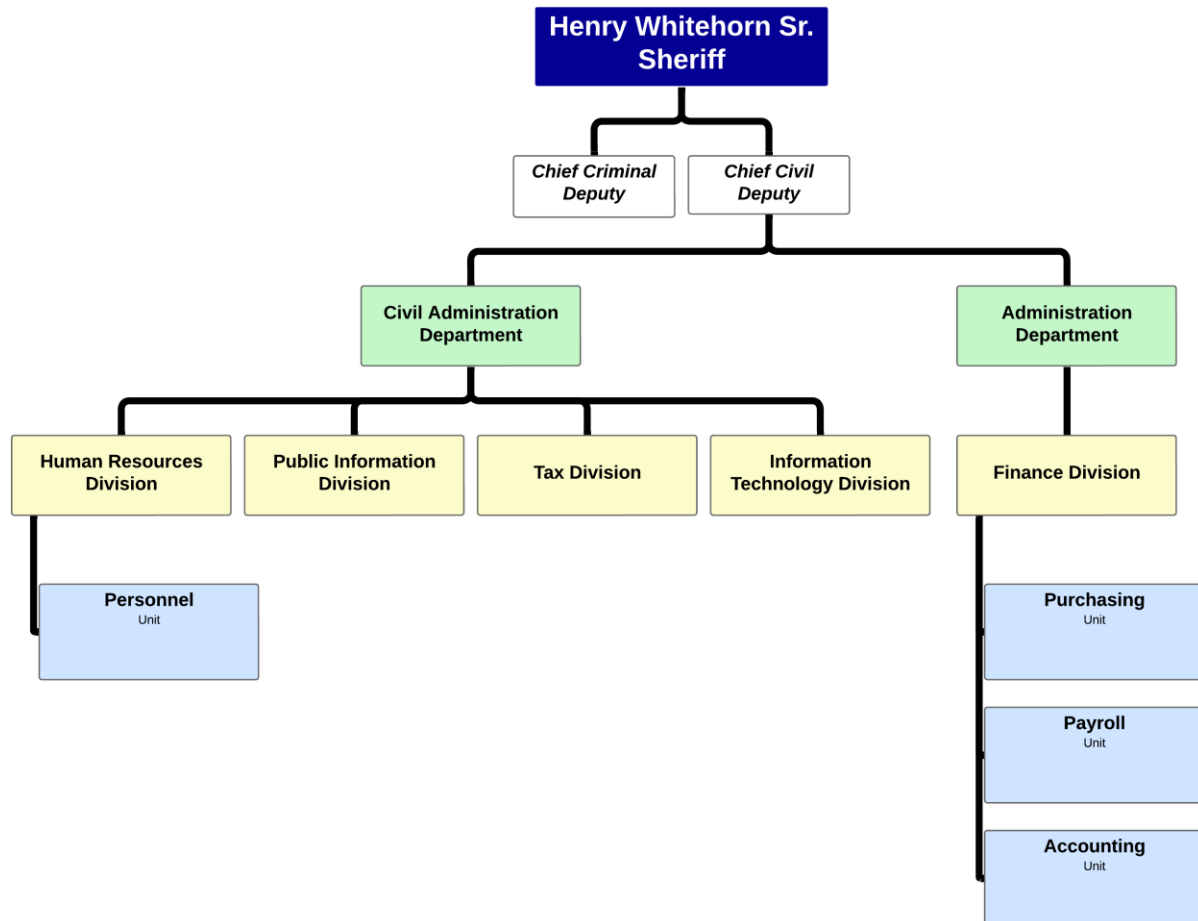
## Organizational Chart

### Criminal





*Civil*



## Glossary of Terms

| Term  | Definition  |
|---|---|
| <b>CPSO</b>                                       | Caddo Parish Sheriff's Office   |
| <b>CCC</b>  | Caddo Correctional Center   |
| <b>DOC</b>  | Department of Corrections (Louisiana)   |
| <b>Diversion Program</b>                          | An alternative to traditional sentencing, allowing eligible offenders to participate in treatment, education, or community service instead of incarceration |
| <b>Electronic Monitoring</b>                      | Use of GPS-enabled devices to supervise individuals outside of jail or prison   |
| <b>LPR<br/>(License Plate Recognition)</b>        | Technology that scans and reads vehicle license plates to aid in law enforcement investigations   |
| <b>Multi-Jurisdictional Task Force<br/>(MJTF)</b> | A coordinated group made up of law enforcement deputies from multiple agencies working together to address regional crime issues                            |
| <b>Succession Planning</b>                        | A process for identifying and developing internal candidates for future leadership roles  |
| <b>Continuity of Operations Plan<br/>(COOP)</b>   | A documented strategy to ensure that essential functions continue during and after a major disruption or emergency  |
| <b>Restorative Justice</b>                        | An approach to justice focused on repairing harm through accountability and reconciliation between offenders and victims                                    |

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