

5-Year Strategic Plan

FY 2019-20 to FY 2023-24



Hendry County Sheriff's Office



Sheriff Steve Whidden





Dear Citizens of Hendry County,

Since taking office more than 11 years ago, it has remained my priority to ensure the safety and well-being of the citizens of Hendry County. It is important for the citizens to understand the magnitude and scope of work done by the men and women of the Hendry County Sheriff's Office.



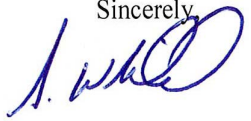
The law enforcement profession is fluid and leaders must be able to forecast emerging trends that will allow them to plan strategically for the future of their agency. Over the years this has become increasingly difficult as the economy becomes more unpredictable.

Smaller law enforcement agencies often face an uphill battle due to limited resources and competitive grant opportunities that require an unattainable match. These agencies still have to provide the same quality service to their communities as any other mid-to large-size agency; however they have to do more with less.

Over the past several months, our agency has worked to adopt a five year strategic plan outlining the vision and goals of the Hendry County Sheriff's Office over time, with a roadmap for how those visions and goals will be accomplished.

I want to thank everyone committed to the development of this plan for their dedication and willingness to create a pathway for the future success of our agency. The Hendry County Sheriff's Office takes pride in recognizing best police practices, striving for continuous improvement, and building on accomplishments from our past. This plan focuses on enhancing trust through community policing, building sustainable infrastructure, effectively applying technology for efficiency in our practices, and providing our employees with the latest relevant training.

As we proceed with the implementation of this strategic plan we will continuously measure our progress, evaluate outcomes, and hold ourselves accountable to ensure we are meeting the goals and needs of the citizens of Hendry County. The strategic plan is our pledge to provide outstanding service to our community now and in the future.

Sincerely,

 Sheriff Steve Whidden



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STRATEGIC PLANNING PROCESS

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



Step 1: SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

- A SWOT analysis will allow the Sheriff's Office to review the issues it is currently facing and identify the strengths and opportunities it can take advantage of to accomplish its mission and goals. The information gathered should be used as an instrumental tool in the development of the Hendry County Sheriff's Office's goals and objectives, as well as the overall strategic plan.



Step 2: Developing a Strategic Planning Committee

- Each department represented in the Strategic Planning Committee brought a goal and initiative to be discussed at the initial meetings. These meetings identified the main initiatives and goals of the Strategic Plan. The Committee reviewed each of its goals and outlined the way to ensure progress throughout the year until the goal and initiative is achieved. A review of all goals and objectives will be compiled into a working document and distributed among command staff for their review. The review will provide sheriff's office staff with an understanding of the implementation of the agency's goals and objectives. In addition, the Strategic Planning Committee will gather information and data throughout the year to assess trends affecting the agency. This information will be compiled, along with the review and the various SWOT analyses, to assist the Command Staff.

Strategic Planning Committee

Chief Deputy Kevin Nelson Captain Susan Harrelle, Captain Joe Bastys,
Lt. Donald Weathers, Lt. Michael Rowan, Lt. Shawn Reed, Lt. Michael Stevens, Lt. Michael Favara,
Sgt. Lucy Larkins, Sgt. Josh Woods, Sgt. Nestor Echevarria, Sgt. Kristie Schott, Sgt. Curtis Clay,
Deputy Laura Hernandez, Nicole Rowe, Cindy West, Melanie White, Brian Oatsvall, Tonya Jennings, Brenda Zavala

Step 3: Goal Development

- Based on the information obtained during the Committee meetings, the agency goals and objectives were developed and submitted to executive staff for their review and approval. Once approved, every division was assigned their goal and an outline of how to achieve that goal. Agency goals were finalized and each division was able to formulate more specific goals in support of the agency goals.



Step 4: Developing a Strategic Plan

Following the adoption of the goals and objectives of the Sheriff's Office, a strategic plan should be developed. Prior to publication, a document should be provided to executive staff for their review and approval. Comments, suggestions, and additional feedback should be received and presented. Consequently, each year, the Hendry County Board of County Commissioners will be provided the strategic plan, along with the budget submission, in order to ensure that goals and objectives are continuously met. The strategic plan should be able to be accessed by the public via the Sheriff's Office website and agency members can also access these through the agency's Intranet.

- Hendry County Sheriff's Office Website: www.hendrysheriff.org

Step 5: Implementation and Evaluation

Implementation will be a crucial step in the planning process. In order for the agency to progress, the strategies devised to achieve the goals and objectives must be efficiently and effectively employed. The Hendry County Sheriff's Office should evaluate the goals and objectives with the vision and core values to determine HCSO's level of success in accomplishing these goals. The status of agency goals and objectives should be monitored and reviewed during command staff meetings throughout the year. The results of these discussions should be compiled and published annually.

- The Strategic Planning Committee will meet quarterly to review the following:
 - Mission, Vision and Core Values
 - Review of goals and objectives
 - Review of the strategies devised to achieve goals and objectives
 - Review the status of each goal and objective



The Mission, Vision and Core Values of the Hendry County Sheriff's Office

Mission

The men and women of the Hendry County Sheriff's Office are committed to excellence and integrity. We strive to reduce crime while providing objective, fair and equal treatment for all. We honor community and professional partnerships.

Vision

We envision a law enforcement agency highly professional in all its actions, an agency that is considered both a leader in law enforcement and a showcase of our profession.

We envision an agency cooperating closely with all levels of law enforcement agencies, and all entities of County and other governments, by sharing our talents, listening and understanding their needs.

We envision the Hendry County Sheriff's Office as being staffed by highly competent, motivated, trained, educated members, equipped to meet the goals and objectives of our agency and needs of our community.

Core Values

Professional integrity - our overriding value, which includes:

- **HONESTY** - Being truthful, sincere and straightforward
- **COMMITMENT** - Being compassionate, sharing and kind
- **LOYALTY** - Being principled, accountable and supportive

Citizens – We are committed to improving the quality of life of our citizens and the safety of the communities we serve.

Teamwork – Every member of the Hendry County Sheriff's Office is an important member of our team.

Professionalism – The members of the Sheriff's Office will receive superior training and competitive compensation in order to attract and maintain the most professional members of our team.

Communication – All members of the Sheriff's Office are dedicated to open and efficient communications with all members of our team, the public that we serve, other organizations that serve our community, and the media.

Cooperation – The members of the Hendry County Sheriff's Office will cooperatively and enthusiastically work with the citizens we serve and with other public/private agencies.

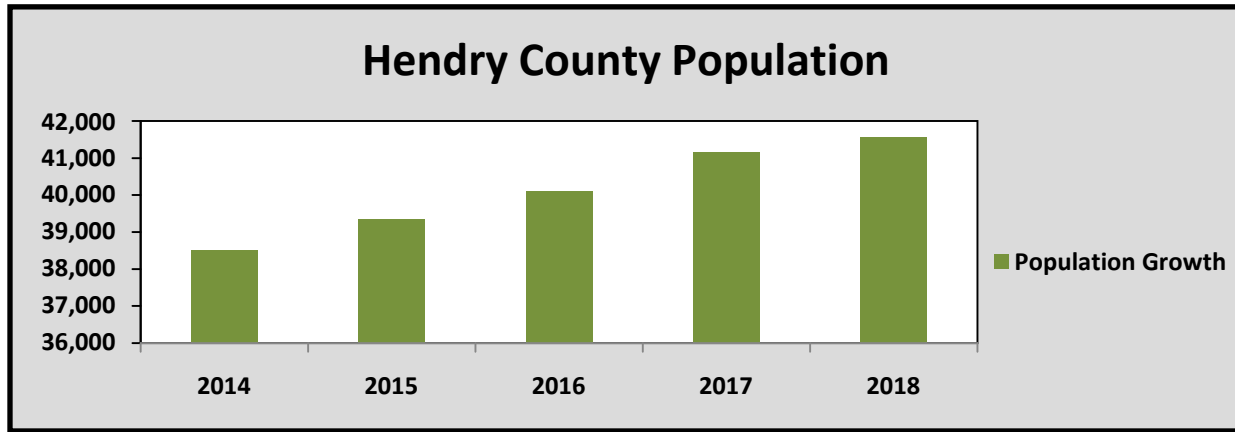
Accountability – Members of the Hendry County Sheriff's Office will be responsive, accessible, and accountable.

Diversity – Hendry County is a community rich in cultural diversity. The Hendry County Sheriff's Office is committed to the fair, respectful, and dignified treatment of all persons.

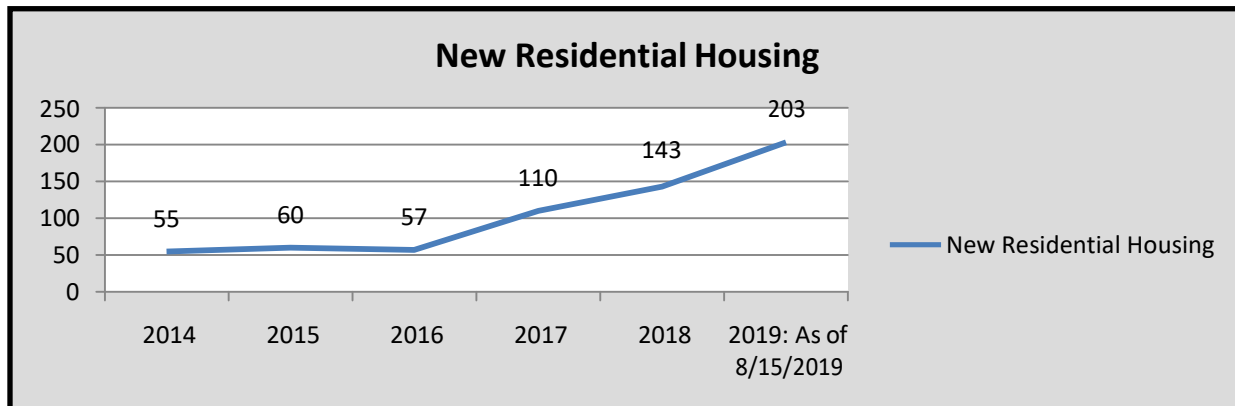


POPULATION

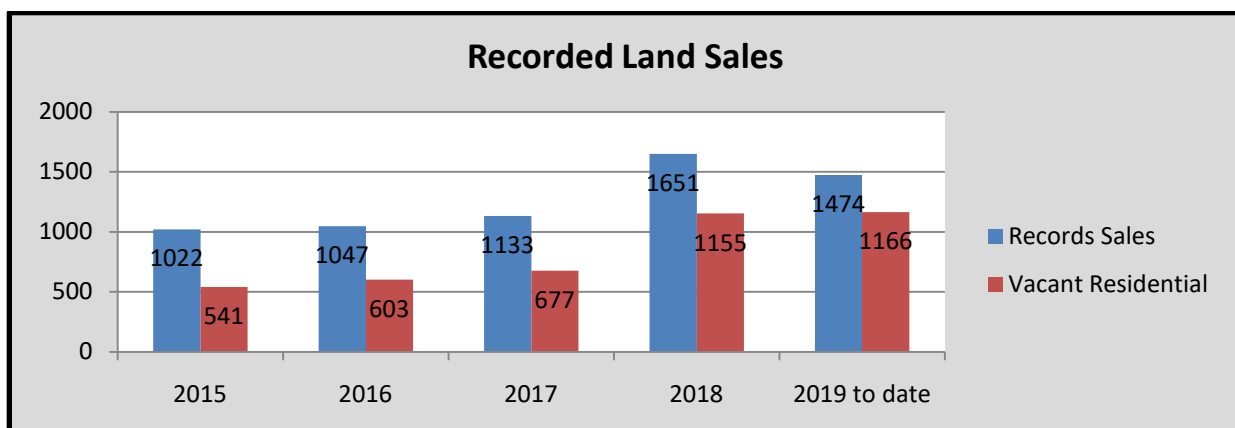
The racial and ethnic composition of the population was 34.9% non-Hispanic white, 13.4% black or African American, 1.7% Native American, 0.7% Asian, 0.1% Pacific Islander, 0.1% non-Hispanic reporting some other race, 2.7% reporting two or more races and 49.2% Hispanic or Latino.



According to the most recent United States Census Bureau’s data, Hendry County’s total population has risen 6.2% from 2010 – 2018, with the most notable being from 2017-2018 with a 2.60% increase.



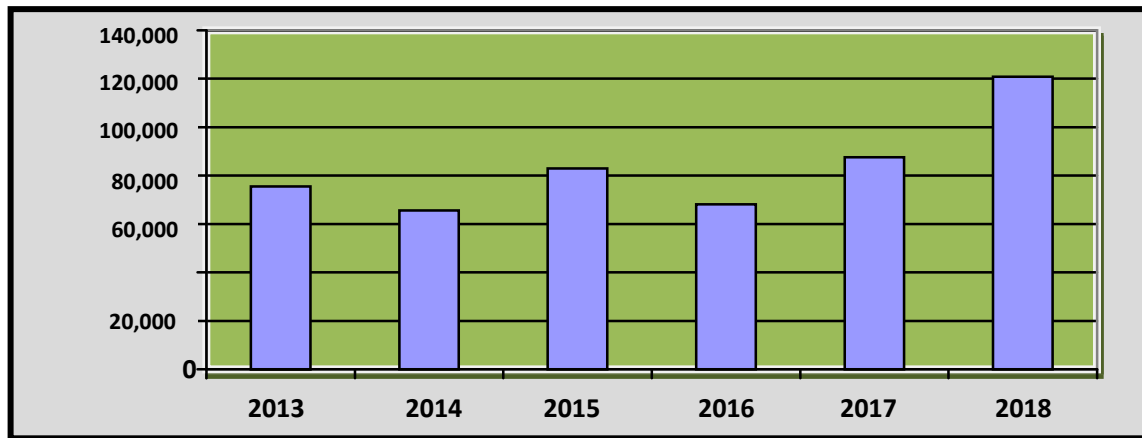
The Hendry County Property Appraiser’s Office shows new residential housing increased by 84.5% between 2017 to August 2019. This number will continue to increase with the influx of businesses and residential housing expected in the near future.





SERVICE TRENDS

Calls for Service	2013	2014	13/14 % Chg	2015	14/15 % Chg	2016	15/16 % Chg	2017	16/17 % Chg	2018	17/18 % Chg
Total	75,515	65,585	-13.1%	82,945	26.5%	68,143	-17.8%	87,614	28.6%	120,850	37.9%



Population growth and changes within the county can have important implications for public policy and law enforcement. A notable change already occurring is a disproportionate increase in calls for service from the public relative to the county's total population growth. With only a 2.60% in total population between 2017-2018, the calls for service increased by 37.9%.

Additionally, deputy manpower, training and capital items may be required to properly service the aging population. The nonprofit Alzheimer's Association reports that one in ten people over the age of 65 and nearly half of people age 85 and older have Alzheimer's disease and of that affected group, six out of ten will wander. If not found within 24 hours, up to half of those who wander risk serious injury or death. Besides the special needs of residents, other concerns include public school capacity and student safety; diversity, civil rights and language training; and additional crime prevention staffing and services.

CRIME TRENDS

2010-2018 UCR Part I Crimes

Violent Crimes	2010	2011	2012	2013	2014	2015	2016	2017	2018
Aggravated Assault	196	191	165	209	215	203	106	118	142
Murder	3	7	0	2	1	3	5	4	2
Robbery	46	28	37	24	31	46	29	34	33
Sex Crimes	16	25	31	35	28	21	14	13	13
Total	261	251	233	270	275	273	154	169	190



2010-2018 UCR Property Crimes

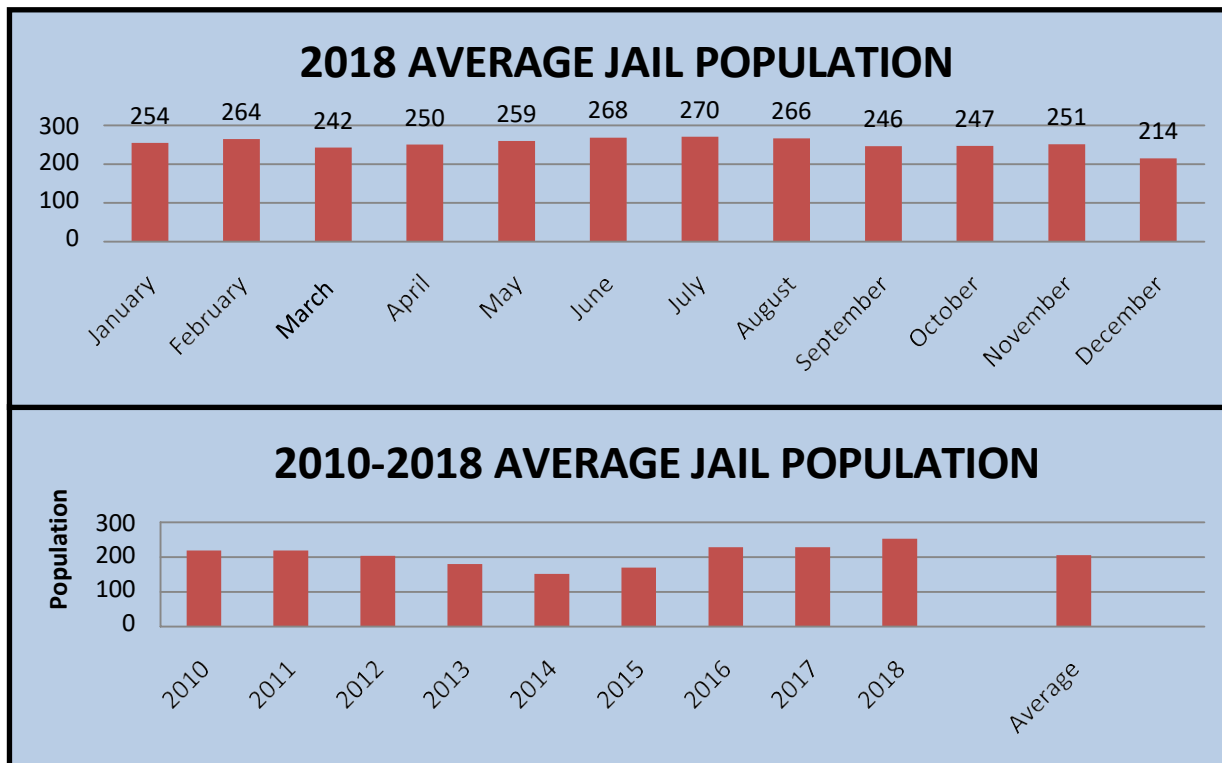
Property Crimes	2010	2011	2012	2013	2014	2015	2016	2017	2018
Burglary	717	539	595	502	437	484	320	410	267
Larceny	599	727	646	632	712	737	568	533	540
Motor Vehicle Theft	53	51	52	62	53	55	27	58	41
Total	1,369	1,317	1,293	1,196	1,202	1,276	915	1,001	848

The Hendry County Sheriff’s Office believes in taking a proactive approach to crime prevention and community policing which has contributed to the decrease in property crimes over the past year. However, these efforts have been threatened by an increase in violent crimes that limit deputies’ availability to proactively prevent or limit future criminal acts.

With the rising population, calls for service, and violent crime rate, proper staffing to serve our citizens becomes a top priority.

INMATE POPULATION TRENDS

Hendry County’s average monthly inmate population dropped in 2014, but since has continued to increase and will continue to increase as economic conditions and building activity improve. HCSO’s monthly inmate population exceeded the jail’s maximum rated capacity of 266 in 2018. This trend shows a need for a larger facility to house the inmate population and a need to increase qualified personnel. Because it takes an average of eight months to hire, train and deploy new Corrections personnel, advance planning is required to respond to a spike in the average monthly population and avoid operational inefficiencies as well as ensure employee and inmate safety.



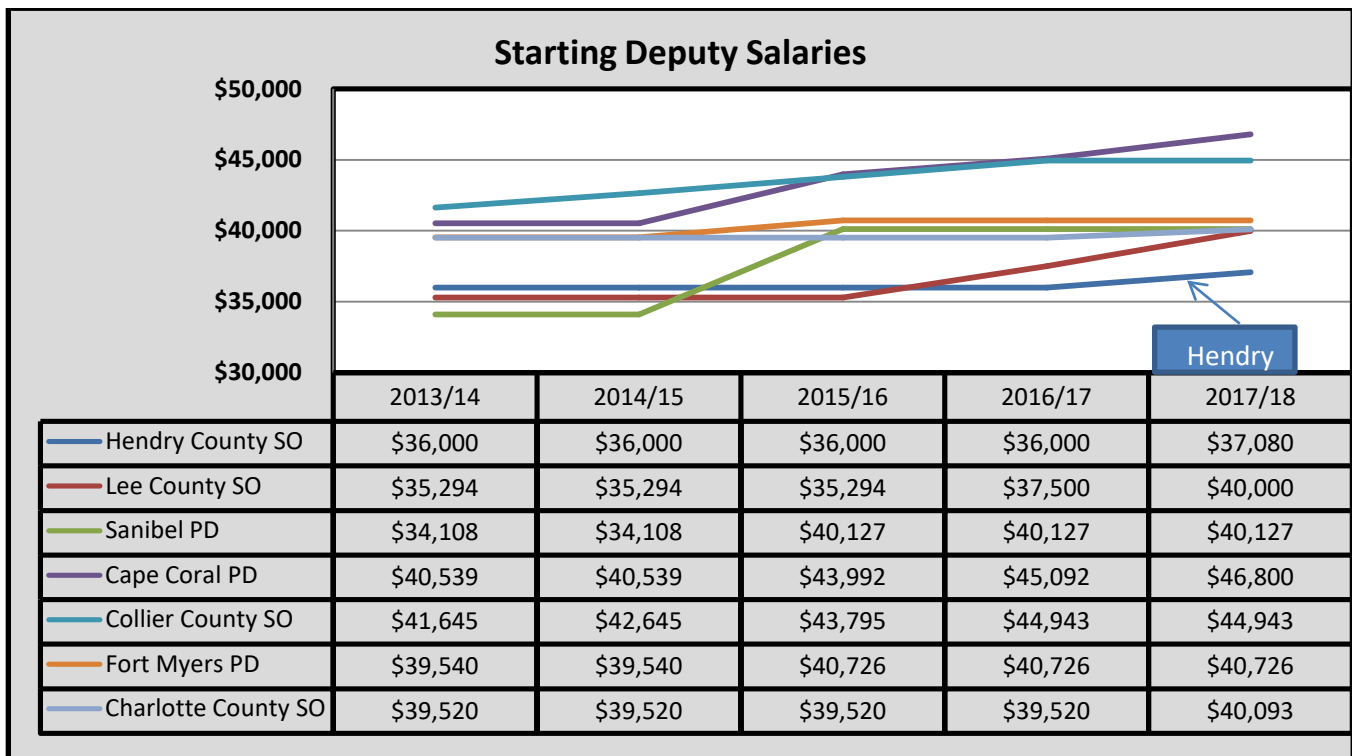


In an effort to effectuate awareness and deterrence of sexual violence within the Hendry County Jail, the Corrections Division is currently utilizing the Prison Rape Elimination Act data (PREA). In addition to PREA, HCSO is now looking to become accredited through the Florida Corrections Accreditation Commission (FCAC). This program evaluates corrections operations against the Commission's strict standards, a process that helps agency staff identify and remedy deficiencies while upgrading the overall quality of correctional programs and services. With the Hendry County Sheriff's Office already being accredited through the Commission for Florida Law Enforcement Accreditation (CFLA) and Telecommunication Accreditation Commission (TAC), this is another affirmation of our agency's commitment to the highest standards of professionalism and service to our community.

With the growing jail population, the agency is looking at correctional programs and services that could minimize barriers to employment and reintegrate incarcerated individuals back into the communities. By implementing programs that meet beneficiary needs, we can shift the public's perception of formerly incarcerated individuals from a risk to an asset to our communities, and in turn maximize our efforts to reduce recidivism and crime rates.

EMPLOYMENT TRENDS

Salary disparity at the Hendry County Sheriff's Office has been a concern for more than a decade. A more robust economy has since prompted other law enforcement agencies to raise starting salaries and provide additional cost of living increases, making it increasingly difficult for HCSO to compete for new recruits and retain existing certified deputies seeking higher take home pay.



- Hiring:** Applicants for certified positions are required to undergo an initial screening, polygraph examination, thorough background check, psychological and medical evaluations and oral board interviews before receiving an offer of employment. This process takes approximately 100 days to complete before a new deputy is able to start the 12-week Field Training Program. The hiring process for civilian applicants takes approximately 30-45 days to complete, due to the less stringent requirements.



For new hires that are not Florida certified, the next step would be to attend the 21-week law enforcement class or 13-week basic corrections officer class at the Southwest Florida Criminal Justice Academy. Upon completion, corrections and law enforcement deputies receive 10 days of pre-deployment orientation before being assigned to a Field Training Officer for 12-weeks.

- **New Hire Cost per Deputy:**

Initial	Approximate Cost
Drug Screen	\$30.00
Physical	\$200.00
Psychological Evaluations	\$275.00
Academy Cost (if applicable)	CO: \$2,138.00
	LEO: \$3,423.00
Total	\$2,643.00 - \$3,928.00

Issued	
Uniforms, Duty Belt and Gear	\$1,381.63
Body Armor	\$560.00
Issued Guns and Equipment	\$2,822.58
Issued Taser, OC and Equipment	\$1,393.50
Body Cameras	\$1000.00
Misc. Equipment	\$58.98
Radio Equipment	\$3,000.00
Vehicle and Equipment	\$47,000.00
Total	\$57,216.69

- **Retention**

The Hendry County Sheriff’s Office has been facing a challenge with maintaining an adequate level of personnel due to an increased rate of employee turnover, which has been shown to have a negative impact on an agency’s ability to reduce both property and violent crimes. Sheriff Whidden addressed this with the county commission in 2016 and reached an agreement to allow the Sheriff to hire three local residents per year and send them to the academy. This is having a positive effect on retention.

Reducing voluntary turnover has the potential to maximize the ability of an agency to meet its crime control mission and to reduce costs associated with recruitment and training new employees, which will allow for more funding to go directly to the provision of services.

Turnover requires that organizations divert time and funding to recruiting and training replacements (Poliner, 2014). When a new law enforcement officer is hired, Allisey, Noblet, Lamontagne, and Houdmont (2014) estimated that it takes between 5 and 10 years for an agency to begin to benefit from the investment made in the new officer; as a result, if an agency has a high initial turnover rate, the agency will not be able to maintain an effective workforce. Thus, understanding the predictors of an employee's decision to remain with or leave an organization is of critical importance to management. By increasing levels of job embeddedness, the agencies will be able to retain human capital for a longer period of time and will maximize the return on the agencies’ investments.



Studying the relationship between job embeddedness and turnover intentions among law enforcement personnel is expected to possibly provide law enforcement administrators with additional insights into

the employment continuance decision of the deputies. This will allow the administrators to have information to better craft programs and employment benefits to reach an organization's employee retention goal

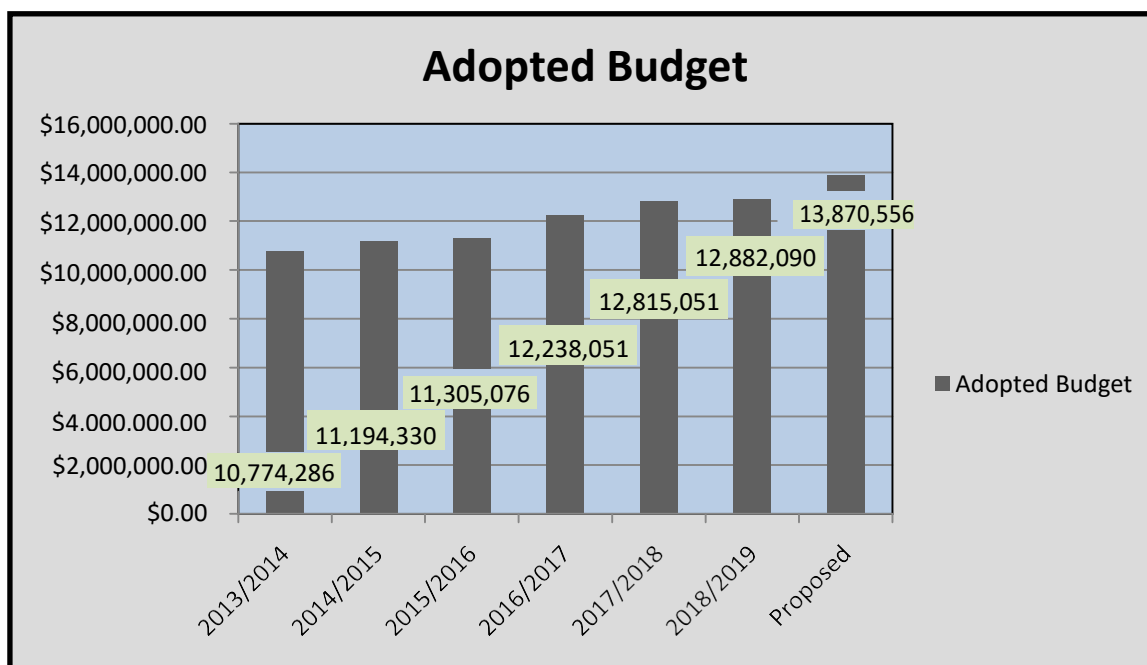
OPERATING BUDGET

HCSO's budget has increased by \$2,624,164 between 2009 and 2019. Some budget increases are mandated by the Federal and State governments which require a local government to carry out a specified activity, service, or program or otherwise expend money in a dictated way. In a fiscal sense, it is the difference between what a local government spends on a mandated activity and what the government would spend on the same activity in the absence of that mandate.

The eleven year increase is broken down by:

Budget Increase 2009-2019	\$2,624,164
Additional positions acquired through grants and salary increases	(\$1,116,842)
Federal/State mandated increases, ie. FICA, Retirement, Health Insurance and Incentive pay	(\$1,524,954)
Total Loss/Gain	(17,632-)

This concludes that the mandated increases have outpaced the budget operating and capital expenditures and continues to have a negative impact in the effectualness of the agency. The Sheriff's requested increase in his budget has only been 1.9% over an eleven year time period. It has been tolerated through aggressive contract negotiations with our vendors, obtaining grants and being frugal with the public's tax dollars. However, operating costs are increasing and in order to maintain the level of service that is expected of us, the sheriff's budget must keep pace.





- **Personnel Shortage and Overtime**

- Due to the requirements of SB7026, “The Marjory Stoneman Douglas High School Public Safety Act”, deputies have been working overtime to serve as School Resource Officers in Hendry County Public Schools until we are able to retain four more qualified SROs. Student safety is a priority, and at least one SRO in every public school is required to meet this obligation.
- In 2018, the Criminal Investigations Division handled approximately 1,488 cases averaging 6.5 hours per case, and totaling 9,672 hours per year. With only six (6) detectives in this division, it has become increasingly difficult to thoroughly investigate each case without accruing overtime.
- **Current Overtime Budget:**

	Current Overtime Budget	2017/2018 Overtime Accrued	2018/2019 Overtime Accrued
LEO	\$100,000	\$309,305.15	\$383,571.12
CO	\$62,000	\$150,473.22	\$110,546.39
Total	\$162,000	\$459,778.37	\$494,117.51

- **Operating**

HCSO will continue to work with Hendry County Administration and plan for future operational costs based on the budget. Examples include enhanced Criminal Justice Information Services security requirements and upgrades/conversions in communications systems and equipment.

- **Capital**

HCSO has been in catch-up mode, accommodating county growth and replacing delayed capital improvements and other needed projects. Infrastructures needed to accommodate the county’s growth, replacement cycles, and computer hardware and software will require additional funding.

Replacement Cycles:

- **Fleet**

- Developing an effective approach when it comes to a strategic replacement cycle is a challenge. The ability to gather and analyze data about fleet and understand exactly how fleet is performing has made the run-a-vehicle-into-the-ground approach not only woefully out of date, but it also has revealed just how expensive it is when compared to a well-designed replacement cycle.
- The Hendry County Sheriff’s Office owns 91 vehicles and leases 20 vehicles. Of the 91 vehicles owned by the sheriff’s office, 73 of the vehicles are 5 years or older and average 150,000 – 200,000 miles. Between 130,000-140,000 miles the Crown Victoria and Taurus model vehicles begin to deteriorate increasing repair costs in conjunction with regular vehicle maintenance. In addition, HCSO purchases approximately 40 tires a month averaging \$135 a tire.



- HCSO has very few spare vehicles in their fleet which causes significant operational problems when the front line vehicles are out of service and the officer is not able to respond to an emergency call for service in a timely manner.
- Taking into account the age and mileage of agency vehicles, repair, maintenance and fuel costs, HCSO needs to establish a vehicle replacement cycle. In order to accurately assess the average life of marked patrol units, costs will need to be broken down by vehicle. This will give the agency a baseline for vehicle replacement cycle projection estimates.

➤ **Taser and Body Cameras**

- The Officer Safety Plan allows us to minimize the total cost of outfitting our officers with cameras and Smart Weapons and the cost of storing and managing the data from these devices.
- Currently, HCSO is on a five-year replacement cycle “Officer Safety Plan” contract for tasers and body cameras which is coming to an end. After the plan expires, the cost of the equipment per deputy is \$3,000 or \$300,000 total. The Officer Safety Plan may be slightly higher than \$300,000; however the Safety Plan covers replacement and repair of existing units.

- **Infrastructure Improvements:** As a facility ages, it may no longer meet the needs of an evolving agency, thus negatively affecting morale, efficiency, safety, security, technology, and overall law enforcement efforts. When these conditions occur, agencies search for alternatives. Typical remedies include expanding or renovating the existing facility, adaptively re-using an existing non-law enforcement facility, or building an entirely new facility.

Examples:

➤ North Labelle

- Emergency response times may vary when responding to the growing community. The limited access to North Labelle makes it imperative to build or renovate an existing facility north of the bridge, allowing law enforcement personnel to expedite emergency services when seconds count.

When an emergency occurs in North Labelle, the draw bridge has a dramatic impact on response time. When emergency personnel are unable to utilize the bridge, alternate routes may be utilized by traveling through Alva or Fort Denaud, and increasing response time by 20-30 minutes.



➤ Fleet Services

- Fleet is located in the back compound of the main sheriff's office building. This area was initially used for secured delivery access to the jail. With the growth of HCSO, this





space is now used for deliveries, fleet, maintenance, and storage of evidence. With the limited space availability for Fleet, it is becoming increasingly difficult to properly service agency vehicles. HCSO's expansion has demanded additional space to accommodate emergency vehicles, equipment, and personnel.

The more costly items presented for budget consideration typically require much justification and research. One way to provide this justification is to show the correlation between the item requested and achieving a goal. To be credible, the goal should be defined in HCSO's strategic plan.

Additional grants and other government programs are worth looking into in order to make up the difference where the budget cannot. There are millions of dollars of law enforcement grants available every year through local, state and federal government programs and private organizations. Depending on specific needs, grants can cover a number of aspects of the agency's operation.

The following page breaks down the more costly capital items needed and the anticipated timeframe. Many of the items have been incorporated into the strategic plan's objectives in order to reach our goals.



CAPITAL IMPROVEMENTS			
Objective	Strategy	Owner	Timeframe
Ensure equipment meets the evolving needs of the agency and the community.	Renewal of the five-year replacement cycle for Tasers and body cameras.	Administration	Short-term
Enhance the specialized and technical capabilities of the Forensic and Evidence units.	Upgrade/replace at least two pieces of equipment annually to keep pace with technology advancements.	Forensic and Evidence Unit Commander	Short-term
Track maintenance expenses of marked vehicles to establish a baseline for replacement in Fleet.	Implement replacement cycle for marked patrol vehicles.	Fleet Services	Intermediate
Work with facilities planners and vendors to meet Hendry County's infrastructure needs.	Locate a new facility for Fleet Services off site.	Administration	Long-term
Work with facilities planners and vendors to meet Hendry County's infrastructure needs.	Buildout the Corrections Core Facility to accommodate for anticipated growth.	Administration	Long-term
Work with facilities planners and vendors to meet Hendry County's infrastructure needs.	Develop a North substation to expedite emergency services to the citizens in that area. May consider a joint facility with Fire and EMS.	Administration	Long-term
Work with facilities planners and vendors to meet Hendry County's infrastructure needs.	Remodel the main building of the sheriff's office.	Administration	Short-term
Work with facilities planners and vendors to meet Hendry County's infrastructure needs.	Buildout the Port Labelle Annex to accommodate the building of a secure Public Safety Answering Point (Telecommunication Center) and remodel the existing building.	Administration/ Grants	Long-term
Work with facilities planners and vendors to meet Hendry County's infrastructure needs.	Develop and staff a substation for the Airglades International Airport.	Administration	Long-term



Implementing HCSO's 5-Year Strategic Plan

Under the leadership of Sheriff Steve Whidden, the Hendry County Sheriff's Office is launching its first strategic plan, a document aimed at guiding its efforts on behalf of the citizens of Hendry County from October 1, 2019 to September 30, 2025. This would be the first time in the history of the agency that members would create a true and tangible roadmap to establish, monitor and update its goals, strategies and objectives.

Derived from the Department's mission and vision statements, the goals are broad, measurable categories that will each have a responsible party assigned to them, and when achieved move the organization closer to its stated vision. Under each goal are objectives that more clearly define the intent of the strategic goal. Objectives set specific measurable targets for each goal, and they are adaptable and can change over time. Each objective will have action items. The action items are specific activities which need to be completed in order to accomplish the objective, and may involve multiple initiatives or projects. The number of objectives and action items will vary depending upon the strategic goal.

The guiding principles of this Strategic Plan will be

- ◆ accomplished with a high degree of professionalism,
- ◆ encompassing of the Department's mission, vision and values,
- ◆ designed and implemented with consideration to best practices,
- ◆ a benchmark for progress within our agency and a system of accountability, and
- ◆ evaluated and reported on an annual basis.

An effective plan assures citizen and staff input during its development; allows all involved in the organization's administrative and budgetary processes to chart its course and assess future personnel, equipment, facility, and fiscal needs; adds an on-going performance monitoring component, designed to hold assigned agency members accountable for their contribution to the accomplishment of specific objectives and ultimately, the mission of the agency.



Our goals, as outlined in this plan are centered on the following four (4) areas of professional service delivery:

To work in partnership with the community to address evolving public safety concerns while striving to provide the best level of law enforcement services we can provide.

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

To promote organizational integrity by demanding accountability, oversight, and transparency through the efficient use of personnel, equipment and technology.

To foster a rich diversity of voices, perspectives, and experiences through recruitment, development, and retention of a skilled workforce.

These goals encompass eleven (11) strategies and twenty-seven (27) objectives. The timeframes indicate time periods during which objectives are anticipated for completion:

- **SHORT-TERM:**

Within the current calendar year (October 1, 2019 – September 30, 2020).

- **INTERMEDIATE:**

Within the following two calendar years (October 1, 2020 – September 30, 2021).

- **LONG-TERM:**

Implementation is anticipated between October 1, 2019 – September 30, 2025.

- **ON-GOING:**

Objectives which have already begun, but are important enough to be monitored in this strategic plan for continuous activity.



- 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 we can provide.





Strategy: *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 Hendry County.

Assigned Responsibility: Community Services Division

Timeframe for Action: Short-term and 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 establish a full-time marine unit to patrol our waterways and promote boating safety.

Assigned Responsibility: Marine Unit Commander, Administrative

Timeframe for Action: Long-term

Measurement of Accomplishment: Documentation of the steps taken in creating a full-time marine unit and informational boating safety brochures to hand out to the public.

Objective 1.1.3: To establish a boating safety and CPR course for the general public.

Assigned Responsibility: Training, Administrative

Timeframe for Action: Long-term

Measurement of Accomplishment: Documentation of the steps taken in creating a course and the methods for distribution.

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.

Assigned Responsibility: Special Operations Division 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.

Assigned Responsibility: Special Operations, Court Division and Patrol Commanders.

Timeframe for Action: Short-term and on-going

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

Strategy 3: *Provide effective care, custody, and control of individuals placed under the authority of the sheriff.*

Objective 1.3.1: To continue utilizing Prison Rape Elimination Act data to effectuate awareness and deterrence of sexual violence within the Hendry County Jail.

Assigned Responsibility: Corrections Division Commander

Timeframe for Action: On-going

Measurement of Accomplishment: Documentation of steps taken to continue implementation of PREA: estimated impact.

Objective 1.3.2: To increase addiction services within the Hendry County Jail.

Assigned Responsibility: Corrections Division Commander

Timeframe for Action: Intermediate and Long-term

Measurement of Accomplishment: Documentation of programs available and steps taken to continue implementation of additional addiction services.

Strategy 4: *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 1.4.1: In coordination with other municipal and county agencies, to receive and review 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 manner.

Assigned Responsibility: Administration

Timeframe for Action: Short-term

Measurement of Accomplishment: Proposals reviewed; timeliness of reviews; 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.





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 in-service training includes lessons to improve social interaction and de-escalation techniques, as well as tactical skills.

Assigned Responsibility: Training Division Commander

Timeframe for Action: Intermediate

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

Objective 2.1.2: 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.

Assigned Responsibility: Training Division Commander

Timeframe for Action: Intermediate

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

Strategy 2: *Develop and implement innovative approaches to work with vulnerable populations with substance abuse, mental health, developmental disabilities, and other social service needs.*

Objective 2.2.1: To increase the number of sworn and civilian personnel throughout the agency certified in Crisis Intervention Team training.

Assigned Responsibility: Training Division Commander

Timeframe for Action: Short-term

Measurement of Accomplishment: Number of personnel certified; number of units with certified personnel.



Objective 2.2.2: To create a resource guide for personnel to assist persons who are or have become homeless, children who have become homeless, and/or have issues such as mental health and substance abuse.

Assigned Responsibility: Community Services Commander

Timeframe for Action: Short-term

Measurement of Accomplishment: Promulgation of guide, including methods of distribution.

Strategy 3: *Provide programs designed to reduce recidivism and enhance successful re-entry of individuals released from the Hendry County Jail.*

Objective 2.3.1: To explore the development of a post-secondary education program for inmates in the Hendry County Jail.

Assigned Responsibility: Corrections Division Commander

Timeframe for Action: Long-term

Measurement of Accomplishment: Steps taken to develop program.



- GOAL 3 -

To promote organizational integrity by demanding accountability, oversight, and transparency through the efficient use of personnel, equipment and technology.





Strategy 1: *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 in the development of agency policies.

Assigned Responsibility: Division Commanders and Accreditation

Timeframe for Action: Short-term and on-going

Measurement of Accomplishment: Documentation of policy development, including degree of staff input.

Objective 3.1.2: To develop an annual community survey to measure the impact of methods of policing on public trust and police legitimacy.

Assigned Responsibility: Community Services Commander

Timeframe for Action: Short-term

Measurement of Accomplishment: Development of the survey; method of distribution; results of the survey.

Objective 3.1.3: To become accredited through the Florida Corrections Accreditation Commission (FCAC).

Assigned Responsibility: Corrections Commander and Accreditation

Timeframe for Action: Short-term

Measurement of Accomplishment: Accreditation through FCAC.

Strategy 2: *Ensure facilities and equipment meet evolving needs of the agency and the community.*

Objective 3.2.1: 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.

Assigned Responsibility: Division Commanders, Accreditation, Safety Review Board

Timeframe for Action: Intermediate



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

Objective 3.2.2: To track maintenance expenses of marked vehicles to establish a baseline for replacement in Fleet.

Assigned Responsibility: Fleet Management

Timeframe for Action: Intermediate

Measurement of Accomplishment: Document all maintenance expenses incurred annually to establish a replacement cycle for marked patrol vehicles.

Objective 3.2.3: To build out the Hendry County Jail to accommodate for anticipated growth.

Assigned Responsibility: Corrections Division Commander

Timeframe for Action: Long-term

Measurement of Accomplishment: Documentation of the steps taken to work with facilities planners to meet the agency's infrastructure needs.

Objective 3.2.4: To move Fleet to an off sight location.

Assigned Responsibility: Administration

Timeframe for Action: Long-term

Measurement of Accomplishment: Documentation of the steps taken to work with facilities planners to meet the agency's infrastructure needs.

Objective 3.2.5: Develop a North Labelle Substation

Assigned Responsibility: Administration

Timeframe for Action: Long-term

Measurement of Accomplishment: Documentation of the steps taken to work with facilities planners to meet the agency's infrastructure needs.



Strategy 3: *Ensure effective integration of technology in the operations and activities of the sheriff's office.*

Objective 3.3.1: 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.

Assigned Responsibility: Information Technology, Administration

Timeframe for Action: Short-term

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

Objective 3.3.2: To annually review and test the competence of the sheriff's office disaster/recovery backup systems and plans as they relate to information technology.

Assigned Responsibility: Information Technology

Timeframe for Action: Long-term

Measurement of Accomplishment: Documentation of result of annual review.

Objective 3.3.3: Renewal of the four-year replacement cycle for Tasers and body cameras.

Assigned Responsibility: Administration

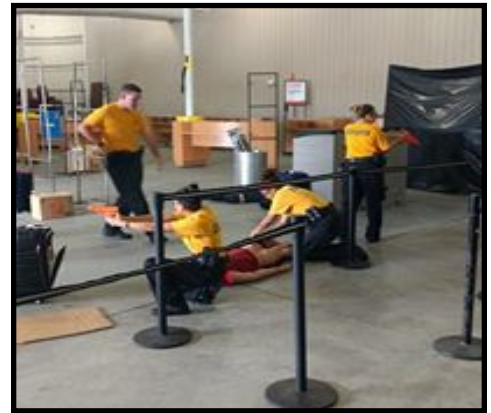
Timeframe for Action: Short-term

Measurement of Accomplishment: Documentation of progress toward renewal.



- GOAL 4 -

To foster a rich diversity of voices, perspectives, and experiences through recruitment, development and retention of a skilled workforce.





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 identify areas needing designated field training programs and personnel to ensure adequate training of new employees.

Assigned Responsibility: Training Division Commander

Timeframe for Action: Intermediate

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

Objective 4.1.2: 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 2025.

Assigned Responsibility: Human Resources Director

Timeframe for Action: Intermediate

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

Objective 4.1.3: To increase efforts in reducing agency turnover.

Assigned Responsibility: Human Resources Director

Timeframe for Action: Short-term

Measurement of Accomplishment: Create exit interview questions to assist in analyzing links, fit, and sacrifice between the employee and organization, and links, fit and sacrifice between the employee and the community.



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