

2021  
*Strategic Plan*

**Leon County Sheriff's Office**





# STRATEGIC PLAN

## GOAL 1: BUILDING TRUST & LEGITIMACY

- Increase agency communication through initiatives such as all hands meetings and monthly video messages.
- Command staff to attend law enforcement and detention/judicial check on meetings on a quarterly basis.
- Enhance Youth Leadership Council to increase youth education regarding LCSO and to encourage input from youth perspective.
- Enhance engagement for Sheriff Citizen Advisory Council.
- Maintain quarterly community events.
- Build a workforce diversity action plan and expand the recruitment process to ensure active participation by sworn and detention recruiting staff volunteers.
- Develop IA Early Warning program.



## GOAL 2: POLICY AND OVERSIGHT

- Development of a grant writing services program.
- Refine and improve a stable Property and Evidence Inventory Control system.
- Target hardening of LCSO Campus to include perimeter, gas pumps and Detention and Administration Building lobbies.
- Conduct civilian classification study and agency wide compensation study of all pay bands and pay supplements.
- Enhance hiring process by expanding year round hiring, onboarding, FTO and training cycles.
- Complete a staffing analysis and subsequent staffing plan to ensure agency staffing supports operational goals.
- Evaluate employee appraisal process and platform to determine necessary modifications and enhancements.
- Reduce sustained IA cases by 10%.
- Evaluation and improvement of inmate property services.
- Conduct external review of agency policy via the Citizen Advisory Council.



*This year, due to COVID protocols, our annual Strategic Planning meeting was held virtually (for participating members of the agency) and in-person for Command Staff.*



## GOAL 3: TECHNOLOGY AND SOCIAL MEDIA

- Launch a media campaign informing the public of agency training enhancements and initiatives.
- Redesign the employee hire, transfer and termination process to improve communication, automate processes and integrate systems.
- Evaluate agency protections and back up of critical data and systems.
- Creation of detention video visitation program for on and off-site.
- Reduce by 50% overall outstanding ticket count in order to improve service and responsiveness to customers, and better position IT to perform more strategic, project-specific work.
- Develop an approach to identify and leverage tool sets to maintain an authoritative Asset Inventory for key IT assets.

## GOAL 4: COMMUNITY POLICING & CRIME REDUCTION

- Develop strategies to become more data-driven in addressing crime.
- Enhance capabilities in addressing violent crime, robberies and gang violence.
- Expand cooperative relationships with other agencies.
- Develop a strong crime deterrent and preventative messaging campaign for youth.
- Increase law enforcement staffing.

## GOAL 5: TRAINING AND EDUCATION

- Evaluation and restructure of the FTO programs for Detention and Judicial.
- Evaluation and restructure of the FTO program for Law Enforcement.
- Develop standardized, documented, accessible career paths and mentorship.
- Evaluate and secure training components to expand agency training opportunities for all employees.
- Identify and train project management liaisons within agency.
- Implement new supervisor training program for Law Enforcement.
- Train at least 40% of agency members in 21st Century Policing.
- Implement new supervisor training programs for Detention and Judicial.

## GOAL 6: OFFICER SAFETY AND WELLNESS

Improve the environment and operational efficiencies, developing a comprehensive plan focused on facility infrastructure, staff development and the needs of inmates. Increase and expand re-entry programs, improve staffing and develop inmate management plans.



## GOAL 7: IMPROVE DETENTION SERVICES

Leverage technology to support and enhance agency operational efficiencies. Implement new emerging technologies that support new operational concepts. Harness technology to improve officer and citizen safety. Increase evidence-based policing to analyze data for proactive engagement.

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