

Leon County Sheriff's Office

Sheriff Walt McNeil

2017 *Strategic Plan*



ALLin

www.leoncountysos.com

MESSAGE from the SHERIFF

I am pleased to present the Leon County Sheriff's Office strategic plan for the fiscal year 2017 and 2018. This is a plan that also includes our organization's renewed statement of vision, mission, and values.

As a child growing up in the 1960's, I can remember the words of President John F. Kennedy when he said, "Ask not what your country can do for you; ask what you can do for your country." The attitude of service has become and continues to be the hallmark of the Leon County Sheriff's Office. The employees embrace the notion of serving the citizens of Leon County. Moreover, I have found it equally encouraging, that the people of Leon County embrace the men and women of the Leon County Sheriff's Office. This professional relationship is the result of an ongoing commitment to transparency and excellence by the full understanding of the sacrifices that our members make each day, in an effort to keep our community safe.



Our business owners, residents and both city and county government leaders are working alongside, we the members of the Leon County Sheriff's Office, to make Leon County the best place to live in the state of Florida. Ensuring that our county is safe, desirable, accessible and offers a great quality of life, are essentially the goals of this plan.

The plan initially came together as the continuation of the January 16, 2017 transition report and has evolved into our final strategic plan.

The plan captures the Leon County Sheriff's Office efforts to enhance our quality of life by reducing crime and the fear of crime. Our aim is to provide the higher level of service by partnering with our community to prevent, investigate, solve crime, and work to be the best law enforcement agency in the country. In that effort, we will seek national accreditation.

Our goals, as outlined in this plan are centered on the following eight (8) areas of professional service delivery:

- (1) Law Enforcement and Crime Reduction
- (2) Enhancing Quality of Life Concerns
- (3) Harnessing the Power of Technology
- (4) Coordination of Investigations
- (5) Youth Services
- (6) Organizational Excellence and Retaining a Quality Workforce
- (7) Correction
- (8) Judicial Services

















This plan provides a road map to help guide the development and direction of the Leon County Sheriff's Office for fiscal years 2017 and 2018.

We remain humbled by the opportunity to serve the people of this great county. I believe I speak for every member of this office when I say, "We are dedicated to doing everything we can to keep our community safe."

Sincerely,

Walt McNeil
Sheriff of Leon County

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LCSO *at a GLANCE*

Florida's first Constitution, adopted in 1845 when Florida joined the Union, created the office of Sheriff as an elected official in each county. Since 1825, twenty-eight Sheriff's have served the citizens of Leon County. On January 3rd, 2017, Sheriff Walter A. McNeil was sworn in as the twenty-eighth Sheriff of Leon County.

260

sworn law enforcement officers

235

Correctional Officers

211

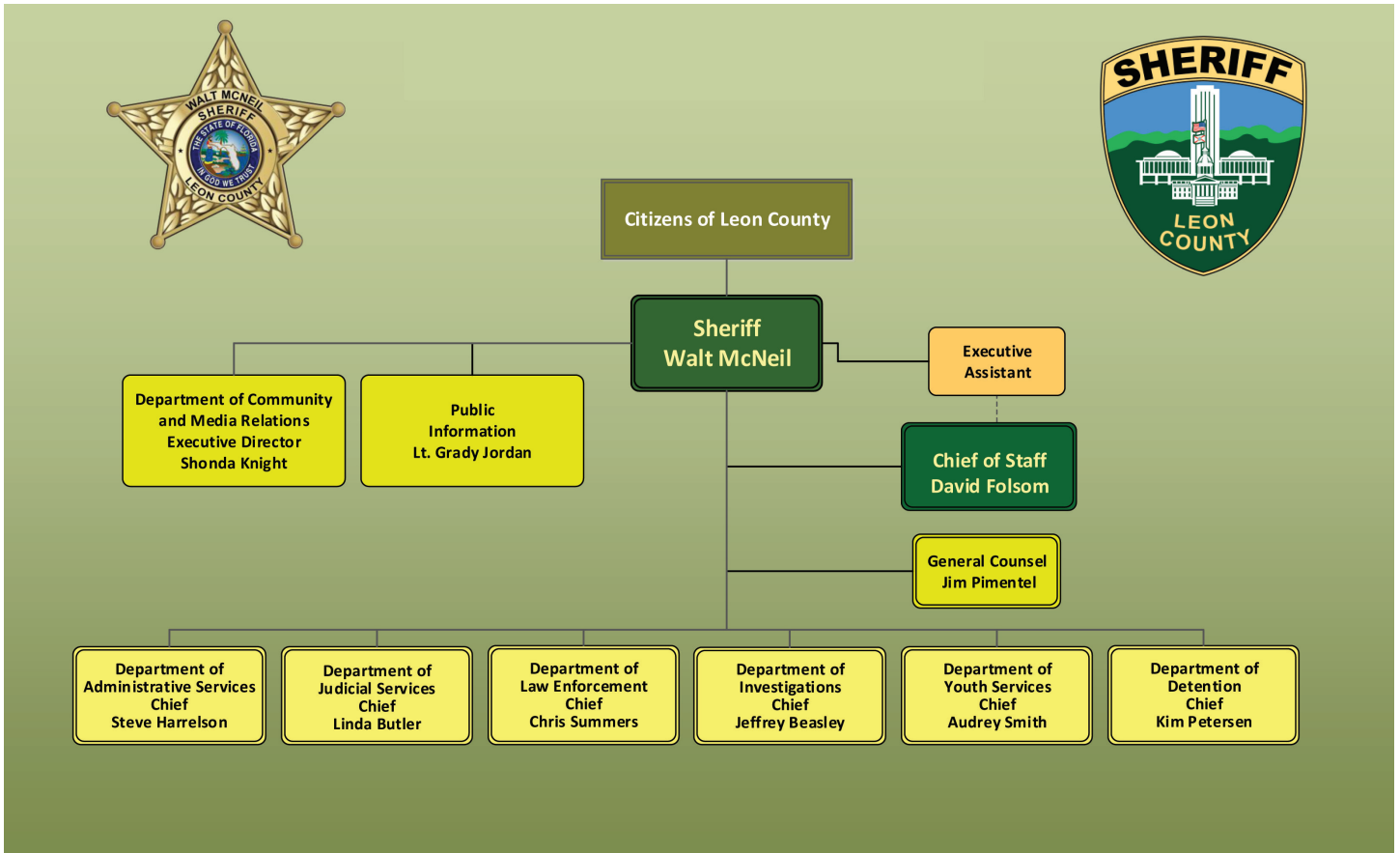
Civilian employees

Active volunteers

27



Leon County Sheriff's Office Main Organizational Chart



Command Staff - Left to Right: Joe McCabe, Chief Audrey Smith, Chief Jeff Beasley, Chief Steven Harrelson, Chief David Folsom, Sheriff Walt McNeil, Chief Christopher Summers, Chief Linda Butler, Lieutenant Grady Jordan, James Pimentel, Shonda Knight
Not pictured: Chief Kimberly Petersen

MISSION & VISION STATEMENT

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.

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.

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 Planning Process

Sheriff McNeil, upon entering office, directed that an evaluation, review, and analysis of the practiced business model, resource availability, current staffing, crime trends, and community with respect to the Strengths, Weaknesses, Opportunities, and Threats (SWOT). This analysis sought to provide a focus for purpose of creating a strategic plan that guides the direction of the Leon County Sheriff's Office in providing effective public safety.

Step 1: SWOT

The strategic planning process utilized by the Leon County Sheriff's Office began with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. A series of staff meetings with representatives from each department and the community were conducted throughout the various departments.

The SWOT analysis allowed the Sheriff's Office to review the issues it is currently facing and identify the strengths and opportunities it can take advantage of to accomplish its mission and goals. This information gathered was an instrumental tool in the development of the Leon County Sheriff's Office's goals and objectives, as well as the overall strategic plan.

Step 2: Mid-Year Review and Assessment

In April 2017, the Strategic Planning Committee reviewed the progress made toward the goals and objectives. A mid-year review will be compiled into a working document and distributed among command and senior staff for their review. The mid-year review will provide sheriff's office staff with an understanding of the implementation of the agency's goals and objectives. In addition to the mid-year review, the Strategic Planning Committee will gather information and data throughout the year to assess trends affecting the agency. This information will be compiled, along with the mid-year review and the various SWOT analyses, to assist in a Command and Senior Staff Retreat.

Step 3: Retreat

A retreat was held over three days in March and April of 2017 in which members of Command and Senior staff (Department Chiefs, Captains, Lieutenants, Sergeants, civilian equivalents, and citizens from various sectors of the community) attended. The retreat was coordinated and moderated by a moderator and Sheriff McNeil. The objectives of the retreat that were discussed included pertinent issues affecting the Office of Sheriff, as well as develop preliminary goals and objectives for the next three years. Small group discussions lead to larger group discussions regarding interagency practices, as well as external factors and issues that had the potential to affect the ability of the Office of Sheriff to deliver services.

Step 4: Goal Development, Review, and Adoption

Based on the information obtained from the Command and Senior Staff Retreat, the agency goals and objectives were developed and submitted to executive staff for their review and approval.

Ownership was assigned for each goal in order to ensure progress will be made in attaining all goals and objectives during the FY2018-2020 period. Agency goals were finalized by May 1, 2017. Each department and division will be able to formulate more specific goals in support of the agency goals. Department and division goals will be analyzed and amendments completed by December 31st of each year. Agency goals will be posted on the Leon County Sheriff's Office Intranet and Web sites in order for all agency members and the community to readily access them.

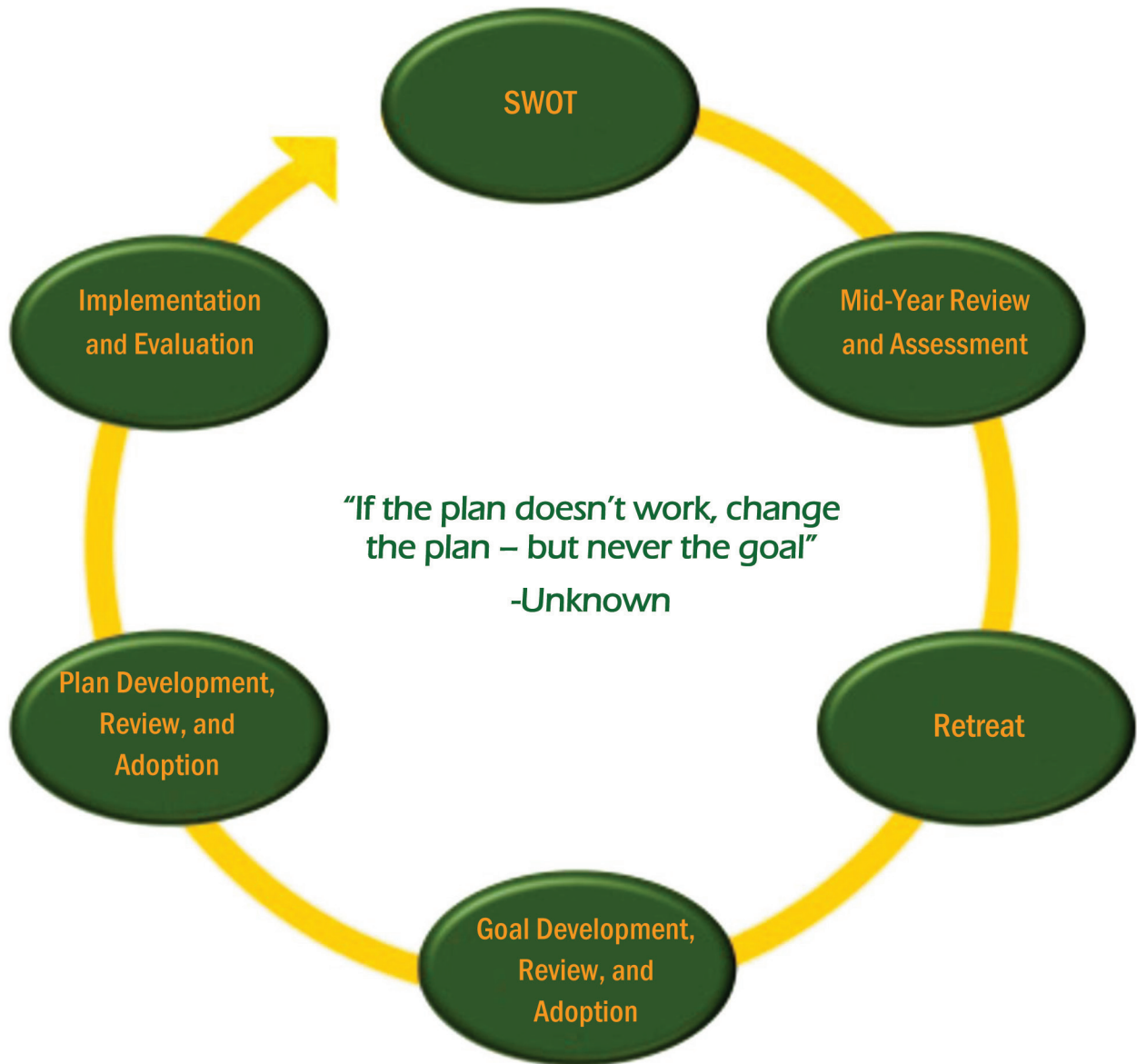
Step 5: Strategic Plan Development, Review, and Adoption

Following the adoption of the goals and objectives of the Sheriff's Office, the strategic plan was developed. Prior to publication, the document was provided to executive staff for their review and approval. Comments, suggestions, and additional feedback were received and presented.

Consequently, each year, the Leon County Board of County Commissioners will be provided the strategic plan, along with the budget submission. The strategic plan and budget can be accessed by the public via the Sheriff's Office website and agency members can also access these through the agency's Intranet.

Step 6: Implementation and Evaluation

Implementation will be a crucial step in the planning process. In order for the agency to progress, the strategies devised to achieve the goals and objectives must be efficiently and effectively employed. In 2018, the Leon County Sheriff's Office will evaluate the agency's closely aligned goals and objectives with the vision statement in addition to a review of the measurable action items to determine LCSO's level of success in accomplishing these goals. The status of agency goals and objectives will be monitored by the Chief of Staff and reviewed during command staff meetings throughout the year. The results of these discussions are compiled by a Senior Research Analyst and published semi-annually and annually.





National Commission on Correctional Health Care

The Leon County Sheriff's Office has been Accredited by the Florida Commission of Law Enforcement Accreditation since 1997. LCSO has successfully been awarded five reaccreditation cycles, giving us the distinction of an Excelsior Recognized Agency.

The Leon County Sheriff's Office Department of the Jail has been Accredited by the Florida Corrections Accreditation Commission since 2000.

The Leon County Sheriff's Office detention facility has been Accredited by the National Commission on Correctional Health Care since 2004.

LEON COUNTY SHERIFF'S OFFICE

Larry Campbell
Administration Building

"Committed to Excellence"

SAFE
PLACE

INITIATIVE 1

WORKING WITH THE COMMUNITY AND ALL LAW ENFORCEMENT PARTNERS

Public safety for the citizens of Leon County and our visitors is the number one priority of the Leon County Sheriff's Office. Working closely with our law enforcement and community partners, the Leon County Sheriff's Office is committed to making Leon County one of the safest counties in Florida. We have long recognized that as criminal methods change, law enforcement procedures and policies must stay ahead of the trends.

Through training, research, and education, the Leon County Sheriff's Office is poised to embrace advanced technology and innovations to more effectively fight crime. Thus, for 2017, we have a goal to increase our solvability rate for Part 1 crimes by 3 percent and increase traffic enforcement by 10 percent. Additional, strategies regarding crime and public safety for 2017 and 2018 are listed in initiative one of our plan.



INITIATIVE 1

Working with the community and all law enforcement partners to reduce, solve and prevent crime.

GOAL 1: *Develop and implement a plan to increase solvability rate of Uniformed Crime Report 1 Crimes by 3% by December 2017.*

GOAL 2: *Improve response capability of the Leon County Sheriff's Office Aviation Unit.*

GOAL 3: *Improve record keeping in the Canine Unit.*

GOAL 4: *Improve tactical response team training with internal and external teams.*

GOAL 5: *Increase traffic enforcement operations by 10%.*

GOAL 6: *Finance School Resource Deputies for 16 elementary schools not covered by August 2019.*

GOAL 7: *Increase partnerships with other law enforcement, governmental and private entities.*

GOAL 1

DEVELOP AND IMPLEMENT A PLAN TO INCREASE SOLVABILITY RATE OF UNIFORMED CRIME REPORT 1 CRIMES BY 3% BY DECEMBER 2017.

OBJECTIVES

Conduct an assessment of case assignment workflow to include a solvability attribute and utilization of resources.

RESPONSIBLE PARTY: *Chief of Investigations*

TIMELINE: *September 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Implement and evaluate the use of volunteers and Reserve Deputies as a resource to assist with follow-up investigative efforts of those cases with limited solvability

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *September 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Host a bi-weekly meeting with all area law enforcement stakeholders to work together in assigning resources together in an effort to reduce UCR Part 1 crimes.

RESPONSIBLE PARTY: *Chief of Investigations*

TIMELINE: *July 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Comparison of case clearance percentage from 2016 vs. 2017 of UCR, Part 1 crimes.

GOAL 2

IMPROVE RESPONSE CAPABILITY OF LCSO AVIATION UNIT

OBJECTIVES

Complete staff work for LCSO to sign new lease with City of Tallahassee International Airport

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *December 2017*

FUNDING SOURCE: *General Fund*

Review historical staffing utilization and allocation to determine need to request additional Aviation Unit staff.

RESPONSIBLE PARTY: *Chief of Law Enforcement/Aviation Lieutenant*

TIMELINE: *Mid-term, September 2018*

FUNDING SOURCE: *General Fund*

MEASURES OF SUCCESS:

A completed, signed, multi-year lease with no cost increase.

Increased number of flight hours and air assists of manpower is increased.

GOAL 3

IMPROVE RECORD KEEPING IN CANINE UNIT

OBJECTIVES

Patrol Lieutenant assigned to supervise K-9 unit will perform quarterly inspections on K-9 drugs to ensure integrity of amounts and sign-in/out process. An updated policy request will be sent to Professional Standards.

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *October 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Complete monthly inventory reports.

Complete K-9 drug inspection audits.

GOAL 4

IMPROVE TACTICAL RESPONSE TEAM TRAINING WITH INTERNAL AND EXTERNAL TEAMS

OBJECTIVES

Meet with team leaders from SWAT, Hostage, and Bomb Squad to coordinate joint training calendars for scenario interoperability.

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *complete*

FUNDING SOURCE: *Leon County Sheriff's Office*

Meet with Tallahassee Police Department Tactical Team Command to plan for two joint training opportunities annually.

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *October 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Increase of schedule joint training dates vs. previous schedules.

GOAL 5

INCREASE TRAFFIC ENFORCEMENT OPERATIONS BY 10%

OBJECTIVES

Develop a plan that utilizes traffic enforcement as a tool to reduce crime.

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *December 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Conduct traffic enforcement at location of the greatest traffic crash occurrence.

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *December 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Continue to educate drivers on the dangers of drinking and driving, speeding, seat belts, child restraints, etc.

RESPONSIBLE PARTY: *Chief of Law Enforcement*

TIMELINE: *December 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Identify the frequency of traffic crashes at five most dangerous locations for 2017 and compare crash frequency after 2018.

Conduct traffic enforcement in high crime areas for visibility.

GOAL 6

FINANCE SCHOOL RESOURCE DEPUTIES FOR 16 ELEMENTARY SCHOOLS NOT COVERED BY AUGUST 2019

OBJECTIVES

Research and apply for the Department of Justice COPS Grant.

RESPONSIBLE PARTY: *Chief of Youth Services*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Use social media to highlight School Resource Deputy's accomplishments.

RESPONSIBLE PARTY: *Public Information Officer and Media Director*

TIMELINE: *Ongoing*

FUNDING SOURCE: *Leon County Sheriff's Office*

Expand the current School Resource Deputy's Program using contract deputies.

RESPONSIBLE PARTY: *Chief of Youth Services*

TIMELINE: *Fiscal year 2019*

FUNDING SOURCE: *Leon County Schools and Leon County Sheriff's Office*

Comprehensive comparison of other School Resource Deputy programs of similar size in the State of Florida, funding, staffing, contract, etc.

RESPONSIBLE PARTY: *Chief of Youth Services*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Receipt of grant funding and additional positions (w/LCSO math dollars)

Community feedback and likes on social media.

Number positions allocated, increase in school taught programs.

Completion of comparison, improvements to School Resource Deputy program.

GOAL 7

INCREASE PARTNERSHIPS WITH OTHER LAW ENFORCEMENT, GOVERNMENTAL AND PRIVATE ENTITIES

OBJECTIVES

Establish plan for electronically sharing crime data with local and regional law enforcement agencies.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *Fiscal Year 2019*

FUNDING SOURCE: *Leon County Sheriff's Office*

Incorporate electronic youth data into crime data sharing initiative.

RESPONSIBLE PARTY: *Chief of Youth Services, Information Technology*

TIMELINE: *Fiscal Year 2019*

FUNDING SOURCE: *Leon County Sheriff's Office*

Conduct monthly meetings to share intelligence and gang-related information.

RESPONSIBLE PARTY: *Chief of Investigations*

TIMELINE: *Ongoing*

FUNDING SOURCE: *Leon County Sheriff's Office*

Create public/private partnerships to share electronic data, as appropriate with law enforcement partners.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *December 2019 or beyond*

FUNDING SOURCE: *Leon County Sheriff's Office*

Establish Memorandums of Understanding and Memorandums of Agreement as needed, for operational needs or joint operations.

RESPONSIBLE PARTY: *General Counsel*

TIMELINE: *Ongoing*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Utilize Memorandum of Understanding/Memorandum of Agreement (MOU/MOA) for directed crime impact operations.

INITIATIVE 2

IMPROVE QUALITY OF LIFE IN PARTNERSHIPS WITH THE COMMUNITY

One of the most important tools any law enforcement agency has to combat crime is the relationship between its citizens and the members sworn to enforce the law. A Citizen Advisory Committee will be organized in 2017 to provide a direct and intimate interaction between the Sheriff and citizens from a range of personal and professional demographics, to enhance shaping of methods to combat crime and secure our neighborhoods.

In 2017 the Leon County Sheriff's Office hosted or assisted 47 Neighborhood Crime Watches. As this is a proven effective means of citizen involvement to reduce crime, we will increase the number of neighborhood watch groups to 60 by December 2018.

The citizens of Leon County depend on members of the Leon County Sheriff's Office to perform critical public safety duties every day and all day, even during dangerous and inclement weather. A plan to provide for families of members during times of natural disaster will be implemented. This will enable the first responders and those responsible for keeping dangerous inmates secured at all times to continue to perform, uninterrupted.



INITIATIVE 2

Improve quality of life in partnership with the community in target districts

GOAL 1: *Enhance the relationship between community and members of the Sheriff's Office to improve public safety by December 2018.*

GOAL 2: *Create a program for employee expectations and family member housing during declared emergencies by June 2017.*

GOAL 3: *Establish a Citizen Advisory Committee to enhance the relationship between the community and members of the Sheriff's Office by December 2018.*

GOAL 4: *Enhance the relationship between the community and members of the Sheriff's Office through meetings and Neighborhood Watch efforts by December 2018.*

GOAL 1

ENHANCE THE RELATIONSHIP BETWEEN COMMUNITY AND MEMBERS OF THE SHERIFF'S OFFICE TO IMPROVE PUBLIC SAFETY BY DECEMBER 2018.

OBJECTIVES

Collaborate with business owners, financial institutions, and citizens to make use of electronic surveillance video cameras or systems.

RESPONSIBLE PARTY: *Chief of Investigations*

TIMELINE: *December 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Write a release form for the business and citizens.

RESPONSIBLE PARTY: *General Counsel*

TIMELINE: *December 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Compile and maintain a working list of surveillance video cameras or systems for investigative use.

RESPONSIBLE PARTY: *Chief of Investigations*

TIMELINE: *December 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Partnerships with business owners, financial institutions and citizens to compile electronic surveillance video camera list.

Working list of locations for electronic surveillance video cameras

GOAL 2

CREATE A PROGRAM FOR EMPLOYEE EXPECTATIONS AND FAMILY MEMBER HOUSING DURING DECLARED EMERGENCIES BY JUNE 2017.

OBJECTIVES

Meet with Leon County Schools to obtain shelter during declared emergencies.

RESPONSIBLE PARTY: *Chief of Administrative Services*

TIMELINE: *April 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Identify and evaluate three schools suitable for sheltering.

RESPONSIBLE PARTY: *Chief of Administrative Services*

TIMELINE: *April 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Consult with Leon County Emergency management on final selection of employee shelter.

RESPONSIBLE PARTY: *Chief of Administrative Services*

TIMELINE: *April 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Work with Leon County Emergency Management to complete an emergency shelter activation plan.

RESPONSIBLE PARTY: *Chief of Administrative Services*

TIMELINE: *May 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Work with General Counsel and Leon County School's legal department to create and execute joint use agreement for identifying shelter.

RESPONSIBLE PARTY: *General Counsel*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Shelter locations identified

Agreement written

GOAL 3

ESTABLISH A CITIZEN ADVISORY COMMITTEE TO ENHANCE THE RELATIONSHIP BETWEEN THE COMMUNITY AND MEMBERS OF THE SHERIFF'S OFFICE BY DECEMBER 2018.

OBJECTIVES

Identify a diverse group of citizens to form the Citizen Advisory Committee

RESPONSIBLE PARTY: *Community Relations*

TIMELINE: *June 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Meet with the Citizen Advisory Committee quarterly to present the Sheriff their opinion on public safety issues.

RESPONSIBLE PARTY: *Community Relations*

TIMELINE: *October 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Present the Citizen Advisory Committee LCSO High Risk Policies for review.

RESPONSIBLE PARTY: *Community Relations*

TIMELINE: *December 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

The members of the Citizen Advisory Committee identified.

The Citizen Advisory Committee meets to discuss public safety issues.

GOAL 4

ENHANCE THE RELATIONSHIP BETWEEN THE COMMUNITY AND MEMBERS OF THE SHERIFF'S OFFICE THROUGH MEETINGS AND NEIGHBORHOOD WATCH EFFORTS BY DECEMBER 2018.

OBJECTIVES

Identify and contact neighborhood associations and community leaders to participate in meeting.

RESPONSIBLE PARTY: *Chief of Youth Services and Media Executive*

TIMELINE: *June 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Hold quarterly meetings with neighborhood and community leaders.

RESPONSIBLE PARTY: *Chief of Youth Services and Media Executive*

TIMELINE: *October 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Enhance neighborhood watch efforts by increasing participation.

RESPONSIBLE PARTY: *Chief of Youth Services and Media Executive*

TIMELINE: *December 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Increase the number of neighborhood watch programs by 10%.

RESPONSIBLE PARTY: *Department of Youth Services*

TIMELINE: *December 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

The members of the Citizen Advisory Committee identified.

The Citizen Advisory Committee meets to discuss public safety issues.

INITIATIVE 3

EMBRACE AND INTEGRATE TECHNOLOGY THROUGHOUT THE AGENCY

The Leon County Sheriff's Office is embracing technology. Law enforcement agencies all across America are using statistical analysis and predictive modeling in an effort to fight crime. Locally, we've had conversations about use of video cameras to assist in fighting crime and producing greater transparency. While the Leon County Sheriff's Office embraces all efforts to enhance transparency, we are equally focused on leveraging technology to prevent crime and reduce victims of crime.

One of our goals is to partner with other public and private partners and their technology systems to monitor streets, business, and public places, in efforts to reduce and prevent crime.



INITIATIVE 3

Embrace and integrate technology throughout the agency.

GOAL 1: *Increase the use of existing crime analysis technology.*

GOAL 2: *Increase the flexibility and security of mobile communications through Mobile Device Management.*

GOAL 3: *Develop mobile app and update website for better citizen access to the Sheriff's Office data tools.*

GOAL 4: *Increase data sharing between local law enforcement agencies in Leon County.*

GOAL 5: *Create Master Plan for Technology.*

GOAL 6: *Enhance partnership with the State Attorney's Office for scheduling of subpoenas and records requests by September 2017.*

GOAL 7: *Evaluate current systems to determine usage and needs in order to provide training on current systems.*

GOAL 8: *Establish Governance Committee to research/develop needs and priorities of information technology projects by October 2017.*

GOAL 9: *Formalize process of IT to research and develop technology needs for agency by June 2018.*

GOAL 1

INCREASE THE USE OF EXISTING CRIME ANALYSIS TECHNOLOGY

OBJECTIVES

Retrain sworn members and analysts on the use of the current system. Request information during training concerning possible modifications to system for improved usability.

RESPONSIBLE PARTY: *Information Technology and Chief of Investigations*

TIMELINE: *October 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Research suggestions from training as well as additional data set capability. This would include costs and requirements gathering.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *January 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Develop categories for feedback sessions to be held 90 days after training is completed and staff has used the system.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *January 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Obtain feedback from staff and review for possible improvements.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *March 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Statistics will be pulled on system usage just after training and then monthly. Increasing usage for the first three (3) months.

The feedback from staff will be used to determine how the information from the system is being used.

The feedback from staff will be used to determine how useful the information from the system has been.

GOAL 2

INCREASING THE FLEXIBILITY AND SECURITY OF MOBILE COMMUNICATIONS THROUGH MOBILE DEVICE MANAGEMENT.

OBJECTIVES

Determine positions requiring mobile devices.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *April 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Identify funding sources and purchase devices as allowed

RESPONSIBLE PARTY: *Information Technology and Chief of Administration*

TIMELINE: *Complete*

FUNDING SOURCE: *Leon County Sheriff's Office*

Train staff on legal use and provide clear guidance on usage policy.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *September 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Identify and purchase mobile data solutions.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *June 2018*

FUNDING SOURCE: *Budget Request*

MEASURES OF SUCCESS:

Ability to provide usage statistics.

Ability to quickly provide public records responses and increased confidence in results.

GOAL 3

DEVELOP MOBILE APP AND UPDATE WEBSITE FOR BETTER CITIZEN ACCESS TO SHERIFF'S OFFICE DATA TOOLS.

OBJECTIVES

Research/Design/Develop Mobile Application. This would be for all mobile operating systems.

RESPONSIBLE PARTY: *Information Technology and Media Relations*

TIMELINE: *January 2018*

FUNDING SOURCE: *Budget Request*

Redesign agency website for ease of use and additional tool access.

RESPONSIBLE PARTY: *Information Technology and Media Relations*

TIMELINE: *January 2018*

FUNDING SOURCE: *Budget Request*

Implement Mobile App and Updated website.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *March 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Metrics for application deployment and website usage.

GOAL 4

INCREASE DATA SHARING BETWEEN LOCAL LAW ENFORCEMENT AGENCIES IN LEON COUNTY.

OBJECTIVES

Obtain agreement from University Police Departments and Tallahassee Police Department to share reports data (RMS) either by joining together to acquire a single Records Management System, or creating a data warehouse to which each agency will contribute report data.

RESPONSIBLE PARTY: *Information Technology and Sheriff's Office*

TIMELINE: *June 2019*

FUNDING SOURCE: *Leon County Sheriff's Office*

Create a selection or steering committee with each agency having both IT and operational representation.

RESPONSIBLE PARTY: *Information Technology and Sheriff's Office/Agency Chiefs*

TIMELINE: *July 2019*

FUNDING SOURCE: *Leon County Sheriff's Office*

Selection / Steering committee will determine if a single Records Management System solution is possible or a data warehouse solution must be pursued.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *October 2019*

FUNDING SOURCE: *Leon County Sheriff's Office*

Records Management Systems implementation or Data Warehouse project timeline setup and vendor selection made.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *December 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Increased data sharing and collaboration between the local law enforcement agencies.

Data analytics available for all local law enforcement agencies within each agency.

GOAL 5

CREATE MASTER PLAN FOR TECHNOLOGY

OBJECTIVES

Gather policy and planning documents already in force.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Develop a technology vision for the agency

RESPONSIBLE PARTY: *Information Technology and Command Staff*

TIMELINE: *August 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Develop strategic goals for technology which will be incorporated in a master plan

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *September 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Complete first draft and submit to Command Staff

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *October 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Publish technology vision

Publish technology vision strategic goals

Staff report to chief of staff on IT Plan

GOAL 6

ENHANCE PARTNERSHIP WITH THE STATE ATTORNEY'S OFFICE FOR SCHEDULING OF SUBPOENAS AND RECORDS REQUESTS BY SEPTEMBER 2017

OBJECTIVES

Meet with State Attorney's Office staff to determine needs.

RESPONSIBLE PARTY: *Information Technology and Judicial Services*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Develop process to meet Leon County Sheriff's Office and State Attorney's Office needs.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *July 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Train Leon County Sheriff's Office and State Attorney's Office members on process

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *August 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Memorandum of Understanding developed and approved by both agencies.

RESPONSIBLE PARTY: *General Counsel*

TIMELINE: *July 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Set meeting with Chief of Staff to present staff report of members trained.

GOAL 7

EVALUATE / ANALYZE CURRENT SYSTEMS TO DETERMINE USAGE/ NEEDS AND PROVIDE TRAINING ON CURRENT SYSTEMS

OBJECTIVES

Conduct needs analysis survey.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *May 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Conduct usage analysis.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *May 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Conduct comparison of needs and usage analysis and publish results to improve efficiency and effectiveness of usage.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *August 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Complete staff report to Chief of Staff listing results of needs analysis survey and usage analysis.

GOAL 8

ESTABLISH GOVERNANCE COMMITTEE TO RESEARCH/DEVELOP NEEDS AND PRIORITIES OF INFORMATION TECHNOLOGY PROJECTS BY OCTOBER 2017.

OBJECTIVES

Determine makeup of Governance Committee

RESPONSIBLE PARTY: *Information Technology and Command Staff*

TIMELINE: *Complete*

FUNDING SOURCE: *Leon County Sheriff's Office*

Develop and define the roles and responsibilities of the Governance.

RESPONSIBLE PARTY: *Information Technology and Command Staff*

TIMELINE: *September 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Schedule initial meeting of Governance Committee

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *August 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Conduct initial prioritization of current projects.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *August 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Charter and Memorandum of Agreement completed for Governance Committee

GOAL 9

FORMALIZE PROCESS OF INFORMATION TECHNOLOGY TO RESEARCH AND DEVELOP TECHNOLOGY NEEDS FOR AGENCY BY JUNE 2018.

OBJECTIVES

Create avenue for input on tech needs from other agency members via lunch and learns.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *December 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Partner with FSU and other local groups, law enforcement agencies, etc., to determine resources and technology needs available.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *March 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Collaborate with Governance Committee to evaluate current and future technology to stay ahead of agency's technology needs.

RESPONSIBLE PARTY: *Information Technology*

TIMELINE: *June 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Completion of technology plan

INITIATIVE 4

STRENGTHEN COMMUNICATION

In the 2016 Gallup Poll, three out of four Americans have a great deal of trust for the police in their communities. This is a 12% increase from 2015. Much of the research tells us that the majority of public knowledge about crime in the job of law enforcement is derived from the media and increasingly from social media.

Social media has not only impacted the way citizens perceive law enforcement, but it has changed the way we receive our information about what is occurring in our community.

Thus, it is imperative that we establish open lines of communication, and outreach strategies that effectively reach the citizens of Leon County with an effective message about the goals and objectives of the Leon County Sheriff's Office.



INITIATIVE 4

Strengthen Communication

GOAL 1: *Improve and enhance the delivery of public safety, crime prevention and real time information.*

GOAL 2: *Improve opportunities to educate and connect with the community.*

GOAL 1

IMPROVE AND ENHANCE THE DELIVERY OF PUBLIC SAFETY, CRIME PREVENTION AND REAL TIME INFORMATION.

OBJECTIVES

Identify and implement a multi-platform social media program.

RESPONSIBLE PARTY: *Information Technology and Public Information Officer*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Implement use of text messaging resources to better communicate with the public.

RESPONSIBLE PARTY: *Information Technology and Public Information Officer*

TIMELINE: *October 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

100% increase in video production and use of YouTube Channel

RESPONSIBLE PARTY: *Media Executive and Director / Public Information Officer*

TIMELINE: *Complete*

FUNDING SOURCE: *Leon County Sheriff's Office*

Identify funding sources for social multi-media program

RESPONSIBLE PARTY: *Information Technology and Public Information Officer*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Increase the quality and methods of the dissemination of information to the public on matters of concern.

RESPONSIBLE PARTY: *Media Executive and Director / Public Information Officer*

TIMELINE: *December 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Evaluate increase via social media metrics.

GOAL 2

IMPROVE OPPORTUNITIES TO EDUCATE AND CONNECT WITH THE COMMUNITY.

OBJECTIVES

Develop regularly scheduled communication of crime data.

RESPONSIBLE PARTY: *Public Information Officer and Intel*

TIMELINE: *Complete*

FUNDING SOURCE: *Leon County Sheriff's Office*

Educate and enhance public use of Leon County Sheriff's Office crime data tools.

RESPONSIBLE PARTY: *Public Information Officer*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Host six (6) community events (1 at each community center)

RESPONSIBLE PARTY: *Department of Youth Services / Crime Prevention Unit*

TIMELINE: *March 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Complete six community events. Complete schedule of crime data releases.

INITIATIVE 5

ACHIEVE ORGANIZATIONAL EXCELLENCE AND PROVIDE SUPERIOR SERVICE

The Leon County Sheriff's Office strives to provide professional service to the citizens of Leon County. The Leon County Sheriff's Office Detention Facility was first accredited on June 27, 2000, and has been reaccredited every three (3) years, with the most recent reaccreditation being awarded in February of 2015.

The Leon County Sheriff Office received its first Law Enforcement Accreditation Award in February of 1997, and has been reaccredited every three (3) years with the most recent reaccreditation being awarded in February of 2015.

Maintaining accreditation programs exemplify the agency's dedication to professionalism at all levels by adhering to established standards and promoting cutting edge public safety service delivery systems.



INITIATIVE 5

Achieve organizational excellence and provide superior service.

GOAL 1: *Implement the Suppression Prevention Intervention Referral Intelligence Tool (SPIRIT) program agency-wide by October 2017.*

GOAL 2: *Develop and implement a Comprehensive Records Management Plan to identify and assess all agency records for creation, storage, access, retention and disposition by March 2019.*

GOAL 3: *Coordinate with Leon County Schools on training and plans for high risk incidents by October 2018.*

GOAL 1

IMPLEMENT SUPPRESSION PREVENTION INTERVENTION REFERRAL INTELLIGENCE TOOL (SPIRIT) PROGRAM AGENCY-WIDE BY OCTOBER 2017.

OBJECTIVES

Train all employees via Document Management System (also visit check-on and each department).

RESPONSIBLE PARTY: *Chief of Youth Services*
TIMELINE: *October 2017*
FUNDING SOURCE: *Leon County Sheriff's Office*

Increase additional service providers by 20%.

RESPONSIBLE PARTY: *Chief of Youth Services*
TIMELINE: *October 2017*
FUNDING SOURCE: *Leon County Sheriff's Office*

Monitor and track all Suppression Prevention Intervention Referral Intelligence Tool (SPIRIT) referrals.

RESPONSIBLE PARTY: *Chief of Youth Services*
TIMELINE: *Monthly*
FUNDING SOURCE: *Leon County Sheriff's Office*

Reward and recognize employees at vertical staff meetings.

RESPONSIBLE PARTY: *Chief of Youth Services*
TIMELINE: *Quarterly*
FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Number of members trained.
Number of providers added and referrals made monthly.
Number of successful referrals.

GOAL 2

DEVELOP AND IMPLEMENT A COMPREHENSIVE RECORDS MANAGEMENT PLAN TO IDENTIFY AND ASSESS ALL AGENCY RECORDS FOR CREATION, STORAGE, ACCESS, RETENTION AND DISPOSITION BY MARCH 2019.

OBJECTIVES

Meet with Department, Division and Unit supervisors to identify agency records

RESPONSIBLE PARTY: *Records Management*

TIMELINE: *September 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Create a Leon County Sheriff's Office Comprehensive Records Management Plan.

RESPONSIBLE PARTY: *Records Management*

TIMELINE: *January 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Rewrite General Order 82.1 Records Administration, to reflect the Comprehensive Records Management Plan

RESPONSIBLE PARTY: *Records Management*

TIMELINE: *February 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Train all agency members on the Comprehensive Records Management Plan and General Order 82.1

RESPONSIBLE PARTY: *Records Management*

TIMELINE: *August 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Implementation of Comprehensive Records Management Plan

GOAL 3

COORDINATE WITH LEON COUNTY SCHOOLS ON TRAINING AND PLANS FOR HIGH RISK INCIDENTS BY OCTOBER 2018.

OBJECTIVES

Provide a law enforcement advisor to the Superintendent of Schools for high risk incidents.

RESPONSIBLE PARTY: *Chief of Youth Services*
TIMELINE: *October 2017*
FUNDING SOURCE: *Leon County Sheriff's Office*

Continue to coordinate lock down and response drills with School Resource Deputies and operational response units.

RESPONSIBLE PARTY: *Chief of Youth Services*
TIMELINE: *October 2018*
FUNDING SOURCE: *Leon County Sheriff's Office*

Provide School Resource Deputies and operational response units with training scenarios for schools to ensure a high readiness level.

RESPONSIBLE PARTY: *Chief of Youth Services*
TIMELINE: *October 2018*
FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Liaison named for high risk incident advisor
Number of schools participated in lock down and response drills
Scenario training for School Resource Deputies and Operational Response Units.

INITIATIVE 6

DEVELOP AND RETAIN A QUALITY WORKFORCE

The Leon County Sheriff's Office seeks to hire the best and most capable employees. We will seek to have a diversified workforce to provide opportunities and enhance professional and cultural communications in the many different communities within Leon County. A qualified and experienced workforce retention initiative will be initiated with the introduction of a career development plant, which permits a range of internal employment opportunities.

The Leon County Sheriff's Office will seek a 5% increase in the number of minority citizens serving in law enforcement during the next three years. Deputies and Corrections Officers will receive training in the effective means of responding to citizens experiencing mental health issues. Training will be completed by December 2018, making encounters safe for them and victims.



INITIATIVE 6

Develop and retain a quality workforce.

GOAL 1: *Develop and implement a career development plan for all employees by March 2019.*

GOAL 2: *Expand the recruitment process to provide a qualified and diversified workforce by December 2018.*

GOAL 3: *Develop a repair and preventative maintenance plan to provide a safe work environment.*

GOAL 1

DEVELOP AND IMPLEMENT A CAREER DEVELOPMENT PLAN FOR ALL EMPLOYEES BY MARCH 2019.

OBJECTIVES

Revise the performance management policy to be more efficient including an improved approval process, career development planning for all employees and succession planning for key supervisory and senior management positions.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *August 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Formulate and draft a high year tenure policy for sworn employees.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *June 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Purchase and implement new performance management software that better meets the agency's needs.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *March 2018*

FUNDING SOURCE: *Fiscal Year 2017 Budget*

Identify and define position classifications for career development road maps.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *April 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Identify subject matter experts for position classification road maps.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *May 2018*

FUNDING SOURCE: *Fiscal Year 2017 Budget*

OBJECTIVES continued

Define elements to be included in the specific road maps or career paths.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *June 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Specify road maps by position classifications as outlined by the Subject Matter Experts.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *December 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Publish road maps for employee reference and supervisory counseling/mentoring during the performance management process.

RESPONSIBLE PARTY: *Chief of Administration / Human Resources*

TIMELINE: *March 2019*

FUNDING SOURCE: *Leon County Sheriff's Office*

MEASURES OF SUCCESS:

Implementation of the career development system within the standard operating procedures.

GOAL 2

EXPAND THE RECRUITMENT PROCESS TO PROVIDE A QUALIFIED AND DIVERSIFIED WORKFORCE BY DECEMBER 2018.

OBJECTIVES

Update, increase and diversify the recruitment team by 10 members.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *July 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Identify additional recruitment events with an emphasis on diversity to include regularly scheduled visits to Criminal Justice Standards and Training Commission.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *August 2017*

FUNDING SOURCE: *Current Operating*

Develop and implement a scholarship program for law enforcement and corrections to be funded by an outside source annually.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *September 2018*

FUNDING SOURCE: *Leon County Sheriff's Office*

Implement an online application process with workflow capability and electronic approval processes to make the recruitment process more efficient and professional.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *December 2018*

FUNDING SOURCE: *Current Operating*

Add a full time employee in Human Resources solely devoted to recruitment and other related events.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *October 2018*

FUNDING SOURCE: *Fiscal Year 2019*

MEASURES OF SUCCESS:

Increase the frequency of applications received.

Increased number of diverse applicants seeking employment.

GOAL 3

DEVELOP A REPAIR AND PREVENTATIVE MAINTENANCE PLAN TO PROVIDE A SAFE WORK ENVIRONMENT.

OBJECTIVES

Conduct a full inspection of physical plant of detention facility to identify needed construction/repair projects.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *May 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Identify projects from inspection that are currently budgeted in current fiscal year by the Sheriff's Office or Leon County.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *May 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Prioritize identified construction projects based on need, funding and safety criteria.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *May 2017*

FUNDING SOURCE: *Fiscal Year 2017 Budget*

Identify responsible entity for funding sources of prioritized projects.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *May 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Develop a schedule of projects on available funding from identified sources for current fiscal year.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *May 2017*

FUNDING SOURCE: *Fiscal Year 2017 Budget*

OBJECTIVES continued

Create a master list of all preventative maintenance needs.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *June 2017*

FUNDING SOURCE: *Leon County Sheriff's Office*

Create monthly and annual schedule of identified preventative maintenance needs.

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *June 2017*

FUNDING SOURCE: *Current Operating*

MEASURES OF SUCCESS:

Identify physical deficiencies and complete repairs through capital projects.

INITIATIVE 7

DETENTION, IMPROVEMENT, EDUCATION AND RE-ENTRY

Perhaps one of the most important functions of the Leon County Sheriff's Office is the protection of the public by the detention of persons arrested and being processed into and out of our courts. It is the legal obligation of the Sheriff to provide a safe, sanitary, and secure place of detention.

Moreover, it is the goal of the Sheriff to strive to meet the emotional, physical, and educational needs of inmates in a manner that reduces recidivism.

The Sheriff takes great pride in the professional delivery of inmates' services by Correction Officers assigned to the Detention Facility.



INITIATIVE 7

Detention, Improvement, Education and Re-entry

GOAL 1: *Review and modify current inmate transport training curriculum for the dual certified officers by May 2018.*

GOAL 2: *Determine return on investment for current inmate programs by February 2019.*

GOAL 3: *Implement new programs to address recidivism by August 2018.*

GOAL 4: *Increase the security of the facility from outside contraband by February 2018.*

GOAL 5: *Increase communication between inmates and their family while reducing foot traffic and introduction of contraband coming in the facility by August 2018.*

GOAL 6: *Implement a program that would track inmate notes from prisoners and categorize for review by August 2018.*

GOAL 1

REVIEW AND MODIFY CURRENT INMATE TRANSPORT TRAINING CURRICULUM FOR THE DUAL CERTIFIED OFFICERS BY MAY 2018.

OBJECTIVES

Review current Patrol Field Training Office program to determine applicable curriculum.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *May 2017*

FUNDING SOURCE: *Department of Detention*

Apply curriculum from Patrol Field Training Office program to inmate transport training.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *June 2017*

FUNDING SOURCE: *Department of Detention*

Implement training

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *August 2017*

FUNDING SOURCE: *Department of Detention*

Determine annual refresher training.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *May 2018*

FUNDING SOURCE: *Department of Detention*

MEASURES OF SUCCESS:

- Completed transport curriculum;
- Review of Field Training Office Daily Observation Report for successful completion rate;
- Student, supervisor and field training officer surveys

GOAL 2

DETERMINE RETURN ON INVESTMENT FOR CURRENT INMATE PROGRAMS BY FEBRUARY 2019.

OBJECTIVES

Gather statistical data on current programs.

RESPONSIBLE PARTY: *Chief of Detention and Programs Director*

TIMELINE: *September 2018*

FUNDING SOURCE: *Welfare Fund*

Review data and determine the value/investment

RESPONSIBLE PARTY: *Chief of Detention and Programs Director*

TIMELINE: *November 2018*

FUNDING SOURCE: *Welfare Fund*

Submit data report to inmate welfare committee.

RESPONSIBLE PARTY: *Chief of Detention and Programs Director*

TIMELINE: *December 2018*

FUNDING SOURCE: *Welfare Fund*

Eliminate non-productive programs.

RESPONSIBLE PARTY: *Chief of Detention and Welfare Committee*

TIMELINE: *February 2019*

FUNDING SOURCE: *Welfare Fund*

MEASURES OF SUCCESS:

Documentation of positive and negative of each program;

Surveys from students, graduation statistics;

Quarterly reports from Programs Director to inmate welfare committee;

Report from non-biased party.

GOAL 3

IMPLEMENT NEW PROGRAMS TO ADDRESS RECIDIVISM BY AUGUST 2018.

OBJECTIVES

Hire new Programs Director.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *August 2017*

FUNDING SOURCE: *Welfare Fund*

Identify new programs needed.

RESPONSIBLE PARTY: *Chief of Detention and Programs Director*

TIMELINE: *November 2017*

FUNDING SOURCE: *Welfare Fund*

Determine cost and logistic implementation.

RESPONSIBLE PARTY: *Chief of Detention and Programs Director*

TIMELINE: *January 2018*

FUNDING SOURCE: *Welfare Fund*

Educate staff on new programs.

RESPONSIBLE PARTY: *Chief of Detention and Welfare Committee*

TIMELINE: *May 2018*

FUNDING SOURCE: *Welfare Fund*

Implement approved programs.

RESPONSIBLE PARTY: *Chief of Detention and Welfare Committee*

TIMELINE: *August 2018*

FUNDING SOURCE: *Welfare Fund*

MEASURES OF SUCCESS:

List of newly implemented programs.

Quarterly reports from Programs Director to the Welfare Committee

GOAL 4

INCREASE THE SECURITY OF THE FACILITY FROM OUTSIDE CONTRABAND BY FEBRUARY 2018.

OBJECTIVES

Assign a committee to determine procedure changes and technology upgrades needed.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *Complete*

FUNDING SOURCE: *Detention Unit*

Complete a cost analysis of changes to determine impact on budget.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *July 2017*

FUNDING SOURCE: *Detention Unit*

Implement changes that are within budget.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *October 2017*

FUNDING SOURCE: *Detention Unit*

Set timeline for technology in 2018-2019 budget.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *February 2018*

FUNDING SOURCE: *Detention Unit*

MEASURES OF SUCCESS:

Incidents of contraband reduced.

GOAL 5

INCREASE COMMUNICATION BETWEEN INMATES AND THEIR FAMILY WHILE REDUCING FOOT TRAFFIC AND INTRODUCTION OF CONTRABAND COMING IN THE FACILITY BY AUGUST 2018.

OBJECTIVES

Complete a request for proposal for video visitation.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *Complete*

FUNDING SOURCE: *Detention Unit*

Confirm a request for proposal selection (*vendor*).

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *September 2017*

FUNDING SOURCE: *Detention Unit*

Install hardware and software, update Standards of Protocol, and train staff.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *July 2018*

FUNDING SOURCE: *Detention Unit*

Implement program.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *August 2018*

FUNDING SOURCE: *Detention Unit*

MEASURES OF SUCCESS:

More family members visiting the inmates;

Reduced reports of contraband.

GOAL 6

IMPLEMENT A PROGRAM THAT WOULD TRACK INMATE NOTE FROM PRISONERS AND CATEGORIZE FOR REVIEW BY AUGUST 2018.

OBJECTIVES

Complete a request for proposal for electronic note from prisoner.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *Complete*

FUNDING SOURCE: *Detention Unit*

Confirm a request for proposal selection (*vendor*)

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *September 2017*

FUNDING SOURCE: *Detention Unit*

Install hardware and software update Standards of Protocol and train staff.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *July 2018*

FUNDING SOURCE: *Detention Unit*

Implement program.

RESPONSIBLE PARTY: *Chief of Detention*

TIMELINE: *August 2018*

FUNDING SOURCE: *Detention Unit*

MEASURES OF SUCCESS:

Tracking report from system.

Reduced inmate complaints.

INITIATIVE 8

IMPROVE JUDICIAL SERVICES FOR INTERNAL AND EXTERNAL CUSTOMERS

The court section of the Leon County Sheriff's Office has a broad responsibility for providing service to all Judicial and administration functions of the Second Judicial Circuit located in Leon County. This responsibility includes court room security, as well as the safety of all employees, court staff, and citizens visiting or conducting business in the Leon County.

Leon County is the largest County in the Second Judicial Circuit with a combined assignment of eighteen judges. The court security staff all assists the Office of the State Attorney, Office of Public Defender, Clerk of the Court, Court Administration, and the Leon County Board of County Commissioners.



INITIATIVE 8

Improve judicial services for internal and external customers.

GOAL 1: *Reduce or identify the location of subjects with warrants by 50% by December 2018.*

GOAL 2: *Expand Paperless Operations by December 2019 for the Civil Process.*

GOAL 3: *Develop a Standard Operating Procedure that improves internal agency communications with the Department of Detention to identify high risk inmates transported to the courthouse by August 2017.*

GOAL 4: *Enter active juvenile pick-up orders into National Crime Information Computer / Florida Crime Information Computer with a local verifications process by December 2018.*

GOAL 1

REDUCE OR IDENTIFY THE LOCATION OF SUBJECTS WITH WARRANTS BY 50% BY DECEMBER 2018.

OBJECTIVES

Meet with State Attorney and Clerks Office to start purging old misdemeanor and traffic arrest warrants.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *Complete*

FUNDING SOURCE: *Agency Budget*

Identify subjects with warrants who are incarcerated in other detention facilities and highlight those subjects in Justice Information System so it is readily known they are being held.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *March 2018*

FUNDING SOURCE: *Agency Budget*

Train a team assigned to the Bailiff Unit to assist in warrant service and data research.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *December 2017*

FUNDING SOURCE: *Agency Budget*

Add positions to the US Marshal Fugitive Task Force and conduct warrant roundups.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *December 2018*

FUNDING SOURCE: *Agency Budget*

MEASURES OF SUCCESS:

Old misdemeanor and traffic arrest warrants are purged.

All warrants where the subject is an inmate in another facility have been identified.

Positions added and under-served warrants reduced by 50%.

Bailiff team completed training and assisting in data research and warrants service.

GOAL 2

EXPAND PAPERLESS OPERATIONS BY DECEMBER 2019 FOR THE CIVIL PROCESS

OBJECTIVES

Coordinate with Leon County Clerk of the Court to identify strategies to improve the Civil Process program.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *October 2017*

FUNDING SOURCE: *Agency Budget*

Research technology alternatives to WinCivil to improve agency

RESPONSIBLE PARTY: *Chief of Administration*

TIMELINE: *January 2018*

FUNDING SOURCE: *Agency Budget*

Improve customer service by expanding e-filing to include all legal civil processes to the Leon County Clerk's Office.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *December 2019*

FUNDING SOURCE: *Agency Budget*

MEASURES OF SUCCESS:

New Civil Process Program in place and on all warrant deputy's computers.

E-File all civil processes through the Leon County Clerk's Office.

GOAL 3

DEVELOP A STANDARD OPERATING PROCEDURE THAT IMPROVES INTERNAL AGENCY COMMUNICATIONS WITH THE DEPARTMENT OF DETENTION TO IDENTIFY HIGH RISK INMATES TRANSPORTED TO THE COURTHOUSE BY AUGUST 2017.

OBJECTIVES

Create Department of Judicial Services and Department of Detention workgroup to develop formal agency Standard Operating Procedure to identify high risk/high profile inmates within the jail and communicate with Judicial Services prior to transport to the courthouse.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *August 2017*

FUNDING SOURCE: *Agency Budget*

Create and implement officer safety high risk inmate quick recognition.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *August 2017*

FUNDING SOURCE: *Agency Budget*

MEASURES OF SUCCESS:

Complete and implement the agency's standard operating procedure to identify high risk/high profile inmates.

GOAL 4

ENTER ACTIVE JUVENILE PICK-UP ORDERS INTO NATIONAL CRIME INFORMATION COMPUTER / FLORIDA CRIME INFORMATION COMPUTER (NCIC/FCIC) WITH LOCAL VERIFICATIONS PROCESS BY DECEMBER 2018.

OBJECTIVES

Coordinate with the State Attorney's Office, the Clerk's Officer and the Juvenile Assessment Center in reference to entering juvenile pick-up orders into the Juvenile Information System for local verification.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *April 2017*

FUNDING SOURCE: *Agency Budget*

Work with IT to develop the process of entering juveniles into National Crime Information Computer / Florida Crime Information Computer (NCIC/FCIC) through WARP.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *October 2017*

FUNDING SOURCE: *Agency Budget*

Coordinate with the Consolidated Dispatch Agency (CDA) in reference to the pickup order verification process.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *November 2017*

FUNDING SOURCE: *Agency Budget*

Notify users of the new process.

RESPONSIBLE PARTY: *Chief of Judicial Services*

TIMELINE: *December 2018*

FUNDING SOURCE: *Agency Budget*

MEASURES OF SUCCESS:

Have an action plan in place for entry and verification of juvenile pick-up entries.

Complete the bridge between National Crime Information Computer / Florida Crime Information Computer (NCIC/FCIC) and WARP for juvenile pick-up entries.

Juvenile pick-up orders are entered into the system.

Local users notified and using the system.

*Leon County Sheriff's Office
2825 Municipal Way
Tallahassee, FL 32304*

(850) 606-3300

www.leoncountyso.com