




SEMINOLE COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN 2021 - 2026

SHERIFF DENNIS M. LEMMA





**SEMINOLE COUNTY SHERIFF'S OFFICE
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[HTTP://WWW.SEMINOLESHERIFF.ORG](http://www.seminolesheriff.org)



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MISSION

To enhance the quality of life by reducing crime and the fear of crime throughout Seminole County.

ORGANIZATIONAL PHILOSOPHY

The men and women of the Seminole County Sheriff's Office believe in the dignity of man and the sanctity of human life, and that protecting the lives of our citizens is our primary responsibility and concern. We are committed to maintain and promote community order and respect for the law; to protect the lives and property of the public served; to uphold the Constitution of the United States and the State of Florida; to enforce the laws of the State of Florida and the ordinances of Seminole County; to abide by the policies and procedures of the Seminole County Sheriff's Office, and to do so in a manner that is sensitive to all citizens. Recognizing that in a democracy all power and authority is derived from the people served, the Seminole County Sheriff's Office is steadfastly committed to fair, just, and equal treatment for all citizens without regard to age, sex, race, creed, color, or position in life.

The Seminole County Sheriff's Office recognizes that it is a symbol of the law and government that it represents and is committed to the highest standards of organizational and personal professionalism, integrity, moral, and ethical conduct while performing its functions. The Seminole County Sheriff's Office concept of community-oriented policing promotes innovative crime prevention measures, inter-agency cooperation, and communication, and pledges to provide leadership within its ranks, within the community, and within the criminal justice profession to fulfill the ideals of its mission.

The Seminole County Sheriff's Office considers our employees as our most important resource and will provide them the assistance to develop the skills, and the equipment necessary to carry out our mission. The Seminole County Sheriff's Office understands the importance of incarceration within the Criminal Justice continuum. Detention will be provided in a constitutionally humane manner, which will support the dignity of the individual while protecting the public.

The Seminole County Sheriff's Office is fully committed to upholding its mission and will do so with pride and dignity.

ORGANIZATIONAL VALUES

The Seminole County Sheriff's Office is committed to protecting and preserving the rights of individuals as guaranteed by the Constitution.

- The Seminole County Sheriff's Office believes that the prevention of crime and protecting and preserving human lives is its primary responsibilities.
- The Seminole County Sheriff's Office is committed to the suppression of crime and the active pursuit of criminals.
- The Seminole County Sheriff's Office is committed to an open, honest, and receptive relationship with all segments of the community, thereby strengthening police-community relations by incorporating community values into a more responsive delivery of law enforcement service.
- The Seminole County Sheriff's Office believes that the suppression of crime is a shared responsibility between the Office and the community. The Office is committed to participating in and developing programs that further this concept.
- The Seminole County Sheriff's Office recognizes that its greatest resource is its employees and is committed to promoting a harmonious and productive environment for its diverse workforce. We provide a fair and equitable process for employment, career development, and the administration of discipline.
- The Seminole County Sheriff's Office is committed to the effective management of its resources. The Office will seek to provide modern, effective tools and support services for its personnel.
- The Seminole County Sheriff's Office is committed to excellence in all areas of operation. The Office intends to seek quality resources and create an organizational climate in which excellence and innovation are pursued and rewarded.
- The Seminole County Sheriff's Office is committed to implementing programs at the John E. Polk Correctional Facility that facilitate the successful reintegration of offenders who display a desire to become productive members of our community.
- The Seminole County Sheriff's Office is committed to providing resources and oversight through innovative probation techniques to help those on supervision become productive, law-abiding citizens.
- The Seminole County Sheriff's Office is committed to achieving a reputation of excellence not only among the citizens it serves but also among other law enforcement agencies.

MESSAGE FROM THE SHERIFF

Dear Citizens of Seminole County:

The Seminole County Sheriff's Office strives to enhance the quality of life by reducing both crime and the fear of crime throughout Seminole County. We aim to provide the highest level of service by collaborating with the community to prevent, investigate, and solve crime, and implementing innovative and proactive policing methods.

As expressed in this strategic plan, our long-term goals are positioned based on our agency priorities: pay and compensation, staffing, leadership, career development, equipment, and community investments. This plan is based on our greatest needs as a modern-day criminal justice organization, and the most significant community concerns to the citizens of Seminole county.

Together, these priorities are an essential part of our shared success. They will improve our agency, the lives of agency members, and the well-being of the citizens we have the honor to serve. Through these goals and priorities, we will build long-term value as an agency, a profession, and as one community.

Sincerely,



Sheriff Dennis M. Lemma



AGENCY OVERVIEW

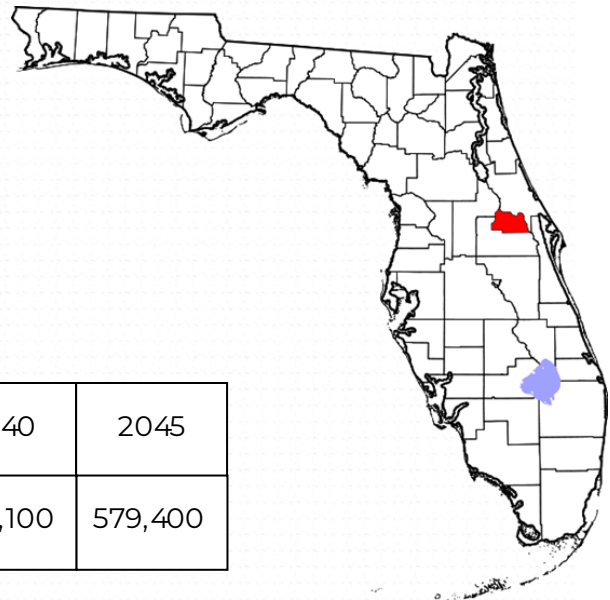
Seminole County was incorporated as a Florida county in 1913. The county seat is located in the City of Sanford, which has a population of approximately 61,508 persons as of 2020 census estimates. Sanford is one of seven incorporated cities within the county, which also includes Altamonte Springs, Longwood, Lake Mary, Winter Springs, Casselberry, and Oviedo. Geographically, Seminole County is one of Florida's smallest counties with a landmass of approximately 345 square miles and a population of 470,856 as of 2020 census estimates (approximately 230,000 of which reside in the unincorporated areas). Seminole County is the third most densely populated county, and one of the fastest-growing, in Florida.

A century ago, the county's economy was predominantly based in agriculture and cattle. In the late 1950s and 1960s, this emphasis shifted to a suburban-based economy with the growth of the tourism, aerospace, and defense industries in neighboring counties. Currently, little agriculture and cattle industry remains, and the county has quickly moved into a series of upper-priced housing communities with supporting local businesses and social services.

Located between Orange County with its sports and entertainment venues, and Volusia County with its beaches and tourist attractions, Seminole County, with its lower tax rate, serves as a residential base for many persons working in Orange and Volusia Counties.

Between April 1, 2020, and April 1, 2025, state population growth is expected to average 308,497 new residents per year, representing a compound growth rate of 1.39% over this 10-year time period. As Florida's 13th most populous county with 2.2% of the state's population, Seminole County must be prepared to adjust services accordingly.

Seminole County's population consisted of 422,718 persons according to the 2010 census and increased to 470,856 persons according to the 2020 census, an increase of 11.4%. Per the data presented by the Florida Bureau of Economic and Business Research (Florida Population Studies, Volume 54, Bulletin 189, April 2021), the following anticipated population levels are projected for Seminole County:



Year	2025	2030	2035	2040	2045
Projected Population Levels	505,100	528,500	548,400	565,100	579,400

The Seminole County Sheriff's Office (SCSO) is a full-service law enforcement agency, with functions ranging from neighborhood patrol, operating the county's correctional facility and juvenile detention center, administering misdemeanor/county probation, serving court process, investigating crimes, child protective services, and handling court security services. The agency has 1,202 full-time employees and 160 part-time employees, and a volunteer workforce of approximately 250. The Sheriff's Office is the largest law enforcement agency within the county and provides support to local and surrounding police jurisdictions.

The Sheriff has law enforcement jurisdiction throughout the county. The Sheriff is charged with the responsibility of maintaining the public peace and protecting the lives and property of all citizens in Seminole County. The Sheriff serves as the chief law enforcement officer of the county, and his four primary constitutional responsibilities while serving the public are: conservator of the peace, chief correctional officer, chief bailiff, and executive officer of circuit and county courts.

The Sheriff's Office is responsible for all warrant and court service, including the service of civil and legal process. In addition, the Technology Solutions Division provides computerized reporting functions (the Computer-Aided Form Entry [CAFÉ] Program) for all local city police departments, which requires Sheriff's Office personnel to maintain and support. Furthermore, the Sheriff's Office currently provides dispatching services for seven city police departments which merged with the Sheriff's Office for fiscal benefit and enhanced interagency operability.

Eight police departments co-exist along with the Sheriff's Office in Seminole County. Law enforcement agencies within Seminole County include the Sheriff's Office, Sanford Police Department, Altamonte Springs Police Department, Longwood Police Department, Lake Mary Police Department, Winter Springs Police Department, Casselberry Police Department, Oviedo Police Department, and Orlando-Sanford International Airport Police Department.

The Sheriff's Office enjoys an excellent working relationship with each of the municipal police departments and the neighboring Sheriff's Offices of Orange, Brevard, Lake, and Volusia Counties, and the University of Central Florida Police Department, which borders part of Seminole County.

Based on service demand and call volume, the Sheriff's Office has strategically placed regional community service centers and offices throughout the county so that deputies may be identified with those communities and have ownership of their areas of responsibility. This provides a consistent, efficient response to, and prevention of criminal activity. The service centers also provide community identity and convenient access by area residents in need of services. Those offices are located in Altamonte Springs (South Region), Lake Mary (North Region), and Oviedo (East Region).

The SCSO is a medium-sized law enforcement agency aligned with traditional Sheriff's Office models, with a Sheriff as chief executive officer, an upper level of command staff, mid and line-level supervisors, and managers overseeing organizational components. The Sheriff is a constitutional officer with the sole responsibility of the administration and operation of the Sheriff's Office. The Seminole County Board of County Commissioners approves the Sheriff's budget on an annual basis. Budget requests can be found on SeminoleSheriff.org.

The agency follows a central guiding philosophy that integrates Community Policing, Problem-Oriented Policing, and Intelligence-Led Policing. The Sheriff's Office was one of the first law enforcement agencies in the United States to embrace and incorporate the concept of community policing, and this remains the chief guiding principle in how the agency provides law enforcement and crime prevention service to our community.

The Sheriff's Office has continued its professional growth by establishing strong ties with the community, surrounding law enforcement agencies, and by voluntarily embracing risk management and professional management standards articulated by the Commission on Accreditation for Law Enforcement Agencies, the Public Safety Communications Accreditation program, the Commission for Florida Law Enforcement Accreditation, the Florida Corrections Accreditation Commission, the American Society of Crime Laboratory Directors, the National Commission on Correctional Health Care, the American Correctional Association, and the Public Safety Aviation Accreditation Commission.

The agency's internal structure consists of the Sheriff, Undersheriff, and six Chiefs who provide the overall leadership, strategic direction, and management for the Sheriff's Office. The Office of the Sheriff includes the Chief of Staff and the General Counsel.

The Office of the General Counsel manages all legal issues associated with the agency's patrol, investigations, jail, juvenile, and child protective services functions. The Office of General Counsel is responsible for agency representation, preparing legal opinions, legislative tracking and proposals, training, contract review, and monitoring civil litigation.

The Chief of Staff is an extension of the Office of the Sheriff and is responsible for leading agency-wide strategic initiatives, serving as a liaison to external stakeholders, and steering employee engagement and community outreach efforts. This office also oversees the Public Affairs Division and provides leadership to the agency's non-profit organization, liaisons with the Sheriff Foundation Board of Directors, and oversees the agency's Citizen Advisory Board. The Public Affairs Division spearheads the agency's external communication and public outreach programs and delivers a variety of resources and support to the community. The Office of the Sheriff division also houses the Public Information Unit, Government & Community Affairs, under the direction of the Chief of Staff.

The five departments listed below, each managed by a chief, report directly to the Undersheriff, who reports directly to the Sheriff.

DEPARTMENT OF LAW ENFORCEMENT

The Department of Law Enforcement includes the Seminole Neighborhood Policing Division, Forensics Services Division, Judicial Security Division, Communications Division, Community Justice and Rehabilitation Division, and the Special Operations Division.

The Seminole Neighborhood Policing Division provides all uniformed patrol activities, conducts general investigations, and delivers a variety of safety and prevention services.

SNP is sectioned into three regions, each commanded by a Lieutenant:

- SNP East Region (comprised of the Geneva/Oviedo and Casselberry/ Winter Springs communities);
- SNP North Region (comprised of Sanford and Longwood/ Lake Mary); and
- SNP South Region (comprised of the greater-Altamonte Springs community).

A region identifies an area of the County, including both incorporated and unincorporated sections, and is identified by the city or community name that best describes its geographic proximity. Within the identified regions, there are smaller geographic areas identified as Community Service Areas (CSA). Each CSA is assigned several deputy sheriffs who share responsibility for safeguarding their respective service areas.

Each region delivers direct support to the CSA's through four specialized service sections: the Traffic Safety Unit, the Crime Prevention Unit, the Code Enforcement Unit, and the General Assignment Investigations Unit. Seminole Neighborhood Policing deputies are empowered to handle all law enforcement functions in their geographical areas with support from other divisions and departments within the Sheriff's Office.

The Forensic Services Division provides timely, expert, and professional examination of evidentiary materials to aid in the investigation and prosecution of criminal offenses. The forensic laboratory, headed by a director, uses proven scientific equipment and accepted scientific methods and procedures in the disciplines of crime scene processing, latent print analysis, and biological (DNA) screening and impression evidence (footwear) analysis. The lab provides services to the SCSO and the eight police departments within Seminole County.

The Judicial Security Division includes full law enforcement services for the three judicial facilities within Seminole County: the Criminal Justice Center, Juvenile Justice Center, and Civil Courthouse. The division is charged with ensuring these facilities are secure and able to conduct court-related functions for the 18th Judicial Circuit of Florida. The division also houses the Civil Section, which carries out the Sheriff's statutory responsibility for the service of process and execution of writs.

The Community Justice & Rehabilitation Division includes county probation, EMPACT monitoring, and other probation functions. This Division provides services and supervision to offenders in community-based settings to over 6,500 misdemeanor offenders annually, manages pre-trial diversion programs, and connects offenders with treatment providers to assist in their re-entry to the community.

The Special Operations Division is comprised of multiple units that provide a wide range of highly specialized services, equipment, and response capabilities for SCSO, as well as other Central Florida agencies as requested. Emergency Management provides leadership and guidance for both human-made and natural disasters, as well as conducts training exercises to keep the agency prepared. SWAT, the Special Weapons and Tactics Team, conducts high-risk search warrants, responds to barricaded suspects, and provides dignitary protection and other special details. The Crisis Negotiation Team is responsible for peacefully resolving conflicts through communication with people in crisis. The Explosive Ordnance Disposal Unit is responsible for rendering safe all suspicious packages or devices that may be potentially explosive or hazardous. The Rapid Deployment Force is trained to manage large demonstrations. The Range and Water/Marine Patrol Unit patrols the county's lakes and rivers and conducts off-road patrols in the various wilderness and preserve areas of the county. The Underwater Search and Recovery Team searches for and recovers evidence or drowning victims in bodies of water. The Canine Unit, which has full-service and single-purpose tracking canines, provides suspect apprehension, drug and explosive detection, and missing person searches. The Disaster Response Team is a mobile standalone response team that assists citizens both in and out of the county with evacuations, debris clearing, security, and distribution of critical supplies. The Search and Rescue Team, comprised of specially trained SCSO volunteers, assists in searches for missing persons and evidence. The Aviation Section conducts routine patrols and assists in suspect apprehension, surveillance of fleeing vehicles, SWAT team deployment, searches for missing children and endangered adults, provides aerial photography and surveillance, and conducts disaster assessments. The Section also conducts search and rescue utilizing a rescue hoist, firefighting utilizing a Bambi Bucket, and other missions as directed.

The Communications Center handles all incoming calls for service for law enforcement within unincorporated Seminole County and seven municipalities within the county. Dispatchers and call-takers answer emergency and non-emergency calls and monitor 14 primary radio channels 24-hours a day, seven days a week. The Communications Center currently dispatches for unincorporated Seminole County and the cities of Altamonte Springs, Casselberry, Lake Mary, Sanford, Oviedo, Longwood, and Winter Springs police departments.

DEPARTMENT OF INVESTIGATIVE SERVICES

The Department of Investigative Services, added in 2021, includes Diversified Investigative Services, Domestic Security Division, Drug Enforcement & Behavioral Services, Professional Development Division, and Professional Standards Division.

The Diversified Investigative Services Division reports to a captain and is responsible for the investigation of complex, specialized crimes and augmenting law enforcement services with advanced technologies and support. This division includes the Major Crimes Unit, the Seminole Financial Crimes Task Force, the Digital Forensics Unit, the Victim Services Unit, the Domestic Violence Unit, and Elder Services.

The Domestic Security Division is responsible for investigating, collecting, analyzing, and disseminating intelligence information concerning criminal activity, international and domestic terrorism, pawn, street gangs, outlaw motorcycle gangs, warrants, inmate telephone monitoring, registered felons, and sexual offenders/predators. This division, headed by a captain, gathers criminal intelligence information for the purpose of tracking and identifying emerging crime patterns and developing enforcement and prevention strategies.

The Drug Enforcement & Behavioral Services Division includes the City-County Investigative Bureau (CCIB), the Seminole Collaborative Opioid Response Effort (SCORE) Section, and the Mental Health Section. CCIB is a full-time, multi-agency task force comprised of agents from the SCSO, the seven of the police departments within Seminole County, Florida Department of Law Enforcement, the U.S Bureau of Alcohol, Tobacco, Firearms and Explosives, and the Amtrak/ Auto train and is headed by a captain. The Bureau works to aggressively identify, arrest, and prosecute drug traffickers, their couriers, and other individuals involved in the transportation and distribution of drugs, and vice and public disorder crimes such as prostitution and illegal gambling/gaming. SCORE is responsible for the education, response, and investigation efforts surrounding the opioid crisis. The Mental Health Section focuses on our response efforts to those individuals suffering from mental disease. These sections combined offer wraparound services for our community through a holistic approach.

The Professional Development Division is responsible for the training and instruction of the SCSO workforce. This division, led by a captain, coordinates the training necessary to effectively carry out duties and maintain compliance with state training standards.

The Professional Standards Division is responsible for ensuring compliance with the Sheriff's Office written directives by processing and investigating administrative complaints made against Sheriff's Office employees. This Division, headed by a captain, also oversees the Sheriff's Office Accreditation function.

DEPARTMENT OF FAMILY & YOUTH SERVICES

The Department of Family & Youth Services includes the Family Services Division, the Juvenile Justice Division, and the School Safety Division. SCSO is one of seven Florida Sheriffs' Offices to contract with the Department of Children and Families to assume the responsibility for conducting child protective investigations. The Family Services Division includes a Crimes Against Children Unit, which conducts criminal investigations including sexual abuse against children, abuse and neglect, child pornography, child deaths, and parental interference with child custody.

The Juvenile Justice Division offers a broad-based spectrum of services to target and addresses the unique issues that perpetuate juvenile crime. This division includes the Juvenile Assessment Center, the Juvenile Detention Center, and the Youth Services Prevention and Enforcement Center.

The School Safety Division leads the safety and security initiatives for all schools throughout Seminole County, regardless of jurisdiction. The division is comprised of school resource deputies who serve in the county's elementary, middle, and high schools, acting as a liaison to parents and faculty, delivering educational programs, and adding layers of security on campuses.

DEPARTMENT OF ADMINISTRATIVE SERVICES

The Department of Administrative Services supports the human, fiscal, and business functions of the agency. Fiscal Services handles budget preparation and payroll, accounts payable, contracts maintenance, grants, facilities, fleet, and purchasing. Human Resources and Recruitment coordinates employee recruitment, hiring, records, and benefits.

The Technology Solutions Division provides computer and technology support to members of the Sheriff's Office, as well as outside agencies using Sheriff's Office-created systems. This division writes and maintains the agency's primary internal programs, including those used for records management, jail management, and automated dispatch. This division maintains and enhances the agency's systems, networks, and operates the agency "Help Desk" to provide assistance and support to agency members in their use of technology in day-to-day job functions.

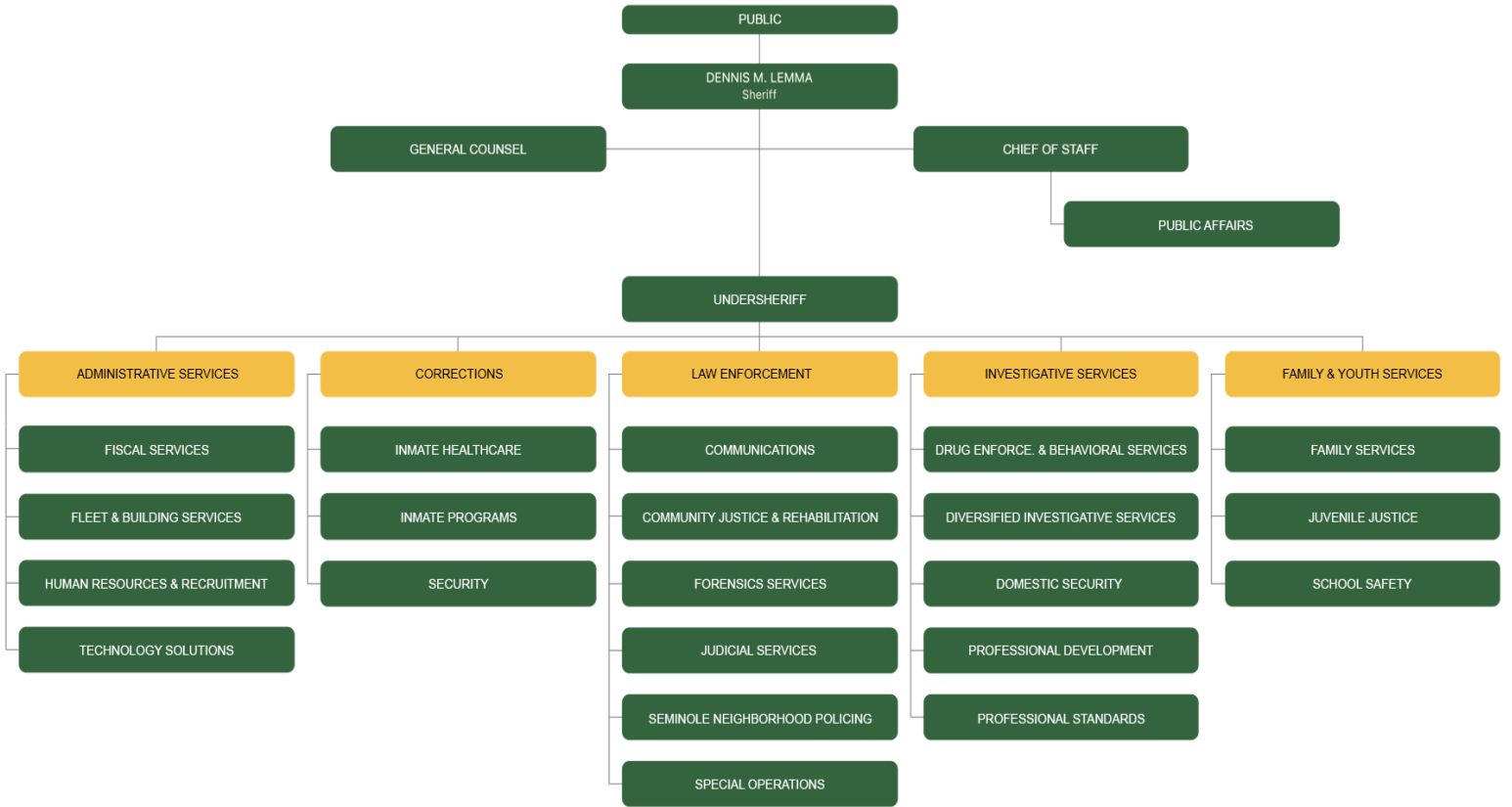
The Fleet & Building Services Division, led by a director, is responsible for the SCSO vehicles and facilities. This Division ensures our personnel are outfitted with the best vehicles and equipment to successfully complete their job. This Division is also responsible for the construction, planning, and maintenance of all Sheriff's Office facilities.

DEPARTMENT OF CORRECTIONS

The Department of Corrections is divided into three divisions: Security Operations, Inmate Healthcare, and Inmate Programs. This Department is responsible for detention services and manages the care, custody, and control of inmates incarcerated at the county jail known as the John E. Polk Correctional Facility (JEPCF). The mission of JEPCF is to provide a secure facility that ensures the safety of the public, provides a safe working climate for employees, and offers humane and safe living conditions for inmates.

Within the JEPCF is the Security Operations Division, led by a captain, that is responsible for the administration and management of operations in the facility, the enforcement of policies and procedures, and the intake, booking, and release process of all inmates. The Inmate Healthcare Division, headed by a director, focuses on all inmate medical and mental health services. The Inmate Program Division, administered by a captain, is responsible for the processes of unit management, classification, court services, transportation, programs, substance use treatment, and reentry operations in the facility.

ORGANIZATIONAL CHART



LONG-TERM GOALS AND OBJECTIVES

The Sheriff's Office developed its first strategic plan in 1994. A strategic plan defines priorities for future actions, including long-term goals and objectives. Goals are the heart of the plan because they describe the results toward which our efforts are directed. Although not an exhaustive list, objectives articulated in this plan define a direction by which to achieve these goals. Together, they provide guidelines for future decisions about the nature, scope, and priority of necessary actions to carry out the strategic plan.

The intent of a Strategic Plan is to provide a recommended blueprint for how the Sheriff's Office evaluates the quality of service it provides to the citizens and visitors of Seminole County. As public servants, we hold ourselves accountable to a high degree of scrutiny. Given community concerns for accountability, both fiscally and professionally, the Sheriff's Office has established specified long-term goals and objectives to complement the annual goals and objectives developed each year by our operational components.

Organizational components are held accountable for attaining their goals, which are given periodic review to determine their continued relevance. These five goals and their subsequent operational objectives are intended to improve community service, provide transparency in operations, and increase the agency's effectiveness.

1. Recruit qualified, skilled professionals while evolving with the changing workforce while also offering a competitive compensation package.
2. Provide leadership opportunities to connect our multigenerational and diverse workforce.
3. Build and promote career development paths for all areas of the organization, preparing individuals for leadership roles and responsibilities.
4. Modernize equipment, technology, and infrastructure.
5. Provide a collaborative approach to strengthen community investments.

PERFORMANCE INDICATORS

The agency goals, as listed below, are provided by Captains & Directors through the annual division goalsetting process. Each division commander has the responsibility to determine how to measure the performance of their division's individual goals, whether quantitative or qualitative. Additionally, Department Chiefs can review goals and progress on an ongoing basis.

RESOURCES FOR DETERMINING PERFORMANCE INDICATORS

Captains & Directors regularly meet on a bi-weekly status to discuss goals, community and agency trends, and other factors that may affect the goals. Captains & Directors achieve the below goals, typically utilizing their respective chain of command, and report to their Department Chief and ultimately to the Sheriff. The agency regularly conducts forums, remote sessions, and/ or skip meetings to go over crime trends, topics related to the mission and organization, and other factors that would affect the goals, including collaboration between units and divisions to accomplish agency goals and individual goals set at the division level.

AGENCY GOALS

GOAL #1: RECRUIT QUALIFIED, SKILLED PROFESSIONALS WHILE EVOLVING WITH THE CHANGING WORKFORCE AND OFFERING A COMPETITIVE COMPENSATION PACKAGE

OBJECTIVES

A. Human Resources & Recruitment Division:

- a. Ensure job descriptions are updated by comparing all current agency job descriptions to position titles listed within the agency's pay plan.
- b. Create a procedural manual that establishes and maintains consistency with approaches to background and investigation practices.
- c. Conduct a comprehensive survey of local Central Florida law enforcement agencies in order to review their current background screening process.
- d. Review all agency written directives pertaining to human resource functions, in order to validate existing practices and remain in-line with both industry and regulatory standards.
- e. Perform a cross-functional assessment of all human resource workgroups to remove process bottlenecks and clearly define roles and responsibilities.

B. Family Services Division:

- a. Explore additional opportunities for lateral movement within the section.
- b. Continue to enhance staff morale with events, recognition, and incentives.
- c. Explore the possibility of a paid internship program that transitions into a Child Protection Investigator upon successful completion of the program.

C. School Safety Division:

- a. Continue to explore direct hire for School Resource Deputy to experienced law enforcement professionals.
- b. Maintain morale with team-building opportunities and open communication between employees and chain of command.
- c. Encourage staff recognition and foster employee development.
- d. Evaluate additional incentives for the School Resource Deputy position.
- e. School Crossing Guards: Develop new strategies for recruiting new crossing guards. Continue employee recognition and weekly YouTube videos in an effort to keep morale high.

D. Seminole Neighborhood Policing Division:

- a. Improve communication with Professional Development Division regarding the field training program.
- b. Designate mentoring deputies to trainees and monitor the progress of each trainee.
- c. Monitor training deficiencies and collaborate with Professional Development Division on strategic remediation.

E. Communications Division:

- a. Create a rigorous recruitment campaign to attract quality applicants.

F. Special Operations Division:

- a. Transition a qualified Tactical Flight Officer to Pilot/ Aircraft Commander status.
- b. Continue new handler/ canine training for current and future canine unit vacancies.
- c. Create a recruitment video for interest in the division.

G. Public Affairs Division:

- a. Produce 25-30 posts and/or short-length videos highlighting agency members, initiatives, units, and sections to encourage interest in joining SCSO.

GOAL #2: PROVIDE LEADERSHIP OPPORTUNITIES TO CONNECT OUR MULTIGENERATIONAL AND DIVERSE WORKFORCE

OBJECTIVES

A. Human Resources & Recruitment Division:

- a. Incorporate members of each Human Resources work group into an independent quality assurance team, which serves to review internal procedures and maintain operational efficiencies and compliance.

B. Family Services Division:

- a. Hold collaborative meetings with investigative supervisors, support supervisors, and quality assurance coordinators to increase effective and efficient communication.
- b. Promote a team approach and messaging which models transparency.
- c. Domestic Violence Detectives will conduct agency shift briefings and provide legal updates, trends, and other information regarding domestic violence issues and concerns.
- d. Coach and mentor investigators in best practices for achieving state mandated time frames and requirements.

C. School Safety Division:

- a. Provide leadership development and training opportunities for those staff members who desire to promote.
- b. Encourage informal leadership roles through peer mentoring and assignment of special projects.

D. Juvenile Justice Division:

- a. Ensure all staff are adequately trained in de-escalation techniques pertaining to juveniles.
- b. Utilize SharePoint database which provides ongoing daily updates on youth being served through Youth Intervention Services (YIS).
- c. YIS will continue to work with law enforcement to decrease calls for service for issues related to behavior and mental health by putting services in the home to assist the family with any issues resulting in law enforcement involvement.
- d. Hold semi-annual briefings with SNP shifts to cover response to calls, available resources, strategies, trends, and other collaborations such as the SNAP program.

E. Professional Development Division:

- a. Expand access and enrollment to leadership training, in-person and online.
- b. Offer online access for leadership library books.
- c. Develop and implement a mentoring program for newly promoted and hired employees.
- d. Provide professionally prepared training manuals for new supervisors, deputies, and detention deputies that offer a performance-based approach in a user-friendly digital format.

F. Forensic Services Division:

- a. Hold roundtable meetings or unit discussions to promote and encourage information sharing among peers on topics such as creating personal improvement goals, self-assessments, diversity training, leadership skills, bias, impartiality, and understanding generational differences.
- b. Attend and/or host training/webinar to improve knowledge, skills, and abilities.
- c. Achieve IAI certification for Latent Print Analysts and Supervisors.
- d. Review latent print training manual to enhance quality and content of the training by researching latest studies and lectures.

G. Seminole Neighborhood Policing Division:

- a. Conduct training for front-line supervisors and deputies emphasizing management, mentoring, community policing, report writing, empowerment, evaluations, inventory, and human resources procedures.

H. Public Affairs Division:

- a. Government Affairs – Continue involvement in legislative matters for Florida Sheriffs Association and Major County Sheriffs of America to ensure Sheriff's priorities are at the forefront and he is informed regarding criminal justice matters.

GOAL #3: BUILD AND PROMOTE CAREER DEVELOPMENT PATHS FOR ALL AREAS OF THE ORGANIZATION, PREPARING INDIVIDUALS FOR LEADERSHIP ROLES AND RESPONSIBILITIES

OBJECTIVES

A. Human Resources & Recruitment Division:

- a. Develop a video series for informational topics such as FMLA, Workers Compensation, and light duty.
- b. Include training guide for new agency supervisors/sergeants to explain human resource procedures and use of documentation.

B. Technology Solutions Division:

- a. Increase the number of resources and methods available to employees for training and education purposes.

C. Family Services Division:

- a. Elder Services Unit members will attend shift briefings to share educational updates, resources, and techniques to identify abuse, neglect, exploitation, and services offered through SCSO.
- b. Evaluate and improve any changes needed to promote a successful transition from pre-service training to field training.
- c. Continue to assess the outcome of graded QO office tools and review all graded QO office tools for accuracy and challenge mistakes.
- d. Conduct joint training with school resource deputies, juvenile enforcement personnel, and municipal police officers regarding crimes against children and child protective investigations.

D. School Safety Division:

- a. Explore additional training opportunities in school safety training and education for SRDs and Supervisors.
- b. Provide additional opportunities for SRDs to attend advanced training classes.
- c. School Crossing Guards – Enhance their level of service and awareness, additional training topics should be presented on emerging juvenile trends and issues

E. Juvenile Justice Division:

- a. The Mobile Crisis Response program will offer a minimum of two juvenile mental health for law enforcement training to the regions. Mobile Crisis Response program will create one online refresher course for all deputies.
- b. Ensure through training that any eligible Juvenile Detention Specialist can meet standards of becoming a Senior JDS. Also, provide training so that members can be assigned as an acting sergeant when necessary.

F. Diversified Investigative Services Division:

- a. Provide SNP training on proper digital evidence collection and host training for detectives on how to best utilize available technology.

G. Professional Development Division:

- a. Create partnerships with certified colleges to increase availability and affordability for employees to continue their education.
- b. Increase available training for sworn, certified, and civilian members to expand their skills, knowledge, and abilities, including specific advanced trainings.
- c. Offer training opportunities to the professional development staff to ensure subject matter experts in particular areas relevant to law enforcement and corrections training.

H. Professional Standards Division:

- a. Educate newly promoted supervisors on the roles and responsibilities of the professional conduct review section and how administrative investigations are conducted.

I. Inmate Programs Division:

- a. Ensure 100% CIT compliance because of the type of individuals in custody and inmates being housed under mental health designations, moving into general housing.

J. Corrections Security Division:

- a. Modify the current field training program to ensure employees receive the fundamental training necessary to complete daily responsibilities, including Sergeant's observation, evaluation, and restructuring the exit board panel.

GOAL #4: MODERNIZE EQUIPMENT, TECHNOLOGY, AND INFRASTRUCTURE

OBJECTIVES

A. Building Services Division:

- a. Long term agency capital projects:
 - i. Determine additional storage space
 - ii. Off-site evidence storage unit
 - iii. John E. Polk Correctional Facility main breaker replacement and jail door system
 - iv. SCSO Communications Center renovations

B. Fiscal Services Division:

- a. Update processes for contract/agreements, payroll system, electronic submission for purchase requisitions, inventory tracking, and system for comp time program.

C. Fleet Services Division:

- a. Select fuel-efficient and safe technology options for each vehicle replacement.

D. Technology Solutions Division:

- a. Update agreements and contracts to reflect CJIS requirements, implement transmission protocol and data for Criminal Justice Data Transparency.
- b. Create a CAD map for call takers and dispatchers to visualize caller locations and calls for service.
- c. Develop a method to receive and transmit subpoenas digitally.
- d. Develop a method to execute warrants digitally.
- e. Enhance auditing for in-house applications.
- f. Utilize locations services within the P25 radio system to locate deputies during critical events.
- g. Install Northpoint classifications software jail classifications.
- h. Migrate Office 365.
- i. Develop an ability for citizens to report crime online.

E. Family Services Division:

- a. Develop a system to improve preventive supervision, enforcement, and increased victim/survivor safety, including partnering with the State Attorney's Office Domestic Violence Strike Back Program.

F. School Safety Division:

- a. In an effort to decrease body camera download time, SRDs require laptops that can support the software and provide efficient uploading of videos.

G. Juvenile Justice Division:

- a. Maintain the CJOM/ High-Risk list on SCSONET and maintain the intensive checks on CJOM youths.
- b. Keep the quarterly communications with SCSO and the JPOs.

- c. Encourage the Regions to participate in the CJOM/ High-Risk checks and provide updated information.

H. Domestic Security Division:

- a. Create Seminole County version of ILO program focusing on private sector working with Crime Prevention Unit.
- b. Reduce the number of active arrest warrants by 10% through multiple agency operations and the use of analyst research.
- c. Obtain and equip an enclosed trailer for the TSU camera system. Equip TSU garage to assist in building covert equipment. Obtain additional covert cameras to assist investigations.

I. Communications Division:

- a. Develop a new system to add to our current CAD system for modernization.

J. Professional Development Division:

- a. Deploy programs to improve the division's training opportunities.
- b. Develop a website that allows for self-assessment, training, and career development programs.

K. Professional Standards Division:

- a. Utilize PowerDMS workflows feature to manage policy revision process.
- b. Ensure divisions are using PowerDMS efficiently.
- c. Allow divisions to upload their own proofs of accreditation standards applicable to their area.
- d. Implement the IA Pro/ Blue Team software by working with teams across the agency and ensuring all users are appropriately trained.

L. Forensic Services Division:

- a. Accomplish a monthly disposal goal of 35% of incoming items.
- b. Define and monitor a monthly goal of 10 evidence storage locations to meet the 18-month audit requirement.
- c. Plan, organize, and complete three incinerations per calendar year. Research and complete the disposal of aged cases containing jewelry and DNA.

M. Judicial Services Division:

- a. Create remote access to the system administration access card system.
- b. Create a QR code for documentation of contraband found at x-ray machines at courthouse entrances.
- c. Create QR codes with maps to provide to the public.

N. Special Operations Division:

- a. Utilize digital air software to track inventory of critical assets and keep them in operational status.
- b. Provide guidance on selection and deployment of PPE necessary for employee safety. Prioritize procurement and deployment of PPE during the continuing Covid-19 pandemic.

O. Corrections Security Division:

- a. Develop a method for electronic signatures on arrest affidavits, electronic inmate files, and paperless bondsmen registration.
- b. Establish a physical memorial honoring fallen corrections professionals who served at JEPCF

GOAL #5: PROVIDE A COLLABORATIVE APPROACH TO STRENGTHEN COMMUNITY INVESTMENTS

OBJECTIVES

A. Family Services Division:

- a. Domestic Violence unit members will begin conducting random pretrial release and probation condition checks with members from probation.

B. Juvenile Justice Division:

- a. YIS will continue to work with the Florida Network and Child Developmental Institute to implement SNAP Youth Justice within other agencies, utilizing SCSO's pilot data for the program.
- b. Incorporate a Positive Expectancy of Growth Model with the student population at EGMYA. The scope of this model is to encourage all youth to analyze their current situation and turn it into a positive one. Those youth that are identified as making this adjustment will be rewarded.
- c. Use a developed curriculum that will target the female population here at EGMYA. The scope and goal of this program is to teach young women etiquette, personal hygiene, build self-esteem and confidence.
- d. Expand the mobile crisis response program to the final region of the county, allowing the program to be utilized countywide.
- e. YIS will work with Seminole County to provide data and information needed to increase funding to be provided for programs offered, allowing YIS to provide prevention services to more families in the community. Increasing those served from 25 to 50 families.
- f. Conduct five educational community outreach initiatives on juvenile diversion to aid in reducing crime.
- g. Establish a food pantry that will provide food for six families.
- h. Obtain four new community service sites that will provide meaningful skills for PAY youth.
- i. Conduct at least one educational parent training.

C. Diversified Investigative Services Division:

- a. Members will coordinate with regions to conduct "walk and talks" with residents to strengthen community partnerships, and garner leads on open cases.
- b. Work with detectives from other agencies on sharing information regarding crime trends and offenders.

D. Domestic Security Division:

- a. Develop risk assessment, threat notification, and response protocols for major events.
- b. Work with Seminole County Emergency Management team to ensure threats are assessed and worked through Incident Command System for large gatherings.
- c. Continue working with SCPS and School Safety to improve school security and offer recommendations for improvements.

E. Drug Enforcement & Behavioral Services Division:

- a. Respond to all fatal and non-fatal drug overdoses in unincorporated Seminole County and actively investigate as potential homicides in an effort to hold the person(s) criminally responsible.
- b. Actively participate in symposiums and events to raise awareness concerning substance use.

F. Seminole Neighborhood Policing Division:

- a. Work with local businesses to minimize the impact panhandling and homelessness have on the community.
- b. Collaborate with homeless coalitions and other social services to provide assistance.
- c. Improve communications within the agency to track the contacts with panhandlers.
- d. Provide outreach to community associations, HOAs, faith-based partners, and local businesses.
- e. Enhance community outreach through extracurricular activities, encouraging ongoing participation between CSA deputies and the community.

G. Special Operations Division:

- a. Formalize a crisis assistance team to help the mentally ill by providing specialized training for team personnel.
- b. Ensure early identification of persons with mental illness, and compassionate field intervention during negotiations through additional training.

H. Inmate Programs Division:

- a. Enhance services for incarcerated inmates with mental health disorders.
- b. Offer classes through computer software for mental health inmates.
- c. Veteran's dorm PTSD classes provided by certified veterans affairs staff.
- d. Interactive journaling focused on cognitive behavioral therapy and improving mental health.
- e. Link inmates with Community Navigator to assist with the transition to the community.
- f. Increase partnerships with treatment facilities in the area that offer continued services for inmates on MAT.

I. Public Affairs Division:

- a. Enhance relationships through the deployment of the SCSO Snow Patrol at events
- b. Create and disseminate 4-6 video pieces targeted on the opioid epidemic, homeless initiatives, and improvements to the mental health system at a local level.
- c. Create 3-5 social media videos/ posts emphasizing agency technology and modernized equipment.
- d. Advance Faith-Based Community Engagement through quarterly faith-based team meetings and select special events.
- e. Host two (2) media day availabilities to provide demonstrations or an in-depth behind-the-scenes look into various agency operations.
- f. Increase social media followers: 10% increase on Facebook (goal: 59,392), 2% increase in MailJet email list (goal: 12,954), and 2% increase in Twitter followers (goal: 26,278).
- g. Utilize live social media more frequently, a minimum of one event per quarter to make various topics available for live interaction
- h. Spread Sheriff's Office awareness and agency priorities through attendance at community events.
- i. Community Foundation – Increase recognition by hosting three (3) sizeable annual community events, posting on social media at least once per month, and attending events that support the Foundation's mission.

ANTICIPATED WORKLOAD

As Seminole County approaches a half-million residents, increasing service demands will be placed on the Sheriff's Office as well as on other government services.

Figures compiled by FDLE for 2020 show the Seminole County Sheriff's Office has one of the lowest ratios of law enforcement officers within the Central Florida area, with a ratio of 1.87 sworn Deputy Sheriffs per 1,000 residents. This ratio is lower than four of the seven cities within Seminole County. Of the four contiguous counties, the Lake County Sheriff's Office, Orange County Sheriff's Office, and the Volusia County Sheriff's Office have lower ratios. The Brevard County Sheriff's Office ratio is higher at 2.26, respectively.

During the last five calendar years (2016 to 2020), the Sheriff's Office Communications Center has received more than 900,000 911 calls and averaging over 820,000 calls a year into the communication center from citizens and law enforcement. These two factors, combined with the anticipated growth in the county, suggest that the anticipated workload for service delivery across the agency will continue to grow.

Uniform Crime Reports for unincorporated Seminole County reflect crime remains at historic lows. The volume of index crime (the number of reported murders, forcible sex offenses, robberies, aggravated assaults, burglaries, larcenies, and motor vehicle thefts – the items that directly affect the quality of life) was 1,010 in 2020. This number equates to a 24% decrease in what we refer to as Part I Crimes.

Additionally, crime trends show that since 1976, despite the population having tripled (and expected to increase continuously), the crime rate in Seminole County has declined 78%. This is a positive trend that is similarly reflected in statewide reporting.

WORKLOAD ASSESSMENT

Staffing currently remains the top priority of the Seminole County Sheriff's Office in all divisions, including sworn, certified, and civilian positions.

To accomplish our mission of reducing crime and the fear of crime, we must have adequate resources and employees to meet the changing needs and size of the county.

Each division is tasked with evaluating current staffing, growth potential, and workload to determine the ongoing need for additions to personnel, reduction of personnel, or if each respective division has adequate staffing. The members of the agency command staff are regularly tasked to make personnel moves based on these needs, without the addition of any full-time equivalent personnel added to the agency roster.

As the Seminole County Sheriff's Office continues to evolve based on the community and state needs, reorganization of divisions, and the creation of divisions, units, or task forces remain an important element to adequate staffing. The needs of each division are considered on an ongoing basis as the agency evaluates and fills vacancies.

A comprehensive workload assessment was last completed in 2021 by all divisions within the agency. The results and recommendations from that workload assessment can be found in the 2022-2026 Strategic Plan. The next comprehensive workload assessment will occur in 2023 in preparation for the 2024-2028 Strategic Plan.

ANTICIPATED PERSONNEL LEVELS

The Seminole County Sheriff's Office currently dispatches for all seven city police departments within the county.

In 2017 and 2018, the Sheriff's Office increased the number of deputy sheriffs with dedicated assignments to schools under the School Safety Division. The Division continues to be headed by a captain who is co-located with Seminole County Public Schools' administrative offices, ensuring close communication with district leadership and effective coordination of all safety and security issues. SCSO expanded the presence of law enforcement officers on the largest Seminole County Public School campuses. This trend is expected to continue onto campuses of all sizes as law enforcement continues to prioritize school safety. Such an expansion will have additional resource needs.

With pending retirements and other terminations from employment, maintaining an effective strength of deputies, detention deputies, and civilian support personnel remains at the forefront. SCSO launched a new deputy sheriff and detention deputy sponsorship program to more effectively recruit and hire top candidates in 2016. The agency continues to utilize this program to build its workforce adequately. The program enables SCSO to hire and compensate detention deputies and deputy sheriffs while they attend the basic correctional or law enforcement academy.

Deputy sheriffs assigned to Seminole Neighborhood Policing (patrol) are frequently tapped for promotion to sergeant as well as a reassignment to investigative roles. Such movement often results in reduced staffing levels on patrol. SCSO continues to research the potential for implementing a paid reserve deputy sheriff program which will provide additional support and relief for road personnel, particularly while training a new class of recruits for their field assignments.

It is anticipated that future applicant pools will be well-educated and technologically-oriented. The Sheriff's Office also recognizes that in order to recruit high-caliber candidates, the agency must offer more competitive compensation. In 2016, the Sheriff's Office increased the base pay for deputy sheriffs and detention deputies, which at the time resulted in the agency's starting salary being among the highest in the central Florida region. In 2018, the Sheriff's Office budget provided salary adjustments that address compression between personnel – resulting in the greatest salary adjustment for compressed employees to date. Recruitment of personnel, competitive compensation, highly sought-after benefits, and retention of high performers will continue to be an agency priority in the years ahead. Funds for personnel costs have historically been and will continue to be the top funding request item for the agency's annual budget request.

A study by the Federal Bureau of Investigation comparing crime in the United States and the demographics of law enforcement agencies (Department of Justice, 2019) stated that of all law enforcement agencies surveyed, 30.5% of their personnel were civilians. As of 2021, the Seminole County Sheriff's Office civilian staff comprised 47% of its workforce, or 607 employees (this does not include detention deputies who maintain a 'Certified' status).

In order to maximize the use of law enforcement and correctional officers, whenever possible, the Sheriff's Office will continue to reclassify positions and place the duties and responsibilities under civilian classifications not requiring sworn law enforcement credentials. By doing so, the agency embraces a method by which the Sheriff's Office can continue to provide communities with cost-effective service while maintaining a high standard of service delivery.

Historical data on agency personnel size indicates that the number of full-time positions has increased each year to keep up with the county's population's corresponding growth. It is anticipated that personnel levels may increase accordingly in future years, as projected below.

	<i>Actual</i>				<i>Projected</i>				
	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
SCSO Full-Time Employees	1254	1269	1278	1290	1294	1298	1302	1306	1310
Population	463,560	471,735	476,727	482,746	488,765	494,784	500,803	506,822	512,841

**NOTE: Population data for FY18, FY19, FY20, and FY21 were provided by FDLE's Uniform Crime Reports. Population data for FY22 through FY26 are Seminole County Sheriff's Office estimates based on historical averages and projected growth of 6,019 residents annually.*

The staffing of any new, future positions will require requesting commanders to empirically demonstrate the need for a new position, while also demonstrating how the new position will benefit the Sheriff's Office and the community. The decision to approve new positions ultimately rests with the Sheriff, who will evaluate the current and future needs of the agency and make the proper determination.

The Sheriff's Office grant component remains aware of agency needs and researches and applies for grants that might affect various agency programs or lead to an increase in staffing to support those programs.

ANTICIPATED CAPITAL IMPROVEMENT AND EQUIPMENT NEEDS

To adequately prepare for the provision of capital improvements and/or equipment needs, the Sheriff's Office has attempted to forecast anticipated needs based on two factors: the known attrition or deterioration rate of certain equipment that must be replaced, and the expectation of providing for upgrades to existing systems and physical plants. It should be noted that this section of the Sheriff's Office Strategic Plan is not intended to serve as a budget document, although it can be used to help supplement that need if necessary.

All capital improvement funds budgeted are for the normally scheduled replacement of vehicles, vehicle equipment, radios, office equipment, weapons, and computer equipment (hardware and software). The methodology used by the Sheriff's Office staff to forecast capital improvement or equipment needs is based on the following criteria:

- Urgency - Capital improvements or equipment needs that cannot reasonably be postponed due to the potential effect on partially completed projects or projects deemed essential to maintain minimum, presently established Sheriff's Office programs, or to meet emergencies;
- Necessity - Capital improvements or equipment needs affecting projects that should be carried out within a few years to meet anticipated needs of current Sheriff's Office programs, or for the replacement of unsatisfactory or deteriorating facilities or equipment;
- Desirability - Projects needed to properly expand Sheriff's Office existing programs, or that can be temporarily postponed without impacting current service levels.

Command staff forwards their Division's recommendations to and meets with, the Chief of the Department of Administrative Services to ensure that an appropriate review and evaluation of anticipated capital expenditures and/or the replacement of equipment requiring a capital outlay takes place.

By maintaining an equipment and property list with depreciation and life expectancy estimates, the Sheriff's Office plans the purchase of new equipment on an annual basis. When new equipment is necessary for initial purchase, upgrade, and replacement, we can estimate our future needs annually. By doing so, we maximize the use of every item we purchase and provide reasonable estimates of our future needs while minimizing the financial impact on the community.

The following list of projected equipment needs is based on two factors: items that fall under regular replacement cycles and growth in existing equipment needs.

- Computers (vehicle laptops, desktops, and tablets), data center infrastructure (servers, storage, network), and Communications Division equipment;
- Vehicles, including aircraft and maintenance;

- Portable and vehicular radios, weapons, bullet-resistant vests, and other tactical gear;
- Radar and laser speed measuring instruments.

Specifically, the projected needs over the next five years are as follows:

	FY Ending 09/ 30/ 2022	FY Ending 09/ 30/ 2023	FY Ending 09/ 30/ 2024	FY Ending 09/ 30/ 2025	FY Ending 09/ 30/ 2026
Fleet, including aircraft	1,491,000	1,536,000	1,582,000	1,629,000	1,678,000
Capital equipment, including radios, radars, weapons, tasers, and tactical gear	703,000	724,000	746,000	768,000	791,000
Technology requirements, including computers, network infrastructure, cameras and data storage	676,000	696,000	717,000	739,000	761,000
Total	2,870,000	2,956,000	3,045,000	3,136,000	3,230,000

**NOTE: Estimated annual increase of 3% rounded to the nearest 1,000.*

There are several recommended facility improvements identified as desirable for the next five years and ongoing plans to meet the changing demands of our community and agency.

The agency still envisions relocating the Juvenile Assessment Center to a new facility co-located with the Juvenile Detention Center if or when appropriate. The Juvenile Assessment Center has outgrown the available space at its current location. The merger of the two facilities offers an opportunity to achieve significant cost savings due to better deployment of personnel and reduced transportation demands.

Additionally, the John E. Polk Correctional Facility has sections of the facility that are more than 30 years of age. Portions of the facility have experienced plumbing and electrical deterioration, and structural components must be upgraded. These improvements will be addressed over the long term.

An expansion to the Five Points Government Complex will include a newly constructed parking garage. This parking garage will increase support for the Criminal Justice Center, Public Safety Building, Juvenile Justice Center, and the John E. Polk Correctional Facility.

With the addition of mental health as one of Sheriff Lemma's strategic priorities, we are preliminarily researching the addition of a crisis stabilization center for pre-Baker Act assessments. This facility will support our efforts towards providing a holistic, comprehensive approach to treating mental illness.

REVIEW OF SHERIFF'S OFFICE STRATEGIC PLAN

The Sheriff's Office intends to develop new 5-year strategic plans bi-annually. The next plan will be developed for the period 2023-2028. In developing each plan, the agency will:

- Measure the progress of the strategic plan against the mission statement, vision, and goals of the Sheriff's Office; and
- Identify possible external influences such as legislation, economic climate, population trends, or significant community concerns that may require revisions to existing priorities or the creation of new strategic initiatives; and
- Review the goals, objectives, and strategies and revise them if necessary to accommodate the changing needs of the community and the Sheriff's Office.

On an ongoing basis, the Chiefs of the Departments will review the strategic plan to evaluate the progress made towards the Sheriff's Office long-term operational goals and objectives. The Chiefs of the Departments currently meet two to four times per month to discuss current initiatives, potential policy changes, and long-term plans.

On an annual basis, the Sheriff's Office develops goals and objectives for the calendar year. At the end of each calendar year, each division captain or director reports on progress toward goals and re-establishes goals for the subsequent year. These annual goals take into consideration organizational changes, population trends, crime trends, any outside stakeholders affected by each division, and any potential risks and opportunities affecting the division or the agency as a whole. The most significant annual goals are typically included in the 5-year plan and may have goals and objectives carried over from previous years.

Through the Public Affairs Division, the Chief of Staff is responsible for ensuring the Strategic Plan is reviewed and revised as required.

