



COLUMBIA COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN 2021-2025



TABLE OF CONTENTS

Message from Sheriff Hunter 2

Finalized Strategic Plan 3

Vision Statement 4

Mission Statement 4

Core Values 4

Goal 1 / Strategy and Objectives 5

Goal 2 / Strategy and Objectives 9

Goal 3 / Strategy and Objectives 12



A Message from Sheriff Hunter

The Sheriff's Office developed its first strategic plan in 2017. A strategic plan defines priorities for future actions, including short-term goals, long-term goals and objectives. Goals are the heart of the plan because they describe the results toward which our efforts are directed. Objectives articulated in this plan, although not an exhaustive list, define a direction by which to achieve these goals.



Together, they provide guidelines for future decisions about the nature, scope, and priority of actions that are necessary to carry out the strategic plan.

The intent of a Strategic Plan is to provide a recommended blueprint for how the Sheriff's Office evaluates the quality of service it provides to the citizens and visitors of Columbia County. As public servants, we hold ourselves accountable to a high degree of scrutiny. Given community concerns for accountability, both fiscally and professionally, the Sheriff's Office has established specified long-term goals and objectives to complement the annual goals and objectives developed each year by our operational components.

Organizational components are held accountable for the attainment of their goals, which are given periodic review to determine their continued relevance. These goals and their subsequent operational objectives are intended to improve community service, provide transparency in operations, and increase the agency's effectiveness.

The men and women of the Columbia County Sheriff's Office have transitioned the Sheriff's Office over the last few years into an outstanding and professional organization by achieving the Accreditation Standards established by the Commission for Florida Law Enforcement. 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 reviewed our past strategic operations plan that had established office mission, adjusted 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.

A handwritten signature in green ink that reads "Mark Hunter".

Mark Hunter
Sheriff

Finalized Strategic Plan

The Strategic Plan itself is an ambitious, forward looking plan that includes three major goals divided into 16 strategies and 59 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, 2021, and September 30, 2022.
- ★ **On-going** indicates that the objective has already begun or will continue after its initial date of implementation.
- ★ **Intermediate:** Implementation anticipated between October 1, 2022, and September 30, 2023.
- ★ **Long-term:** Implementation anticipated between October 1, 2023, and December 31, 2025.

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

- ★ 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 measured and reviewed based on the individual objective by the administration section of the Sheriff's Office on a quarterly basis.
- ★ 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

- ★ Service...Safeguarding Columbia County with integrity and reliability
- ★ Teamwork...Working together for a safer Columbia County
- ★ Accountability...Living our stewardship through honesty and professionalism
- ★ Respect...Reflecting understanding and compassion for those we serve



Columbia County Sheriff's Office
2021-2025 Strategic Plan
Effective Dates: January 1, 2021 - December 31, 2025

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, Training Sergeant

Timeframe for Action: Short-Term and On-Going

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, and Public Information Officer

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:

Continue partnership 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 maintain an interdiction team to reduce drug trafficking in and through Columbia County.

Assigned Responsibility: Task Force Lieutenant and Task Force Sergeant

Timeframe for Action: Intermediate

Objective 1.1.6: Partner with local agencies and organizations to develop a resource and enhance capabilities that focus on at risk youth

Assigned Responsibility:

Community Services Lieutenant, SRD Sergeant

Timeframe for Action: Long-term and On-Going

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, Criminal Investigations Lieutenant

Timeframe for Action:

Short-term and on-going

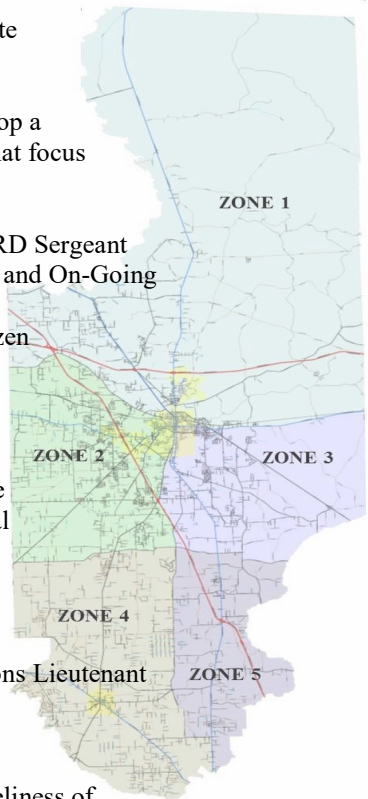
Objective 1.2.2: To review the timeliness of agency response times and adjust personnel assignments and deployment monthly.

Assigned Responsibility: Patrol Captain and 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: Criminal Investigations Captain and Criminal Investigations Lieutenant

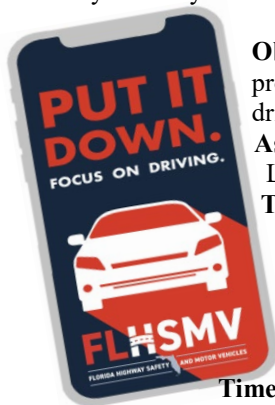
Timeframe for Action: Short-term and on-going

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

Assigned Responsibility: Criminal Investigations Captain and Crime Analyst

Timeframe for Action: Short-term and On-Going

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 and Training Sergeant

Timeframe for Action: Short-term and on-going

Objective 1.4.2: 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 evaluate the Sheriff's Office use of School Resource Deputies in all schools to meet the required Florida mandated staffing numbers.

Assigned Responsibility: Community Services Lieutenant and SRD Sergeant

Timeframe for Action: Intermediate and on-going

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

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 1.5.3: To continue the Florida Sheriffs Association Teen Driver Challenge Program

Assigned Responsibility: Community Services Lieutenant and Training Sergeant

Timeframe for Action: Long-term and on-going

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 and 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 and 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 and 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 and 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 and 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 and 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 and 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 continuing a pre-screening process for law enforcement applicants

Assigned Responsibility: Human Resources Director and 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 personnel

Assigned Responsibility: Human Resources Director

Timeframe for Action: Intermediate, and on-going

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, On-Going

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: Intermediate and on-going

Objective 2.2.2: To promote the program of employee fitness/wellness

Assigned Responsibility: Sheriff and Finance Director

Timeframe for Action: Intermediate and On-Going

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

Objective 2.3.1: To continue to utilize the Florida Sheriffs Association's Commanders Academy as a venue for training of agency leaders

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 2.3.2: To continue to provide advanced training for all agency 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 enhance the Field Training Program to maintain its quality, comprehensiveness, length, and appropriate levels of review

Assigned Responsibility: Community Services Lieutenant and Training Sergeant

Timeframe for Action: Short-term and on-going

Objective 2.4.2: 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: Long-term and on-going

Objective 2.4.3: To maintain compliance records for all mandatory re-training requirements of sworn personnel

Assigned Responsibility: Human Resource Director

Timeframe for Action: Long-term and on-going

Objective 2.4.4: To conduct an annual training needs assessment for sworn and civilian personnel

Assigned Responsibility: Division Captains and Commanders

Timeframe for Action: Long-term and on-going

Objective 2.4.5: 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: Long-term and on-going

Objective 2.4.6: To increase the number of agency personnel
certified in Crisis Intervention Training

Assigned Responsibility: Community Services Lieutenant and
Training Sergeant

Timeframe for Action: Long-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 develop a budgeting process for each Division that is inclusive of the Division Captain's and Director's participation in the development of their respective Division's budget.

Assigned Responsibility: Division Directors

Timeframe for Action: Intermediate and On-Going

Objective 3.1.3: To strengthen internal audit procedures that work in conjunction with, and are complementary to, the current external audit process

Assigned Responsibility: Finance Director and Property Manager

Timeframe for Action: Short-term and on-going

Objective 3.1.4: 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: Accreditation Manager

Timeframe for Action: Short-term and on-going

Objective 3.1.5: To review progress and assess accomplishments under the Sheriff's Office Strategic Plan on a semi-annual basis

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 3.1.6: To annually assess and update the Sheriff's Office Strategic Plan

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 3.1.7: To maintain accreditation of law enforcement and administrative operations through the Commission for Florida Law Enforcement Accreditation

Assigned Responsibility: Command Staff

Timeframe for Action: Long-term, and on-going



Objective 3.1.8: 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: Continue to assess 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 begin and complete construction of the new combined crime scene, maintenance, and evidence building.

Assigned Responsibility: Command Staff

Timeframe for Action: Long Term

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

Objective 3.4.1: To maintain an organized fleet replacement cycle

Assigned Responsibility: Patrol Captain and 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 within budget limitations.

Assigned Responsibility: Information Technology Director and Property Manager

Timeframe for Action: Short-term and on-going

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 to meet the evolving needs of the agency.

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: Records Supervisor

Timeframe for Action: Short-term and on-going



Objective 3.5.6: To effectively manage the National Incident Based Reporting System to provide updated Crime statistics to the Sheriff and Staff personnel.

Assigned Responsibility: Investigations Lieutenant and Records Supervisor

Timeframe for Action: Intermediate

Objective 3.5.7: To enhance the security at the Sheriff's Office Operation Center.

Assigned Responsibility: Information Technology Director

Timeframe for Action: Intermediate