



SARASOTA COUNTY SHERIFF'S OFFICE

Sheriff Tom Knight



2017-2021 Strategic Plan



RESPECT • SERVICE • FAIRNESS • INTEGRITY

Dear Citizens of Sarasota County,

Since taking office more than eight years ago, it has remained my priority to ensure that our citizens understand the magnitude and scope of work done each day by the men and women of the Sarasota County Sheriff's Office.

Over the past several months, our agency has worked to adopt another four-year strategic plan outlining four major goals, 20 strategies and 67 specific objectives proposed for accomplishment. The plan utilizes a four-part time frame for implementation which includes short-term, intermediate, long-term, and ongoing.



As in years past, we partnered with Dr. Jim Sewell, retired Assistant Commissioner for the Florida Department of Law Enforcement (FDLE), to facilitate the process of creating this document. Through dialogues with community stakeholders, our internal employees, and command staff, Dr. Sewell helped create this road map for the next four years so that we can best serve Sarasota County and remain one of the top employers in the state of Florida.

As you will read, this document provides a fresh perspective on the priorities of the sheriff's office and looks at important issues such as crime, the budget, technology, professional development, public safety initiatives, and accreditation. Also included in our planning process was a look at the Final Report of The President's Task Force on 21st Century Policing which was created in order to help law enforcement agencies identify opportunities to better serve in line with the expectations of today's citizens. For each objective, we identified one of the president's six "pillars" which most closely aligns with the direction we're headed. If you haven't done so already, I encourage you to read the president's task force report as I'm confident you'll find that your sheriff's office is a progressive and forward-thinking agency whose values and practices far exceed national standards.

On behalf of the dedicated men and women of the Sarasota County Sheriff's Office, I am honored to present the 2017-2021 Strategic Plan.

Sincerely,

A handwritten signature in black ink that reads "Tom Knight".

Sheriff Tom Knight

INTRODUCTION/HISTORY

In 2009, under the leadership of Sheriff Tom Knight, the Sarasota County Sheriff's Office launched its first strategic plan, a document aimed at guiding its efforts on behalf of the citizens of Sarasota County for the following four years. This would be the first time in the history of the agency that members would create a true and tangible roadmap for success. That document was created based on input from a variety of sources, including the agency's command staff, an internal working group of line supervisors and personnel, and a citizens working group.

Staff worked through the key issues identified in these meetings and were able to articulate five major goals and framed within 24 strategies, 166 objectives to be accomplished within Sheriff Tom Knight's first term. While primarily focusing on the time frame from October 1, 2009 through September 30, 2010, the strategic plan was designed to serve as a guide for the development and implementation of agency programs and operations from October 1, 2009 through September 30, 2013.

2009 - 2013 UPDATED STRATEGIC PLAN

The first update to the 2009-2013 Strategic Plan was staff-driven. Command staff and a working group of line personnel and supervisors, many of whom were involved in the development of the initial plan, were facilitated through a review of accomplishments, a modified analysis of strengths, weaknesses, opportunities, and threats, and a discussion of agency needs to develop the plan update. No changes were recommended in the

vision, mission, or values statements or in the strategic goals developed in the 2009 planning process. This 2013-2017 Strategic Plan ultimately included five goals and encompassed 15 strategies and 39 objectives.



In the review of the accomplishments from the 2013-2017 Strategic Plan, 16 objectives (41%) targeted for completion by September 30, 2016, were identified as fully completed, and another 16 (41%) were considered to be on-going, i.e., have already begun and are being monitored in this strategic plan for on-going activity. Only seven were considered to still be in progress and not fully completed.

2013 - 2017 UPDATED STRATEGIC PLAN

Among the more critical objectives fulfilled, many of which have been accepted into the agency's culture and standard practices, are:

- Expansion of the Intelligence-Led Policing philosophy to its next iteration, Intelligence-2-Action or 'I2A', and its widespread use throughout the agency.
- Continued Crisis Intervention Training for agency personnel; 258 certified agency members used this training in an estimated 9,690 situations during the course of this strategic plan.
- Continuous updating and exercise of emergency response plans for identified hospitals, schools, airports, and government buildings.
- Creation of a pandemic response plan for Sarasota County.
- A comprehensive salary survey of all sworn and civilian positions, with appropriate adjustments for critical positions.
- The evaluation and enhancement of the orientation program for new sworn and civilian personnel.
- Continued leadership development of personnel in executive, management, and supervisory positions.
- Continued compliance with the requirements of the agency's accrediting bodies.
- Full implementation of disaster recovery software and backup systems for the agency's information technology systems.
- Enhancements to the agency's records management and case management systems.
- Closure of the south county holding facility.
- Continued compliance with the requirements of the Federal Prison Rape Elimination Act in the Sarasota County Jail.

DEVELOPING THE 2017 - 2021 STRATEGIC PLAN

As in any strategic planning process, it is critical to gain input from a variety of stakeholders. To that end, this process involved individuals with broad perspectives including personnel within the agency at the rank of lieutenant or below, command staff responsible for the overall leadership of the agency; and citizens with their own independent eye upon the sheriff's office and the manner in which the agency carries out its duties.

INTERNAL STRATEGIC WORKING GROUP

On August 29, 2016, the internal strategic planning working group gathered in an initial three-hour session to begin development of the 2017-2021 Strategic Plan. This group, approved by Sheriff Tom Knight upon staff recommendations, included 26 members from throughout the agency, 22 of whom attended this and subsequent meetings and provided on-going input. Members of the working group were also provided with copies of The Final Report of The President's Task Force on 21st Century Policing and Procedural Justice for Law Enforcement for review prior to the initial session.

A facilitated discussion process focused on several key questions:

- *Where are we now? What do we do well? How well did we achieve our objectives?*
- *How can we improve?*
- *What else do we need to be doing as we discuss this strategic plan?*
- *Can we reduce/consolidate existing goals? Strategies? Objectives?*
- *Are there additional opportunities or threats which have occurred or are now facing us?*
- *What stands in the way of our success?*

Additional meetings of the internal working group to provide input on the strategic plan were held on September 12, September 26, and October 13, and drafts of the proposed goals, strategies, and objectives were circulated to the group throughout the process. A concluding review session on the final draft of the strategic plan was held on November 3.



CITIZEN INPUT

On September 12, a group of 23 citizens, chosen by Sheriff Tom Knight and his staff and representing a broad spectrum of the Sarasota County community, participated in a facilitated discussion centering on three key questions:



- *What do you like best about your sheriff's office?*
- *Where can the sheriff's office improve?*
- *What are your suggestions? What else can we do?*

On November 3, Sheriff Knight and his key leadership team again met with this citizen group and presented the final draft of the strategic plan for their review and information. No further citizen input was provided.

COMMAND STAFF PLANNING GROUP

During the strategic planning process, the agency's command staff, which, for planning purposes, included the Chief Deputy (Colonel), three Majors, all Captains, Chief Financial Officer, Directors of Human Resources, Research and Planning, Information Technology, and Community Affairs, and the Senior Assistant General Counsel and Assistant General Counsel, served as a governance body to review, refine, and approve the recommendations of the internal working group. The discussion in their initial meeting on August 29 paralleled that of the internal working group and especially focused on the following questions:

- *How can we improve?*
- *What stands in our way?*
- *What issues do you see in the future?*



Additional meetings of the command staff working group were also held on September 12, September 26, and October 13, and drafts of the proposed goals, strategies, and objectives were circulated electronically to the group throughout the process. The revisions to and refreshing of the goals and strategies seen in this plan came about as a direct result of the command staff working group during their sessions. A concluding review session on the final draft of the strategic plan was held on November 3.

THE 2017 - 2021 STRATEGIC PLAN

The essence of the 2017-2021 Strategic Plan for the Sarasota County Sheriff's Office, included in Appendix E, centers around four newly refreshed goals:

GOAL 1

**TO WORK IN PARTNERSHIP WITH THE COMMUNITY TO ADDRESS
EVOLVING PUBLIC SAFETY CONCERN WHILE STRIVING TO PROVIDE
THE BEST LEVEL OF LAW ENFORCEMENT SERVICES
IN THE NATION.**

GOAL 2

**TO PROMOTE EFFECTIVE LAW ENFORCEMENT SERVICES THROUGH
THE CONCEPTS OF RIGHTFUL POLICING, PROCEDURAL JUSTICE,
AND 21ST CENTURY POLICING WHICH DEMANDS THAT ALL
CITIZENS ARE TREATED FAIRLY, RESPECTFULLY
AND WITH DIGNITY.**

GOAL 3

**TO PROMOTE ORGANIZATIONAL INTEGRITY BY DEMANDING
ACCOUNTABILITY, OVERSIGHT, AND TRANSPARENCY THROUGH
THE EFFICIENT USE OF PERSONNEL, EQUIPMENT, AND TECHNOLOGY.**

GOAL 4

**TO FOSTER A RICH DIVERSITY OF VOICES, PERSPECTIVES,
AND EXPERIENCES THROUGH RECRUITMENT, DEVELOPMENT,
AND RETENTION OF A SKILLED WORKFORCE.**

THE 2017 - 2021 STRATEGIC PLAN

These goals encompass 20 strategies and 67 objectives, the latter of which are assigned to a specific individual member of the sheriff's office who is responsible for their implementation, potential measurements of accomplishment and a timeframe for action; all of which are documented at every phase. These timeframes indicate time periods during which objectives are anticipated for completion:

- SHORT-TERM:

Within the current calendar year (January 1, 2017 – December 31, 2017).

- INTERMEDIATE:

Within the following two calendar years (January 1, 2018 – December 31, 2019).

- LONG-TERM:

Implementation is anticipated between January 1, 2017 and December 31, 2020.

- ON-GOING:

Objectives which have already begun, but are important enough to be monitored in this strategic plan for continuous activity. Many of the short-term objectives from the previous strategic plans have become on-going activities of the sheriff's office upon their implementation.

The strategic plan will be reviewed and updated each year to reflect changes in crime patterns, citizen and agency expectations and needs, demographics, and economic conditions in Sarasota County. Objectives that have been completed and have no further need of activity or review may be removed from the plan and included in the assigned staff member's job description and reviewed as part of their personnel evaluation and/or assigned to a specific administrative/operational unit for accountability.

Beyond its impact on long-range planning within and for the Sarasota County Sheriff's Office, this strategic plan is unique in another way. In 2015, The Final Report of the Presidential Task Force on 21st Century Policing proposed 59 recommendations and 92 action items, aligned in six "pillars," to guide national, state, county, municipal, and tribal agencies in better meeting the future needs of their constituencies. The Sarasota County Sheriff's Office reviewed its 2009-2013 and 2013-2017 strategic plans and identified the pillar each measurable objective is most closely aligned with. This ensures the agency's commitment to the president's task force report is represented throughout the agency's entire operations and administration and is reflected in the 2017-2021 strategic plan, where each objective correlates to one of six pillars.

- GOAL 1 -

**TO WORK IN PARTNERSHIP WITH THE COMMUNITY
TO ADDRESS EVOLVING PUBLIC SAFETY CONCERNS
WHILE STRIVING TO PROVIDE THE BEST LEVEL OF LAW
ENFORCEMENT SERVICES IN THE NATION.**



DEPUTY JEFF HAMMILL AND DETECTIVE CASSANDRA GAETA DEBRIEF WITH STUDENTS AFTER FACILITATING A MOCK DOMESTIC DISTURBANCE DURING THE SHERIFF OFFICE'S RIGHTFUL POLICING STRATEGY WORKSHOP.

STRATEGY 1: IN PARTNERSHIP WITH THE COMMUNITY, CREATE AND MAINTAIN INNOVATIVE AND PROACTIVE CRIME PREVENTION AND PUBLIC SAFETY INITIATIVES.

Objective 1.1.1: *To continue to work with the community to proactively identify, prevent, and intervene in criminal activity in Sarasota County.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Intelligence Section Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Documentation of programs or specific steps taken; number of crime prevention programs utilized; number of citizens impacted by sheriff's office activities.*

Objective 1.1.2: *To collaborate with local business associations, community associations, and schools to participate in community forums.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Law Enforcement, Administrative, and Courts and Corrections Division Commanders*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number and types of presentations made; number of citizens involved in community forums.*

STRATEGY 2: ENSURE ADEQUATE DOMESTIC SECURITY AND DISASTER PREPAREDNESS INITIATIVES AND MEASURES ARE IN PLACE.

Objective 1.2.1: *To maintain sheriff's office emergency response and mass casualty plans for identified hospitals, schools, airports, government buildings, large employers, and other critical facilities/sites.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Special Operations Bureau Commander*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Number of emergency response plans on file; number of mass casualty plans on file; number of each type of plan added each year; comprehensiveness of plans on file and new plans submitted.*

Objective 1.2.2: *To exercise emergency response and mass casualty plans on an annual basis.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Special Operations Bureau Commander*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of exercise of plans; results of after-action reports on each.*

Objective 1.2.3: *To maintain up-to-date agency policies and procedures for responding to mass demonstrations, including the integration of response by state and local resources and managed tactical resources.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Emergency Operations Lieutenant*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of existence of policies and procedures; documentation of updates.*

Objective 1.2.4: *To ensure memoranda of understanding with appropriate local law enforcement agencies are up-to-date for ensuring a coordinated response to emergency situations.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Senior Assistant General Counsel*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of memorandum of understanding and dates of signatures.*

STRATEGY 3: CONTINUE TO ENHANCE THE AGENCY-WIDE PHILOSOPHY OF INTELLIGENCE-LED POLICING, NOW KNOWN WITHIN THE AGENCY AS INTELLIGENCE 2 ACTION.

Objective 1.3.1: *To continue to educate all agency personnel on Intelligence 2 Action and its impact on the sheriff's office and its individual units.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Intelligence Section Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Documentation of personnel and units trained.*

Objective 1.3.2: *To formally evaluate the impact of Intelligence-Led Policing and its newest iteration, Intelligence 2 Action, on this agency.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Intelligence Section Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Documentation of formal evaluation; results of formal evaluation and impact on current ILP/I2A approach.*

Objective 1.3.3: *To explore the application of Intelligence 2 Action to other social issues which impact the quality of life in our community.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Patrol Bureau Commander*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Social issues for use identified; method of utilization in other social issues; impact of use.*

STRATEGY 4: CONTINUE AND ENHANCE ENFORCEMENT AND EDUCATION EFFORTS IN TRAFFIC AND MARINE ISSUES AFFECTING THE COMMUNITY.

Objective 1.4.1: *To continue education programs focusing on the dangers of distracted driving.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Community Affairs Director*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number and types of programs delivered; citizens impacted.*

Objective 1.4.2: *To continue education programs focusing on the dangers of leaving children and animals unattended in vehicles.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Community Affairs Director*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number and types of programs delivered; estimated number of citizens impacted.*

Objective 1.4.3: *To continue educating and promoting safe boating in Sarasota County through social media and related education programs.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Community Affairs Director*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number and types of programs presented; estimated number of citizens impacted.*

STRATEGY 5: PROVIDE EFFECTIVE CARE, CUSTODY, AND CONTROL OF INDIVIDUALS PLACED UNDER THE AUTHORITY OF THE SHERIFF.

Objective 1.5.1: *To continue utilizing Prison Rape Elimination Act data to effectuate awareness and deterrence of sexual violence within the Sarasota County Jail.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Corrections Services Bureau Commander*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Documentation of steps taken to continue implementation of PREA; estimated impact.*

Objective 1.5.2: *To reduce the use of confinement housing.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Corrections Operations Bureau Commander*

Timeframe for Action: *Short-term*

Measurement of accomplishment: *Documentation of steps taken to reduce use of such housing; assessed impact.*

Objective 1.5.3: *To increase staff education and training on the prevention of suicide in detention facilities.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Corrections Services Bureau Commander*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of number of training sessions and personnel attending.*

STRATEGY 6: ENSURE THE SAFETY AND SECURITY OF THOSE UTILIZING COURT SERVICES.

Objective 1.6.1: *To enhance the policies and procedures for high-risk court hearings, including support by other local resources.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Court Services Lieutenant*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of policies and procedures and any amendments/enhancements undertaken each year.*

Objective 1.6.2: *To review and annually exercise the critical incident response plan for courthouse operations including evacuation, and ensure needed training.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Court Services Lieutenant*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of annual exercises; results of after-action reports on any exercises.*

STRATEGY 7: EFFECTIVELY USE A MULTI-MEDIA APPROACH TO EDUCATE AND FOSTER ENGAGEMENT BETWEEN THE COMMUNITY AND THE SHERIFF'S OFFICE.

Objective 1.7.1: *To raise community awareness of crime activity and criminal opportunity through effective use of the media.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Community Affairs Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Number and types of media utilized and programs presented; estimated number of citizens impacted.*

Objective 1.7.2: *To develop and implement SCSO-TV.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Community Affairs Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Activation of SCSO-TV; documentation of programming offered.*



MAJOR PAUL RICHARD TALKS TO WFLA'S JOHN ROGERS ABOUT OPIOID USE AND ABUSE IN SARASOTA COUNTY AND HOW THE SHERIFF'S OFFICE IS RESPONDING TO THE NATIONWIDE EPIDEMIC.

STRATEGY 8: ENHANCE THE PROCESS USED BY GOVERNMENTAL AGENCIES AND COMMUNITY ORGANIZATIONS TO ASSESS CURRENT AND FUTURE PUBLIC SAFETY AND TRAFFIC INFRASTRUCTURE IMPACTS AND NEEDS THROUGHOUT THE COUNTY.

Objective 1.8.1: *In coordination with other municipal and county agencies, to receive and review all proposed commercial and large-scale residential developments to ensure public safety considerations, such as expected levels of service, emergency access and response, and traffic flow and infrastructure, are taken into account in a timely fashion.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Research and Planning Director*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Proposals reviewed; timeliness of reviews; input provided to county commission and county staff.*

Objective 1.8.2: *To enhance the coordination and communication between the sheriff's office and county staff on preparation, implementation, and revision of county ordinances.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Senior Assistant General Counsel*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Ordinances reviewed, input provided to county commission and county staff.*

- GOAL 2 -

**TO PROMOTE EFFECTIVE LAW ENFORCEMENT SERVICES
THROUGH THE CONCEPTS OF RIGHTFUL POLICING,
PROCEDURAL JUSTICE, AND 21ST CENTURY POLICING
WHICH DEMANDS THAT ALL CITIZENS ARE TREATED
FAIRLY, RESPECTFULLY AND WITH DIGNITY.**



DEPUTIES FROM THROUGHOUT THE AGENCY ATTEND NALOXONE TRAINING IN ORDER TO UNDERSTAND THE USE OF THE DRUG AND HOW TO ADMINISTER IT TO PATIENTS EXPERIENCING OPIOID OVERDOSES.

STRATEGY 1: ENHANCE TRAINING FOR ALL MEMBERS ON INTERNAL AND EXTERNAL APPLICATIONS OF THE CONCEPTS OF RIGHTFUL POLICING AND PROCEDURAL JUSTICE.

Objective 2.1.1: *To ensure that all sworn and civilian members of the sheriff's office have completed our basic course on rightful policing and procedural justice.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number of training programs offered; number of personnel trained.*

Objective 2.1.2: *To increase the use of community members in agency training programs dealing with rightful policing and procedural justice.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Number and types of training programs offered; number of citizens participating; number of personnel trained.*

Objective 2.1.3: *To ensure that all in-service training includes lessons to improve social interaction and de-escalation techniques, as well as tactical skills.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Number and types of training programs offered; number of personnel trained.*

Objective 2.1.4: *To ensure that in-service training includes curriculum on the disease of addiction and that experts in the field are used for such presentations.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Number of training programs offered; number of experts and individual backgrounds participating; number of personnel trained.*

Objective 2.1.5: *To develop needed in-house training capabilities and ensure in-service training in recognizing and confronting implicit bias and facilitating cultural responsiveness.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Designation of in-house training capability; training provided to those designated; number of training programs offered; number of personnel trained.*

Objective 2.1.6: *To ensure training for all members in cultural diversity in its myriad forms, including race, ethnicity, gender, religious beliefs, and sexual orientation, that can build trust and legitimacy in our community.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Number of training programs offered; number/types of instructors participating; number of personnel trained.*

Objective 2.1.7: *To work with appropriate research entities to develop a method to empirically assess the impact of rightful policing and procedural justice.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Patrol Bureau Commander*

Timeframe for Action: *Long-term*

Measurement of accomplishment: *Identification of research entity; conduct of appropriate qualitative/quantitative research; results of research; publication of results.*

STRATEGY 2: CONTINUE SHERIFF'S OFFICE PHILOSOPHY OF FOSTERING POSITIVE ENGAGEMENT WITH THE YOUTH OF OUR COMMUNITY.

Objective 2.2.1: *To continue to provide youth-oriented activities and educational programs.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Youth Services Section Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number and types of programs and activities provided; number of youth attending or involved.*

Objective 2.2.2: *To continue to work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion (including juvenile civil citations), counseling, and family interventions.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Youth Services Section Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Specific efforts undertaken in schools; results, including number of students impacted; number of juvenile civil citations issued.*

Objective 2.2.3: *To expand the provision of rightful policing education in Sarasota County youth forums.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Youth Services Section Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number of programs presented; number of youth attending.*

Objective 2.2.4: *To take the lead in developing a periodic career day involving all elements of the first responder professions, in local communities.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Colonel*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Number of career days presented; number of first responder organizations attending; number of citizens attending.*

STRATEGY 3: CONTINUE TO DEVELOP AND IMPLEMENT INNOVATIVE APPROACHES TO WORK WITH VULNERABLE POPULATIONS WITH SUBSTANCE ABUSE, MENTAL HEALTH, DEVELOPMENTAL DISABILITIES, AND OTHER SOCIAL SERVICE NEEDS.

Objective 2.3.1: *To continue to utilize the Crisis Intervention Team concept in responding to individuals with mental illness.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Patrol Administrative Lieutenant and Courts and Corrections Division Commander*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number of incidents where CIT proved beneficial.*

Objective 2.3.2: *To increase the number of sworn and civilian personnel throughout the agency certified in Crisis Intervention Team training.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number of personnel certified; number of units with certified personnel.*

Objective 2.3.3: *To aggressively investigate incidents related to substance abuse that cause serious injury or death and provide affected families with substance abuse information.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *North Criminal Investigations Section Lieutenant*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Number of incidents investigated; number of families assisted.*

Objective 2.3.4: *To explore the use of new or innovative technologies that will enhance our ability to serve people with special needs or disabilities.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Information Technology Director*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Type of technology adopted.*

STRATEGY 4: CONTINUE AND ENHANCE MEMBER AWARENESS OF PROCEDURES AND SERVICES AVAILABLE LOCALLY TO ASSIST WITH CALLS FOR SERVICE RELATED TO HOMELESSNESS.

Objective 2.4.1: *To continue to work with local organizations in dealing with issues related to homelessness, including the impact of homelessness on children.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Patrol Administrative Lieutenant*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Number of organizations involved; number of individuals assisted.*

Objective 2.4.2: *To create a resource guide for personnel to assist persons who are or have become homeless and related issues such as mental health, substance abuse, and children who have become homeless.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Patrol Administrative Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Promulgation of guide, including methods of distribution.*

STRATEGY 5: PROVIDE PROGRAMS DESIGNED TO REDUCE RECIDIVISM AND ENHANCE SUCCESSFUL RE-ENTRY OF INDIVIDUALS RELEASED FROM THE SARASOTA COUNTY JAIL.

Objective 2.5.1: *To explore the development of a post-secondary education program for inmates in the Sarasota County Jail.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Inmate Programs Section Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Steps taken to develop program.*

Objective 2.5.2: *To explore the development of more focused, data-driven programming that identifies and addresses recidivism risk factors.*

President's Task Force Report Pillar: *Community Policing & Crime Reduction (Four)*

Assigned Responsibility: *Inmate Programs Section Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Types of programming developed; number of individuals impacted by such programming.*

- GOAL 3 -

TO PROMOTE ORGANIZATIONAL INTEGRITY BY DEMANDING ACCOUNTABILITY, OVERSIGHT, AND TRANSPARENCY THROUGH THE EFFICIENT USE OF PERSONNEL, EQUIPMENT, AND TECHNOLOGY.



WHILE RESPONDING TO A CALL FOR SERVICE AND COMMUNICATING WITH DISPATCHERS, PATROL DEPUTY LENISHIA TWENTY LOGS INTO CODY SOFTWARE, A REAL-TIME DATA SHARING APPLICATION, FROM HER PATROL CAR.

STRATEGY 1: CONTINUE TO CULTIVATE A CULTURE OF TRANSPARENCY AND ACCOUNTABILITY IN ORDER TO MAINTAIN PUBLIC TRUST AND LEGITIMACY.

Objective 3.1.1: *To ensure the involvement of a broad spectrum of sheriff's office members and as appropriate, local citizens, in the development of agency policies.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Sheriff (Advisory Boards)*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of policy development, including degree of staff and citizen input.*

Objective 3.1.2: *To ensure that, where practical and consistent with Florida law and constitutional standards, sheriff's office policies embody the recommendations of The Final Report of The President's Task Force on 21st Century Policing.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Colonel*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Identification of degree to which sheriff's office policies and procedures are incorporated into the recommendations of The Final Report of The President's Task Force on 21st Century Policing.*

Objective 3.1.3: *To identify activity and personnel data which can be aggregated by demographics and posted on the agency website.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Human Resources Director/Records Manager*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Documentation of activity and personnel data included on website.*

Objective 3.1.4: *To develop an annual community survey to measure the impact of methods of policing on public trust and police legitimacy.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Support Services Bureau Commander/Community Affairs Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Development of the survey; method of distribution; results of the survey.*

Objective 3.1.5: *To maintain a mechanism to ensure open discussion between sheriff's office leadership and community members on agency practices, issues of community interest, and cases of public concern.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Sheriff (Advisory Boards)*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Development of mechanism; degree of utilization; citizens and issues involved.*

STRATEGY 2: ENSURE FISCAL INTEGRITY OF THE AGENCY, MAXIMIZE THE EFFICIENT USE OF PUBLIC FUNDS AND RESOURCES, AND PROVIDE SOUND POLICY AND OVERSIGHT.

Objective 3.2.1: *To develop internal audit procedures that work in conjunction with, and are complementary to, the current external audit process.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Chief Financial Officer*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of internal and external audit procedures; results of annual audit processes.*

Objective 3.2.2: *To review and enhance reporting, data collection, and monitoring of strategic plan activities.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Support Services Bureau Commander*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of reporting enhancements; success of on-going methods of monitoring strategic plan implementation specifically ensuring that cross-reporting from other divisions when appropriate is occurring.*

Objective 3.2.3: *To institute an agency-wide program of continuous process improvement focused on efficiency and effectiveness of internal operations.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Chief Financial Officer*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Identification of process improvement method to utilize; training of personnel in such method; number of operational processes reviewed; changes or enhancements made to operational processes.*

STRATEGY 3: ENSURE FACILITIES AND EQUIPMENT MEET EVOLVING NEEDS OF THE AGENCY AND THE COMMUNITY.

Objective 3.3.1: *To annually conduct an assessment of all facilities utilized by the sheriff's office to determine utility, occupancy, safety and security, environmental compatibility, maintenance needs including personnel, and need for replacement.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Planning and Research Director/Support Services Bureau Commander*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of facility reviews; results of such reviews; identification of necessary improvements; results of recommendations.*

Objective 3.3.2: *To improve the conditions of the sheriff's office fleet facility through either major repair or acquisition of another property.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Planning and Research Director/Support Services Bureau Commander*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Implementation of sheriff's office requests for improvement.*

STRATEGY 4: ENSURE EFFECTIVE INTEGRATION OF TECHNOLOGY IN THE OPERATIONS AND ACTIVITIES OF THE SHERIFF'S OFFICE.

Objective 3.4.1: *To continually review current and proposed agency information technology to ensure its efficiency, effectiveness, and compatibility with existing and future systems and agency and user needs.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Information Technology Director*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Documentation of new systems considered and degree of compatibility with existing systems.*

Objective 3.4.2: *To annually review and test the competence of the sheriff's office disaster recovery/backup systems and plans as they relate to information technology.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Information Technology Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of results of annual review.*



INFORMATION TECHNOLOGY SYSTEMS ANALYST ANDREW GEHLING REMOTES-IN TO ASSIST A PATROL DEPUTY WHO IS HAVING COMPUTER ISSUES ON THE ROAD.

Objective 3.4.3: *To develop an Information Technology annual plan for the agency based on current needs and technologies available.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Information Technology Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Submission of annual plan; inclusion of recommended technologies in proposed budget.*

Objective 3.4.4: *To enhance the sheriff's office website, allowing interaction from the public and the ability to receive information and reporting.*

President's Task Force Report Pillar: *Technology & Social Media (Three)*

Assigned Responsibility: *Information Technology Director*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Enhancements made and documented; ability to receive information and reports implemented.*

Fairness

- GOAL 4 -

**TO FOSTER A RICH DIVERSITY OF VOICES,
PERSPECTIVES, AND EXPERIENCES THROUGH
RECRUITMENT, DEVELOPMENT, AND RETENTION OF A
SKILLED WORKFORCE.**



**HUMAN RESOURCES ADMINISTRATIVE ASSISTANT SHANNON BENTON AND DIRECTOR STACI PICKAVANCE REVIEW
JOB CANDIDATES AND APPLICATIONS.**

STRATEGY 1: ENSURE THE AGENCY HAS IN PLACE AN EFFECTIVE PERSONNEL ADMINISTRATION SYSTEM, FOCUSING ON RECRUITMENT, SELECTION, EVALUATION, RECOGNITION, RETENTION, AND PROMOTION OF SWORN AND CIVILIAN MEMBERS.

Objective 4.1.1: *To continue to biennially review salary and benefits of sworn and civilian positions in comparable agencies to ensure competitiveness of positions.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Human Resources Director*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Documentation of biennial review; documentation of any resulting changes in salary and benefits.*

Objective 4.1.2: *To identify areas needing designated field training programs and personnel to ensure adequate training of new employees.*

President's Task Force Report Pillar: *Training & Education (Five)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Short-term*

Measurement of accomplishment: *Documentation of need for field training programs; development of new and unique programs and training of personnel.*

Objective 4.1.3: *To expand and aggressively pursue the agency's personnel recruitment program and practices in order to improve the diversity, cultural, and linguistic responsiveness and capabilities of the sheriff's office.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Human Resources Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of recruiting efforts, including number of forums for presentations, number of individuals receiving sheriff's office recruiting information, number of applications, and number of job offers extended.*

Objective 4.1.4: *To develop and implement a long-term staffing and salary plan, including personnel recruitment and succession planning, reflecting sheriff's office and community needs through 2023.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Human Resources Director*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Promulgation of plan and use in future planning/budgeting activities.*

Objective 4.1.5: *To review the current personnel performance evaluation system for effectiveness.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Human Resources Director*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Documentation of review; changes proposed or accepted in performance evaluation system; new policies and practices resulting.*

Objective 4.1.6: *To evaluate the agency-wide expansion of the mentoring program currently in use within the Emergency Operations Bureau.*

President's Task Force Report Pillar: *Officer Wellness & Safety (Six)*

Assigned Responsibility: *Human Resources Director*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Evaluation of current mentoring program; identification of modifications needed to expand to other units; any pilot programs begun; steps taken to expand; evaluation of pilot programs and full expansion.*

STRATEGY 2: IMPROVE A BROAD UNDERSTANDING BY AGENCY MEMBERS OF AND RESPONSE TO DYNAMIC COMMUNITY NEEDS AND AGENCY EXPECTATIONS, ESPECIALLY AS THEY RELATE TO 21ST CENTURY POLICING CONCEPTS.

Objective 4.2.1: *To ensure promotional processes and examinations for sworn and civilian personnel include material on Rightful Policing, Procedural Justice, and concepts of 21st Century Policing.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Senior Assistant General Counsel/ Human Resources Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of the use of such material in promotional processes; results of those participating in such processes.*

Objective 4.2.2: *To ensure on-going training on the Florida public records law for appropriate agency members.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Number of classes offered; number of personnel trained.*

Objective 4.2.3: *To explore opportunities for improved integration of training provided to sworn personnel and civilian members of the agency.*

President's Task Force Report Pillar: *Building Trust & Legitimacy (One)*

Assigned Responsibility: *Training Lieutenant*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Documentation of such integration of training; number and types of classes provided; number of personnel trained.*

STRATEGY 3: ENHANCE THE OVERALL WELL-BEING OF OUR MEMBERS.

Objective 4.3.1: *To enhance the sheriff's office member wellness program.*

President's Task Force Report Pillar: *Officer Wellness & Safety (Six)*

Assigned Responsibility: *Human Resources Director/Training Lieutenant*

Timeframe for Action: *Intermediate*

Measurement of accomplishment: *Documentation of evaluation conducted; identification of any changes to enhance the wellness program.*

Objective 4.3.2: *To ensure professional psychological assistance is available and encouraged for all agency members as a result of job-related and non-job related stress.*

President's Task Force Report Pillar: *Officer Wellness & Safety (Six)*

Assigned Responsibility: *Human Resources Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Policies and practices adopted; methods of encouraging use of such resources; number of personnel served in the program; methods in place to review availability and capabilities of assistance personnel.*

Objective 4.3.3: *To continue the use of topic-specific agency member committees, such as the Forms or Information Technology committees, to ensure broad input on critical issues, programs, and processes.*

President's Task Force Report Pillar: *Policy & Oversight (Two)*

Assigned Responsibility: *Colonel*

Timeframe for Action: *On-going*

Measurement of accomplishment: *Identification of committees; documentation of membership; identification of any newly created committees or working groups.*

Objective 4.3.4: *To evaluate the agency-wide implementation of a critical incident peer support program, such as the Critical Incident Stress Management team in use in the Emergency Operations Bureau.*

President's Task Force Report Pillar: *Officer Wellness & Safety (Six)*

Assigned Responsibility: *Human Resources Director*

Timeframe for Action: *Short-term and on-going*

Measurement of accomplishment: *Development of program; identification of and training provided to peer support members; policies and protocols developed for implementation; number of personnel participating in the program.*

Sheriff Knight would like to thank Dr. Jim Sewell for facilitating this strategic plan and the following individuals who participated in its development:

Citizens Work Group

Mr. Michael Andreas • Mr. Michael Barfield
Ms. Earlayna Batch • Ms. Karen Bogues • Mr. P.J. Brooks
Ms. Erika Brown • Mr. Nate Brown IV • Ms. Juanita Cherry
Ms. Luz Concuera • Ms. Fatima Demlak • Ms. Kelly Dowd
Mr. Demetrius Jifunza • Mr. Geoffry Gilot • Mr. Al-Muta Hawks
Ms. Alice Jones • Ms. Mary Mack • Ms. Erin Minor
Ms. Harriet Moore • Mr. Bharat Patel • Mr. Paul Sutton
Mr. James Taylor • Mr. Jon Thaxton
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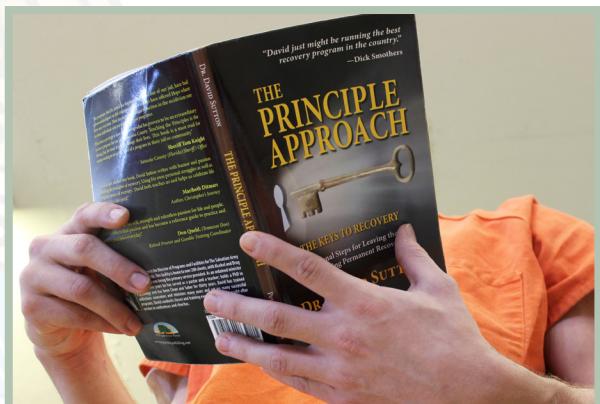
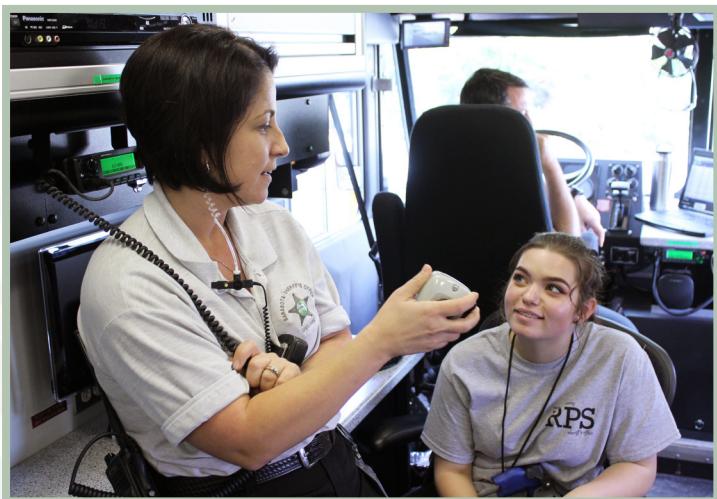
Internal Work Group

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Lieutenant James Forrest • Detective Richard Hardin • Deputy Latasha Henderson
Sergeant Adam Kaskey • Lieutenant Debra Kaspar • Manager Sarah Kenniff
Manager Robin Landacre • Detective Mark Lefebvre • Lieutenant Brigit Leonard
Deputy Donnell Livingston • Chemist Nancy Ludwigsen • Supervisor Candace Matthews
Deputy Chris McConnell • Sergeant Ivan Nelson • Deputy Shandra Polynice
Supervisor Carl Selletti • Deputy Russ Tetreault • Deputy Lenishia Twenty
Victim Advocate John Walker • Lieutenant R. Blair Waller

Command Staff Work Group

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Captain Brian Meinberg • Captain Richard Mottola • Captain David Parisi
Community Affairs Director Kaitlyn Perez • Human Resources Director Staci Pickavance
Planning/Research Director Bill Spitler • Captain Charlie Thorpe
Captain John Walsh





VISION

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MISSION

Our mission is to provide effective and efficient service in partnership with our community.

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