



Leon County Sheriff's Office Strategic Plan 2025-2027

MESSAGE FROM SHERIFF WALT MCNEIL



I am pleased to present to you, the citizens of Leon County, the 2025-2027 Strategic Plan for the Leon County Sheriff's Office (LCSO). This will serve as the foundation for managing our priorities over the next three years. With this plan, we will continue to demonstrate our deep commitment to our community.

The process of developing our strategic plan included analyzing crime data, reviewing community issues, assessing LCSO performance metrics, and obtaining feedback from citizens and employees. Using this evidence-based approach, and the 21st Century Policing Pillars, we established six strategic goals that will be our key areas of focus. The objectives outlined in this plan detail the specific strategies, initiatives, and projects we intend to employ to accomplish these goals.

We will monitor our progress in achieving these goals and communicate these findings in both quarterly and annual reports. By publishing these reports, we will hold ourselves accountable to the citizens of Leon County.

As we kick off the 2025-2027 Strategic Plan, we also begin our Year of Balance. This year, we will focus on balancing decisiveness with collaboration, consistency with flexibility, confidence with humility, and strength with empathy. We will serve the citizens of Leon County by fostering a feeling of togetherness and upholding our values as a World-class agency. We will approach our operations with clear expectations but also flexibility. We will be leaders in our community by striking a harmonious balance between asserting authority and encouraging engagement. It is through achieving balance that we will meet our goals outlined in this strategic plan.

The Leon County Sheriff's Office looks forward to embarking on our Year of Balance and the 2025-2027 Strategic Plan. I invite each of you to take part in this process, as each of you play a vital role in the agency's success. ALLin!

A handwritten signature in black ink, reading "Walt McNeil". The signature is stylized with a large, looped "W" and a cursive "McNeil".

Sheriff Walt McNeil

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MISSION, VISION, VALUES

The mission, vision, and values of the Leon County Sheriff's Office serve as the foundation for our strategic planning process. Our mission statement describes the purpose of our agency and serves as a guide to our daily operations; our vision for the agency ensures that we are always striving towards excellence in accomplishing our mission; and our values represent the agency's core beliefs, principles, and ethics. These are at the core of our daily operations, decision-making, and the strategic planning process.

Mission: Why we exist

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: What we aspire to be

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: What is important

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 the Office. We will always strive to do our best and continuously improve to achieve our goals.

STRATEGIC PLANNING OVERVIEW

The Leon County Sheriff's Office (LCSO) 2025-2027 Strategic Plan is a detailed proposal that provides a clear outline of the goals and objectives for the next three years. The plan ensures the agency prioritizes identified key areas through resource allocation, community partnerships, and operational procedures.

Rooted in the 21st Century Policing Pillars, the LCSO Strategic Goals represent key priority areas for the agency. The six Strategic Goals established for this plan address current crime trends, citizen needs, community issues, and neighborhood dynamics that are specific to Leon County.

Strategic Objectives are specific projects or initiatives that align with LCSO's Strategic Goals. Successful implementation of these objectives will ensure the agency achieves these goals.

This Strategic Plan was developed using:

- County crime data
- Data from the Leon County Detention Facility (LCDF)
- Feedback from citizens and LCSO employees
- Data on community social issues (graduation rates, housing and homelessness, issues related to mental health and substance use, and socioeconomic factors)

This plan represents our intentions for the next three years. We are committed to providing World-class public service, safeguarding the lives and property of the people we serve, maintaining respect for individual rights and human dignity, and working alongside the community to make Leon County safer.



STRATEGIC GOALS

GOAL 1

PUBLIC SAFETY

GOAL 2

EMPLOYEE SUPPORT & WELLNESS

GOAL 3

COMMUNITY SOCIAL ISSUES

GOAL 4

CARE, CUSTODY, CONTROL, & RE-ENTRY

GOAL 5

RESEARCH & INNOVATIVE TECHNOLOGY

GOAL 6

ACCOUNTABILITY, TRANSPARENCY, &
ORGANIZATIONAL EFFECTIVENESS

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LEON COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN

GOAL 1 PUBLIC SAFETY

Promote the safety of citizens, deputies, and the community through crime reduction and collaboration with partner agencies.



STRATEGIC OBJECTIVES

OBJECTIVE 1.1 Enhance cross-functional collaboration between the agency's High Intensity Drug Trafficking Areas Unit (HIDTA) and our state and federal partners to increase the number of narcotics-related arrests, drug seizures, forfeitures, and executed search warrants.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 1.2 Through partnership with the Tallahassee Police Department, utilize the National Integrated Ballistic Information Network (NIBIN) to:

1. Increase efficiency using automated ballistics evaluations
2. Share ballistics intelligence with and have access to other agencies nationally
3. Address gun violence

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 1.3 Establish a case evaluation process that identifies case solvability factors to increase clearance rates for property crimes.

Responsible Party: *Department of Law Enforcement Operations*

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OBJECTIVE 1.4 Establish a Tallahassee-Leon County Drug Task Force that combines the narcotics units of Leon County Sheriff's Office (LCSO) and Tallahassee Police Department.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 1.5 Continue the phased implementation of the 24-hour staffing plan for the Aviation Bureau/Aviation Task Force to ensure 24/7 support to law enforcement operations.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 1.6 Create a Forestry Task Force between the U.S. Forestry Service, Florida Fish and Wildlife Conservation Commission, and the Leon County Sheriff's Office (LCSO) to reduce the number of criminal complaints within the National Forest and the adjoining lands by 10%.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 1.7 Ensure the agency's Critical Incident Response Team (CIRT) hosts a multi-agency critical incident exercise to:

1. Assess critical incident response readiness
2. Foster inter-agency communications during critical incidents
3. Promote school safety

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 1.8 Facilitate 'breaching door' training for all sworn Law Enforcement deputies as part of the annual Active Assailant Response Training in accordance with Florida law.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 1.9 Provide annual scenario-based training for sworn law enforcement deputies.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 1.10 Expand de-escalation training for agency deputies and increase the number of agency de-escalation trainers.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 1.11 Host four Community Gun Safety courses by June 30, 2025.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 1.12 Facilitate meaningful engagement with the Citizen Advisory Council to share all completed and redacted internal affairs case files, LCSO policies, and other priorities assigned by the Sheriff for review, discussion, and recommendation.

Responsible Party: *Office of Internal Affairs and Detention Investigation*

GOAL 2 EMPLOYEE SUPPORT & WELLNESS

Provide comprehensive employee support resources that address the personal and professional needs of employees from recruitment through retirement.



STRATEGIC OBJECTIVES

OBJECTIVE 2.1 Implement an agency-wide training needs assessment to advance the skills, knowledge, and career development of employees.

Responsible Party: Department of Employee Development and Support

OBJECTIVE 2.2 Establish a Criminal Investigations Internal Internship Program for current agency deputies to:

1. Educate deputies on the daily operations of the agency's Criminal Investigations Bureau
2. Provide deputies with hands-on investigative experience
3. Support deputies seeking opportunities to advance their careers

Responsible Party: Department of Law Enforcement Operations

OBJECTIVE 2.3 Transition the agency's employee wellness services from an events-based approach to a benefits-based approach to meet the needs of employees and increase the use of these services.

Responsible Party: Department of Employee Development and Support

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OBJECTIVE 2.4 Develop a formal, on-going training schedule in Uniform Patrol that will provide deputies with a continuous review of the agency's:

1. Policies
2. Procedures
3. County ordinances
4. Statutes
5. Case laws
6. Best practices

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 2.5 Provide Inclusive Leadership training to 24 non-supervisor members of Uniform Patrol over a three-year period.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 2.6 Promote detention deputy wellness and recognition by:

1. Fostering a positive work environment
2. Reducing rates of deputy turnover
3. Addressing factors that contribute to burnout

Responsible Party: *Department of Detention*

OBJECTIVE 2.7 Expand the current Annual Career Service Training to train sworn detention employees in practical applications of evolving policies, procedures, and best practices on a quarterly basis.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 2.8 Enhance the Detention Employee Orientation to streamline trainings for new employees and enhance their overall competency.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 2.9 Expand the agency's family support program initiatives by:

1. Hosting a Welcome Dinner for Field Training Officers/in-house recruits
2. Increasing communication about agency family events

Responsible Party: *Department of Employee Development and Support*



LEON COUNTY SHERIFF'S OFFICE STRATEGIC PLAN

OBJECTIVE 2.10 Encourage professional development and increase computer literacy among detention employees to:

1. Support their career advancement
2. Enhance their skills and expertise in various computer programs

Responsible Party: *Department of Detention*

OBJECTIVE 2.11 Enhance retiree support services to foster relationships between former agency employees and these employees in ongoing agency events/programs.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 2.12 Establish a comprehensive annual training program for civil clerks, civil process servers, and warrants deputies to enhance compliance with legal standards and improve service efficiency.

Responsible Party: *Department of Detention*

OBJECTIVE 2.13 Establish a grants training program to educate employees on how to effectively:

1. Request grant funding
2. Make purchases with grant funds
3. Manage grants

Responsible Party: *Department of Finance*



GOAL 3 COMMUNITY SOCIAL ISSUES

Engage community members to address emerging social issues.



STRATEGIC OBJECTIVES

OBJECTIVE 3.1 Implement a conflict resolution training for community members in neighborhoods with high levels of violence.

Responsible Party: *Department of Youth Services and Intelligence*

OBJECTIVE 3.2 Each year, assist a minimum of 10 Homeless Outreach Street Team (HOST) clients receive housing to address the increasing unsheltered population in Leon County.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 3.3 Explore and assess potential diversion programs for Council on the Status of Men and Boys (CSMB) clients that will focus on:

1. Providing mentorship
2. Building character
3. Reducing criminal opportunities
4. Increasing client participation in other services

Responsible Party: *Department of Youth Services and Intelligence*

LEON COUNTY SHERIFF'S OFFICE

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OBJECTIVE 3.4 Enhance engagement between LCSO victim advocates and the community to increase the community's:

1. Awareness of resources available to victims
2. Understanding of victim's rights
3. Knowledge on precautions that may minimize their risk for victimization

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 3.5 Host four Community Violence Intervention and Prevention Initiative (CVIPI) call-in meetings in partnership with local law enforcement agencies, key stakeholders, and community members with lived experience.

Responsible Party: *Department of Youth Services and Intelligence*

OBJECTIVE 3.6 Implement a process for conducting a survey of citizen attitudes and opinions at least every two years.

Responsive Party: *Division of Research, Analysis, Planning, and Innovation*

OBJECTIVE 3.7 Host a Neighborhood Crime Watch (NCW) Summit and increase NCW participation.

Responsible Party: *Office of Community and Media Relations*

OBJECTIVE 3.8 Increase citizen engagement on Leon County Sheriff's Office (LCSO) social media platforms with a specific focus on the LCSO mobile app and electronic newsletter.

Responsible Party: *Office of Community and Media Relations*

OBJECTIVE 3.9 Propel the LCSO Foundation into a self-sustaining fundraising arm for the agency.

Responsible Party: *Office of Community and Media Relations*



GOAL 4 CARE, CUSTODY, CONTROL & RE-ENTRY

Enhance the continuity of care for persons within our custody by providing a safe housing environment that is conducive to successful reintegration.



STRATEGIC OBJECTIVES

OBJECTIVE 4.1 Increase the number of in-person visits for detainees from 30 minutes a week to two hours a week to promote the mental health of detainees and foster relationships between detainees and their social support systems.

Responsible Party: *Department of Detention*

OBJECTIVE 4.2 Maintain the safety and security of the detention facility for detainees, detention staff, and visitors to:

1. Safeguard against the increasing population of detainees with violent and/or felony arrests
2. Minimize burnout among detention staff
3. Protect detainees, detention staff, and visitors from harm

Responsible Party: *Department of Detention*

OBJECTIVE 4.3 Develop a safety and security training for civilian detention employees to promote safety within the detention facility.

Responsible Party: *Department of Employee Development and Support*

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OBJECTIVE 4.4 Establish an evaluation process for programs administered to re-entry clients to:

1. Evaluate the effectiveness of current programs
2. Assess the efficacy of new programs for their potential inclusion

Responsible Party: *Department of Detention*

OBJECTIVE 4.5 Increase multilingual proficiency among detention staff to address the evolving diversity of the detainee population, reduce language barriers, and promote inclusivity among detainees.

Responsible Party: *Department of Detention*

OBJECTIVE 4.6 Expand chaplaincy services in the Leon County Detention Facility (LCDF) to maximize its impact on the inmate population and address the diversity of faith expressions among inmates.

Responsible Party: *Department of Detention*

OBJECTIVE 4.7 Expand the Detention Field Training Evaluation Program to include all high-liability units within LCDF to ensure consistent training standards and operational readiness across all critical areas in the facility.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 4.8 Leverage technology to increase courthouse security and prevent escapes during inmate transports.

Responsible Party: *Department of Detention*

OBJECTIVE 4.9 Enhance the re-entry case management process to improve client services and maximize the potential for achieving each program's desired outcome.

Responsible Party: *Department of Detention*

OBJECTIVE 4.10 Implement a specialized Field Training Orientation (FTO) Program for frontline supervisors in LCDF that will equip FTO supervisors in detention with the skills necessary for:

1. Supporting Field Training Officers
2. Managing the training process
3. Integrating new deputies

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 4.11 Expand Council on the Status of Men & Boys (CSMB) custom notification meetings to include persons housed at the LCDF.

Responsible Party: *Department of Youth Services and Intelligence*

GOAL 5 RESEARCH & INNOVATIVE TECHNOLOGY

Leverage research and modern technology to incorporate evidence-based solutions and respond to emerging challenges and opportunities.



STRATEGIC OBJECTIVES

OBJECTIVE 5.1 Review and analyze homicides and non-fatal shootings in Leon County to create an update of the original Anatomy of a Homicide report.

Responsible Party: Division of Research, Analysis, Planning, and Innovation

OBJECTIVE 5.2 Deploy a Drones as First Responders program to provide rapid situation awareness, reduce response times, and minimize risks to deputies and the community.

Responsible Party: Department of Law Enforcement Operations

OBJECTIVE 5.3 Complete the De-escalation Research Project, which provides a comprehensive analysis of encounters between LCSO deputies and citizens, by:

1. Analyzing footage from body worn cameras
2. Conducting case studies on selected deputy-citizen encounters

Responsible Party: Division of Research, Analysis, Planning, and Innovation

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OBJECTIVE 5.4 Continue the next phase of the multi-year process for replacing the aging helicopter with a new aircraft.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 5.5 Install 30 printers in non-supervisor Uniform Patrol vehicles to promote operational efficiency.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 5.6 Enhance virtual reality training for sworn law enforcement by adding micro red dot sight pistol simulation and new training scenarios.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 5.7 Maximize the use of CompStat and available crime data to continually adjust patrol strategies and more effectively address changes in crime trends.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 5.8 Upgrade the agency's video management system and desktops in the Capital Regional Real Time Crime Center (CRRTCC) to maintain technical operations and promote operational efficiency.

Responsible Party: *Department of Youth Services and Intelligence*

OBJECTIVE 5.9 Implement an enhanced platform for sharing intelligence products that streamlines communication, fosters collaboration, and protects sensitive data.

Responsible Party: *Department of Youth Services and Intelligence*

OBJECTIVE 5.10 Implement a shared data platform that aggregates data from local partner agencies to:

1. Enhance data sharing capabilities between agencies
2. Expand intelligence knowledge across agencies
3. Improve accessibility to data from several agencies
4. Efficiently provide law enforcement with real-time intelligence information

Responsible Party: *Department of Youth Services and Intelligence*

OBJECTIVE 5.11 Upgrade the Aviation Task Force's helicopter downlink equipment to:

1. Eliminate expenses related to hardware maintenance
2. Expand our capabilities to live stream video
3. Provide bidirectional Internet Protocol connectivity to agency aircraft mission management computers

Responsible Party: *Department of Law Enforcement Operation*

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OBJECTIVE 5.12 Expand the agency's research and planning capability to include formal partnerships with additional academic institutions and increased engagement in local planning councils.

Responsible Party: *Division of Research, Analysis, Planning, and Innovation*

OBJECTIVE 5.13 As part of a larger project, implement a multi-factor authentication and single sign-in solution for eight agency applications to:

1. Improve security
2. Maintain CJIS compliance
3. Reduce costs
4. Simplify access to applications used by staff

Responsible Party: *Department of Business Services*

OBJECTIVE 5.14 Modernize internal purchasing processes to improve efficiency and embrace technological advancements.

Responsible Party: *Department of Finance*

OBJECTIVE 5.15 Advance the agency's cash management process by reducing the collection and handling of cash.

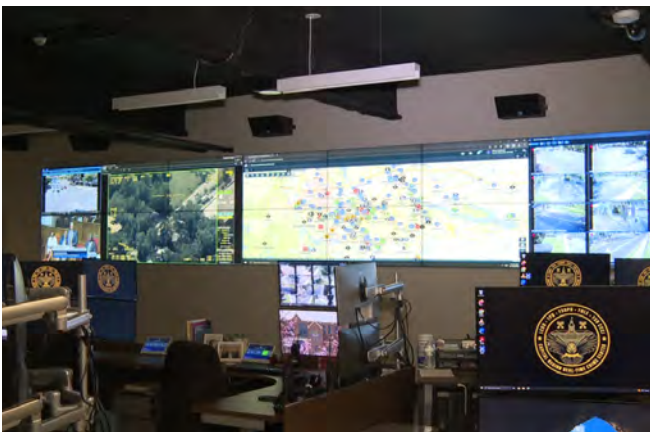
Responsible Party: *Department of Finance*

OBJECTIVE 5.16 Establish a travel system that will improve the current manual process by fostering efficiency, transparency, and compliance.

Responsible Party: *Department of Finance*

OBJECTIVE 5.17 Utilize technology to improve financial processes within the agency.

Responsible Party: *Department of Finance*



GOAL 6 ACCOUNTABILITY, TRANSPARENCY, & ORGANIZATIONAL EFFECTIVENESS

Utilize standardized, equitable, and efficient processes that promote organizational effectiveness, open communication, accountability, and transparency.



STRATEGIC OBJECTIVES

OBJECTIVE 6.1 Develop a training for agency supervisors that reviews the process for obtaining, investigating, and submitting a complaint to the Office of Internal Affairs.

Responsible Party: Office of Internal Affairs and Detention Investigation

OBJECTIVE 6.2 Implement a formal Project Governance framework to guide project management activities, ensure effective allocation of resources, and create a process for monitoring project status.

Responsible Party: Division of Research, Analysis, Planning, and Innovation

OBJECTIVE 6.3 Build a data dictionary and an agency portal to establish a standardized, efficient process for employees to request statistical and/or crime data.

Responsible Party: Department of Youth Services and Intelligence

OBJECTIVE 6.4 Partner with local colleges and universities to establish the Law Enforcement Analyst Internship Program.

Responsible Party: Department of Youth Services and Intelligence

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OBJECTIVE 6.5 Obtain accreditation for LCSO's Aviation Bureau through the Airborne Public Safety Accreditation Commission.

Responsible Party: *Department of Law Enforcement Operations*

OBJECTIVE 6.6 Establish a procedure that will ensure relevant agency subject matter experts submit electronic standard proofs of compliance for the Florida Corrections Accreditation Commission and Florida Model Jail Standards.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 6.7 Rebuild the agency's forms management process and reformat older agency forms to establish consistency across agency forms.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 6.8 Transition to Law Enforcement CORE Accreditation with the Commission for Florida Law Enforcement Accreditation.

Responsible Party: *Department of Employee Development and Support*

OBJECTIVE 6.9 Maintain a fleet replacement program to ensure vehicle reliability, reduce downtime, and control maintenance costs.

Responsible Party: *Department of Business Services*

OBJECTIVE 6.10 Identify and implement a solution for expanding office space for the Warrants and Civil Units to accommodate current and future operational needs.

Responsible Party: *Department of Detention*

OBJECTIVE 6.11 Implement strategic sourcing practices to identify opportunities for cost avoidance, savings, and enhanced supplier performance.

Responsible Party: *Department of Finance*

OBJECTIVE 6.12 Improve vendor relations and increase opportunities for vendor competition.

Responsible Party: *Department of Finance*

OBJECTIVE 6.13 Mitigate the inefficiencies of the current Enterprise Resource Planning (ERP) system by implementing system enhancements and interfacing subsystems.

Responsible Party: *Department of Finance*

OBJECTIVE 6.14 Allocate shared costs quarterly between programs utilizing the most appropriate methodology to more accurately reflect expense activity, budget status, and reporting.

Responsible Party: *Department of Finance*

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OBJECTIVE 6.15 Develop a Leon County Sheriff's Office (LCSO) media branding guide for agency members to ensure standardization and management of the LCSO brand.

Responsible Party: *Office of Community and Media Relations*

OBJECTIVE 6.16 Assess the use, allocation, and management of overtime within the Division of Judicial Services to identify cost saving opportunities.

Responsible Party: *Department of Detention*

OBJECTIVE 6.17 Evaluate workload distribution, scheduling, process efficiency, and resource allocation to identify strategies for ensuring the Division of Judicial Services is appropriately staffed.

Responsible Party: *Department of Detention*

OBJECTIVE 6.18 Alter the agency's timesheet system to overcome issues that arose during the initial software implementation.

Responsible Party: *Department of Finance*

OBJECTIVE 6.19 Establish a new Inmate Welfare Fund Budget Program, including an enhanced reporting process, to maintain legal compliance and provide employees with the tools necessary to effectively manage those funds.

Responsible Party: *Department of Finance*

OBJECTIVE 6.20 Establish replacement schedules for capital assets to further the agency's planning and budgeting operations.

Responsible Party: *Department of Finance*

OBJECTIVE 6.21 Implement a grants administration management system to:

1. Track grant reporting requirements, expenditures, balances, and close-outs
2. Improve transaction accuracy for annual audits
3. Reduce the amount of funds that revert to the grantor

Responsible Party: *Department of Finance*



ACKNOWLEDGEMENTS

The development of the 2025-2027 LCSO Strategic Plan is a collaborative effort. We would like to acknowledge the individuals below for their participation in the strategic planning process.

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Captains and Directors: Steve Barrow, Andrea Blalock, Larry Bourdeau, LaCarra Brown, Brendan Brunner, Elethia Chase, Tim Coxwell, Georgella Dent, Jason Glover, Pedro Guzman, Melinda Henderson, Tiffany Hires, Chris Jacobs, Brad Janowski, Keith Luce, Scot Otte, Nora Smith, Robert Thompson, James Tyson

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LCSO Community & Media Relations Team

The 381 LCSO Employee Survey Participants

Community members: Citizens who participated in the Strategic Planning Feedback Form and members of the Sheriff's Citizen Advisory Council.

And thank you to all the citizens of Leon County who have provided feedback and recommendations over the years.



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