

**Status of Sarasota County Sheriff's Office 2017-2021 Strategic Plan Goals**

*Updated April 2020*

<b>PILLAR ONE - Building Trust and Legitimacy</b>		<b>Objective</b>	<b>Status</b>
1	To continue utilizing Prison Rape Elimination Act data to effectuate awareness and deterrence of sexual violence within the Sarasota County Jail.	1.5.1	Accomplished
2	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.	2.1.6	Accomplished
3	To ensure the involvement of a broad spectrum of Sheriff's Office members and, as appropriate, local citizens in the development of agency policies.	3.1.1	Accomplished
4	To identify activity and personnel data which can be aggregated by demographics and posted on the agency website.	3.1.3	Accomplished
5	To develop an annual community survey to measure the impact of methods of policing on public trust and police legitimacy.	3.1.4	Accomplished
6	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.	3.1.5	Accomplished
7	To continue to biennially review salary and benefits of sworn and civilian positions in comparable agencies to ensure competitiveness of positions.	4.1.1	Accomplished
8	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.	4.1.3	Accomplished
9	To ensure promotional processes and examinations for sworn and civilian personnel include material on Rightful Policing, Procedural Justice, and concepts of 21st Century Policing.	4.2.1	Accomplished
10	To ensure on-going training on the Florida Public Records Law for appropriate agency members.	4.2.2	Accomplished
11	To explore opportunities for improved integration of training provided to sworn personnel and civilian members of the agency.	4.2.3	In Progress - On-going
<b>PILLAR TWO - Policy and Oversight</b>			
12	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.	1.2.1	In Progress - On-going
13	To maintain up-to-date agency policy and procedures for responding to mass demonstrations, including the integration of response by state and local resources and managed tactical resources.	1.2.3	Accomplished
14	To ensure memoranda of understanding with appropriate local law enforcement agencies are up-to-date for ensuring a coordinated response to emergency situations.	1.2.4	Accomplished
15	To formally evaluate the impact of Intelligence Led Policing and its newest iteration, Intelligence 2 Action, on this agency.	1.3.2	In Progress - Intermediate
16	To explore the application of Intelligence 2 Action to other social issues which impact the quality of life in our community.	1.3.3	In Progress - Intermediate

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17	To reduce the use of confinement housing.	1.5.2	Accomplished
18	To enhance the policies and procedures for high-risk court hearings, including support by other local resources.	1.6.1	Accomplished
19	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.	1.8.1	In Progress - On-going
20	To enhance the coordination and communication between the Sheriff's Office and County staff on preparation, implementation, and revision of County ordinances.	1.8.2	In Progress - On-going
21	To work with appropriate research entities to develop a method to empirically assess the impact of rightful policing and procedural justice.	2.1.7	In Progress - Long-term
22	To ensure that, where practical and consistent with Florida law and Constitutional standards, Sheriff's Office policies embody the recommendations of the President's Task Force on 21st Century Policing.	3.1.2	Accomplished
23	To develop internal audit procedures that work in conjunction with, and are complementary to, the current external audit process.	3.2.1	Accomplished
24	To review and enhance reporting, data collection, and monitoring of Strategic Plan activities.	3.2.2	Accomplished
25	To institute an agency-wide program of continuous process improvement focused on efficiency and effectiveness of internal operations.	3.2.3	Accomplished
26	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.	3.3.1	In Progress - On-going
27	To improve the conditions of the Sheriff's Office fleet facility through either major repair or acquisition of another property.	3.3.2	Accomplished
28	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.	4.1.4	In Progress - Intermediate
29	To review the current personnel performance evaluation system for effectiveness.	4.1.5	In Progress - Intermediate
30	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.	4.3.3	In Progress - On-going
<b>PILLAR THREE - Technology and Social Media</b>			
31	To continue education programs focusing on the dangers of distracted driving.	1.4.1	Accomplished
32	To continue education programs focusing on the dangers of leaving children and animals unattended in vehicles.	1.4.2	Accomplished

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33	To continue educating and promoting safe boating in Sarasota County through social media and related education programs	1.4.3	Accomplished
34	To raise community awareness of crime activity and criminal opportunity through effective use of the media.	1.7.1	Accomplished
35	To develop and implement SCSO-TV.	1.7.2	Accomplished
36	To explore the use of new or innovative technologies that will enhance our ability to serve people with special needs or disabilities.	2.3.4	In Progress - Intermediate
37	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.	3.4.1	In Progress - On-going
38	To annually review and test the competence of the Sheriff's Office disaster recovery/backup systems and plans as they relate to information technology.	3.4.2	Accomplished
39	To develop an Information Technology Annual Plan for the agency based on current needs and technologies available.	3.4.3	In Progress - On-going
40	To enhance the Sheriff's Office website, allowing interaction from the public and the ability to receive information and reporting.	3.4.4	In Progress - Intermediate
<b>PILLAR FOUR -Community Policing and Crime Prevention</b>			
41	To continue to work with the community to proactively identify, prevent, and intervene in criminal activity in Sarasota County.	1.1.1	In Progress - On-going
42	To collaborate with local business associations, community associations, and schools to participate in community forums.	1.1.2	Accomplished
43	To continue to educate all agency personnel on Intelligence 2 Action and its impact on the Sheriff's Office and its individual units.	1.3.1	Accomplished
44	To continue to provide youth-oriented activities and educational programs.	2.2.1	Accomplished
45	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.	2.2.2	Accomplished
46	To expand the provision of rightful policing education in Sarasota County youth forums.	2.2.3	Accomplished
47	To take the lead in developing a periodic career day, involving all elements of the first responder professions, in local communities.	2.2.4	Accomplished
48	To continue to utilize the Crisis Intervention Team concept in responding to individuals with mental illness.	2.3.1	Accomplished
49	To aggressively investigate incidents related to substance abuse that cause serious injury or death and provide affected families with substance abuse information.	2.3.3	In Progress - On-going
50	To continue to work with local organizations in dealing with issues related to homelessness, including the impact of homelessness on children.	2.4.1	In Progress - On-going

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51	To create a resource guide for personnel to assist persons who are or have become homeless in related issues such as mental health, substance abuse, and children who have become homeless.	2.4.2	Accomplished
52	To explore the development of a post-secondary education program for inmates in the Sarasota County Jail.	2.5.1	Accomplished
53	To explore the development of more focused, data-driven programming that identifies and addresses recidivism risk factors.	2.5.2	In Progress - On-going
<b>PILLAR FIVE - Training and Education</b>			
54	To exercise emergency response and mass casualty plans on an annual basis.	1.2.2	
55	To increase staff education and training on the prevention of suicide in detention facilities.	1.5.3	Accomplished
56	To review and annually exercise the critical incident response plan for courthouse operations, including evacuation, and ensure needed training.	1.6.2	Accomplished
57	To ensure that all sworn and civilian members of the Sheriff's Office have accomplished our basic course on rightful policing and procedural justice.	2.1.1	Accomplished
58	To increase the use of community members in agency training programs dealing with rightful policing and procedural justice.	2.1.2	Accomplished
59	To ensure that all in-service training includes lessons to improve social interaction and de-escalation techniques, as well as tactical skills.	2.1.3	Accomplished
60	To ensure that in-service training includes curriculum on the disease of addiction and that experts in the field are used for such presentations.	2.1.4	Accomplished
61	To develop needed in-house training capabilities and ensure in-service training in recognizing and confronting implicit bias and facilitating cultural responsiveness.	2.1.5	Accomplished
62	To increase the number of sworn and civilian personnel throughout the agency certified in Crisis Intervention Team training.	2.3.2	Accomplished
63	To identify areas needing designated field training programs and personnel to ensure adequate training of new employees.	4.1.2	Accomplished
<b>PILLAR SIX - Officer Wellness and Safety</b>			
64	To evaluate the agency-wide expansion of the Mentoring Program currently in use within the Emergency Operations Bureau.	4.1.6	In Progress - Intermediate
65	To enhance the Sheriff's Office member wellness program.	4.3.1	In Progress - Intermediate
66	To ensure professional psychological assistance is available and encouraged for all agency members as a result of job-related and non-job related stress.	4.3.2	In Progress - Intermediate
67	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.	4.3.4	In Progress - Intermediate