

# Leon County Sheriff's Office *Strategic Plan*



*2020 focus on crime*

## GOAL 1

TRUST INCREASE

## GOAL 2

CRIME SUPPRESSION AND PREVENTION

## GOAL 3

COMMUNITY ENGAGEMENT

## GOAL 4

HIRING, TRAINING AND RETENTION

## GOAL 5

EMPLOYEE WELLNESS

## GOAL 6

IMPROVE DETENTION SERVICES

## GOAL 7

LEVERAGING TECHNOLOGY

**ALLinLEON**  
*Working together to make Leon County safer*

# LCSO

## TABLE OF CONTENTS

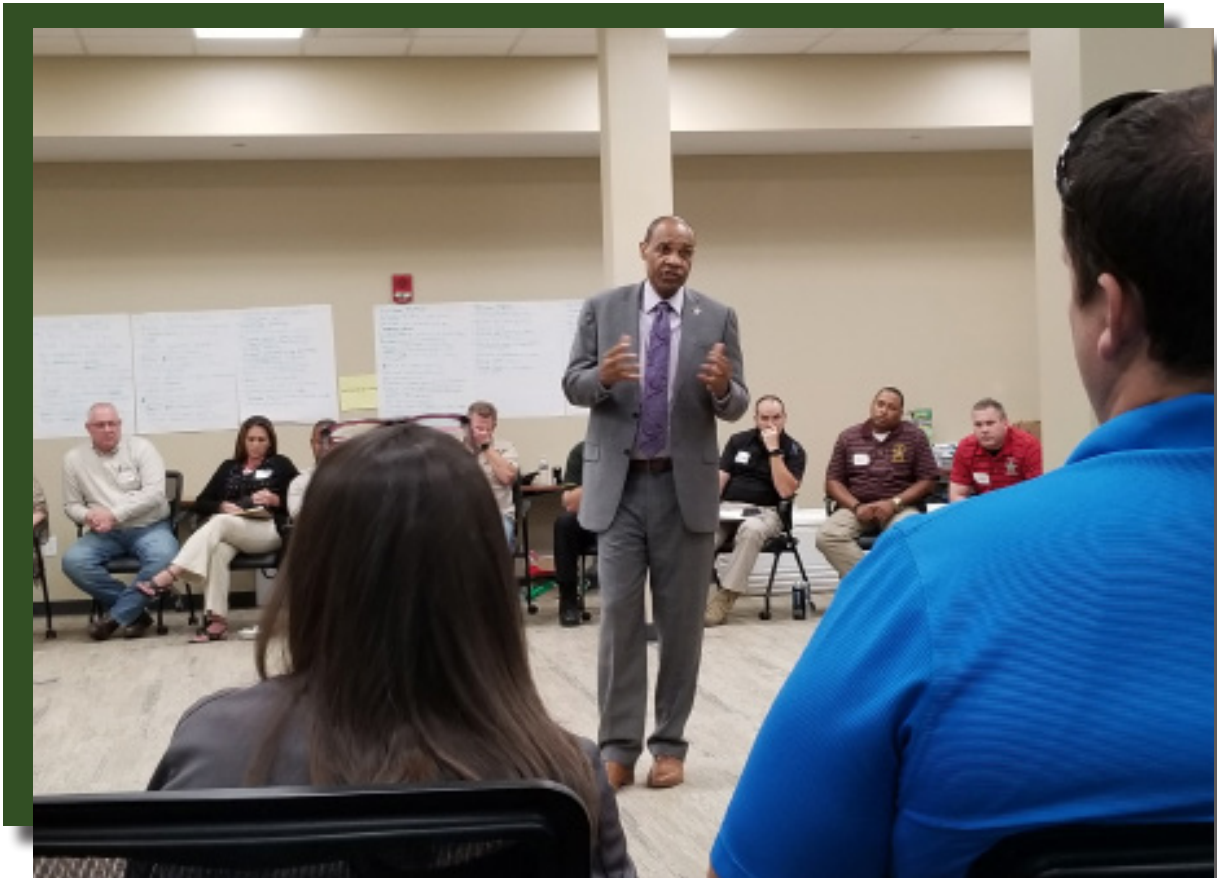
<b>INTRODUCTION</b>	<b>1</b>
<b>GOAL 1</b>	<b>2</b>
<b>GOAL 2</b>	<b>3</b>
<b>GOAL 3</b>	<b>5</b>
<b>GOAL 4</b>	<b>6</b>
<b>GOAL 5</b>	<b>8</b>
<b>GOAL 6</b>	<b>9</b>
<b>GOAL 7</b>	<b>10</b>



2020 is a year of intense focus for the Leon County Sheriff's Office. We realize that real, sustainable progress in the fight against crime requires a clear vision and a comprehensive plan. LCSO has developed proven policing strategies to serve and protect all citizens of Leon County. This 2020 strategic plan will guide us as we further embrace our adopted motto, "ALLin." We believe, in order to confront and eradicate the issues plaguing our community, it will take all sectors of Leon County, collaborating and being intentional in our efforts. Our 2020 plan includes seven goals and 37 objectives. It is a compilation produced by our sworn and civilian employees, as well as members of our community. As sheriff of this great county, I am committed to making Leon County a safer place to live, work and play.



Sheriff Walt McNeil



# GOAL 1 TRUST INCREASE



Utilize organizational strategies in support of partnership, problem-solving techniques and technology to proactively address the immediate conditions that give rise to public safety issues. Enhance the trust in the agency. Improve internal and external accountability. Explore, evaluate and implement best practices. Cultivate the power of ALLin.

**OBJECTIVE: DEVELOP A COMPREHENSIVE PLAN WHICH ADDRESSES TRANSPARENCY, CONSISTENCY AND AN INCREASE OF COMMUNICATION INTERNALLY.**

**Responsible Party:** Executive Director of Community and Media Relations

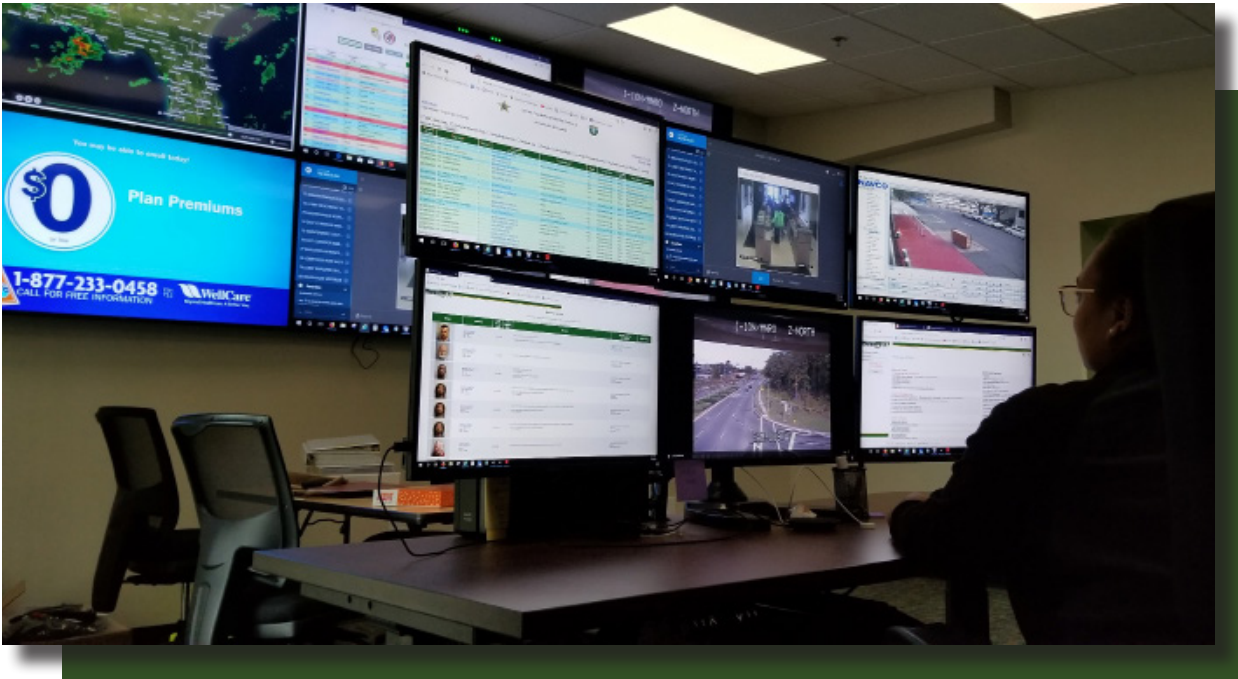
**Completion Date:** May 2020

**OBJECTIVE: DEVELOP A STRONG DETERRENT AND PREVENTATIVE MESSAGING CAMPAIGN FOR YOUTH.**

**Responsible Party:** Executive Director of Community and Media Relations

**Completion Date:** October 2020

# GOAL 2 CRIME SUPPRESSION AND PREVENTION



Be a model law enforcement agency, establishing an internal framework of communication, standards and process. Improve staffing of core services. Leverage technology to enhance communication outcomes. Enhance investigative processes. Increase operational efficiencies and effectiveness.

**OBJECTIVE: MODIFY CHECK-ON MEETING TIMES TO ENSURE UP-TO-DATE INTELLIGENCE SHARING IS ACHIEVED FOR PROACTIVE MEASURES.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** January 2020

**OBJECTIVE: ESTABLISH INCREASED CRIME ANALYST SUPPORT WITHIN OTHER OPERATIONAL UNITS.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** January 2020

**OBJECTIVE: IMPLEMENT INTERVENTION PROGRAM TO MONITOR JUVENILE OFFENDERS AND POTENTIAL OFFENDERS.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** March 2020

**OBJECTIVE: DEVELOP AN INTELLIGENCE AND MEDIA RELATIONS CRIME TRENDS MESSAGING SYSTEM.**

**Responsible Party:** Executive Director of Community and Media Relations

**Completion Date:** April 2020

**OBJECTIVE: INCREASE STRATEGIC PLANNING AND TACTICAL CRIME REDUCTION INITIATIVES WITH INTERNAL AND EXTERNAL STAKEHOLDERS TO ADDRESS CRIME PATTERNS AND HOTSPOTS.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** June 2020

**OBJECTIVE: IMPLEMENT QUARTERLY SUPERVISOR MEETINGS WITH ALL SUPERVISORS FROM DETENTION AND LAW ENFORCEMENT TO INCREASE INTELLIGENCE SHARING AND OPERATIONAL READINESS.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** June 2020

**OBJECTIVE: INCREASE FORENSIC TESTING OF RECOVERED “CRIME GUNS” WITHIN LCSO CRIME LAB.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** June 2020

**OBJECTIVE: IMPROVE INTELLIGENCE SHARING, COMMUNICATIONS AND TRAINING FOR CHECK-ON BRIEFINGS IN LAW ENFORCEMENT AND DETENTION.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** July 2020

**OBJECTIVE: IMPLEMENT A GRANT WRITING PROGRAM TO INCREASE FUNDING OPPORTUNITIES TO SUPPORT THE AGENCY.**

**Responsible Party:** Chief of Staff

**Completion Date:** September 2020

**OBJECTIVE: SECURE AN FTE FOR INTELLIGENCE TO CONCENTRATE ON INFORMATION AND INTELLIGENCE GATHERING FUNCTION WITHIN LCDF.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** October 2020

**OBJECTIVE: INCREASE DIVISION OF YOUTH SERVICES PERSONNEL BY CREATING A JUVENILE UNIT AND ADDING SRD RELIEF POSITION.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** October 2020

**OBJECTIVE: DEVELOP AND IMPLEMENT STABLE PROPERTY AND EVIDENCE INVENTORY CONTROL.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** December 2020

**OBJECTIVE: TARGET HARDENING OF LCSO CAMPUS TO INCLUDE PERIMETER, GAS PUMPS AND LOBBIES OF DETENTION AND ADMINISTRATION.**

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** December 2020

# GOAL 3 COMMUNITY ENGAGEMENT

Develop and ensure strong community partnerships and support. Strengthen LCSO community relationships. Leverage social media to build and expand relationships and transparency. Enhance levels of collaborations.

**OBJECTIVE: CONDUCT SEMI-ANNUAL TRAINING OF ALL SWORN TO ADDRESS CRITICAL MENTAL HEALTH ISSUES IN THE COMMUNITY.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** July 2020

**OBJECTIVE: ESTABLISH YOUTH LEADERSHIP COUNCIL FOR YOUTH TO LEARN ABOUT THE AGENCY AND MAKE RECOMMENDATIONS FROM YOUTH PERSPECTIVE.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** December 2020





# GOAL 4 HIRING, TRAINING AND RETENTION



Engage, motivate and develop our employees to deliver world-class service through improved recruitment and hiring processes. Enhance training and streamline process. Build a career development plan for all employees.

**OBJECTIVE:** CONDUCT A REVIEW AND ANALYSIS OF CURRENT CORRECTIONAL OFFICER STAFFING ASSIGNMENTS TO ENSURE THE MOST EFFICIENT AND EFFECTIVE DEPLOYMENT OF RESOURCES. THIS REVIEW WILL INCLUDE SCHEDULE ASSIGNMENTS AND ROTATIONS.

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** August 2020

**OBJECTIVE:** DEVELOP A COMPREHENSIVE AGENCY-WIDE PROFESSIONAL DEVELOPMENT STRUCTURE TO SUPPORT OUR MEMBERS THROUGHOUT THEIR EMPLOYMENT STRUCTURE TO INCLUDE ACCESS TO TRAINING AND CONTINUING EDUCATION. ENHANCE NEW EMPLOYEE ON-BOARDING AND ORIENTATION, CAREER DEVELOPMENT PATHWAY AND ROAD MAPPING, NEW SUPERVISOR TRAINING AND LEADERSHIP DEVELOPMENT, PERFORMANCE EVALUATION AND IMPROVEMENT.

**Responsible Party:** Director of Human Resources

**Completion Date:** September 2020

**OBJECTIVE: DEVELOP A FORMALIZED PLAN TO INCREASE PARTNERSHIP WITH AREA HIGHER EDUCATION INSTITUTIONS FOR INCREASED INTERNSHIP OPPORTUNITIES.**

**Responsible Party:** Director of Human Resources

**Completion Date:** September 2020

**OBJECTIVE: INCREASE THE NUMBER OF CORRECTIONAL TRAINING OFFICER (FTO) POSITIONS.**

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** September 2020

**OBJECTIVE: DEVELOP A FORMAL AND TARGETED SHORT-TERM AND LONG-TERM RECRUITMENT STRATEGY THROUGH FULL REVIEW OF THE INTERNAL AND EXTERNAL INFLUENCES THAT IMPACT RECRUITMENT AND RETENTION. THIS STRATEGY WILL INCLUDE POSSIBLE ACADEMY SPONSORSHIPS.**

**Responsible Party:** Director of Human Resources

**Completion Date:** December 2020

**OBJECTIVE: INCREASE THE NUMBER OF CORRECTIONAL OFFICER POSITIONS.**

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** December 2020



# GOAL 5 EMPLOYEE WELLNESS



Ensure employee wellness is a top priority by providing more services. Engage in psychological services as an additional resource and train to build a culture of wellness throughout agency. Engage senior staff for development and implementation, with a focus on physical health, chaplaincy program, peer support and mental health wellness.

**OBJECTIVE: DEVELOP AND IMPLEMENT AN AWARDS AND INCENTIVE PROGRAM FOR AGENCY MEMBERS.**

**Responsible Party:** Director of Human Resources

**Completion Date:** October 2020

**OBJECTIVE: DEVELOP AND SUSTAIN A COMPREHENSIVE EMPLOYEE WELLNESS PROGRAM TO INCLUDE PHYSICAL FITNESS, FINANCIAL WELLNESS, EMOTIONAL OR SPIRITUAL WELL-BEING, PEER SUPPORT AND TRAUMA RESPONSE.**

**Responsible Party:** Director of Human Resources

**Completion Date:** December 2020

**OBJECTIVE: DEVELOP AND IMPLEMENT A RISK MANAGEMENT PROGRAM WITH THE ULTIMATE GOAL OF REDUCING INJURIES AND PROVIDING PROACTIVE EDUCATION AND TRAINING.**

**Responsible Party:** Director of Human Resources

**Completion Date:** December 2020

# GOAL 6 IMPROVE DETENTION SERVICES



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

**OBJECTIVE: DEVELOP A COMPREHENSIVE PLAN AND BUDGET PROJECTIONS FOR NEEDED REPAIRS OF DETENTION FACILITY.**

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** September 2020

**OBJECTIVE: EVALUATE RE-ENTRY AND JOB TRAINING PROGRAMS TO DETERMINE NEEDED IMPROVEMENTS.**

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** September 2020

**OBJECTIVE: DEVELOP A PLAN WITH SPECIFIC STRATEGIES TO REDUCE INMATE POPULATION AND RECIDIVISM.**

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** October 2020

**OBJECTIVE: DEVELOP STRATEGIES TO DECREASE CONTRABAND WITHIN DETENTION FACILITY.**

**Responsible Party:** Assistant Sheriff of Detention

**Completion Date:** October 2020

# GOAL 7 LEVERAGING TECHNOLOGY

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

**OBJECTIVE: DEVELOP A PLAN TO INCREASE THE ACQUISITION AND UTILIZATION OF CRIME CAMERAS THROUGHOUT THE COMMUNITY.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** June 2020

**OBJECTIVE: IMPLEMENT DRONE TECHNOLOGY PROGRAM.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** October 2020

**OBJECTIVE: DEVELOP STRATEGIES TO BECOME MORE DATA-DRIVEN IN ADDRESSING INVESTIGATIVE RESPONSIBILITIES.**

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** October 2020



**OBJECTIVE:** IMPROVE AND IMPLEMENT TECHNOLOGY RESOURCES TO SUPPORT THE AGENCY. THESE TECHNOLOGY RESOURCES INCLUDE, BUT ARE NOT LIMITED TO; LINKS, VIPAR, CJIS AND DL READERS FOR MOBILE DEVICES.

**Responsible Party:** Director of Information Technology

**Completion Date:** October 2020

**OBJECTIVE:** DEVELOP A PLAN FOR IMPLEMENTATION OF AN ONLINE TECHNOLOGY PORTAL FOR CITIZEN SELF-REPORTING.

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations and Director of IT

**Completion Date:** November 2020

**OBJECTIVE:** DEVELOP AND IMPLEMENT AN AGENCY MOBILE APPLICATION TECHNOLOGY.

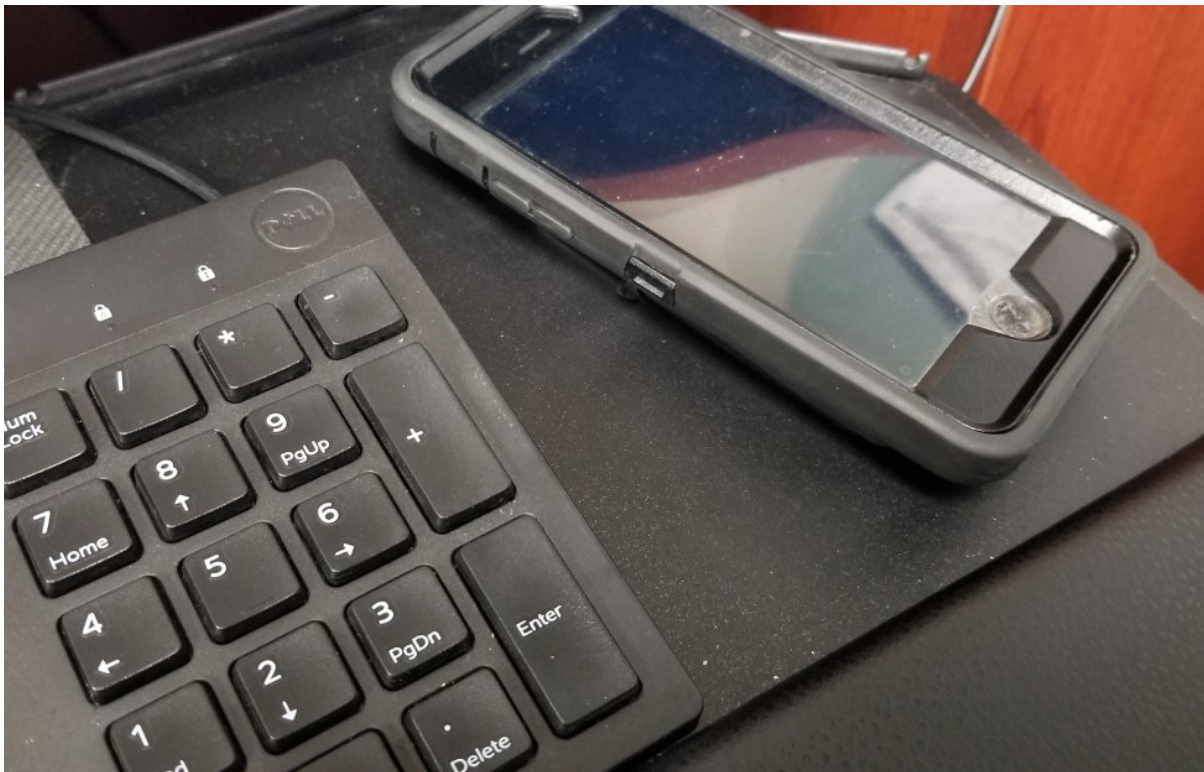
**Responsible Party:** Executive Director of Media Relations and Director of IT

**Completion Date:** November 2020

**OBJECTIVE:** INCREASE SOCIAL MEDIA USAGE IN INVESTIGATIONS.

**Responsible Party:** Assistant Sheriff of Law Enforcement Operations

**Completion Date:** December 2020







Leon County Sheriff's Office  
2825 Municipal Way  
Tallahassee, FL 32304  
(850) 606-3300