SHERIFF'S OFFICE
OF HIGHLANDS COUNTY

THREE YEAR STRATEGIC PLAN
FISCAL YEARS 2013-2016

SUSAN BENTON

SHERIFF

Our vision is a safer Highlands County where citizens and law enforcement are joined together, the rights of all persons are respected, and community values are reflected.

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Three Year Strategic Operations Plan 2013-2016

MESSAGE
FROM THE SHERIFF

The Highlands County Sheriff's Office is pleased to present our Strategic Plan for 2013-2016. The plan continues to provide an overview of the service requests by our community which require future forecast of professionalism needs to include equipment and technology. We are driven by the Vision that you, our citizens defined. "A safer Highlands County where citizens and law enforcement are joined together; the rights of all persons are respected, and community values are reflected". It further provides a look into the future where goals, strategies and objectives for the next three years are outlined and accounted for to reaffirm the Mission "that we are committed to protecting life, property, and individual rights while maintaining peace and order."

As your Sheriff, I am keenly aware that your trust in our ability to accomplish the level of protection that you expect, requires that we are always ready to initiate efficient and cost allowable changes. With this strategic plan, we manage our limited resources and look to new alternatives to meet today's justice challenges.

We will continue to provide our community with innovative solutions and best practices in the delivery of law enforcement services. We will build on our past accomplishments while providing outstanding service to our community now and in the future.

Over the next three years there will be important succession planning expected in areas where there will be retiring executive and command staff, additionally, aging out equipment and technology will incrementally have to be updated. Members must and will look for ways in which we can be more efficient and resourceful. The plan provides the opportunity to review everything we do and assure that all of our operations fit together and are consistent with our overall vision and mission. As a result, this strategic plan directs us to consolidate, reduce, improve, add or eliminate operations which best serve the needs of the community.

I assure you that your Sheriff's Office will stay committed to our Core Values of *Integrity, Quality Service, and Professionalism*; where principles are important, ethical behavior is the norm, and the organization and its' members are held professionally accountable to the citizens we serve.

Susan Benton
Sheriff of Highlands County

Developing an Operational and Strategic Plan

Eight years ago, the Highlands County Sheriff's Office members, together with many of our residents, created the first strategic plan for the Office of Sheriff. Through this process, the community and our members shared ideas, opinions, expectations, and identified issues related to the delivery of public safety services. With a common vision, we outlined the mission of our Office, defined our fundamental values, and established workable goals with very specific objectives to build an operational business model that aligns with budgetary constraints. Following the first initial one year plan, citizens and members reviewed plan accomplishments, current issues, and identified future needs which resulted in the continuous three year plan. Throughout the year members are meeting quarterly to report and record the completion of the various objectives by providing detailed accountability for their assigned responsibilities.

The quarterly accountability sessions are conducted in order to report and record accomplishments, seek guidance in problem areas, and resolve or realign objectives as necessary. We have continually maintained a high percentage of objective accomplishments even during difficult financial times due to the initiative and creativity of our members. We stay committed to following the plan, and hold ourselves accountable to accomplish the vast majority of our identified objectives as resources allow.

The Strategic Plan is a dynamic document that is in a constant state of review and updating. As each objective is achieved, a new challenge will become apparent and that challenge will become a part of the plan.

Due to the accomplishments through the plan, many of the objectives have become operational activity and are an annual or on going objective within the plan. These objectives are now moving in the plan to a maintenance section. Additional objectives are identified for the future years to align internal priorities with the expectations of the community for law enforcement services.

Strategic Plan Accountability Tracking
Fiscal Year 2011—2012

GOAL 1 - CREATE SAFER NEIGHBORHOODS BY REDUCING CRIMINAL ACTIVITY AND CONDITIONS THAT FOSTER CRIME AND FEAR WITHIN THE COMMUNITY.	
#Of Objectives 31 / # Completed 31 / #Partially Complete 0 # Not Completed 0	100%
GOAL 2 -ENHANCE VEHICULAR AND PEDESTRIAN SAFETY OF HIGHLANDS COUNTY ROADWAYS THROUGH EDUCATION AND ENFORCEMENT.	
#Of Objectives 9 / #Completed 9 / #Partially Complete 0 # Not Completed 0	100%
GOAL 3 - ASSURE AGENCY AND INDIVIDUAL ACCOUNTABILITY BY EFFECTIVE AND EFFICIENT USE OF PERSONNEL, EQUIPMENT, AND TECHNOLOGY.	
#Of Objectives 26 / #Completed 19 / #Partially Complete 3 # Not Completed 4	87%
GOAL 4 - PROVIDE A PROFESSIONAL WORK ENVIRONMENT THAT ATTRACTS AND RETAINS A DIVERSE GROUP OF QUALITY APPLICANTS, REWARDS EMPLOYEE EXCELLENCE, AND PROMOTES LEADERSHIP THROUGH EDUCATION AND TRAINING.	
#Of Objectives 15 / #Completed 15 / #Partially Complete 0 # Not Completed 0	100%
GOAL 5 - ASSURE EFFECTIVE JUDICIAL AND DETENTION PROCESSES AND SERVICES.	
#Of Objectives 10 / #Completed 10 / #Partially Complete 0 # Not Completed 0	100%
GRAND TOTAL COMPLETE FOR GOALS 1 - 5: (Fiscal Year 2011-2012)	
#Of Objectives 91 / #Completed 84 / #Partially Complete 3 # Not Completed 4	97%

The members of the Highlands County Sheriff's Office with responsibilities for carrying out the implementation of the Strategic Plan continually receive high marks of accomplishment. Objectives not completed were due primarily to fiscal constraints or a change in the objective. In a couple of cases the objective was based on grant applications for funds that were not received.

PART ONE

STRATEGIC DIRECTION

Planning Process

Prioritization:

During the 2012-2013 accountability sessions, command staff called for input on any objectives which might need to be added or revised for incorporation into the 2013-2016 plan. Command staff then prioritized the new or revised objectives, identified funding requirements, and funding sources.

Adequate staffing continues to be a priority in the Sheriff's strategic plan as the county continues its steady rate of growth within the unincorporated area. Within the State of Florida, the average number of sworn law enforcement officers for every 1,000 residents is 1.76 deputies.

In 2004, Highlands County's ratio was 1.1 sworn deputies per 1,000 residents. Through a staffing analysis and fiscal plan, the number of sworn deputies per 1,000 residents has increased to ratios of 1.36/1,000 in 2006, and 1.5/1,000 sworn deputies in 2009. In 2013, the ratio for law enforcement deputies including the population of Avon Park is 1.5/1,000. This is a result of continual organizational restructuring and the addition of sworn deputies throughout the past four years as set out in the staffing analysis. The current three year plan contains initiatives to maintain the current level of sworn deputies per residents by utilizing an "all hands on deck" approach. This approach would include all detention deputies who are dually sworn and the court deputies. Adding those in an emergency situation would bring our ratio to 1.8 deputies to 1,000 residents including the City of Avon Park.

Plan Accountability:

The agency command and executive staff are committed to the successful accomplishment of the three year plan and will continue to work together as a team to assign responsibility and provide resources to assure a positive outcome of all objectives.

Progress towards the accomplishment of the plan objectives is reviewed quarterly using an internal accountability chart which measures or notes accomplishments, percent complete, current status, extensions of time if necessary, and/or any issues that need to be addressed. Each objective requires hard copy back-up documentation of completion and/or progress.

Annual Review:

The plan is reviewed and updated on an annual basis, prior to the county's annual budget review cycle. The agency's objectives are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime statistics, or special initiatives. A revised three year plan is published each year after the annual review as a guiding tool for the development of the annual operating budget, the Capital Financial Strategy, and equipment and personnel needs.

PART TWO

THE PLAN

VISION

Our vision is a safer Highlands County where citizens and law enforcement are joined together, the rights of all persons are respected, and community values are reflected.

MISSION

The Highlands County Sheriff's Office is ***committed*** to protecting life, property, and individual rights while maintaining peace and order.

VALUES

Integrity of the agency and its members

Quality Service

Professionalism in all we do

GOALS

Goal 1

Create safer neighborhoods by reducing criminal activity and conditions that foster crime and fear within the community.

Goal 2

Enhance vehicular and pedestrian safety on Highlands County roadways through education and enforcement.

Goal 3

Assure agency and individual accountability by effective and efficient use of personnel, equipment, and technology.

Goal 4

Provide a professional work environment that attracts and retains a diverse group of quality applicants, rewards employee excellence, and promotes leadership through education and training.

Goal 5

Assure effective Judicial and Detention processes and services.

Objectives with Implementation Date

Goal 1: Create safer neighborhoods by reducing criminal activity and conditions that foster crime and fear within the community.

Strategy 1: ***Enhance response to citizen calls for assistance.***

Objective 1.1.4: Develop a non emergency online offense reporting system for citizens to report minor crimes.

- Organizational Responsibility: Administrator - Information Services
- Implementation Date: July 2014

Strategy 2: ***In partnership with the community, create and maintain innovative and proactive enforcement and preventative initiatives to target specific crime problems.***

Objective 1.2.9: In partnership with the county, evaluate funding to enhance the protection of our natural resources.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: January 2014

Objective 1.2.10 Coordinate and utilize Civil Air Patrol Volunteers to train with the Sheriffs Office designated pilot.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: January 2014

Strategy 3: ***Assure an on-going exchange of information within and between the Highlands County Sheriff's Office, its community, and other law enforcement/criminal justice agencies.***

Objective 1.3.9: To formulate a proactive enforcement strategy to identify, prevent, and intervene in gang activity within Highlands County.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: January, 2014

Strategy 4 ***Assure adequate domestic security initiatives and defenses are in place.***

Strategy 5 ***Maintain an integrated and multidisciplinary approach to the investigation of child and adult abuse, neglect and exploitation within Highlands County.***

Objective 1.5.4: To incorporate domestic violence follow ups into the investigative responsibilities of the Highlands County Sheriff's Office Special Victim Unit.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: June 2014

Goal 2: Enhance vehicular and pedestrian safety on Highlands county roadways through education and enforcement.

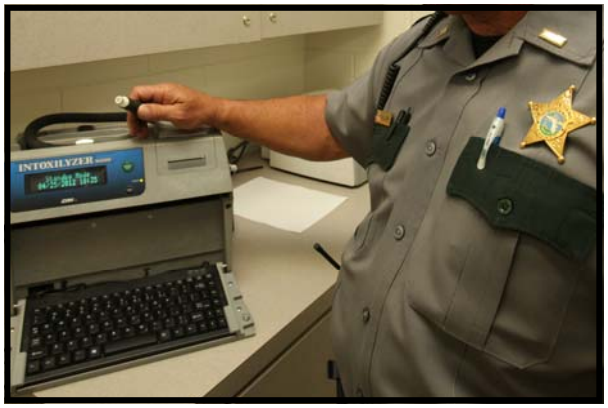
Strategy 1. ***Assure aggressive enforcement of drunk and impaired driving laws.***

Strategy 2. ***Create special traffic programs, both education and enforcement, focusing on unique community issues.***

Strategy 3. ***In partnership with other state and local law enforcement agencies, focus a coordinated effort to increase traffic enforcement in Highlands County.***

Objective 2.3.3 To implement communication through social networking sites for press releases and other information to the public through Sheriff's Office website.

- Organizational Responsibility: Public Information Officer
- Implementation Date: March 2014



Breathalyzer for DUI's

Goal 3: Assure agency and individual accountability by effective and efficient use of personnel, equipment, and technology.

Strategy 1. Assure facilities and equipment meet the needs of the community and the agency as it grows.

Objective 3.1.4: To acquire equipment for document imaging and redaction in accordance with state and federal laws.

- Organizational Responsibility: Administrator-Information Services
- Implementation Date: January 2013

Objective 3.1.5: Construct a K9 tactical training facility.

- Organizational Responsibility: Captain - Patrol
- Implementation Date: October 2013

Objective 3.1.6: Implementation of a SWAT Medic Program.

- Organizational Responsibility: Captain - Patrol
- Implementation Date: October 2013

Objective 3.1.7: Identify funding for the replacement of the back end equipment for the L3 system.

- Organizational Responsibility: Administrator - Business
- Implementation Date: December 2013

Objective 3.1.8: Review and evaluate the feasibility of using facial recognition equipment to identify suspects and/or victims.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: January 2014

Objective 3.1.9: Review the feasibility of transferring Property and Evidence from the Avon Park Police Department.

- Organizational Responsibility: Chief Deputy
- Implementation Date: June 2014

Objective 3.1.10: Identify funds to incrementally replace speed measuring devices.

- Organizational Responsibility: Captain - Patrol
- Implementation Date: June 2014

Objective 3.1.11: Replace end of life X2Tasers.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: July 2014

Objective 3.1.12: Coordinate the conversion of all Micro Fiche records to Document Imaging.

- Organizational Responsibility: Administrator- Information Services
- Implementation Date: June 2015

Three Year Strategic Operations Plan 2013-2016

Strategy 2. ***Assure adequate training on equipment and technology.***

Objective 3.2.3: Provide UCR Training for Sergeants in Law Enforcement .

- Organizational Responsibility: Captain - Patrol
- Implementation Date: October 2013

Objective 3.2.4: To implement a Police Intervention Vehicular Technique training program.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: January 2015

Strategy 3. ***Ensure the financial integrity of the agency and maximize efficient use of public funds and resources.***

Objective 3.3.6: Implementation of remote automated time sheet processing software.

- Organizational Responsibility: Administrator - Business
- Implementation Date: August 2013

Objective 3.3.7: Completion of a system work flow analysis for each Division/Bureau.

- Organizational Responsibility: Administrator - Information Services
- Implementation Date: September 2015

Strategy 4: ***Continue implementation of an on-going, agency-wide performance review and accountability system.***

Objective 3.4.3: To review and condense the existing performance evaluation process.

- Organizational Responsibility: Administrator - Human Resources
- Completion Date: September 2013

Crime Scene Technician Kathy Perez

Strategy 5: ***Assure the effective integration of information technology into the mission and programs of the Highlands County Sheriff's Office.***

Objective 3.5.2: To redesign, identify and prioritize improvements for Sheriff's Office web content and capabilities.

- Organizational Responsibility: Chief Deputy
- Implementation Date: December, 2013

Objective 3.5.3: To create Standard Operating Procedures for all critical Information Technology operations.

- Organizational Responsibility: Administrator -Information Services
- Implementation Date: January 2014

Objective 3.5.4: Identify and implement a unified software solution to collect, store, and search transactions from all Highlands County pawnshops and second hand dealers.

- Organizational Responsibility: Captain - Investigations
- Implementation Date: January 2014

Objective 3.5.5: Research and integrate a system/software within the E-911 Consolidated Dispatch Center to allow receipt of texting and digital media to the Primary Answering Point.

- Organizational Responsibility: Captain - Operations
- Implementation Date: June 2014

Objective 3.5.6: Implement a solution which meets the requirement of CJIS security policy for Advanced Authentication for all required computer systems.

- Organizational Responsibility: Administrator -Information Services
- Implementation Date: June 2014

Objective 3.5.7: Secure comprehensive Confidential Informant Software

- Organizational Responsibility: Captain - Investigations
- Implementation Date: June 2014

Strategy 6: ***Assure the agency's accreditation through the Commission for Florida Law Enforcement Accreditation and Florida Corrections Accreditation Commission.***

Objective 3.6.2: To evaluate the feasibility of accreditation for the Communications Unit.

- Organizational Responsibility: Captain - Operations
- Implementation Date: January 2014

Objective 3.6.3 To obtain accreditation of the Consolidated Dispatch Center.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: September 2015

Three Year Strategic Operations Plan 2013-2016

Goal 4: Provide a professional work environment that attracts and retains a diverse group of quality applicants, rewards employee excellence, and promotes leadership through education and training.

Strategy 1. ***Assure agency personnel are well prepared to meet community needs and expectations.***

Objective 4.1.7: Identify funding for the retention of the Computer Forensic Technician position temporarily funded and assigned to Criminal Investigations.

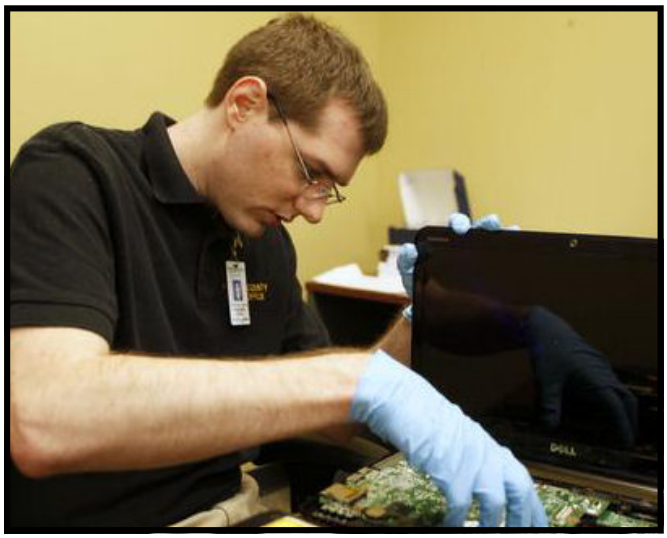
- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: October 2013

Objective 4.1.8: Provide training and resource information to Law Enforcement Deputies in reference to homelessness.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: November 2014

Objective 4.1.9: Review and evaluate the implementation of Deputies reports being transcribed.

- Organizational Responsibility: Chief Deputy
- Implementation Date: January 2015



Computer Forensic Technology

Strategy 2. ***Assure that the agency has in place an effective and efficient personnel administration system, focusing on recruitment, selection, retention, and promotion of sworn and civilian members.***

Objective 4.2.5: To create an Insurance committee to review experience reports, prepare comparative analysis and make recommendations on renewals.

- Organizational Responsibility: Chief Deputy
- Implementation Date: March 2013

Objective 4.2.6: To participate with other local elected officials in researching the process and benefits of opening a combined health clinic for members.

- Organizational Responsibility: Administrator - Human Resources
- Implementation Date: January 2014

Objective 4.2.7: To formulate and implement a physical fitness agility testing requirement for all newly hired sworn and certified personnel.

- Organizational Responsibility: Administrator - Human Resources
- Implementation Date: January 2014

Objective 4.2.8: To formulate and implement a wellness program with physical agility testing for current sworn/certified members.

- Organizational Responsibility: Administrator - Human Resources
- Implementation Date: July 2014

Objective 4.2.9: To research and implement a wellness program for all Sheriff's Office members.

- Organizational Responsibility: Chief Deputy
- Implementation Date: January 2015

Strategy 3. ***Develop leadership, management, and supervisory skills throughout the Agency.***

CIGNA Wellness Campaign Winners

Three Year Strategic Operations Plan 2013-2016

Goal 5: Assure effective Judicial and Detention processes and services.

Strategy 1. ***Assure effective care, custody, and control of inmates placed under the authority of the Sheriff.***

Objective 5.1.1: Implementation of the requirements of the "Rape Elimination Act."

- Organizational Responsibility: Major - Detention
- Implementation Date: March 2014

Objective 5.1.2: Research the feasibility of a work camp barracks campus.

- Organizational Responsibility: Major - Detention
- Implementation Date: September 2014

Objective 5.1.3: Apply for National Commission on Correctional Health Care Certification.

- Organizational Responsibility: Major - Detention
- Implementation Date: November 2014

Objective 5.1.4: Review and evaluate the implement of a direct supervision housing unit for adjudicated juveniles.

- Organizational Responsibility: Major Detention
- Implementation Date: March 2015

Objective 5.1.5: Upgrade and expand the video surveillance and recording capability of the Detention Facility.

- Organizational Responsibility: Major - Detention
- Implementation Date: April 2015

Strategy 2. ***Assure appropriate level of security for courthouse.***

Strategy 3. ***Reduce the number of repeat offenders by focusing on the successful reintegration of inmates within the community.***

Strategy 4. ***Ensure effective delivery of services and interagency communication with our court system partners.***

Objective 5.4.3: To comprehensively evaluate the process of judicial service from intake to service and return.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: March 2014

PART THREE

THE MAINTENANCE

THE MAINTENANCE

Members of the Highlands County Sheriff's Office are extremely dedicated to and adhere to the direction provided in the Strategic Plan. By holding ourselves accountable to accomplish our objectives throughout the last eight years, working within the strategic framework, we realize that a large majority of the identified objectives have been completed and became institutionalized in the way we do business. With that in mind, in the following pages you will see the objectives that have been accomplished and are now being maintained by an ongoing process or conducted annually. These objectives will continue to be tracked under the original goal and strategy in order to realize the alignment of responsibility and accountability for accomplishment. Moving in this direction strengthens the value of the strategic planning process and re-emphasizes the significance of what an organization can accomplish when there is a focused vision, where every member realizes that the vision is in fact, their job and each member counts in the successful achievement of the plan.

Partners Protecting Our Future

Annual and Ongoing

Goal 1: Create safer neighborhoods by reducing criminal activity and conditions that foster crime and fear within the community.

Strategy 1: ***Enhance response to citizen calls for assistance.***

Objective 1.1.1: To review and evaluate current patrol zone structure and staff deployment to ensure adequate coverage and response time.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: Annual

Objective 1.1.2: To maintain the number of Uniform Patrol Deputies each year to ensure a minimum of 1.5 Deputies per 1,000 resident ratio countywide if budgets permits.

- Organizational Responsibility: Chief Deputy
- Implementation Date: Annual

Objective 1.1.3: To review and evaluate calls for service to staffing ratio for Consolidated Dispatch Center.

- Organizational Responsibility: Captain - Operations
- Implementation Date: Annual

Strategy 2: ***In partnership with the community, create and maintain innovative and proactive enforcement and preventative initiatives to target specific crime problems.***

Objective 1.2.1: To provide an adequate number of Uniform Patrol Deputies as Crime Prevention Specialists to assist in business and residential security efforts.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation date: Annual

Objective 1.2.2: To promote safe neighborhoods by providing progressive and viable enforcement and education programs, such as burglary prevention and neighborhood watch.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Objective 1.2.3: To identify and address neighborhood problems by attending homeowners associations, community, and crime watch meetings.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Three Year Strategic Operations Plan 2013-2016

Objective 1.2.4: To continue to assign School Resource Deputies to each middle and high school to enhance school safety and reduce delinquency.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 1.2.5: To continue the DARE curricula in all Highlands County schools served by the Highlands County Sheriff's Office.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 1.2.6: To maintain the Neighborhood Watch Program, ensuring a partnership with citizens to improve neighborhood safety.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Objective 1.2.7: To maintain the Safe Neighborhood Team within existing resources.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: On-going

Objective 1.2.8: To maintain four multi-purpose patrol K-9s and four blood hounds during peak times to supplement Patrol Squads.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

D.A.R.E Celebration 2013

Strategy 3: ***Assure an on-going exchange of information within and between the Highlands County Sheriff's Office, its community, and other law enforcement/criminal justice agencies.***

Objective 1.3.1: To produce an annual sex offender/predator publication.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: Annual

Objective 1.3.2: To regularly provide up-to-date information on sexual offender/predators and their vehicles to school crossing guards.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Objective 1.3.3: To provide a weekly intelligence report from the School Resource Sergeant to Uniform Patrol, Criminal Investigations and Special Investigations.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 1.3.4: To continue to disseminate a quarterly report on agency programs and performance to community organizations throughout Highlands County.

- Organizational Responsibility: Chief Deputy
- Implementation Date: On-going

Objective 1.3.5: To collect, analyze, and utilize juvenile intelligence information for directed patrol and targeted enforcement efforts.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 1.3.6: To coordinate planning sessions to ensure continued strategic plan development and accountability.

- Organizational Responsibility: Chief Deputy
- Implementation Date: On-going

Objective 1.3.7: To coordinate with DEA Task Force to conduct mid to long term investigations targeting sources of illegal drugs.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Objective 1.3.8: To implement and record monthly alcohol compliance checks within licensed establishments.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Strategy 4 ***Assure adequate domestic security initiatives and defenses are in place.***

Objective 1.4.1: To identify all events and facilities within Highlands County which may be considered domestic security concerns and assure appropriate planning and operational support for such events or facilities.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: Annual

Objective 1.4.2: To assure a process is in place to facilitate intelligence exchange and information sharing regarding domestic security issues.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: On-going

Objective 1.4.3: To maintain an on-going internal training program for domestic security issues.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Objective 1.4.4: To maintain active participation in the Joint Terrorism Task Force.

- Organizational Responsibility: Major - Law Enforcement
- Implementation Date: On-going

School Safety Meeting 2013

Strategy 5 ***Maintain an integrated and multidisciplinary approach to the investigation of child and adult abuse, neglect and exploitation within Highlands County.***

Objective 1.5.1: To provide specialized training for Detectives specifically responsible for investigating child or adult abuse, neglect and exploitation.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Objective 1.5.2: To provide in-service training for Deputies responsible for the initial response and investigation of child and adult abuse, neglect and exploitation.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Objective 1.5.3: To provide continued support for unified investigations between Department of Children and Families, the Highlands County Sheriff's Office Special Victims Unit, and support agencies that assist in the protection of our children and elderly.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Goal 2: Enhance vehicular and pedestrian safety on Highlands county road-ways through education and enforcement.

Strategy 1. ***Assure aggressive enforcement of drunk and impaired driving laws.***

Objective 2.1.1: To maintain a sufficient number of intoxilyzer operators on each security squad.

- Organizational Responsibility: Captain - Detention
- Implementation Date: On-going, subject to annual review

Objective 2.1.2: To maintain an adequate number of patrol deputies with advanced DUI training.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 2.1.3: To maintain an adequate number of patrol deputies certified as Drug Recognition Experts.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Strategy 2. ***Create special traffic programs, both education and enforcement, focusing on unique community issues.***

Objective 2.2.1: To maintain traffic enforcement in school zones.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 2.2.2: To maintain community education regarding traffic safety.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 2.2.3: To maintain traffic speed enforcement and aggressive driving initiatives.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Objective 2.2.4: To ensure uniformed patrol deputies conduct daily traffic enforcement at intersections designated as high crash intersections.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Strategy 3. ***In partnership with other state and local law enforcement agencies, focus a coordinated effort to increase traffic enforcement in Highlands County.***

Objective 2.3.1: To continue participation in state sponsored traffic enforcement campaigns.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: Annual

Objective 2.3.2: To periodically implement saturated patrols to target DUI within Highlands County.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Traffic Enforcement

Goal 3: Assure agency and individual accountability by effective and efficient use of personnel, equipment, and technology.

Strategy 1. ***Assure facilities and equipment meet the needs of the community and the agency as it grows.***

Objective 3.1.1: To conduct an annual review of emergency operations procedures of the jail facility.

- Organizational Responsibility: Captain - Detention Operations
- Implementation Date: Annual

Objective 3.1.2: To assure the system of vehicle asset management is maintained in SmartCop for proper assignment, consistency of equipment, and best utilization.

- Organizational Responsibility: Administrator - Business
- Implementation Date: On-going

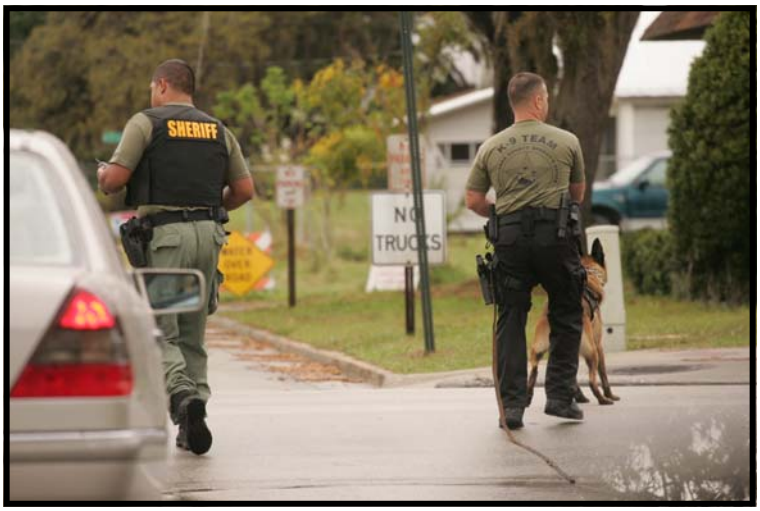
Objective 3.1.3: To gather, identify and evaluate future technology, equipment and capital needs for submission to the County for funding.

- Organizational Responsibility: Administrator - Information Services
- Implementation Date: On-going

Strategy 2. ***Assure adequate training on equipment and technology.***

Objective 3.2.1: To ensure appropriate training for all terrain four wheelers.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: Annually



Neighborhood Canvas

Objective 3.2.2: To continue to maintain an adequate number of Deputies with the necessary training and expertise to operate all Sheriff's Office specialty equipment.

- Organizational Responsibility: Captain - Uniform Patrol
- Implementation Date: On-going

Strategy 3. Ensure the financial integrity of the agency and maximize efficient use of public funds and resources.

Objective 3.3.1: To conduct inspection, inventory, and audit of Property and Evidence to ensure change of custody, inventory control, including disposal rate.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: Annual

Objective 3.3.2: To conduct an internal audit identified by the W-9 process.

- Organizational Responsibility: Administrator - Business
- Implementation Date: Annual

Objective 3.3.3: To conduct an internal audit on forfeiture accounts.

- Organizational Responsibility: Administrator - Business
- Implementation Date: Annual

Objective 3.3.4: To continue reviewing medical services to maintain quality care and cost control.

- Organizational Responsibility: Captain - Detention Operations
- Implementation Date: On-going

Objective 3.3.5: To monitor the investment portfolio and research additional investment opportunities.

- Organizational Responsibility: Administrator - Business
- Implementation Date: On-going

Strategy 4: Continue implementation of an on-going, agency-wide performance review and accountability system.

Objective 3.4.1: To evaluate the agency-wide performance review system to assure it is functioning in an equitable and measurable manner.

- Organizational Responsibility: Chief Deputy/Majors
- Implementation Date: Annual

Objective 3.4.2: To conduct supervisory training on Performance Management Plus and Administrative Investigative Management.

- Organizational Responsibility: Administrator - Human Resources
- Implementation Date: Annual

Strategy 5: ***Assure the effective integration of information technology into the mission and programs of the Highlands County Sheriff's Office.***

Objective 3.5.1: To maintain staff certifications in areas of Information Technology expertise.

- Organizational Responsibility: Administrator - Information Services
- Implementation Date: On - going

Strategy 6: ***Assure the agency's accreditation through the Commission for Florida Law Enforcement Accreditation and Florida Corrections Accreditation Commission.***

Objective 3.6.1: To maintain coordination throughout the Sheriff's Office, providing status and progress reports, for the re-accreditation process for CFA and FCAC.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Goal 4: Provide a professional work environment that attracts and retains a diverse group of quality applicants, rewards employee excellence, and promotes leadership through education and training.

Strategy 1. ***Assure agency personnel are well prepared to meet community needs and expectations.***

Objective 4.1.1: To continue to assess organizational structure to ensure adequate and appropriate staffing levels.

- Organizational Responsibility: Chief Deputy / Majors
- Implementation Date: On-going

Support , Protect and Defend

Objective 4.1.2: To maintain training to meet the specialized needs of Criminal Investigations Division detectives.

- Organizational Responsibility: Captain - Criminal Investigations
- Implementation Date: On-going

Objective 4.1.3: To maintain compliance records for all mandatory re-training requirements of affected members.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Objective 4.1.4: To maintain public records law training and retention periods.

- Organizational Responsibility: Administrator - Information Services
- Implementation Date: On-going

Objective 4.1.5: To maintain standards of Uniform Crime Report requirements.

- Organizational Responsibility: Administrator - Information Services
- Implementation Date: On-going

Objective 4.1.6: To maintain Criminal Justice Information System certification for all members needing access.

- Organizational Responsibility: Captain - Operations
- Implementation Date: On-going

Strategy 2. Assure that the agency has in place an effective and efficient personnel administration system, focusing on recruitment, selection, retention, and promotion of sworn and civilian members.

Objective 4.2.1: To arrange for and schedule at least two workshops annually which would offer a “no cost” additional benefit to our members with regard to financial and/or other matters.

- Organizational Responsibility: Administrator - Human Resources
- Implementation Date: Annual

Objective 4.2.2: To maintain a promotional system by conducting annual promotional testing in the Law Enforcement and Detention bureaus.

- Organizational Responsibility: Administrator - Human Resources
- Implementation Date: October - Annual

Objective 4.2.3: To maintain the process for the early identification of and intervention into problem behavior by agency employees.

- Organizational Responsibility: Lieutenant - Internal Affairs

Implementation Date: On-going

Objective 4.2.4: To continue to review and revise agency hiring policies and procedures as required.

- Organizational Responsibility: Administrator - Human Resources
- Implementation Date: On-going

Three Year Strategic Operations Plan 2013-2016

Strategy 3. ***Develop leadership, management, and supervisory skills throughout the Agency.***

Objective 4.3.1: To Identify training opportunities for command staff members in executive development.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Objective 4.3.2: To identify a supervisory leadership and management course for Command staff.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Objective 4.3.3: To continue to identify Fundamentals of Leadership Courses for line supervisors.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Certified Public Manager Graduates 2012

Three Year Strategic Operations Plan 2013-2016

Goal 5: Assure effective Judicial and Detention processes and services.

Strategy 1. ***Assure effective care, custody, and control of inmates placed under the authority of the Sheriff.***

Strategy 2. ***Assure appropriate level of security for courthouse.***

Objective 5.2.1: To assess security camera systems for adequate surveillance of critical areas within the courthouse.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: Annual

Objective 5.2.2: To monitor security needs within the courthouse that require capital purchases.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Strategy 3. ***Reduce the number of repeat offenders by focusing on the successful reintegration of inmates within the community.***

Objective: 5.3.1: To evaluate new and existing programs designed to equip inmates for a successful life outside the facility.

- Organizational Responsibility: Major - Detention
- Implementation Date: Annual

Strategy 4. ***Ensure effective delivery of services and interagency communication with our court system partners.***

Objective 5.4.1: To maintain communication between the Sheriff's Office and our Criminal Justice partners for the efficient and effective processing and distribution of court related documents.

- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

Objective 5.4.2: To provide continuing education for judicial process staff.

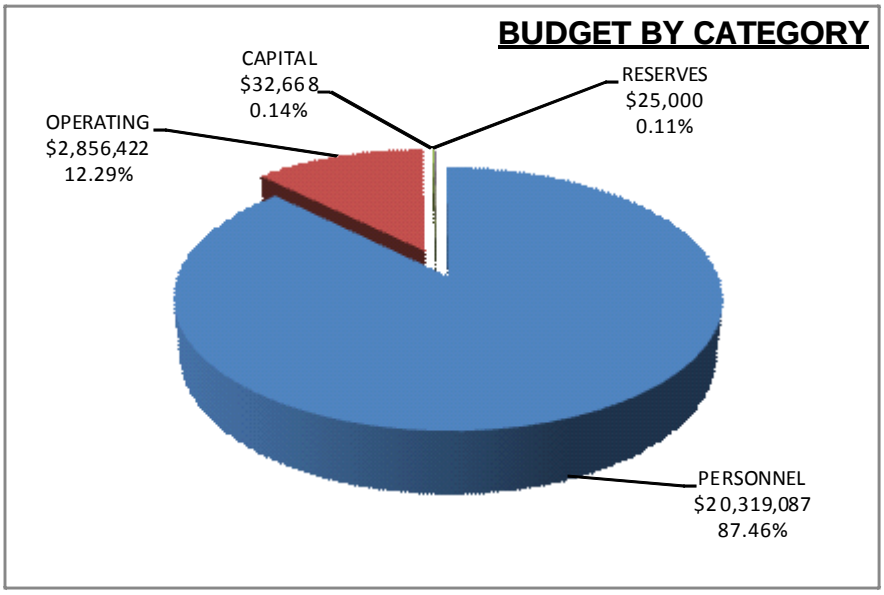
- Organizational Responsibility: Captain - Court Related Services
- Implementation Date: On-going

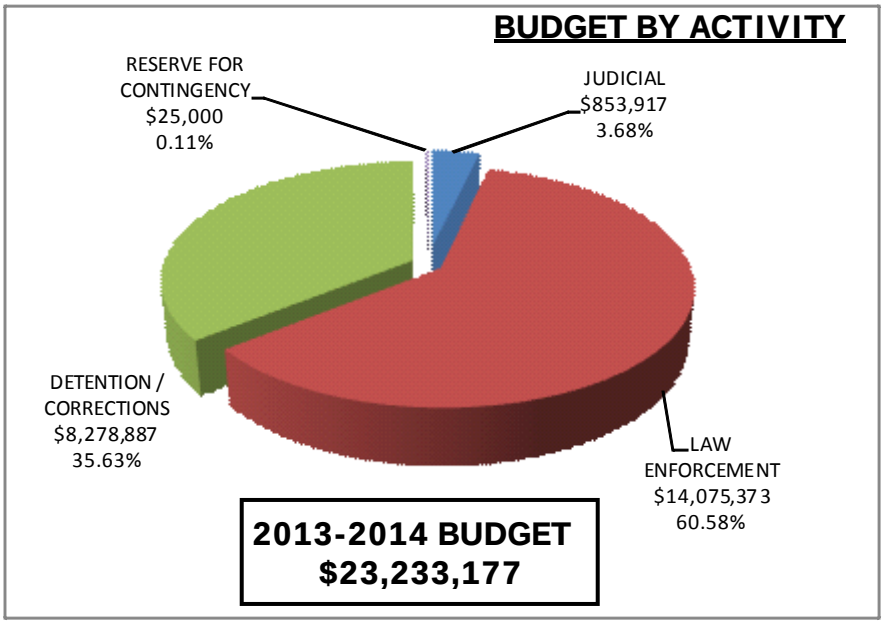
PART FOUR

THE BUDGET

ADOPTED FISCAL YEAR 2013-2014 BUDGET

Each year the budget will be prepared to reflect the anticipated cost of accomplishing the strategic plan. The ongoing planning process allows for timely identification of annual objectives for incorporation into the budget proposal. With the three year plan, future budget forecasting will be available to County budget staff.





"Leadership is an opportunity to serve. It is not a trumpet call to self-importance."

J. Donald Walters

To all of our Members; thank you for your selfless service.

Sheriff Susan Benton