

The seal of the Sarasota County Sheriff's Office is located on the left side of the page. It is a gold-colored five-pointed star. The top point contains a golden laurel wreath. The left point features a circular emblem with a blue sky, a white sun, and a blue water scene, with the word 'TRUST' in green at the bottom. The right point has the word 'COUNTY' in green at the bottom. The bottom point is decorated with a golden laurel wreath. A gold ribbon wraps around the middle of the star, with 'SHERIFF'S OFFICE' in gold and 'SARASOTA' in blue on the top half, and 'COUNTY' in gold on the bottom half.

THE SARASOTA COUNTY SHERIFF'S OFFICE

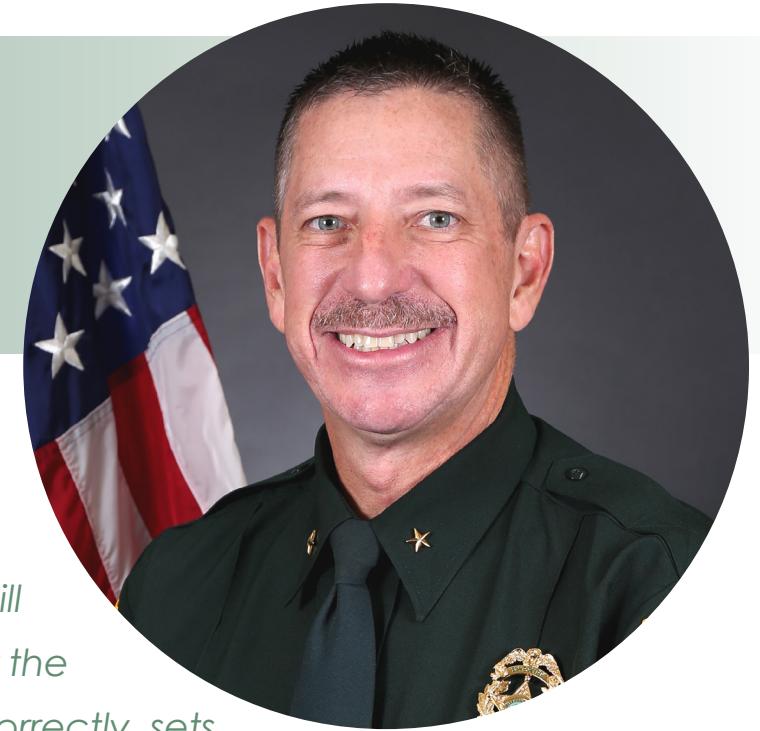
Strategic Plan  
2021-2025

Under the Leadership of Sheriff Kurt A. Hoffman

# A MESSAGE FROM SARASOTA COUNTY SHERIFF KURT A. HOFFMAN

Dear citizen,

It is with pride and excitement I present you the Sarasota County Sheriff's Office 2021-2025 Strategic Plan. A significant amount of time and effort went into creating this four-year road map that will help guide our agency and the way we serve our community for the foreseeable future. The strategic planning process, when done correctly, sets the direction for an organization and helps agency leadership build on internal efficiencies and identify new and innovative ways to best serve the community. I am proud to share that while building this plan, I invited more than 50 agency and community members to contribute ideas and feedback. I would like to personally thank each person who helped along the way because without them, the 2021-2025 strategic plan would not be nearly as thoughtful, innovative, and comprehensive. I would also like to thank Dr. Jim Sewell for facilitating the strategic planning process by asking tough questions and challenging our command staff, internal, and community workgroups to envision our goals and create thoughtful strategies that will lead us to success. I am confident in the four years ahead for both the Sarasota County community and the men and women of this agency. The future is bright and I look forward to continuing to work with you to help make this community the safest in the nation.



*Sheriff Hoffman*



# GOAL ONE

To offer innovative solutions to public safety and quality of life issues in Sarasota County.



# STRATEGY 1.1: ENHANCE SHERIFF'S OFFICE OPERATIONS AND CITIZEN ENGAGEMENT

## **Objective 1.1.1:**

To continue to work with the community to proactively identify, prevent, and intervene in criminal activity in Sarasota County.

## **Objective 1.1.2:**

To refine our philosophy of law enforcement and its operational strategies to include a focus on crime prevention and reduction, identification of major criminal issues and activity affecting our citizens and visitors, and the increased use of technology as a tool of crime prevention and investigation.

## **Objective 1.1.3:**

To ensure an effective transition in measuring reported criminal activity from the traditional Uniform Crime Reports to the Florida Incident Based Reporting System and its national model.

## **Objective 1.1.4:**

To work with our criminal justice partners to implement an adult diversion/civil citation program.

## **Objective 1.1.5:**

To develop an online crime reporting capability for citizens.

**Objective 1.1.6:**

To maintain and enhance communication and partnerships with local, regional, state, and Federal law enforcement agencies.

## **STRATEGY 1.2: PROVIDE PROGRAMS DESIGNED TO REDUCE RECIDIVISM AND ENHANCE SUCCESSFUL RE-ENTRY OF INDIVIDUALS RELEASED FROM THE SARASOTA COUNTY CORRECTIONAL FACILITY**

**Objective 1.2.1:**

To implement post-secondary education programs, including vocational programming, for inmates in the Sarasota County Correctional Facility, with the long-term goal of becoming a recognized Jail Industries Program.

**Objective 1.2.2:**

To explore developing an outside mentoring program, in conjunction with our community partners, for inmates reentering the community.

**Objective 1.2.3:**

To develop more focused, data-driven programming that identifies and addresses recidivism risk factors and monitors program effectiveness.



# GOAL TWO

To plan for and adapt to the changing needs of Sarasota County.



## **STRATEGY 2.1: ENSURE THAT CAPITAL IMPROVEMENTS MEET THE COUNTY'S AND AGENCY'S GROWING NEEDS**

### **Objective 2.1.1:**

To replace the old firearms training portables adjacent to the Sheriff's Office firearms range with a permanent metal building with additional firearms training classrooms.

### **Objective 2.1.2:**

To collaborate with county personnel for the construction and operation of the proposed Correctional Reintegration Center annexed to the Sarasota County Correctional Facility.

### **Objective 2.1.3:**

To expand headquarters facility to meet the agency's physical needs and create a public safety campus.

## **STRATEGY 2.2: ENSURE PROPER ALLOCATION AND DEPLOYMENT OF RESOURCES TO MEET COUNTY GROWTH**

### **Objective 2.2.1:**

To conduct regular analyses of zones and grids and proper deployment of personnel throughout unincorporated Sarasota County.

### **Objective 2.2.2:**

To regularly review the need for increasing public safety resources commensurate with Sarasota County's increasing population, residential and commercial growth, and calls for public safety services.



### **Objective 2.2.3:**

To utilize an agency-wide program of continuous process and quality improvement focused on accountability, efficiency, and effectiveness of internal operations.

### **Objective 2.2.4:**

To develop a long-term budget plan for the acquisition, maintenance, and replacement of facilities, equipment, staffing, and technology.

# **STRATEGY 2.3: ENSURE INFORMATION TECHNOLOGY INFRASTRUCTURE MEETS THE GROWING NEEDS OF THE SHERIFF'S OFFICE AND THE AGENCIES IT SUPPORTS**

## **Objective 2.3.1:**

To evaluate the agency's website and online platforms to enhance the public's access to information and specialized reports, such as periodic crime statistics, hiring data, and personnel demographics.

## **Objective 2.3.2**

To ensure consistency, compatibility, and integration of existing and new information technology throughout the agency.

## **Objective 2.3.3:**

To annually review and test the competence of the agency's information technology disaster recovery/backup systems.

## **Objective 2.3.4:**

To develop a long-range plan for the acquisition, deployment, and replacement of Information Technology.

# GOAL THREE

To provide a professional environment which supports an inclusive, diverse workforce reflecting the community it serves.



# STRATEGY 3.1: MAINTAIN A PROFESSIONAL PERSONNEL ADMINISTRATION SYSTEM

## Objective 3.1.1:

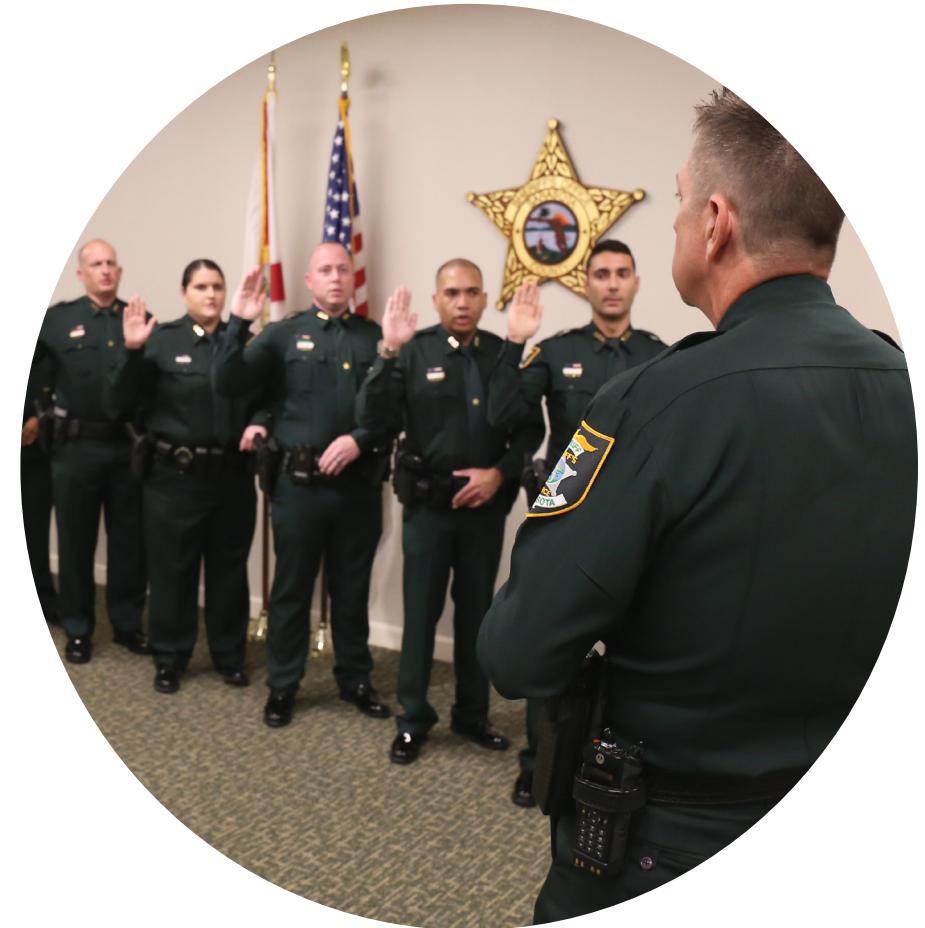
To review promotional processes and examinations to ensure consistency and fairness of administration.

## Objective 3.1.2:

To enhance our program of recruitment of civilian and sworn personnel, to include taking advantage of local, regional, and national recruitment opportunities, that builds a diverse applicant pool and improves the agency's cultural and linguistic responsiveness.

## Objective 3.1.3:

To enhance and continue to train an agency-wide recruitment team, representing multiple units of the sheriff's office and including sworn and civilian personnel.



# STRATEGY 3.2: CONTINUE TO PROVIDE EXCEPTIONAL TRAINING TO AGENCY PERSONNEL

## Objective 3.2.1:

To evaluate the Field Training Officer (FTO) selection and supervision process to include training, salary incentive, evaluation, and accountability.

## Objective 3.2.2:

To maintain training capabilities which, in keeping with and reinforcing our agency values, recognize and address implicit bias, cultural responsiveness, social interaction, de-escalation techniques, and tactical skills and reflect our commitment to transparency, accountability, and integrity.

## Objective 3.2.3:

To evaluate the agency-wide expansion of the Emergency Operations Bureau's Mentoring Program.



# STRATEGY 3.3: ENHANCE SUPPORT OF AGENCY PERSONNEL

## Objective 3.3.1:

To continue to enhance specific wellness programs that focus on mental and physical health, PTSD, and both job-related and non-job-related stress and are readily accessible to our members and their families.

## Objective 3.3.2:

To evaluate the agency-wide implementation of a critical incident peer support program.

## Objective 3.3.3:

To evaluate childcare programs available to support the families of personnel who work varying shifts.

## Objective 3.3.4:

To increase availability of higher education opportunities for sheriff's office members.



# STRATEGY 3.4: ENHANCE COMMUNICATION WITHIN THE SHERIFF'S OFFICE

## Objective 3.4.1:

To enhance the use of topic-specific agency member committees to ensure broad input on critical issues, programs, and processes.



## Objective 3.4.2:

To ensure periodic member interaction meetings are conducted by the Sheriff, Senior Staff, and Command Staff.

## Objective 3.4.3:

To expand use of SCSO-TV to enhance external and internal communications.

# STRATEGY 3.5: MAINTAIN A LEADERSHIP ROLE IN AND INVOLVEMENT WITH OUR COMMUNITY

## **Objective 3.5.1:**

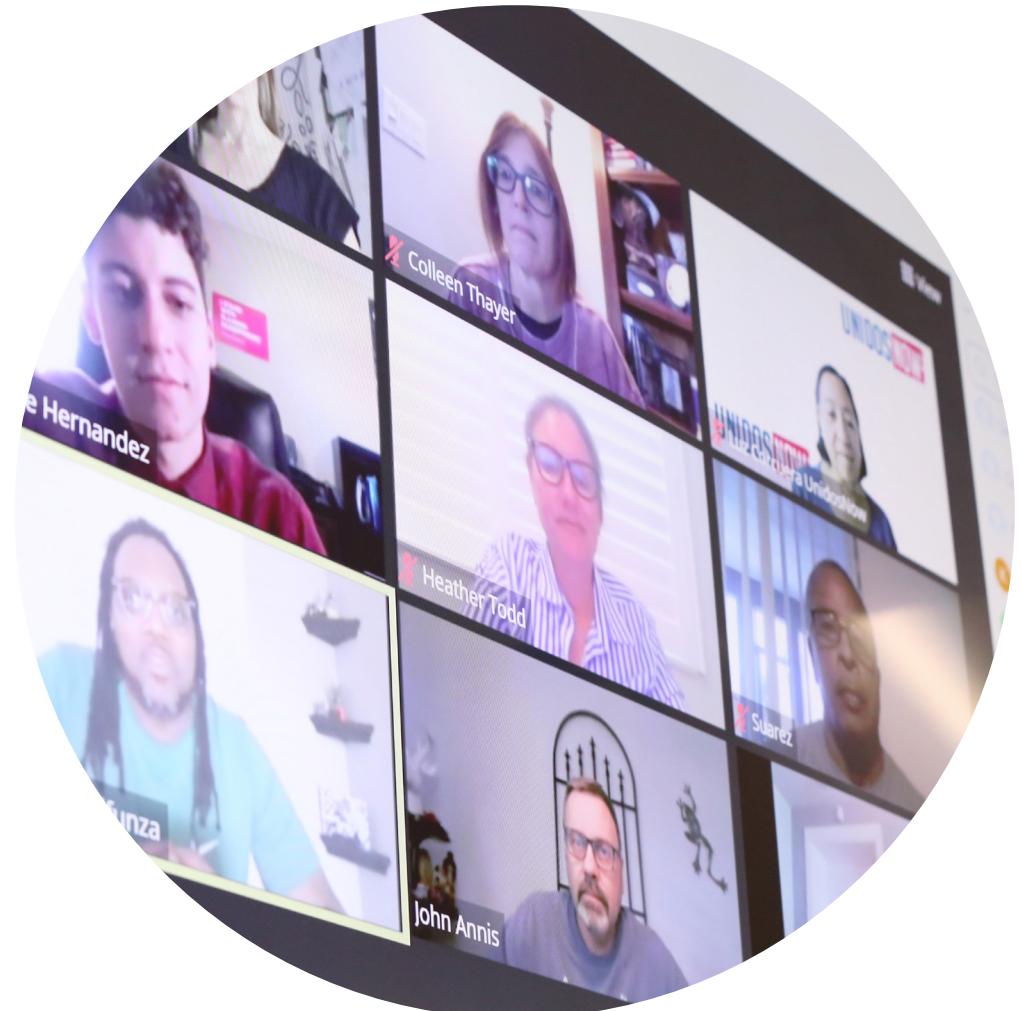
To maintain a mechanism to ensure open discussion between agency leadership and community members on issues of community interest and cases of public concern.

## **Objective 3.5.2:**

To better integrate and involve command staff members and other agency leaders in community organizations.

## **Objective 3.5.3:**

To continue to participate in the various leadership programs, such as Leadership Florida and Leadership Sarasota County, offered throughout Sarasota County.



# SPECIAL THANK YOU

## Internal Workgroup Members

Health Safety Manager Jackie Barbieri, Traffic Deputy Michael Buehler, Criminal Investigations Section Sergeant Diana Darby, Emergency Operations Manager Kristen Fitzpatrick, Patrol Deputy Eric Griffin, Inmate Programs Sergeant Latasha Henderson, Corrections Lieutenant John Jensen, Community Services Lieutenant Shawn Johnson, Crime Analyst Natalie Johnson-Mayer, Accreditation Manager Sarah Kenniff, Bookkeeper Lea Mouhot, Corrections Deputy Anthony Nabel, Corrections Re-Entry Navigator Fernando Rivera-Lugo, Court Services Deputy Neftali Santos, Human Resources Specialist Jennifer (Lacy) Zahidi

## Command Staff Members

Major Jon Goetluck, Major Brian Meinberg, Major Brian Woodring, Community Affairs Director Kaitlyn Perez, General Counsel Crystal Bailey, Captain Ryan Brown, Captain James Forrest, Captain Joseph Giasone, Captain Bryan Ivings, Captain Debra Kiner, Captain David Parisi, Captain Daniel Tutko, Captain John Walsh, Information Technology Director Jason Herlihy, Chief Financial Officer Lisa Kiesel, Human Resources Director Staci Pickavance, Lieutenant Robert Waller

# SPECIAL THANK YOU

## Community Group Members

- **John Annis**, Senior VP, Charles & Margery Barancik Foundation
- **Lisi Brannen**, Salvation Army Sarasota
- **Luz Corcuera**, Executive Director, UnidosNow
- **Leslie Harrell**, Community Advocate
- **Jorge Hernandez-Perez**, Boys & Girls Clubs of Sarasota & Desoto Counties
- **Demetrius Jifunza**, Sarasota County NAACP
- **Kennedy Legler**, Sarasota County Charter Review Board
- **Brian Loughrey**, Chief Deputy, Sarasota County Property Appraiser
- **Carolyn Mason**, CJ Mason & Associates
- **Teresa Mast**, Sarasota County Planning Commission
- **Carlos Moreira**, USF Veteran Services Administrator
- **Dr. Joe Neunder**, Venice City Council
- **Oscar Portillo**, UnidosNow
- **David Pruitt**, A Window of Opportunity
- **Bill Sadlo**, CEO, Boys & Girls Clubs of Sarasota & Desoto Counties
- **Jeffrey Solomon**, Security Director, JFSM Community
- **Mike Suarez**, Former Director, Sarasota County Emergency Services
- **Justin Taylor**, Chief Operating Officer, MRT
- **Sandra Terry**, Former Director, Laurel Civic Association
- **Colleen Thayer**, NAMI Sarasota and Manatee Counties
- **Heather Todd**, Executive Director, Teen Court of Sarasota
- **Tracey Weeden**, First Step of Sarasota, Inc.
- **Kathryn Wilcox**, A Life Worth Living



Discover more at [SarasotaSheriff.org](http://SarasotaSheriff.org)

