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# **COLUMBIA COUNTY SHERIFF'S OFFICE**



**STRATEGIC PLAN  
2017-2020**

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**A Message from Sheriff Hunter**

The Columbia County Sheriff's Office is pleased to present our first multi-year Strategic Plan. This plan will provide direction/accountability and enhance the management and leadership of this agency as we move forward ensuring the safety of our community over the next five years.



This plan was developed by the hard work of community leaders and members of the Sheriff's Office. These stakeholders provided tremendous insight into the opportunities and challenges ahead that we must navigate to better serve the citizens of Columbia County

The men and women of the Columbia County Sheriff's Office have transitioned your Sheriff's Office over the last few years into an outstanding and professional organization. With this in mind additional work and responsibility will come as we attempt to increase and maintain the current level of service operations. In order to facilitate this we have developed our strategic operations plan that has established office mission, defined our fundamental values and workable goals.

It is my honor and privilege to serve with the men and women of the Columbia County Sheriff's Office.

*Mark Hunter*  
Mark Hunter  
Sheriff

## **Process for Developing the Sheriff's Office Strategic Plan**

The process for developing the Strategic Plan for the Columbia County Sheriff's Office was divided into three distinct phases:

- ★ Initial meetings to review the agency's existing vision, mission, and values statements and to assess the strengths, weaknesses, opportunities and threats facing the agency;
- ★ A second series of meetings to develop the goals, strategies, and objectives; and
- ★ A final set of meetings to present the final elements of the Plan.

In addition, the process involved the active participation of four discussion groups:

- ★ A group which included Command Staff and agency Lieutenants;
- ★ A group composed of Sergeants, Corporals, and civilian supervisors;
- ★ A group representing sworn and civilian line personnel;
- ★ And a citizen's advisory group.

## **Finalizing the Recommendations and Report**

Following these facilitated meetings, a draft of the proposed goals, strategies, and objectives were discussed between the Sheriff and the Chief Deputy. Upon the conclusion of the discussions, a copy of the proposed Strategic Plan was circulated digitally to the Command Staff.

Based on the input provided by the three internal working groups and the citizen's panel, the report recommended modifications to the Sheriff's Office current Vision, Mission, and Values statements, as well as a Strategic Plan to guide the agency operations and administration from 2017 through 2020.

## **Finalized Strategic Plan**

The Strategic Plan itself is an ambitious, forward looking plan that includes three major goals divided into 16 strategies and 80 specific objectives. To ensure the timely implementation of this plan, a specific timetable has been developed. Each objective is capable of being measured, is assigned as a responsibility to designated personnel or units of the Sheriff's Office, and is associated with a general timeframe for expected implementation.

This Strategic Plan utilizes three specific time periods during which objectives are anticipated to be completed:

- ★ **Short-term:** Implementation anticipated between January 1, 2017, and September 30, 2018. **On-going** indicates that the objective has already begun or will continue after its initial date of implementation.
- ★ **Intermediate:** Implementation anticipated between October 1, 2018, and September 30, 2019.
- ★ **Long-term:** Implementation anticipated between October 1, 2019, and December 31, 2020.

In order to maximize the potential of the Strategic Plan and to ensure its success the following items are being implemented:

- ★ A bound printed copy of the Strategic Plan shall be provided to each member of the Sheriff's Office, as well as to the members of the Board of County Commissioners and each citizen who participated in the planning process.
- ★ A digital version of the Strategic Plan shall be posted on the Sheriff's Office website.
- ★ Compliance with the Strategic Plan's objectives should be reviewed by the administration of the Sheriff's Office on a quarterly basis, with a subsequent status report to the citizens of Columbia County via the Sheriff's Office website.
- ★ An annual report on the accomplishments toward the Strategic Plan shall be posted on the Sheriff's Office website.
- ★ The Strategic Plan shall be reviewed and updated each year to reflect changes in crime patterns, citizen expectations, demographics, and economic conditions in Columbia County.

## **Sheriff's Office Vision Statement**

Professional law enforcement services, engaged in a strong partnership with our citizens, to ensure safe communities.

## **Sheriff's Office Mission Statement**

The Columbia County Sheriff's Office provides professional law enforcement services with integrity and compassion to meet the diverse needs of our community.

## **Sheriff's Office Core Values**

- ★ **S**ervice...Safeguarding Columbia County with integrity and reliability
- ★ **T**eamwork...Working together for a safer Columbia County
- ★ **A**ccountability...Living our stewardship through honesty and professionalism
- ★ **R**espect...Reflecting understanding and compassion for those we serve



**Columbia County Sheriff's Office**  
**2017-2020 Strategic Plan**  
**Effective Dates: January 1, 2017-December 31, 2020**

**Goal 1: To promote the safety of Columbia County and public confidence in the Sheriff's Office through effective enforcement, education, and prevention, performed in partnership with our community.**

**Strategy 1.1:** In partnership with the community, develop and maintain innovative and proactive initiatives to target specific crime problems.

**Objective 1.1.1:** To implement an in-house training program in crime prevention techniques for patrol personnel

**Assigned Responsibility:** Community Services Lieutenant

**Timeframe for Action:** Short-term

**Objective 1.1.2:** To raise community awareness of crime activity and criminal opportunity and encourage community engagement through an effective multi-media approach

**Assigned Responsibility:** Community Services Lieutenant,  
Community Services Sergeant

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

**Objective 1.1.3:** To encourage involvement in community activities and organizations by Sheriff's Office personnel

**Assigned Responsibility:** Community Services Lieutenant,  
Community Services Sergeant

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

**Objective 1.1.4:** To partner with Crime Stoppers to provide critical criminal information to the community

**Assigned Responsibility:**  
Community Services  
Sergeant

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



**Objective 1.1.5:** To institute community meetings attended by the Sheriff and key Sheriff's Office leaders

**Assigned Responsibility:** Chief Deputy, Community Services Lieutenant

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

**Objective 1.1.6:** To establish a Citizens Law Enforcement Academy

**Assigned Responsibility:** Command Staff

**Timeframe for Action:** Intermediate

**Objective 1.1.7:** To re-establish safe streets/interdiction teams

**Assigned Responsibility:** Patrol Captain, Patrol Lieutenant

**Timeframe for Action:** Intermediate

**Objective 1.1.8:** To work with local assets to develop a resource and enhance capabilities that focus on troubled youth

**Assigned Responsibility:** Community Services Lieutenant, SRD Sergeant

**Timeframe for Action:** Long-term

**Strategy 1.2:** Enhance response to citizen calls for assistance.

**Objective 1.2.1:** To work with the Board of County Commissioners and County administration to ensure the best oversight and organizational location of, policies governing, and calls for service to staffing ratio for the 9-1-1 Communications Center

**Assigned Responsibility:** Chief Deputy, Records Supervisor

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





**Objective 1.2.2:** To ensure enhanced training of communications personnel

**Assigned Responsibility:** Chief Deputy

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

**Objective 1.2.3:** To periodically review the timeliness of agency response times and adjust personnel assignments and deployment as appropriate

**Assigned Responsibility:** Patrol Captain, Patrol Lieutenant

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

**Strategy 1.3:** Provide effective investigative resources to support the Sheriff's Office and the citizens we serve.

**Objective 1.3.1:** To provide training to meet the specialized needs of the Criminal Investigative Division Detectives

**Assigned Responsibility:**

Investigations Captain, Investigations Lieutenant

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



**Objective 1.3.2:** To enhance the agency's ability to gather, analyze, and exchange criminal intelligence information

**Assigned Responsibility:** Investigations Captain, Crime Analyst

**Timeframe for Action:** Intermediate

**Objective 1.3.3:** To explore the consolidation of investigative functions relating to child abuse, crimes against children, domestic violence, and sexual battery/assault into a Special Victims Unit

**Assigned Responsibility:** Investigations Captain, Investigations Lieutenant

**Timeframe for Action:** Intermediate

**Objective 1.3.4:** To develop and utilize a team approach to crime scene investigations

**Assigned Responsibility:** Investigations Captain, Crime Scene Sergeant

**Timeframe for Action:** Long-term

**Strategy 1.4:** Enhance vehicular and pedestrian safety on Columbia County roadways.

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

**Assigned Responsibility:** Community Services Lieutenant, Training Sergeant

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

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

**Assigned Responsibility:** Public Information Officer

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

**Objective 1.4.3:** To continue participation in the Florida Department of Transportation traffic enforcement /prevention campaigns

**Assigned Responsibility:** Patrol Lieutenant

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

**Strategy 1.5:** Foster positive engagement with the youth of our community.

**Objective 1.5.1:** To continue the Sheriff's Office use of School Resource Deputies in middle and high schools

**Assigned Responsibility:** Community Services Lieutenant, SRD Sergeant

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

**Objective 1.5.2:** To continue to support the Florida Sheriffs Youth Ranches and its programs

**Assigned Responsibility:** Sheriff, Records Supervisor

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

**Objective 1.5.3:** To expand the educational activities of the School Resource Deputy program into the County's elementary schools

**Assigned Responsibility:** Community Services Lieutenant, SRD Sergeant

**Timeframe for Action:** Intermediate

**Objective 1.5.4:** To re-establish the Take Heed Program

**Assigned Responsibility:** Detention Captain, Community Services Lieutenant

**Timeframe for Action:** Intermediate

**Objective 1.5.5:** To establish a Sheriff's Explorers Post

**Assigned Responsibility:** Patrol Captain, Community Services Lieutenant

**Timeframe for Action:** Long-term

**Objective 1.5.6:** To implement the Florida Sheriffs Association Teen Driver Challenge Program

**Assigned Responsibility:** Community Services Lieutenant, Training Sergeant

**Timeframe for Action:** Long-term

**Strategy 1.6:** Provide effective care, custody, and control of individuals placed under the authority of the Sheriff.

**Objective 1.6.1:** To continue compliance with Florida Model Jail Standards

**Assigned Responsibility:** Detention Captain, Security Lieutenant

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

**Objective 1.6.2:** To continue to comply with standards to reduce sexual violence within the Columbia County Detention Facility established by the Prison Rape Elimination Act

**Assigned Responsibility:** Detention Captain, Security Lieutenant

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

**Objective 1.6.3:** To continue to monitor Detention Facility medical services to maintain quality care and cost control



**Assigned**

**Responsibility:**

Detention Captain,  
Administrative  
Lieutenant

**Timeframe for**

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

**Objective 1.6.4:** To continue to support religious programming in the Detention Facility

**Assigned Responsibility:** Administrative Lieutenant, Administrative Sergeant

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

**Objective 1.6.5:** To continue to support vocational programming provided through the Detention Facility

**Assigned Responsibility:** Administrative Lieutenant, Administrative Sergeant

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

**Strategy 1.7:** Ensure the safety and security of those utilizing court services.

**Objective 1.7.1:** To regularly review Columbia County Court House security policies, procedures, practices, and technology, with results provided to appropriate County and Circuit officials

**Assigned Responsibility:** Judicial Captain, Judicial Lieutenant

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

**Objective 1.7.2:** To regularly review staffing needs and scheduling practices for Court House security

**Assigned Responsibility:** Judicial Captain, Judicial Lieutenant

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

**Objective 1.7.3:** To review and exercise critical incident response plans for courthouse operations, including high-risk court hearings, active shooters, and facility evacuation

**Assigned Responsibility:** Judicial Captain, Judicial Lieutenant

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

**Assigned Responsibility:** Judicial Captain, Judicial Lieutenant

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



**Goal 2: To provide a professional work environment that attracts and retains a diverse group of applicants, encourages and rewards employee excellence, and promotes professionalism through education and training.**

**Strategy 2.1:** Ensure the agency has in place an effective personnel administration system, focusing on recruitment, selection, evaluation, retention, and promotion of sworn and civilian members.

**Objective 2.1.1:** To aggressively pursue the agency's personnel recruitment program and practices in order to improve the diversity and cultural responsiveness and capabilities of the Sheriff's Office

**Assigned Responsibility:** Human Resources Director

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

**Objective 2.1.2:** To expedite the law enforcement selection process by developing a pre-screening process for law enforcement applicants

**Assigned Responsibility:** Human Resources Director, Internal Affairs Inspector

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

**Objective 2.1.3:** To review and revise as appropriate the promotional policies and processes for sworn and civilian personnel

**Assigned Responsibility:** Administrative Services Director

**Timeframe for Action:** Intermediate

**Objective 2.1.4:** To regularly review the agency's salary and employee benefits package as a tool for recruitment and retention and to ensure competitiveness with other employers

**Assigned Responsibility:** Finance Director

**Timeframe for Action:** Intermediate

**Objective 2.1.5:** To fully fund the Sheriff's Office step pay plan

**Assigned Responsibility:** Finance Director

**Timeframe for Action:** Long-term

**Objective 2.1.6:** To institute an effective employee performance evaluation system

**Assigned Responsibility:** Command Staff

**Timeframe for Action:** Long-term

**Objective 2.1.7:** 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

**Assigned Responsibility:** Finance Director

**Timeframe for Action:** Long-term

**Strategy 2.2:** Promote employee excellence.

**Objective 2.2.1:** To continue and enhance the Sheriff's Office Employee Awards Program

**Assigned Responsibility:** Chief Deputy

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

**Objective 2.2.2:** To develop and promote a program of employee fitness/wellness

**Assigned Responsibility:** Sheriff, Finance Director

**Timeframe for Action:** Intermediate

**Strategy 2.3:** Develop current and future leadership in the agency through attendance at internal and external leadership programs

**Objective 2.3.1:** To develop and implement an internal supervisory development program for current and future agency leaders

**Assigned Responsibility:** Command Staff

**Timeframe for Action:** Short-term

**Objective 2.3.2:** To continue to utilize the Florida Sheriffs Association's Commanders Academy as a venue for training of agency managers

**Assigned Responsibility:** Command Staff

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

**Objective 2.3.3:** To continue to utilize the Florida Criminal Justice Executive Institute's Florida Leadership Academy as a developmental tool for sergeants, corporals, and first-line civilian supervisors

**Assigned Responsibility:** Command Staff

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

**Strategy 2.4:** Ensure members of the Sheriff's Office are professionally prepared to meet the needs of our community.

**Objective 2.4.1:** To review and enhance the Field Training Program to maintain its quality, comprehensiveness, length, and appropriate levels of review

**Assigned Responsibility:** Community Services Lieutenant, Training Sergeant

**Timeframe for Action:** Short-term

**Objective 2.4.2:** To review the agency's college attendance policy and practices to further encourage employee participation in higher education activities

**Assigned Responsibility:** Human Resources Director

**Timeframe for Action:** Short-term

**Objective 2.4.3:** To monitor and ensure that all affected personnel meet minimum state annual training requirements



**Assigned Responsibility:** Community Services Lieutenant, Training Sergeant and Human Resources Director

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

**Objective 2.4.4:** To maintain compliance records for all mandatory re-training requirements of sworn personnel

**Assigned Responsibility:** Human Resource Director

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

**Objective 2.4.5:** To conduct an annual training needs assessment for sworn and civilian personnel

**Assigned Responsibility:** Human Resources Director

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

**Objective 2.4.6:** To ensure that all in-service training includes lessons to improve social interaction and de-escalation techniques, as well as tactical skills

**Assigned Responsibility:** Community Services Lieutenant, Training Sergeant

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

**Objective 2.4.7:** To increase the number of agency personnel certified in Crisis Intervention Team training

**Assigned Responsibility:** Community Services Lieutenant, Training Sergeant

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

**Objective 2.4.8:** To supplement the annual firearms training qualification with additional training opportunities

**Assigned Responsibility:** Community Services Lieutenant, Training Sergeant

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

**Goal 3: To promote organizational integrity by demanding accountability and oversight through the efficient use of personnel, facilities, equipment, and technology.**

**Strategy 3.1:** Ensure integrity and accountability of the agency through sound policy, oversight, and compliance with accepted professional standards.

**Objective 3.1.1:** To ensure an annual independent audit of the Sheriff's Office fiscal activities

**Assigned Responsibility:** Finance Director

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

**Objective 3.1.2:** To ensure a quarterly review of the Sheriff's Office Investigative Fund

**Assigned Responsibility:** Finance Director

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

**Objective 3.1.3:** To ensure an annual audit of the Sheriff's Office Investigative Fund

**Assigned Responsibility:** Finance Director

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

**Objective 3.1.4:** To develop internal audit procedures that work in conjunction with, and are complementary to, the current external audit process

**Assigned Responsibility:** Finance Director, Property Manager

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



**Objective 3.1.5:** To institute an agency-wide program of continuous process improvement focused on efficiency and effectiveness of internal operations

**Assigned Responsibility:** Administrative Services Director

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

**Objective 3.1.6:** To conduct a thorough review/revision of General Orders and Operating Procedures to ensure they are up-to-date, standardized, user-friendly, and meet contemporary professional standards

**Assigned Responsibility:** Administrative Services Director

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

**Objective 3.1.7:** To review progress and assess accomplishments under the Sheriff's Office Strategic Plan on a quarterly basis

**Assigned Responsibility:** Command Staff

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

**Objective 3.1.8:** To annually assess and update the Sheriff's Office Strategic Plan

**Assigned Responsibility:** Command Staff

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

**Objective 3.1.9:** To provide an annual report on Sheriff's Office Strategic Plan accomplishments on the agency's website

**Assigned Responsibility:** Command Staff

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

**Objective 3.1.10:** To seek accreditation of law enforcement and administrative operations through the Commission for Florida Law Enforcement Accreditation

**Assigned Responsibility:** Command Staff

**Timeframe for Action:** Long-term

**Objective 3.1.11:** To seek accreditation of corrections operations through the Florida Corrections Accreditation Commission

**Assigned Responsibility:** Command Staff

**Timeframe for Action:** Long-term

**Strategy 3.2:** Provide for effective organization and administration of the Sheriff's Office.

**Objective 3.2.1:** To annually review the organizational structure and allocation of personnel, including supervisor-to-employee ratios

**Assigned Responsibility:** Command Staff

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

**Objective 3.2.2:** To review and identify organizational activities where civilian staff or volunteers may be used in lieu of sworn personnel

**Assigned Responsibility:** Command Staff

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

**Objective 3.2.3:** To pursue appropriate federal and state grants and alternative funding sources to supplement current funding of the Sheriff's Office

**Assigned Responsibility:** Finance Director

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

**Strategy 3.3:** Ensure facilities under the charge of the Sheriff meet the evolving needs of the agency and the community.

**Objective 3.3.1:** To annually conduct an assessment of all facilities utilized by the Sheriff's Office to determine utility, occupancy, safety and security, environmental compatibility, and need for replacement

**Assigned Responsibility:**

Command Staff

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



**Objective 3.3.2:** To complete construction of the new combined crime scene, maintenance, and fitness facility

**Assigned Responsibility:** Command Staff

**Timeframe for Action:** Intermediate

**Objective 3.3.3:** To work with the Board of County Commissioners to identify a funding source(s) and plan for construction of a new Detention Facility

**Assigned Responsibility:** Sheriff, Detention Captain, Finance Director

**Timeframe for Action:** Long-term

**Objective 3.3.4:** To move the sexual predator/sexual offender registration location from the Sheriff's Administration Building to the new Detention Facility

**Assigned Responsibility:** Investigations Captain, Detention Captain

**Timeframe for Action:** Long-term

**Strategy 3.4:** Ensure equipment meets evolving needs of the agency and the community.

**Objective 3.4.1:** To institute an organized fleet replacement cycle

**Assigned Responsibility:** Patrol Captain, Finance Director

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

**Objective 3.4.2:** To ensure a standard program of maintenance and replacement of current equipment such as laptops, tasers, and vests

**Assigned Responsibility:** Information Technology Director, Property Manager

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

**Objective 3.4.3:** To obtain an Automated Fingerprint Identification System (AFIS) for the agency

**Assigned Responsibility:** Information Technology Director

**Timeframe for Action:** Intermediate

**Objective 3.4.4:** To work with the Board of County Commissioners to implement a new communications system

**Assigned Responsibility:** Sheriff

**Timeframe for Action:** Long-term

**Strategy 3.5:** Ensure information and technology utilized by the Sheriff's Office meets agency and community needs.

**Objective 3.5.1:** To annually review and test the capabilities of the Sheriff's Office disaster recovery/backup systems and plans as they relate to information technology

**Assigned Responsibility:** Information Technology Director

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

**Objective 3.5.2:** To continue to enhance the Sheriff's Office website, allowing interaction from the public and the ability to receive information and reporting

**Assigned Responsibility:** Information Technology Director, Public Information Officer

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

**Objective 3.5.3:** To continually review and evaluate 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 Director

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

**Objective 3.5.4:** To provide adequate and on-going training and technical support on information technology to Sheriff's Office staff

**Assigned Responsibility:** Information Technology Director

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

**Objective 3.5.5:** To conduct a records audit and analysis to identify records which can be more effectively handled and stored through electronic processing, submission, and maintenance

**Assigned Responsibility:** Administrative Services Director, Records Supervisor

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

**Objective 3.5.6:** To effectively transition from the current Uniform Crime Reporting system to the National Incident Based Reporting System

**Assigned Responsibility:** Administrative Services Director, Records Supervisor

**Timeframe for Action:** Intermediate