

ALL in LEON

Working together to make Leon County safer



Leon County Sheriff's Office Strategic Plan

2022-2024

2024 Update

GOAL 1

BUILDING TRUST & LEGITIMACY

GOAL 2

POLICY & OVERSIGHT

GOAL 3

TECHNOLOGY & SOCIAL MEDIA

GOAL 4

COMMUNITY POLICING
& CRIME REDUCTION

GOAL 5

TRAINING & EDUCATION

GOAL 6

OFFICER SAFETY & WELLNESS

GOAL 7

IMPROVE DETENTION SERVICES

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Message from Sheriff Walt McNeil

It is with great pride and excitement that I present you with the Leon County Sheriff's Office 2022-2024 Strategic Plan, 2024 update. This living document serves as a road map that will guide our priorities through 2024.

Our seven strategic goals, based on the 21st Century Policing Pillars, identify what we as a community and as an agency have deemed important to us. This plan contains 108 key objectives which describe how we intend to accomplish our goals. Each and every one of you plays a critical role in ensuring we meet these goals and are successful as an agency.

Thank you to those of you who have contributed to the development and execution of this plan by completing the employee survey, participating on an innovation circle, providing input through your chain of command, or by implementing our strategic objectives through the work that you do. Strategic planning is a dynamic process, and we will continue to monitor and communicate our progress through quarterly summaries and our annual report.

Thanks to the amazing work and commitment of our members, 2023 was an extremely productive "YEAR OF SERVICE". As we embark on the third year of our 2022-2024 Strategic Plan, we will continue providing world class service to both our employees and the citizens of Leon County.

Through our "ALL in LEON" initiative, we will continue unifying people, agencies, and organizations in a partnership to reduce crime in Leon County. This collaboration empowers all stakeholders to contribute to the achievement of our common goals. Together, we are stronger.

Please join me in celebrating the success achieved in 2023 and in looking forward as we embark on our "YEAR of ENGAGEMENT". Once again, our focus will be fixed on reducing crime and enhancing our overall quality of life. ALLin!

A handwritten signature in black ink, appearing to read "Walt McNeil".

Related policy and standards:

- *Leon County Sheriff's Office Policy 700, Research and Planning*
- *Commission for Florida Law Enforcement Accreditation (CFA) Standard 1.04*
- *Florida Corrections Accreditation Commission (FCAC) 1.03*
- *Commission on Accreditation for Law Enforcement Agencies (CALEA) Standard 15.1.3*

Mission

The mission of the Leon County Sheriff's Office is to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety by working in partnership with our diverse community.

Vision

United in a spirit of teamwork, we are committed to being law enforcement's benchmark for excellence by providing World Class public safety and community services to the people of Leon County, while maintaining respect for individual rights and human dignity.

Values

Honesty & Integrity

The members of the Leon County Sheriff's Office will be truthful and trustworthy at all times, and in all places. Our commitment is to the highest level of standards as measured by the policing profession, the Law Enforcement Canon of Ethics, and standing up for one's belief.

Accountability

Each member will be responsible for his or her actions, not only to our fellow members, but to the community we serve. The community is our customer and we will strive to meet their expectations for quality service.

Teamwork

We are committed to the spirit of cooperation and will maintain our partnership with the community. We will never knowingly let a member of our team fail.

Trust & Respect

Our actions serve to enhance the public's trust and respect for the Sheriff's Office. We will strive to safeguard that trust and pledge to protect the rights of all citizens we serve.

Commitment to Excellence

We are dedicated to achieving the vision, mission, and goals of this Office. We will always strive to do our best and continuously improve to achieve our goals.

Strategic Goals

The Leon County Sheriff's Office Strategic Goals stem from the 21st Century Policing Pillars and encompass high-level areas of responsibility.

Strategic Objectives

Strategic objectives are specific projects that align with the Leon County Sheriff's Office Strategic Goals. Successful implementation of these objectives will ensure LCSO continues to achieve their strategic goals

3 Year Targets

Three-year targets represent the results LCSO expects to achieve through the implementation of the strategic objectives.



LCSO Strategic Plan

The Leon County Sheriff's Office Strategic Plan is a multiple year projection that clearly defines the purpose of the organization and establishes realistic goals and objectives consistent with the defined mission time frame. The plan ensures the most effective use of the organization's resources by focusing the resources on the key priorities. The plan allows for the adjustment of the organization's direction in response to a changing law enforcement and statutory environment. The **assumptions** listed below are believed to be true and were used as the basis for the strategic planning process.

1. The strategic plan will drive all other projects and plans. All projects/initiatives should be aligned under the strategic goals and objectives. When new projects are proposed, they should be assessed in part, based on their alignment to the plan.
2. To effectively measure progress and impact, strategic goals and objectives must be specific, measurable, achievable, realistic, and time-bound (SMART).
3. Member engagement and accountability are critical to successful implementation of strategic objectives. Members want to feel included and engaged in future planning.
4. When members understand the vision and the need for change, they begin to interpret what it means for them. Members do not embrace the value of change, without first understanding the impact the changes will have on them personally.
5. Regular communication ensures members understand how their daily work contributes to the plan and the success of the agency.
6. To be successful in implementing strategic goals, leadership must commit to keeping focus on the planned objectives.
7. Effective strategy implementation includes determining both what to do and what not to do. We must become disciplined to say "no" to good ideas and projects when they don't support our agreed upon strategy, or we don't have additional capacity to take them on. If new projects must be added, an impact analysis should be conducted as part of the decision-making process so leadership understands how introducing the new project will impact existing projects and initiatives.

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2022-2024 Strategic Plan



Vision

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Honesty & Integrity
Accountability
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Trust & Respect
Commitment to Excellence

Strategic Goals

Building Trust & Legitimacy

Policy & Oversight

Technology & Social Media

Community Policing & Crime Reduction

Training & Education

Officer Safety & Wellness

Improve Detention Services

Strategic Objectives

3 Year Targets



LCSO Strategic Planning Process

The 2022-2024 strategic planning process was designed with a “bottom up” planning approach. Captains and Directors were responsible for developing proposed objectives through their Chiefs and Executive Directors. These objectives were informed by both agency vision and member recommendations.

Employee Survey

The strategic planning process began with an employee survey. The survey was disseminated electronically to provide all employees with an equal and consistent opportunity for contributing feedback and ideas to inform the 2022 strategic planning process. The intent was to reinforce awareness and understanding of our mission, vision, values and strategic goals and to solicit constructive feedback regarding:

- LCSO strengths, weaknesses, opportunities, and threats.
- Desired level of engagement with the strategic planning process.
- Recommendations for future planning.

The survey was disseminated to all employees via email and included an explanation of the survey and other ways employees could contribute to the process. One hundred and sixty-five (165) employees responded to the survey. Thirty-nine (39) percent of respondents were supervisory employees and 61% were non-supervisory employees.

Captains, Directors, Chiefs, and Executive Directors were instructed to review the responses provided and use the feedback to inform strategic planning. The summary of the survey results are maintained by the Research, Analysis, Planning, and Innovation Division.

Citizen Survey

A Strategic Planning Citizen Feedback form was available on the LCSO website and the opportunity to provide feedback was noticed on social media. Strategic planning updates were provided at two Citizen Advisory Council meetings and council members were provided with an opportunity to provide feedback through a survey designed to collect recommendations and input on future engagement in the process.

Development of Proposed Objectives

Captains and Directors were responsible for developing proposed objectives through their Chiefs and Executive Directors. The team was provided with the following tasks to complete:

- Meet with direct reports to discuss the strategic planning process.
- Document the core functions of each department/division.
- Determine how departments/divisions are currently measuring success.
- Review the results of the employee survey and discuss with direct reports.
- Identify and assess the strengths, weaknesses, opportunities, and threats in departments/divisions.
- Draft proposed goals and objectives for 2022-2024.

Strategic Planning Workshop

A Strategic Planning Workshop was held at Wakulla Springs Lodge on November 18, 2021. Captains, Directors, Chiefs, Executive Directors, Assistant Sheriffs, and the Sheriff participated in this event. The purpose of the workshop was to collectively review, discuss, and prioritize the proposed goals and objectives submitted by each department and division. Each division was responsible for presenting their recommendations to the team during the workshop.

LCSO Strategic Planning Process

Plan Development and Approval

The proposed objectives presented during the workshop were aligned to the agency goals and refined to include measures of success and expected timelines. Chiefs and Executive Directors were tasked with reviewing and approving the final goals and objectives and submitting to their respective Assistant Sheriffs. The approved goals and objectives were incorporated into the Strategic Plan and approved by the Assistant Sheriffs followed by Sheriff McNeil.

Progress Monitoring

Chiefs and Executive Directors report progress on their assigned objectives quarterly. Summaries of quarterly accomplishments by goal, are compiled and posted to the LCSO Intranet. On October 13, 2022, Assigned Leads, Captains, Directors, Chiefs, Executive Directors, Assistant Sheriffs, and the Sheriff participated in a Strategic Planning Workshop where Chiefs and Executive Directors highlighted the progress that had been made and reviewed the established 3-Year Targets.

2023 Updates

Chiefs and Executive Directors were responsible for working with their teams to identify changes to existing objectives, new objectives that need to be added, and progress to-date for 3-Year Targets. On January 30, 2023, Assigned Leads, Captains, Directors, Chiefs, Executive Directors, Assistant Sheriffs, and the Sheriff met to review the proposed changes.

Status as of 12/31/2022



22 Objectives Complete/Closed
17 Objectives Complete/Ongoing



31 Objectives In Progress



29 Objectives On Track



10 Objectives On Hold or Not Started

2024 Updates

On July 13, 2023, Assigned Leads, Captains, Directors, Chiefs, Executive Directors, Assistant Sheriffs, and the Sheriff participated in a mid-year and mid-plan review to report and assess progress. In December 2023, Chiefs and Executive Directors assessed status and provided recommended changes for 2024. The revised 2022-2024 goals and objectives are outlined in this document.

Status as of 12/31/2023



47 Objectives Complete/Closed
28 Objectives Complete/Ongoing



19 Objectives In Progress



11 Objectives On Track



3 Objectives On Hold

2025-2027 Pre-Planning

As the implementation of the 2022-2024 Strategic Plan is in the third year of execution, pre-planning activities are on-going to develop the 2025-2027 Strategic Plan.



Strategic Planning Responsibilities

Sheriff

- Establish and communicate agency vision.
- Approve and authorize the Strategic Plan.
- Authorize the use of agency resources to carry out the objectives in the Strategic Plan.

Assistant Sheriffs

- Provide direction to Chiefs and Executive Directors regarding the following:
 - Agency vision.
 - Areas in need of improvement (weaknesses, challenges, etc.) to be addressed.
 - Recommended improvements or solutions.
- Approve the final goals and objectives.
- Accountable for successful achievement of the stated goals and objectives.
- Ensure the availability of resources to carry out the strategic goals and objectives.
- Ensure all new projects or initiatives are aligned with strategic goals and objectives. Assess impacts when assigning projects and initiatives outside of the stated objectives.

Chiefs, Executive Directors

- Participate in Employee Survey to provide feedback and recommendations regarding the 2022 Strategic Plan.
- Receive vision direction from Assistant Sheriffs and communicate to Captains and Directors.
- Provide input and feedback to Captains and Directors regarding the proposed goals and objectives.
- Approve final goals and objectives.
- Responsible for successful achievement of the stated goals and objectives.
- Assign a lead to each objective and provide them with clear guidance and support for carrying out the objectives.
- Ensure status updates are provided consistently and timely.

Strategic Planning Responsibilities



Captains and Directors

- Participate in Employee Survey to provide feedback and recommendations regarding the 2022 Strategic Plan.
- Serve as the link between command and the mid-level staff. Communicate information about the strategic planning process to division members.
- Ensure chain of command is utilized to incorporate input from staff at all levels.
- Propose and present goals and objectives.
- Serve as an assigned lead for stated objectives, or delegate to appropriate staff members. Provide clear direction and support as needed.
- Ensure division members understand how their roles contribute to the success of the strategic objectives.
- Ensure status updates are provided consistently and timely.

All Members

- Participate in Employee Survey to provide feedback and recommendations regarding the 2022 Strategic Plan.
- Review 2022-2024 Strategic Plan.
- Communicate with supervisor to understand how their role contributes to the success of the strategic objectives.
- Support successful achievement of the stated goals and objectives.

Research, Analysis, Planning, and Innovation Division

- Facilitate the strategic planning process.
- Development of the Strategic Plan document.
- Establish a process for monitoring, reporting, and communicating results.



LCSO Innovation Circles

To increase employee engagement and create an avenue for grass roots problem solving and sharing best practices, LCSO piloted Innovation Circle Teams for Community Policing and Crime Reduction, Officer Safety and Wellness, and Agency Traffic Crashes in 2022. In 2023, a fourth team was established for Career Development. In all, a total of 82 members participated in a total of 32 meetings. Participating team members are acknowledged on page 54.

What is an Innovation Circle?

An innovation circle is a group of members who **work together to investigate analyze, and find** innovative ways of solving problems. Innovation circles offer concrete recommendations on potential solutions that help improve strategy, leadership, culture, and capabilities

The Community Policing and Crime Reduction Innovation Circle Team reviewed the Department of Justice Community Oriented Policing Services (COPS): A Police Organizational Model for Crime Reduction document, the CompStat360 Methodology, and the Prescriptive Policing model. The team worked to establish additional disposition codes for specific directed patrol activities. These codes were activated through the Consolidated Dispatch Agency, check-on training was provided, and the related information was incorporated into intelligence reports. Environmental surveys were completed in the North Monroe focus area. An Excel dashboard was created to track calls for service in the focus area.

The Officer Safety and Wellness Innovation Circle Team focused primarily on exploring the establishment of annual physical fitness requirements for all sworn members. In addition, the team reviewed and approved a proposal for implementing annual wellness/mental health checks and a Brazilian Jiu-Jitsu Pilot Program.

The Agency Traffic Crash Innovation Circle Team reviewed the 2021 agency crashes, agency crash policy and procedure, and resources from Florida Sheriff's Risk Management Fund, Lexipol, and Valor. Team members conducted research and delivered presentations on the most commonly cited reasons for accidents and what could be done to mitigate/prevent them. The team requested all members that had been involved in a crash between 2020 and 2022 to complete a survey to gather additional insights and perceptions from members. The team's recommendations were presented to Command Staff along with a phased implementation plan.

In 2023, the Career Development Innovation Circle convened and collaborated to complete career paths for 34 sworn positions (both law enforcement and detention). Additionally, the team added the review and completion of LCSO Specialty Teams positions. All sworn and specialty team paths were documented in the online visual tool, which will reside on the LCSO Intranet (when approved by appropriate command staff members).

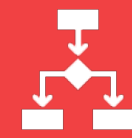
Improve
Detention Services

Building Trust
& Legitimacy

Officer Safety
& Wellness



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**Policy
& Oversight**

**Technology
& Social Media**

**Community Policing
& Crime Reduction**



Training
& Education







3 Year Targets

1. **Increase employee engagement in problem solving and process improvement efforts by 50%.**
2. **Increase the number of employment applications received from minorities by 25%.**
3. **Increase the number of Citizen Advisory Council members by at least 6.**

Building Trust & Legitimacy



Promote trust and ensure legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.

Strategic Objectives - Building Trust & Legitimacy

Objective 1.1: Maintain quarterly community events to proactively promote public trust and engagement through positive non-enforcement activities.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- A minimum of one community-wide event is held each quarter.
- At least one community-wide event is held in each sector of the county (N, S, E, W).

Timeline/Completion: Ongoing 2022-2024

Objective 1.2: Conduct community outreach to understand general perceptions related to gun violence and homicides, and recommendations for how to address gun violence and homicides.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- Conduct an initial community-wide survey by April 2023. (complete)
- Conduct listening sessions by May 2023. (complete)
- Track issues, findings, and recommendations to ensure feedback is incorporated into the violence reduction strategic plan and communicated to the community.
- Conduct a follow-up survey by July 2025.

Timeline/Completion: September 2025

Objective 1.3: Increase participation of the Citizen Advisory Council. Continue the policy review and Internal Affairs case review process while expanding participation in other agency activities and initiatives.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Appoint two additional council members annually.
- Complete a review of a minimum of four policies and six internal affairs cases annually.
- Continue to explore opportunities for expanding participation in other agency activities.

Timeline/Completion: Complete

Strategic Objectives - Building Trust & Legitimacy

Objective 1.4: Implement and facilitate Innovation Circles to investigate, analyze, and find innovative ways of solving problems, offer concrete recommendations on potential solutions that help improve strategy, leadership, culture, and capabilities.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Pilot of two Innovation Circle Teams is complete by August 2022. (complete)
- Innovation Circle Teams are established as needed to address specific problems or areas of improvement needed.
- Innovation Circles are actively and consistently contributing to problem solving and process improvement efforts.

Timeline/Completion: Ongoing 2022-2024

Objective 1.5: Implement strategies for more frequent and consistent internal messaging through multiple mediums.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Engagement sessions are held using an alternate Innovation Circle format to collection input from members in all departments.
- A report of findings and recommendations is shared with command staff.
- An action plan is developed to assign ownership and timelines for the implementation of the approved objectives.
- The final report and action plan is shared with all LCSO members.

Timeline/Completion: April 2024

Objective 1.6: Enhance the internal affairs early warning program by continuing the development of early intervention plan behavior flags, analyzing baseline data, and documenting and communicating procedures for responding to early warnings.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Procedures for responding to early warnings are in place by March 2023.
- Baseline is established using three full years of response to resistance report data by February 2024.
- Additional early intervention flags are in place by March 2024.

Timeline/Completion: March 2024

Objective 1.7: Continue to expand cooperative relationships with external agencies and organizations.

Position Responsible: Assistant Sheriffs

Measures of Success: Each Assistant Sheriff establishes eight new partnerships with social service agencies or organizations.

Timeline/Completion: Complete

Strategic Objectives - Building Trust & Legitimacy

Objective 1.8: Provide workforce diversity and inclusion training for all employees.

Position Responsible: Executive Director of Human Relations, Executive Officer to the Chief of Staff

Measures of Success:

- All employees participate in workplace diversity and inclusion training and complete after training evaluations.
- Organizational influencers; to include supervisors, field training officers, and key staff, participate in inclusive leadership training.

Timeline/Completion Complete

Objective 1.9: Establish a dedicated recruitment team. Expand outreach and participation at college and career events to include on-site and virtual events at historically black colleges and universities.

Position Responsible: Executive Director of Human Relations

Measures of Success:

- Recruitment plan is developed.
- Recruitment team is in place and actively recruiting for the agency.

Timeline/Completion: Complete

Objective 1.10: Ensure information about LCSO employment opportunities and recruitment is available at appropriate in-person events.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success: Table display space is made available for recruitment materials at all table events that include adults.

Timeline/Completion: Ongoing 2022-2024

Objective 1.11: Attend law enforcement and detention/judicial check on meetings on a quarterly basis to share information about crime prevention and community outreach activities.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success: Community and Media Relations Staff attend and share information at least one check-on meeting per shift per quarter for Law Enforcement, Detention, and Judicial.

Timeline/Completion: Ongoing 2022-2024

Objective 1.12: Highlight Leon County Detention Facility (LCDF) employees on social media and Leon County Today FOX segments.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success: Correctional officers or LCDF civilian employees are featured on social media or Leon County Today FOX segments at least once monthly.

Timeline/Completion: Ongoing 2022-2024

Strategic Objectives - Building Trust & Legitimacy

Objective 1.13: Communicate LCSO employee training and educational accomplishments to the public.

Position Responsible Executive Director of Community and Media Relations

Measures of Success

- Updates highlighting LCSO employee training and education are communicated at least quarterly.
- Messaging is disseminated via social media and the Deputy on Duty segment of the FOX Leon County Today Show.

Timeline/Completion Ongoing 2022-2024





Leon County Sheriff's Office Command Staff

Left to right: Mary Nicholson - Executive Director of Human Relations, Jim Pimentel - General Counsel, Ron O'Brien - Chief of Uniform Patrol, Ben Benedict - Chief of Criminal Investigations, Grady Jordan - Chief of Business Services and Training, Argatha Gilmore - Assistant Sheriff of Law Enforcement Operations, Ron Cave - Chief of Staff and Assistant Sheriff of Administration and External Affairs, Sheriff Walt McNeil, Steve Harrelson - Assistant Sheriff of Judicial, Detention and Reentry, Chris Summers - Executive Officer to the Chief of Staff, Brice Google - Chief of Judicial Services, Ed Lee - Chief of Detention Administration, Norman Mack- Chief of Detention Operations, Shonda Knight - Executive Director of Community and Media Relations, Leslie Rabon - Executive Director of the Real Time Crime Center (RTCC)



3 Year Targets

1. Attain national accreditation status awarded through the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the American Correctional Association (ACA).
2. **Reduce the average number of correctional officer vacancies by 50%.**
3. **Reduce future occurrences of targeted sustained internal affairs violations by 15%.**
4. **Increase revenue from grant applications by 30%.**
5. Staff the Aviation Division to support 24-hour operations.

Policy & Oversight



Develop comprehensive and responsive policies on key topics while also implementing formal checks and balances.

Strategic Objectives - **Policy & Oversight**

Objective 2.1: Collaborate with Human Relations to enhance recruitment and retention efforts in Detention Operations.

Position Responsible: Chief of Detention Operations

Measures of Success: An analysis is conducted to determine which factors are most significantly impacting officer retention and a plan is developed to recruit officers to stay. The current recruitment and onboarding process is reviewed and recommendations for improvement are provided.

Timeline/Completion: June 2024

Objective 2.2: Improve inmate property services.

Position Responsible: Chief of Detention Administration

Measures of Success: All deficiencies in the evaluation of inmate property services have been remediated. The new storage system is completely installed and in use.

Timeline/Completion: December 2024

Objective 2.3: Build out additional office space at the aviation facility to accommodate current and future personnel.

Position Responsible: Chief of Criminal Investigations

Measures of Success: New construction will not be conducted. Additional furniture has been purchased.

Timeline/Completion: December 2024 (on-hold)

Objective 2.4: Develop an Aviation Division specific step plan / pay band plan to support competitive hiring, and succession planning.

Position Responsible: Chief of Criminal Investigations

Measures of Success: Pay bands are in place that recognize aviation certifications and aviation time in service for determining compensation during hiring and promotions and to encourage personnel retention.

Timeline/Completion: Complete

Objective 2.5: Implementation of a 24-hour staffing plan for the Aviation Taskforce.

Position Responsible: Chief of Criminal Investigations

Measures of Success: Sufficient pilot, flight officer, and mechanic staffing is obtained to provide 24-hour on duty staffing of the Aviation Division.

Timeline/Completion: December 2024

Strategic Objectives - Policy & Oversight

Objective 2.6: Replace aging helicopter with new aircraft.

Position Responsible: Chief of Criminal Investigations

Measures of Success: There is a two-year lead time for helicopter purchases. An agreement to fund the purchase FY 26 is needed by Oct 1, 2024.

Timeline/Completion: Consideration for 2026 Budget

Objective 2.7: Complete Property and Evidence building construction and relocate all property and evidence to new location.

Position Responsible: Chief of Criminal Investigations

Measures of Success:

- Building construction is complete.
- All property and evidence is transferred to the new location.
- Processes and workflows are adjusted accordingly.
- Property and Evidence Unit is fully functional in new location.

Timeline/Completion: May 2024

Objective 2.8: Fully implement Quick Entry for real property drops into Property and Evidence.

Position Responsible: Chief of Criminal Investigations

Measures of Success:

- Quick entry for real property is implemented agency wide.
- Deputies are able to enter evidence in report management system more efficiently.
- Property and Evidence check-in and processing times are reduced.

Timeline/Completion: Complete

Objective 2.9: Implement a Citizen Portal to allow victims to submit electronic / digital evidence.

Position Responsible: Chief of Criminal Investigations

Measures of Success: Citizen Portal is functioning and available to victims as a mechanism to submit digital evidence.

Timeline/Completion: Complete

Objective 2.10: Acquire a storage facility for vehicle evidence (impound yard).

Position Responsible: Chief of Criminal Investigations

Measures of Success: Weather protected impound yard is available to park vehicles that are of evidentiary value.

Timeline/Completion: December 2024

Strategic Objectives - Policy & Oversight

Objective 2.11: Analyze sustained internal affairs cases for trends and implement a training plan to reduce future occurrences.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Results of IA case complaint analysis are shared with Employee Development, Employee Wellness, and Training Unit for awareness and inclusion in training classes or initiatives.
- The frequency of specific sustained complaints is reduced.

Timeline/Completion: Ongoing 2022-2024

Objective 2.12: Maintain and implement the Internal and External Accreditation Information and Education Plan.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Schedule for releasing information and providing education regarding attaining national accreditation designations and continuing successful compliance of state accreditation is developed by May 2023. (complete)
- Updates are disseminated in accordance with the plan.

Timeline/Completion: Ongoing 2022-2024

Objective 2.13: Attain Commission on Accreditation for Law Enforcement Agencies (CALEA) national accreditation.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- File review is conducted by December 2023. (complete)
- Official site visit is conducted by August 2024.
- Accreditation is awarded by November 2024.
- Time sensitive reports are submitted according to the established schedule.

Timeline/Completion December 2024

Objective 2.14: Maintain Commission for Florida Law Enforcement Accreditation (CFA) state accreditation status.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Mock assessment is completed in September 2023.
- Official on-site visit is completed in December 2023.

Timeline/Completion: Complete

Strategic Objectives - Policy & Oversight

Objective 2.15: Maintain compliance with Florida Model Jail Standards and Florida Corrections Accreditation Commission (FCAC) state accreditation.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Florida Model Jail Standards re-accreditation is attained by August 2022. (complete)
- FCAC mock site visit is conducted in August 2023.
- FCAC re-accreditation is attained via formal on-site assessment in November 2023.

Timeline/Completion: Complete

Objective 2.16: Attain and maintain American Correctional Association (ACA) national accreditation.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- ACA contract is executed.
- Self-assessment is conducted.
- Mock assessment is scheduled.
- On-site assessment is conducted.

Timeline/Completion: December 2024

Objective 2.17: Execute Lexipol policy integration process.

Position Responsible: Executive Officer to the Chief of Staff

Measures of Success:

- Review and conversion of all law enforcement policies is complete.
- Review and conversion of all detention policies is complete.

Timeline/Completion: July 2024

Objective 2.18: Expand and enhance LCSO Research and Planning capability.

Position Responsible: Executive Director of Research, Analysis, Planning and Innovation (RAPID)

Measures of Success:

- Research and Planning and Data Analytics Internship Program Pilot is completed.
- Research-Practitioner Memorandum of Understanding (MOU) between Florida State University (FSU) College of Criminology and Criminal Justice and LCSO is executed.
- A mechanism is established to share current and relevant law enforcement/corrections research, publications, and news clips with the rest of the agency.

Timeline/Completion: Complete

Strategic Objectives - Policy & Oversight

Objective 2.19: Implement a framework for organizational project management and project governance.

Position Responsible: Executive Director of Research, Analysis, Planning, and Innovation (RAPID)

Measures of Success:

- Project management tools and templates will be posted in a shared location by October 2023. (complete)
- Project management training is provided to members responsible for managing projects by October 2023. (complete)
- Formal project management practices are incorporated into policy.

Timeline/Completion: December 2024

Objective 2.20: Review and optimize the human resource information system (HRIS)

Position Responsible: Executive Director of Human Relations

Measures of Success:

- A consultant is acquired to provide training to human resources staff. (complete)
- Provide Banner HR training to all human resources staff members by May 2023. (complete)
- Reconciliation of data between human resource information system (HRIS) and the human resources software platform is complete by July 2024.
- Reconcile with organization (org) codes (budget) by July 2024.
- Integrations are implemented to keep data synchronized between HRIS and human resources software platform begin implementation in July 2024.

Timeline/Completion: October 2024

Objective 2.21: Evaluate the effectiveness of the abbreviated in-house and Field Training and Evaluation Program (FTEP) restructuring implemented in 2021.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Evaluation data is reviewed from 2-21, 1-22, 2-22, and 3-22 classes to assess effectiveness of the new program.
- Recommendations to continue the program or adjust will be made.

Timeline/Completion: Complete

Objective 2.22: Create and evaluate Standard Operating Procedures (SOP) for the Field Training and Evaluation Program (FTEP) and Field Training Officers (FTOs).

Position Responsible: Chief of Business Services and Training

Measures of Success:

- SOPs for all FTEP topics are developed.
- Evaluation of SOPs is complete.

Timeline/Completion: Complete

Strategic Objectives - Policy & Oversight

Objective 2.23: Implementation of GovQA software platform for management of public records requests.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- GovQA is configured and licensing is provisioned.
- Training is provided to staff who will be using the system.
- GovQA is fully implemented.
- Ongoing review of overall project is conducted for six months after implementation to ensure completeness.

Timeline/Completion: Complete

Objective 2.24: Conduct a feasibility study to determine if records decentralization would create efficiencies.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Research is conducted of other agencies that use a decentralized process for records and an impact assessment is completed for LCSO.
- Assessment and recommendation for consideration by agency leadership is submitted.

Timeline/Completion: Complete

Objective 2.25: Improve customer service/satisfaction of Fleet services.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- A post-repair survey is deployed by December 2022. (complete)
- Customer satisfaction is increased by December 2025.

Timeline/Completion: December 2025

Objective 2.26: Increase revenues from investments. (removed)

Objective 2.27: Increase efficiencies in processing accounts receivable.

Position Responsible: Chief Financial Officer

Measures of Success:

- Invoices for services provided are sent to customers no more than 30 days after the event. Grant expenditures will be billed in accordance with grant guidelines.
- The receivables module within the LCSO financial system is implemented to replace the current accounts receivable tracking system by June 2024.

Timeline/Completion: December 2024

Strategic Objectives - Policy & Oversight

Objective 2.28: Increase efficiencies in processing accounts payable.

Position Responsible: Chief Financial Officer

Measures of Success: Payment lag time is reduced for proper invoices to no more than 30 days from the date the invoice is received by the agency and all goods and services are received in accordance with the Florida Prompt Payment Act.

Timeline/Completion: Complete

Objective 2.29: Modernize internal purchasing processes.

Position Responsible: Chief Financial Officer

Measures of Success:

- An efficient requisitioning system which integrates into Banner is implemented.
- Process improvements to reduce approval workflows and purchase order turnaround time, while maintaining adequate controls, are identified.
- ACH payments are implemented and the number of check runs is reduced.

Timeline/Completion: December 2024

Objective 2.30: Refine the LCSO budget process.

Position Responsible: Chief Financial Officer

Measures of Success:

- Quarterly budget updates are established.
- Banner budget check is implemented.

Timeline/Completion: December 2024

Objective 2.31: Increase revenue received from awarded grants.

Position Responsible: Chief Financial Officer

Measures of Success: Revenue from awarded grants is increased by 10% annually.

Timeline/Completion: December 2024

Objective 2.32: Assess and optimize processes throughout the employee life-cycle (recruitment and selection, on-boarding, development, retention, transfer/promotion, and separation).

Position Responsible: Executive Director of Human Relations

Measures of Success:

- Employee life-cycle process mapping is complete by July 2023.
- Report of recommended process improvements is provided by August 2023.
- Process improvements are implemented by October 2023.

Timeline/Completion: Complete

Strategic Objectives - Policy & Oversight

Objective 2.33: Collaborate with local colleges and universities to promote employment opportunities at LCSO.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- Information about LCSO employment opportunities is provided through local college and university newspapers and at sporting events.
- Information about LCSO employment opportunities is displayed on the Tallahassee Community College electronic billboard.

Timeline/Completion: December 2025

Objective 2.34: Produce a recruitment video to highlight employment opportunities at the Detention Facility.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- Video applicable for all Detention Facility opportunities is produced and available for use. Video is diverse and includes a Spanish version.
- Recruitment video is shared on social media.

Timeline/Completion: Complete

Objective 2.35: Designate a core set of agency measures as key performance indicators (KPIs) and establish a consolidated Agency Scorecard for monitoring.

Position Responsible: Executive Director of Research, Analysis, Planning, and Innovation (RAPID)

Measures of Success:

- Key agency measures are identified and validated. (complete)
- Reporting cadence is established and communicated. (complete)
- Software platform is identified to compile and display agency data. (complete)
- KPI data is updated according to the established cadence and incorporated into the 2023 Annual Report.

Timeline/Completion: February 2024



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3 Year Targets

1. **Increase the number of digital newsletter subscribers by 30%.**
2. **Increase the number of LCSO Connect mobile application downloads by 15% on all platforms.**
3. Increase the number of reports submitted via the Citizen Online Crime Reporting System by 15%.
4. **Upgrade existing Detention Facility cameras and increase usage by 10%.**



Balance the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring.

Strategic Objectives- Technology & Social Media

Objective 3.1: Create and launch an electronic newsletter for the community.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- Digital newsletter is created, and first edition is disseminated by March 2022. Newsletter is released monthly thereafter.
- The number of subscribers is increased by 10% annually.

Timeline/Completion: Ongoing 2022-2024

Objective 3.2: Increase utilization of the LCSO Connect mobile application.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- Information about LCSO Connect availability and features is incorporated into social media posts, in person presentations, and Wednesdays LIVE.
- Mobile application downloads on both Apple and Android platforms are increased by 5% annually.

Timeline/Completion: Ongoing 2022-2024

Objective 3.3: Increase awareness of Citizen Online Crime Reporting available through the LCSO website and the LCSO Connect mobile application.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- Citizen Online Crime Reporting reminders are posted to social media quarterly (graphic, short media clip, etc.).
- A FOX Leon County Today episode is produced highlighting fraud, the Traffic Unit, and online reporting (when to use and when not to use).
- Information about online reporting is shared on Wednesdays LIVE show quarterly.

Timeline/Completion: Ongoing 2022-2024

Objective 3.4: Increase utilization of Citizen Online Crime Reporting.

Position Responsible: Chief of Uniform Patrol

Measures of Success: The number of reports submitted via citizen online crime reporting system increases by a minimum of 10% per year.

Timeline/Completion: Ongoing 2022-2024

Strategic Objectives- Technology & Social Media

Objective 3.5: Replace aviation maintenance tracking software with a cloud-based system.

Remove: Software will be upgraded when the aircraft are replaced (objective 2.6)

Objective 3.6: Implement an automated on-boarding and off-boarding process and integrations between LCSO human resources information system and human resources software platforms.

Position Responsible: Executive Director of Human Relations

Measures of Success: Automated on-boarding software is implemented.

Timeline/Completion: October 2024

Objective 3.7: Transition all end-of-life servers to supported operating systems through migrations and retirements.

Position Responsible: Chief of Business Services and Training

Measures of Success: No unsupported server operating systems exist at the end of the planning cycle.

Timeline/Completion: December 2024

Objective 3.8: Re-develop and re-host the LCSO public web site on a more robust, supportable, and sustainable platform through a cloud-based SaaS provider to mitigate risks associated with on-premise hosting.

Position Responsible: Chief of Business Services and Training

Measures of Success: Existing website is no longer in use and replacement site is live and publicized.

Timeline/Completion: Complete

Objective 3.9: Re-develop internal web site (intranet) on a more robust, supportable, and sustainable platform for an improved visual experience and ease of use.

Position Responsible: Chief of Business Services and Training

Measures of Success: Existing website is no longer in use and replacement site is live and available for internal use.

Timeline/Completion: September 2024

Strategic Objectives- Technology & Social Media

Objective 3.10: Implement Single Sign-On (SSO) and Adaptive Multi-Factor Authentication (MFA) for more secure and streamlined access to applications and resources by employees, and for a more thorough and efficient account management process.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Top mission critical applications that can support SSO are configured for SSO, and other authentication methods disabled by July 2024.
- All applications in use by more than 300 users that can support SSO are configured for SSO, and other authentication methods disabled by July 2025.

NOTE: Project assumes SSO/MFA solution can co-exist with the County's shared authentication tenant. If not, this project would implement SSO to the extent possible on the applications that support it using the County's tenant.

Timeline/Completion: July 2025

Objective 3.11: Increase annual security awareness training from once per year, to twice per year to maintain employee awareness to the criticality of IT security best practices.

Position Responsible: Chief of Business Services and Training

Measures of Success: Two security trainings are conducted each calendar year.

Timeline/Completion: Complete

Objective 3.12: Implement additional software platforms for improved agency communication and collaboration.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Identified software platform is available for use by staff.
- Computer-based training resources are identified and available "on demand".

Timeline/Completion: Complete

Objective 3.13: Add additional print and video resources for common staff "How To" needs (IT) to speed issue resolution for staff and reduce routine support tickets.

Position Responsible: Chief of Business Services and Training

Measures of Success: Six informative packages (in print, electronic, and/or video-based form) addressing common IT support needs are available to staff.

Timeline/Completion: Complete

Strategic Objectives- Technology & Social Media

Objective 3.14: Implement COVID-19 mitigation technology in the Detention Operations Medical Unit.

Position Responsible: Chief of Detention Operations

Measures of Success: COVID-19 mitigation technology and equipment is installed and in use.

Timeline/Completion: Complete

Objective 3.15: Continue phased implementation of Leon County Detention Facility Camera Enhancement Project.

Position Responsible: Chief of Detention Administration

Measures of Success: All areas of the Leon County Detention Facility are visible by camera.

Timeline/Completion: December 2024







3 Year Targets

1. **Reduce the overall and violent crime rates by 15%.**
2. **Reduce the number of homicides by 35%.**
3. **Increase participation in the Back on Track Program by 15%.**

Community Policing & Crime Reduction



Encourage the implementation of policies that support community-based partnerships in the reduction of crime. Enforce the law with the people.

Strategic Objectives - Community Policing & Crime Reduction

Objective 4.1: Work with law enforcement and community partners to reduce the overall crime rate through the use of data-driven decision making, strategic enforcement priorities, the leveraging of technology and social media, and ongoing analysis and adjustment of efforts.

Position Responsible: Chief of Uniform Patrol

Measures of Success: Crime rate is reduced by a minimum of 7% annually.

Timeline/Completion: Ongoing 2022-2024

Objective 4.2: Develop strategies to become more data-driven in addressing crime.

Position Responsible: Chief of Uniform Patrol

Measures of Success:

- Existing analysis reports are evaluated to determine effectiveness through data collection, specifically relating to prevention and enforcement efforts, made based on data in the reports.
- Patrol Lieutenants are provided with training related to data analysis and intelligence led policing.
- Prevention and enforcement efforts are measured by shift to determine the effectiveness of supervision.

Timeline/Completion: Ongoing 2022-2024

Objective 4.3: Enhance capabilities to address violent crime, robberies and gang violence.

Position Responsible: Chief of Uniform Patrol

Measures of Success:

- Violent crime rate is reduced by a minimum of 5% annually.
- The number of homicides are reduced by a minimum of 15% annually.

Timeline/Completion: Ongoing 2022-2024

Objective 4.4: Conduct an assessment to determine if Investigations units are adequately staffed and resources/positions are assigned based on current workload and performance measures.

Position Responsible: Chief of Criminal Investigations

Measures of Success:

- All available information is obtained, and an analysis is conducted.
- Performance measures are identified and tracked, standard operating procedures are created, and solutions are in place to address shortcomings.

Timeline/Completion: December 2024

Strategic Objectives - Community Policing & Crime Reduction

Objective 4.5: Implement specialized units for mental health and homeless outreach.

Position Responsible: Chief of Criminal Investigations

Measures of Success:

- Positions are identified, trained, equipped, and fully operational.
- Performance measures, standard operating procedures, and policies are in place.

Timeline/Completion: Complete

Objective 4.6: Analyze internal processes in Investigations Units to determine efficiency and effectiveness. (combined with 4.4)

Objective 4.7: Develop a Mental Health Team Member within the Department of Youth & Young Adult Services to assist primarily in schools. (removed)

Objective 4.8: Increase participation in Youth & Young Adult Services Programs.

Position Responsible: Chief of Uniform Patrol

Measures of Success:

- The percentage of Back on Track participants that report a positive interaction and satisfaction with the program is 90% or higher.
- Juvenile Justice Jeopardy game development and training are complete. (complete)
- Recruit and sustain 20-25 members in the Explorer's Program.

Timeline/Completion: Ongoing 2022-2024

Objective 4.9: Increase youth and young adult diversion efforts.

Position Responsible: Chief of Uniform Patrol

Measures of Success:

- Civil Citations are issued to at least 80% of eligible offenders.

Timeline/Completion: Ongoing 2022-2024

Strategic Objectives - Community Policing & Crime Reduction

Objective 4.10: Complete the build-out of the Capital Region Real Time Crime Center (RTCC).

Position Responsible: Executive Director of the Real Time Crime Center

Measures of Success:

- RTCC is operational and staff are relocated. (complete)
- Participation from partner agencies - Florida State University Police Department (FSU PD), Tallahassee Police Department (TPD), FSU School of Criminology, and Florida Department of Law Enforcement North Florida Fusion Center (FDLE/ NFFX) – is enhanced.
- Requests for analytical assists are increased by 5% per agency each year.
- Overall utilization of RTCC is increased 10% annually.
- Three (3) Automatic License Plate (ALP) Systems are purchased and deployed annually.
- Three (3) Safety Cameras are purchased and deployed annually.
- Annual RTCC Report is developed in partnership with FSU School of Criminology.
- Additional funding opportunities are explored and pursued through various entities.

Timeline/Completion: Ongoing 2022-2024

Objective 4.11: Increase intelligence and analysis driven approaches to investigations and operational planning.

Position Responsible: Chief of Criminal Investigations

Measures of Success:

- Comprehensive review of analysis products is conducted by September 2023. (complete)
- Requirements for enhancing existing analysis products are gathered and documented by October 2023. (complete)
- A plan for data-driven management (CompStat based model) is developed by November 2024.
- Training on the application of data-driven approaches is provided to Command Staff, Captains, and Lieutenants by December 2024.
- Data-driven management plan is implemented by January 2025.

Timeline/Completion: January 2025

Objective 4.12: Increase the number of certifications held by Crime Prevention Specialists.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success: All Crime Prevention Deputies/Specialist obtain Crime Prevention Through Environmental Design (CPTED) certification, Crime Prevention Practitioner certification, and Civilian Response to Active Shooter Event (CRASE) certification.

Timeline/Completion: Complete

Objective 4.13: Develop and deploy the Juvenile Justice Jeopardy game as a tool to help youth navigate interactions with peers and police and understand the legal consequences of their actions.

Position Responsible: Executive Director of Youth & Young Adult Services and Intelligence

Measures of Success:

- Assessment of community needs/interests and local trends and law is complete.
- Street and school games are developed, reviewed with stakeholders, and finalized.
- Game leader training (two on-site sessions) is complete.

Timeline/Completion: Complete

Strategic Objectives - Community Policing & Crime Reduction

Objective 4.14: Expand current Neighborhood Crime Watch (NCW) programs and increase participation.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success:

- Current and inactive NCW groups are engaged, twice monthly, with intent on increasing membership participation.
- Social media campaign is launched to promote the revival of NCW signs. Targeted outreach is conducted with neighborhoods with old/inactive signs to encourage reenactment.

Timeline/Completion: December 2024

Objective 4.15: Establish and facilitate the Council on the Status of Men and Boys.

Position Responsible: Executive Director of the Council on the Status of Men and Boys

Measures of Success:

- Council is funded. (complete)
- Members are selected/appointed from multiple disciplines to staff the council.
- Evidence-based and community-informed violence reduction plan is developed.
- Individualized plans are implemented to serve at-risk men and boys.
- Subsequent disciplinary issues are reduced for suspended and/or expelled students in Success Academy, Second Chance, Rickards, Godby, and Leon, who are participating in CSMB programs.

Timeline/Completion: December 2024

Objective 4.16: Implement a specialized unit for human trafficking.

Position Responsible: Chief of Criminal Investigations

Measures of Success: Positions are identified, trained, equipped, and fully operational. Performance measures, standard operating procedures, and policies are in place.

Timeline/Completion: Complete

Objective 4.17: Establish a public/private camera partnership.

Position Responsible: Executive Director of the Real Time Crime Center

Measures of Success:

- Internal infrastructure is developed. (Video management system is identified, procured, and implemented.)
- Agency policy is developed.
- A recommended vendor list is developed based on the FCC ruling.
- A Real Time Crime Center Management Group is established to review and approve center access.

Timeline/Completion: December 2024



Training & Education



3 Year Targets

1. **Increase the number of hosted training offerings by 50%.**
2. **Increase specialized training exposure by 25%.**
3. **Increase the number of certified in-house instructors by 10%.**

Training & Education



Emphasize the importance of high quality and effective training and education and engage community members in the training process.

Strategic Objectives- **Training & Education**

Objective 5.1: Document career paths (roadmaps) to illustrate progression for law enforcement, corrections, and civilian positions and ensure appropriate training and development programs are available to assist members in meeting their professional goals.

Position Responsible: Executive Director for Human Relations

Measures of Success:

- Establish an Innovation Circle to develop a plan for documenting career paths, communicating career development opportunities, and assessing the potential for mentoring programs. (complete)
- Innovation Circle Kick Off Meeting by conducted in May 2023. (complete)
- Recommendations for sworn positions are communicated to Command Staff by October 2023. (complete)
- Document career paths for civilian positions.
- Memorialize career development process and tools.
- Place resources on LCSO intranet and document in agency policy.
- Communicate through supervisor training.

Timeline/Completion: June 2024

Objective 5.2: Establish LCSO Leadership Institute.

Position Responsible: Executive Director of Human Relations

Measures of Success: Leadership Institute component programs are developed and implemented.

- Sergeant and Civilian Leadership
- Lieutenant Leadership
- Captain Leadership

Timeline/Completion: Complete

Objective 5.3: Implement and maintain online training platforms to provide members with independent personal development training opportunities.

Position Responsible: Executive Director for Human Relations

Measures of Success: Configure and deploy online learning management system for use by all employees.

Timeline/Completion: Complete

Objective 5.4: Enhance School Resource Deputy (SRD) Training Program.

Position Responsible: Executive Director of Department of Youth & Young Adult Services and Intelligence

Measures of Success: In house SRD training is available for incoming SRD staff.

Timeline/Completion Complete

Strategic Objectives- Training & Education

Objective 5.5: Conduct Active Assailant/Reunification training.

Position Responsible: Chief of Criminal Investigations

Measures of Success:

- Planning conferences are completed. (complete)
- Tabletop exercise is conducted. (complete)
- Full scale exercise is conducted. (complete)
- After Action Report and Improvement Plan are completed. (complete)
- New Reunification Policies and Procedures are drafted.
- Staff are trained on Reunification Policies and Procedures.

Timeline/Completion: December 2024

Objective 5.6: Increase the number and utilization of certified instructors, within all disciplines, to offer additional specialized/advanced classes in house.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Requirement for certified instructors to teach a minimum number of hours annually.
- Evaluation process for certified instructors is in place.
- Number of certified instructors increases by 10%.
- Number of hosted training offerings increases by 50%.

Timeline/Completion: Complete

Objective 5.7: Develop and implement Detention Transport and Hospital Security Training.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Curriculum of training developed.
- Two classes conducted by April 2023.

Timeline/Completion: Complete

Objective 5.8: Provide new or modified standard of care for Tactical Emergency Casualty Care (TECC).

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Train the trainer course provider is identified and course is delivered to LCSO trainers.
- TECC is incorporated into the LCSO Training Plan.
- TECC rollout to all agency members is completed.

Timeline/Completion: Complete

Strategic Objectives- Training & Education

Objective 5.9: Update Defensive Tactics “control” techniques utilized for response to resistance incidents.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Training is updated to reflect current and effective control techniques.
- Defensive Tactics instructors are trained in the new techniques.
- Defensive tactics training rollout to all agency members is complete by December 2023

Timeline/Completion: Complete

Objective 5.10: Increase desire of deputies to become Field Training Officers.

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Stipend for FTO positions is increased. (complete)
- Additional training opportunities are provided. (complete)
- Utilization of FTO2 position is assessed and either eliminated or used as intended by December 2023.

Timeline/Completion: Complete

Objective 5.11: Increase the number of Field Training Officers (FTOs).

Position Responsible: Chief of Business Services and Training

Measures of Success:

- Capacity for Field Training and Evaluation Program (FTEP) recruits is increased from a maximum of eight to a maximum of 10 per class.
- Number of field training officers is increased by eight positions from 20 FTO's to 28 FTOs by December 2024.

Timeline/Completion: Complete

Objective 5.12: Develop a training plan for dual certified staff.

Position Responsible: Chief of Detention Administration

Measures of Success: A training plan is established to outline additional training needs for correctional officers who obtain a dual certification in law enforcement.

Timeline/Completion: Complete

Strategic Objectives- Training & Education

Objective 5.13: Provide additional training opportunities for Inmate Programs and Classifications Staff.

Position Responsible: Chief of Detention Administration

Measures of Success:

- Inmate Programs staff members are trained in cognitive behavioral therapy (CBT) by June 2023. (complete)
- All Classification staff have completed Crisis Intervention training.

Timeline/Completion: June 2024







3 Year Targets

1. Develop and implement a Critical Incident Response Team (CIRT).
2. Provide three (3) new behavioral health resources or providers for member use.
3. **Reduce the number of workers compensation claims by 15%.**
4. **Reduce the number of at fault on duty traffic crashes by 15%.**
5. Host two annual wellness events for members and their families.

Officer Safety and Wellness



Endorse practices that support officer wellness and safety in the areas of physical, mental, and emotional health; mitigate and reduce employee injuries, vehicular accidents, and suicide; and foster partnerships with social service and other organizations that can support solutions.

Strategic Objectives - Officer Safety and Wellness

Objective 6.1: Sustain a wellness program that aims to reduce the impact of job-related trauma and improve the overall quality of life for members of LCSO.

Position Responsible: Executive Director of Human Relations

Measures of Success:

- Current initiatives continue to be available to employees and new resources, based on employee needs, are being introduced. (ongoing)
- LCSO Officer Wellness Internship Pilot is completed. (complete)
- An annual holistic wellness fair is held to connect members with wellness resources aimed to support first responders. (ongoing)

Timeline/Completion: Ongoing 2022-2024

Objective 6.2: Establish a Family Integration and Support Program to provide support to and facilitate the connection between employee's family members and the LCSO.

Position Responsible: Executive Director of Human Relations

Measures of Success:

- The feasibility of expanding Employee Assistance Plan (EAP) resources to family members is examined. (complete)
- Family support and integration plans are developed by July 2023. (complete)
- Family support and integration plans are implemented according to the plan. (ongoing)

Timeline/Completion: Ongoing 2022-2024

Objective 6.3: Enhance Behavioral Health Education and Training and Resources.

Position Responsible: Executive Director of Human Relations

Measures of Success:

- Peer Support Team is sustained by a minimum of 25 peers.
- Occupationally competent behavioral health providers are added to the Employee Assistance Plan Network.
- Three new behavioral health trainings are introduced.

Timeline/Completion: Complete

Strategic Objectives - Officer Safety and Wellness

Objective 6.4: Enhance Physical Wellness Resources.

Position Responsible: Executive Director of Human Relations

Measures of Success:

- One additional fitness center membership partnership is provided.
- LCSO fitness center facilities are improved.
- Physical wellness offerings are diversified, and utilization is incentivized.

Timeline/Completion: Complete

Objective 6.5: Develop a Critical Incident Response Team (CIRT).

Position Responsible: Executive Director of Human Relations

Measures of Success:

- Team members are identified and trained.
- Line of duty death form is implemented for existing employees and incorporated into on-boarding process for new employees.

Timeline/Completion: Complete

Objective 6.6: Enhance Risk Management Program.

Position Responsible: Executive Director of Human Relations

Measures of Success:

- Risk management report is completed and shared quarterly.
- Capability to respond effectively to identified risks is improved.
- Risk Management Program Administrator provides operational recommendations to reduce risk.
- Cost savings and reduction in preventable injuries is achieved.
- Building inspections are conducted by Risk Management Program Administrator.

Timeline/Completion: Ongoing 2022-2024

Objective 6.7: Provide an enhanced outdoor break area for Detention staff (Oasis Project).

Position Responsible: Chief of Detention Administration

Measures of Success: New outdoor employee break area is open for use by staff.

Timeline/Completion: Complete

Objective 6.8: Provide information to the public on safe ways to interact with law enforcement.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success: Messaging is disseminated at least quarterly to include information about how citizens can ensure their safety as well as the safety of law enforcement officers when interacting during a traffic stop, an emergency, or other instances.

Timeline/Completion: December 2024



Improve Detention Services



3 Year Targets

1. **Convert eleven officer stations to a direct/in-direct supervision model.**
2. **Increase the number of partner provided interactions at the RISE Center by 20%.**
3. **Reduce overall recidivism rate by 10%.**
4. **Recidivism rate for individuals participating in Reentry programs is 60% less than the recidivism rate for those not participating in Reentry programs.**
5. **Add and maintain at least 30 new faith-based partners to the Worship With Me program.**

Improve Detention Services



Provide a safe environment for both inmates and correctional staff. Provide physical, mental, emotional, spiritual, educational and recreational, support for inmates while incarcerated to prepare them for successful reentry transition upon their release.

Strategic Objectives - **Improve Detention Services**

Objective 7.1: Develop safer Correctional Officer pod stations in the eleven identified pods.

Position Responsible: Chief of Detention Operations

Measures of Success:

- Design and have constructed the model station in the first pod.
- Develop construction schedule for the remaining pods based on the pod population.

Timeline/Completion: December 2024

Objective 7.2: Identify alternate strategies to relieve intake congestion in the Detention Booking area due to lack of available or appropriate inmate housing.

Position Responsible: Chief of Detention Operations

Measures of Success: Inmates are moved from the Booking area to appropriate housing within 8 hours.

Timeline/Completion: Complete

Objective 7.3: Provide enhanced mental health services for inmates.

Position Responsible: Chief of Detention Operations

Measures of Success:

- Additional mental health services are incorporated into the overall medical contract.
- Additional training is provided to Detention staff serving inmates with mental health issues.

Timeline/Completion: Complete

Objective 7.4: Provide Cell extraction training to all correctional officers.

Position Responsible: Chief of Detention Operations

Measures of Success: All correctional officers receive cell extraction training.

Timeline/Completion: Complete

Strategic Objectives - Improve Detention Services

Objective 7.5: Expand and enhance Detention chaplaincy services.

Position Responsible: Chief of Detention Administration

Measures of Success:

- Volunteer program is reestablished, and volunteers are entering the facility
- Communion and baptism services are being offered/provided.
- Multipurpose space is available for chaplaincy services.

Timeline/Completion: December 2024

Objective 7.6: Fully implement the Pathways Program.

Position Responsible: Chief of Detention Administration

Measures of Success: Vacant Pathways positions are filled by December 2023.

Timeline/Completion: December 2024

Objective 7.7: Establish an alternate location for the Pathways Program staff and inmate Work Camp processing.

Position Responsible: Chief of Detention Administration

Measures of Success: Pathways workstations and inmate work crew check-in/dress-in and check-out/dress-out is moved to an alternate location.

Timeline/Completion: Complete

Objective 7.8: Expand program offerings and continuum of care services available through the RISE Center.

Position Responsible: Chief of Detention Administration

Measures of Success:

- Conduct an assessment to determine how existing space can be optimized and alternate community sites can be utilized to expand program offerings by July 2023.
- Increase the number of programs and services provided through the RISE Center by December 2023.

Timeline/Completion: Complete

Strategic Objectives - Improve Detention Services

Objective 7.9: Expand inmate program offerings.

Position Responsible: Chief of Detention Administration

Measures of Success: Twenty inmate enrichment and education program offerings are available.

Timeline/Completion: Complete

Objective 7.10: Communicate success stories and accomplishments of programs serving current or formerly incarcerated individuals.

Position Responsible: Executive Director of Community and Media Relations

Measures of Success: Inmate programs and/or success stories are highlighted at least quarterly.

Timeline/Completion: Ongoing 2022-2024

Objective 7.11: Ensure eligible inmates continue to have access to voting and are able to register to vote while incarcerated.

Position Responsible: Chief of Detention Administration

Measures of Success:

- Processes for inmate voter registration and submission of absentee ballots are reviewed quarterly to ensure compliance with current legislation.
- Coordination meetings are held annually with Leon County Supervisor of Elections Office.

Timeline/Completion: Ongoing 2022-2024

Acknowledgements



The individuals listed below were responsible for participating in the Strategic Planning Workshop and developing, refining, and approving the objectives outlined in the 2022-2024 Strategic Plan.

Sheriffs and Assistant Sheriffs: Walt McNeil, Ron Cave, Dr. Argatha Gilmore, and Steve Harrelson.

Chiefs, Executive Directors, General Counsel: Ben Benedict, Brice Google, Grady Jordan, Shonda Knight, Ed Lee*, Norman Mack, Mary Nicholson, Ron O'Brien, Jim Pimentel, Leslie Rabon, and Chris Summers.

Captains and Directors: Jeff Allen*, Larry Bourdeau, Craig Carroll, Elethia Chase, Ed Cook, Tim Coxwell, Georgella Dent, Bobby Green, Jason Lee, Lee Majors, Nora Schultheis, Lakisha Snow, Robert Thompson, and Jim Tyson. *NOTE: individuals were unable to be in attendance at the workshop.

Research and Planning: Sara Bourdeau

Additional Contributions:

Melissa Schaldenbrand and Jerome Maples from Community and Media Relations provided graphic design support. Amy Kupiszewski provided proofreading and editing support.

One-hundred and sixty-five (165) employees provided feedback and recommendations via the 2022 Strategic Planning Employee Survey and others who contributed through discussions with their supervisors.

Thank you to the citizens who provided input via the Strategic Planning Feedback Form and to the members of the Sheriff's Citizen Advisory Council for sharing recommendations.

Innovation Circle Team Members

Community Policing and Crime Reduction:

Team Sponsor: Ben Benedict, Team Lead: Lakisha Snow, Team Support: Andrea Blalock and Sara Bourdeau.

Team Members: Da'Shaun Barnes, Larry Bourdeau, Brendan Brunner, Chris Carpenter, Dean Crump, Chris Flores, Jimmy Goodman, Chelsea Grant, Angela Green, Brad Hutcheson, Rachel Keller, Wiley Meggs, Ron O'Brien, James Pittman, Leslie Rabon, Felicia Safford, Melissa Schaldenbrand, Tommy Smith, Mike Wallace, and Austin Whitley.

Officer Safety and Wellness:

Team Sponsor: Norman Mack, Team Leads: Deidra Bateman and Bobby Green, Team Support: Andrea Blalock and Sara Bourdeau.

Team Members: Mary Brown, Craig Carroll, Chris Flores, Richard Harris, Paul Pacchioli, Jim Pimentel, Tim Ruth, Shon Shepard, James Spires, Nicole Troelstrup, Daniel Whaley, and Justin Wilmot.

Agency Traffic Crashes:

Team Sponsor: Chris Summers, Team Lead: Steve Barrow, Team Support: Andrea Blalock and Sara Bourdeau.

Team Members: Mary Brown, Cecelia Crego, William Collins, Tim Coxwell, Shawn Edwards, Parker Galloway, Pat McLeod, Eddie O'Neal, Jim Pimentel, Josh Turner, Keyera Wilcox, Wallace Woodard, and Robert Wright.

Career Development:

Team Sponsor: Mary Nicholson, Team Lead: Kristi Gordon, Team Support: Sara Bourdeau

Team Members: Da'Shaun Barnes, Ben Benedict, Larry Bourdeau, Jaterrica Brown, Elethia Chase, Shawn Edwards, Chris Fender, Jason Glover, Charles Hamilton, Torrence Henderson, Tiffany Hires, Hekiah Jackson, Kelon Mack, Ron O'Brien, Leslie Rabon, Justin Reatherford, Brad Reilly, Brittany Moore, Bobby Smith, Kyle Stockton, Chris Summers, Erin Tupper, Javier Vides, Kevin White, Sarena White, and Taquita White.



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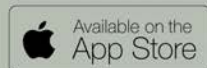
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