

BRADFORD COUNTY SHERIFF'S OFFICE STRATEGIC PLAN



2024

Sheriff's Introduction

Dear Citizens of Bradford County,

Benjamin Franklin once said, "Success is the residue of planning." Since 2009, the Bradford County Sheriff's Office has relied on its strategic plan to provide clear direction, vision, and goals for our future operations.

Since taking office more than 15 years ago, it has remained my priority to ensure the safety and well-being of the citizens of Bradford County. It is important for the citizens to understand the magnitude and scope of work done by the men and women of the Bradford 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 must 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 Bradford County Sheriff's Office over time, with a roadmap for how those visions and goals will be accomplished.

Every 5 years we grasp a new opportunity to reexam our course. We evaluate the progress and success made to initiatives already in motion and set a new roadmap of priorities.

The 2023 strategic planning committee was comprised of a cross section of Sheriff's Office staff. The committee met several times to analyze and evaluate our agency's strengths, weaknesses, opportunities, and challenges resulting in a wide lens view of our entire operation. Organizational success is dependent on many factors including facilities, training, equipment, the support of the community we serve, and most importantly our people.

These factors will continue to be at the center of our attention as we carry out our mission. I would like to thank the 2023 strategic planning committee for the hard work and dedication in the update of this comprehensive document. This document will serve our entire staff as a blueprint to continued success for the years ahead.

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 Bradford County. The strategic plan is our pledge to provide outstanding service to our community now and in the future.

Respectfully,

Sheriff Gordon Smith



Table of Contents

Overview

Mission
Vision
Organizational Philosophy
Organizational Values
Agency Overview
Operations Bureau
Corrections Bureau
Organizational Chart

Target #1

The Bradford County Sheriff's Office sustains excellence in public safety through promoting confidence in the Sheriff's Office with effective enforcement, education, and prevention, performed in partnership with our community.

Strategy 1.1
Strategy 1.2
Strategy 1.3
Strategy 1.4
Strategy 1.5
Strategy 1.6
Strategy 1.7

Target #2

Continually prepare the Sheriff's Office for technological advancements and properly deploy resources to enhance digital infrastructure while simultaneously safeguarding the community against criminality.

Strategy 2.1
Strategy 2.2

Target #3

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

Strategy 3.1
Strategy 3.2
Strategy 3.3
Strategy 3.4
Strategy 3.5

Review

Mission

It is our mission that the Bradford County Sheriff's Office serve the citizens and visitors of Bradford County by providing professional law enforcement, detention, and court security that protects and preserves the Constitutional Rights of the people and to enhance the quality of life by reducing crime and the fear of crime throughout our community by mandating the fair and impartial enforcement of the law.

Vision

To keep and Maintain Bradford County one of the Safest Communities in Florida.

Organizational Philosophy

Our motto, "We Care," states the essential purpose of the Bradford County Sheriff's Office. "We Care" is being devoted to a cause, to an ideal, or to a purpose, committed to a goal, or to a way of life. The men and women of the Bradford County Sheriff's Office believe in the dignity of man and the sanctity of human life, and that protecting the lives of our citizens is our primary responsibility and concern. We are committed to maintain and promote community order and respect for the law; to protect the lives and property of the public served; to uphold the Constitution of the United States and the State of Florida; to enforce the laws of the State of Florida and the ordinances of Bradford County; to abide by the policies and procedures of the Bradford County Sheriff's Office, and to do so in a manner that is sensitive to all citizens. Recognizing that in a democracy all power and authority is derived from the people served, the Bradford County Sheriff's Office is steadfastly committed to fair, just, and equal treatment for all citizens without regard to age, sex, race, creed, color, or position in life.

The Bradford County Sheriff's Office recognizes that it is a symbol of the law and government that it represents and is committed to the highest standards of organizational and personal professionalism, integrity, moral, and ethical conduct while performing its functions. The Bradford County Sheriff's Office concept of community-oriented policing promotes innovative crime prevention measures, inter-agency cooperation, and communication, and pledges to provide leadership within its ranks, within the community, and within the criminal justice profession to fulfill the ideals of its mission.

The Bradford County Sheriff's Office considers our employees as our most important resource and will provide them the assistance to develop the skills, and the equipment necessary to carry out our mission. The Bradford County Sheriff's Office understands the importance of incarceration within the Criminal Justice continuum. Detention will be provided in a constitutionally humane manner, which will support the dignity of the individual while protecting the public. The Bradford County Sheriff's Office is fully committed to upholding its mission and will do so with pride and dignity.

We, the members of the Bradford County Sheriff's Office, stand ready to serve the people, as it is to these people that the Sheriff's Office is ultimately responsible.

Organizational Values

We, the men and women of the Bradford County Sheriff's Office, pledge to infuse our core values in every aspect of our service to our community. We believe in strong, effective law enforcement services. We believe in high professional standards of integrity, ethics and behavior guided by the letter and spirit of the law, and the Law Enforcement Code of Ethics.

- The Bradford County Sheriff's Office is committed to excellence in all areas of operation. It is the intention of the Office to seek quality resources and to create an organizational climate in which excellence and innovation are pursued and rewarded.
- The Bradford County Sheriff's Office is committed to an open, honest, and receptive relationship with all segments of the community, thereby strengthening police community relations by incorporating community values into a more responsive delivery of law enforcement service.
- We have a personal and professional commitment to improve our communities and earn their trust, respect and support through active partnerships, involvement and service.
- We believe we should treat all people with respect, fairness, and compassion.
- We believe in loyalty and support for each other and the community without compromise of the high ethical standards of law enforcement.
- We believe in recognition for and valuing each individual's contribution to the Sheriff's Office and the community regardless of position, assignment or role.
- We believe in open and honest communications, both internal and external.
- We believe in an empowering work environment that encourages innovation, input and participation, and values each member's diversity.
- We believe in all members working together to achieve Sheriff's Office goals through partnership with each other and the community.
- We believe in initiative and autonomy at all levels with responsibility for our own actions and the actions of those we lead and influence.
- We believe in an equitable system that evaluates each person on their merits and provides for appropriate recognition and just sanctions.
- The Bradford County Sheriff's Office is committed to achieving a reputation of excellence not only among the citizens it serves but among other law enforcement agencies as well.

Agency Overview

Bradford County is a rural community located in Northeast Florida. Bradford was founded as New River County in 1858 but was renamed Bradford County in 1861. The county has a population of 28,000 people, 9,318 households, 6,194 families and covers approximately 300 square miles. Bradford County is home to the City of Starke, City of Lawtey, City of Hampton and the Town of Brooker with Starke being the county seat.

The Bradford County Sheriff's Office (BCSO) is a full-service law enforcement agency, with functions ranging from neighborhood patrol, operating the county's Jail facility, serving court process, investigating crimes, operation of the county-wide 911 Communications Center, control of county-wide Animal Services, administration of the county Emergency Management center and handling court security services. The agency has 103 full-time employees and 16 part-time employees, and a volunteer workforce of approximately 60. The Sheriff's Office is the largest law enforcement agency within the county and provides support to local and surrounding police jurisdictions.



The Sheriff has law enforcement jurisdiction throughout the county. The Sheriff is charged with the responsibility of maintaining the public peace and protecting the lives and property of all citizens Bradford County. The Sheriff serves as the chief law enforcement officer of the county and his four main constitutional responsibilities while serving the public are: conservator of the peace, chief correctional officer, chief bailiff, and executive officer of circuit and county courts.

The Sheriff's Office is responsible for all warrant and court service, including the service of civil and legal process. In addition, the Technology Solutions Division provides computerized reporting functions (the Computer-Aided Dispatch & Records Reporting) for all local City Police and Fire Departments, which requires Sheriff's Office personnel to maintain and support. Furthermore, the Sheriff's Office currently provides dispatching services for

all public safety agencies (Law Enforcement and Fire Rescue) which merged with the Sheriff's Office for fiscal benefit and enhanced interagency operability. This includes after-hour utility calls for the City of Starke.

The Sheriff's Office enjoys an excellent working relationship with each of the municipal police departments as well as the neighboring Sheriff's Offices of Alachua, Baker, Clay, Putnam, and Union Counties.



Agency Overview

The BCSO is a law enforcement agency aligned along traditional Sheriff's Office models, with a Sheriff as chief executive officer, an upper level of command staff, mid and line-level supervisors and managers overseeing organizational components. The Sheriff is a constitutional officer with the sole responsibility of the administration and operation of the Sheriff's Office. The Bradford County Board of County Commissioners approves the Sheriff's budget on an annual basis. Approved Budgets can be found on www.bradfordcountyfl.gov.

The Sheriff's Office has continued its professional growth by establishing strong ties with the community, surrounding law enforcement agencies, and by voluntarily embracing risk management and professional management standards. This is articulated by constant review of our Policy and Procedures and striving to meet all Florida Accreditation Standards.

The agency's internal structure consists of the Sheriff and the Chief Deputy who provide the overall leadership, strategic direction, and management for the Sheriff's Office. The Office of the Sheriff includes a contracted General Counsel.

The General Counsel manages all legal issues associated with the agency's services functions. The General Counsel is responsible for agency representation, preparing legal opinions, legislative tracking and proposals, training, contract review, and monitoring civil litigation.

The Chief Deputy is an extension of the Office of the Sheriff and is responsible for leading agency-wide strategic initiatives, serving as a liaison to external stakeholders, steering employee engagement and community outreach efforts. This position also oversees the Finance Department as well as manages the agency's non-profit organization (Bradford Sheriff's Charitable Foundation Inc.). The Chief Deputy spearheads the agency's external communication, public outreach programs and delivers a variety of resources and support to the community. He is responsible for ensuring compliance with the Sheriff's Office written directives by processing and investigating administrative complaints made against Sheriff's Office employees. He also ensures BCSO's workforce receives the training and instruction necessary to effectively carry out duties and maintain compliance with state training standards.



The two following Bureaus, each managed by a Bureau Chief, report directly to the Chief Deputy.

Operations Bureau

The Bradford County Sheriff's Office Operations Bureau is a cornerstone of our law enforcement agency, responsible for a comprehensive array of functions aimed at safeguarding our community. As we embark on our strategic planning journey, it is imperative to recognize the vital role that the Operations Bureau plays in achieving our mission and vision.

The Operations Bureau comprises three primary Divisions, each under the leadership of a Division Commander:

- **Patrol Division:** Our frontline guardians, responsible for daily law enforcement operations, community engagement, and rapid response to incidents. The Patrol Division is also responsible for the School Protection Unit, the Sheriff's Guardian Program, Code Enforcement, and Civil Process.
- **Special Operations Division:** This division oversees specialized teams crucial to our agency's effectiveness. This Division encompasses the Criminal Investigations Unit, Drug Task Force, and Combined Dispatch Center. In addition, the Special Operations Division is responsible for the agency's background investigations, Internal Affairs, and oversight of the SWAT Team.
- **Emergency Management Division:** Charged with disaster preparedness and response, this division safeguards our community during crises, working to minimize the impact of emergencies. The Emergency Management Division also oversees E-911 Addressing, the Marine Team, the Unmanned Aerial Vehicle Team, and the training component of the Operations Bureau.

In addition to these divisions, the Operations Bureau boasts essential support functions, to include:

- **Victim's Advocacy:** Providing compassionate support and resources to those affected by crime or trauma, exemplifying our commitment to community well-being.
- **Fleet:** Ensuring our staff have safe and reliable vehicles and equipment, enabling them to carry out their duties effectively.
- **Explorer Program:** Nurturing young talent in our community, this program fosters the next generation of leaders and law enforcement professionals.
- **Information Technology (I.T.):** Maintaining our technological infrastructure, I.T. supports efficient data management and operational excellence.
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While the majority of our staff in the Bureau are sworn officers dedicated to upholding the law, our commitment to excellence extends to civilian staff members who contribute specialized expertise to our operations. This diversity of skills and perspectives enriches our capabilities and reinforces our agency's adaptability.

In the pursuit of our strategic objectives, it is paramount that we recognize the pivotal role played by the Bradford County Sheriff's Office Operations Bureau. The Bureau's dedication to public safety, emergency response, community engagement, and technological proficiency is fundamental to the success of our agency's mission. Our strategic plan will harness these strengths, enabling us to enhance service delivery, foster community trust, and navigate the challenges of modern law enforcement effectively. Together, we will ensure the safety and well-being of our community, setting the course for a secure and prosperous future.

Corrections Bureau

The Corrections Bureau is charged with control of the Jail, Judicial Services/Transportation, Sex Offender Team, Animal Services Unit, and Inmate Work Squads. Our Bureau Command Staff is made up of Bureau Chief, Commander and two Assistant Commanders, that oversee all areas.

The Corrections Bureau is composed of the Operations and Administrative Division. It was built in 1995 and houses 161 inmates of various custody levels. Our medical Unit is made up of two full-time LPN's and a contracted Doctor that comes one time a week to do sick call. Our food service has one full-time employee that picks up prepared meals from the Lawtey Correctional Institution.

The Judicial Services/Transportation Unit has three full-time sworn Law Enforcement Officers and several part-time. They are charged with all courthouse security, court security and all transports.

The Sex Offender Team is composed of two part time Sworn Law Enforcement and one civilian staff member. They handle all the registrations, address verifications, special events and arrests that involve Sex Offenders or Predators in Bradford County.

The Animal Services Unit is composed of two full-time employees. One is a certified Animal Control Officer and the other Shelter Manager. The ACO enforces all county ordinances, state and federal animal laws as well as investigates animal abuse and neglect cases. The ACO is also responsible for picking up stray or aggressive animals. The Shelter Manager is responsible for intake, adoptions, events, and records for all animals coming in and out of the shelter. They also clean and care for all the animals.



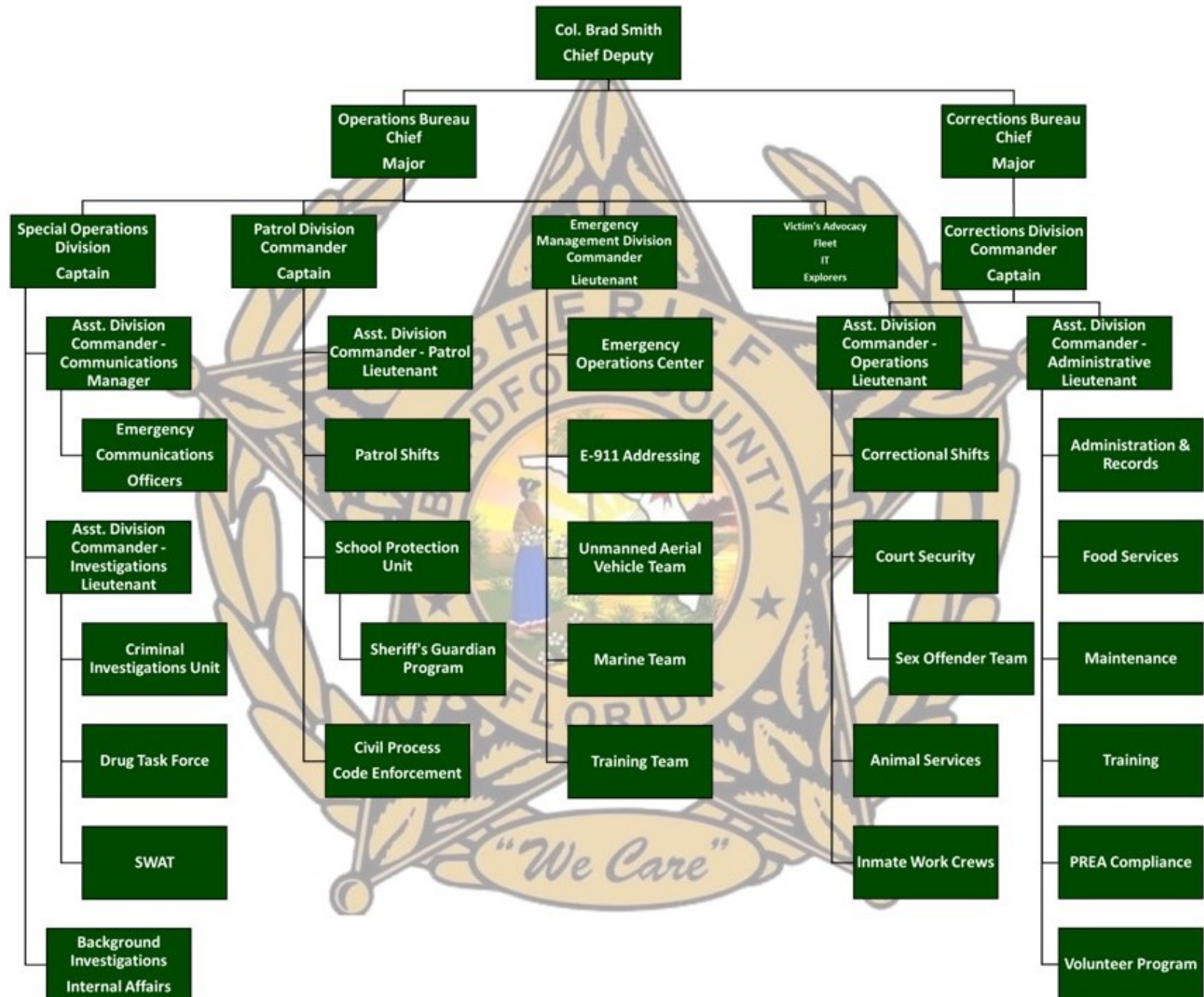
The Inmate Work Squad is composed of four full-time Correctional Deputies that supervise inmate crews to maintain the roadways and public grounds around our county. Two are assigned to our county Public Works Department to assist with specialized details. The other two positions handle many county properties throughout Bradford County along with many special events to support our community.

Organizational Chart

CITIZENS OF BRADFORD COUNTY



Organizational Chart



Target #1

The Bradford County Sheriff's Office sustains excellence in public safety through promoting confidence in the Sheriff's Office with effective enforcement, education, and prevention, performed in partnership with our community.

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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: Patrol Commander and Training Team

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: Chief Deputy, Operations Bureau Chief 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: Chief Deputy, Operations Bureau Chief, and Corrections Bureau Chief

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: Special Operations Commander

Timeframe for Action: Short-term and on-going

Objective 1.1.5: To maintain an interdiction team to reduce drug trafficking in and through Bradford County.

Assigned Responsibility: Special Operations Asst. Division Commander

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: Asst. Patrol Commander

Timeframe for Action: Long-term and On-Going



Target #1

The Bradford County Sheriff's Office sustains excellence in public safety through promoting confidence in the Sheriff's Office with effective enforcement, education, and prevention, performed in partnership with our community.

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, Special Operations Commander

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 Commander and Patrol Shift Supervisors

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: Special Operations Commander and Asst. Commander

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: Special Operations Commander and Crime Scene Technician

Timeframe for Action: Short-term and On-Going

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

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

Assigned Responsibility: Patrol Commander and Training Team

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 Commander and Asst. Commander

Timeframe for Action: Short-term and on-going



Target #1

The Bradford County Sheriff's Office sustains excellence in public safety through promoting confidence in the Sheriff's Office with effective enforcement, education, and prevention, performed in partnership with our community.

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 Protection Deputies in all schools to meet the required Florida mandated staffing numbers.

Assigned Responsibility: Patrol Division Asst. Commander

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: Patrol Division Commander and Training Team

Timeframe for Action: Long-term and on-going

Objective 1.5.4: To continue the Bradford County Sheriff's Office Explorer Program

Assigned Responsibility: Patrol Division Commander and Training Team

Timeframe for Action: Long-term and on-going



Target #1

The Bradford County Sheriff's Office sustains excellence in public safety through promoting confidence in the Sheriff's Office with effective enforcement, education, and prevention, performed in partnership with our community.

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: Corrections Bureau Chief and Corrections Division Commander

Timeframe for Action: Short-term and on-going

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

Assigned Responsibility: Corrections Division Commander

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: Corrections Division Commander

Timeframe for Action: Short-term and on-going

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

Assigned Responsibility: Asst. Division Commander Administration

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 Bradford County Court House security policies, procedures, practices, and technology, with results provided to appropriate County and Circuit officials.

Assigned Responsibility: Corrections Division Commander and Asst. Division Commander Operations

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: Corrections Division Commander and Asst. Division Commander Operations

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: Corrections Division Commander and Asst. Division Commander Operations

Target #2

Continually prepare the Sheriff's Office for technological advancements and properly deploy resources to enhance digital infrastructure while simultaneously safeguarding the community against criminality.

Strategy 2.1: Ensure Information Technology infrastructure meets the growing needs of Bradford County.

Objective 2.1.1: Annually review and test the competence of the Sheriff's Office information technology security and disaster recovery/backup systems.

Assigned Responsibility: Chief Deputy, Operations Bureau Chief and Special Operations Commander.

Timeframe for Action: Long-Term and On-Going

Objective 2.1.2: Evaluate opportunities to migrate agency infrastructure to cloud based solutions.

Assigned Responsibility: Chief Deputy, Operations Bureau Chief and Special Operations Commander.

Timeframe for Action: Short-term and On-going

Objective 2.1.3: Continue implementation of body worn and dash cameras to applicable patrol and corrections personnel.

Assigned Responsibility: Operations Bureau Chief and Corrections Bureau Chief.

Timeframe for Action: Short-term and On-going

Strategy 2.2: Agency-wide initiatives

Objective 2.2.1: Ensure an effective transition from Uniform Crime Reporting to Florida Incident Based Reporting System.

Assigned Responsibility: Special Operations Commander and Patrol Commander

Timeframe for Action: Immediate and Long-term

Objective 2.2.2: Enhance Security Awareness Training to better educate agency personnel on network security and defenses.

Assigned Responsibility: Operations Bureau Chief and Corrections Bureau Chief

Timeframe for Action: Short-term and on-going

Objective 2.2.3: Strengthen agency cybersecurity through participation in countywide cybersecurity audit.

Assigned Responsibility: Emergency Management Director

Timeframe for Action: Short-term and on-going



Target #3

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

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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: Chief Deputy

Timeframe for Action: Short-Term On-Going

Objective 3.1.2: To develop a budgeting process for each Division that is inclusive of the Division Commanders' participation in the development of their respective Division's budget.

Assigned Responsibility: Operations Bureau Chief, Corrections Bureau Chief and Division Commanders

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.

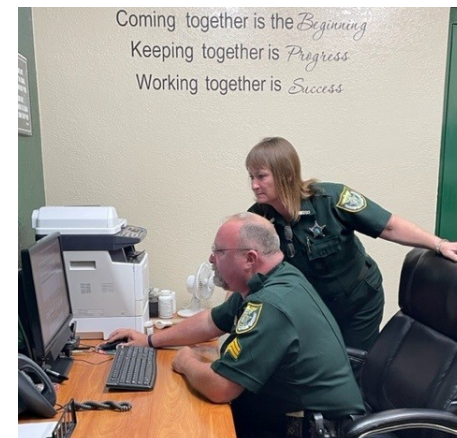
Assigned Responsibility: Chief Deputy, Operations Bureau Chief and Corrections Bureau Chief

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: Operations Bureau Chief and Corrections Bureau Chief

Timeframe for Action: Short-term and on-going



Target #3

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

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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 Obtain 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: Command Staff
Timeframe for Action: Short-term and on-going

Target #3

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

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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: Asses the needs of Inmate Vehicle Wash areas, to assure security and all safety requirements are met

Assigned Responsibility: Corrections Major and Corrections Captain

Timeframe for Action: Immediate and on-going

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: Operations Bureau Chief

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: Patrol Commander

Timeframe for Action: Short-term and on-going



Target #3

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

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: Emergency Management Director and 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: Emergency Management Director and 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 Sheriff's Office.

Assigned Responsibility: Command Staff

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: Emergency Management Director and Training Team.

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: Command Staff

Timeframe for Action: Short-term and on-going

Objective 3.5.6: To enhance the security at the Sheriff's Office Operation Center.

Assigned Responsibility: Command Staff

Timeframe for Action: Intermediate



Review

The Sheriff's Office intends to develop new 5-year strategic plans bi-annually. The next plan will be developed for the period 2025-2026.

In developing each plan, the agency will:

- Measure the progress of the strategic plan against the mission statement, vision, and goals of the Sheriff's Office; and
- Identify possible external influences such as legislation, economic climate, population trends, or significant community concerns that may require revisions to existing priorities or the creation of new strategic initiatives; and
- Review the goals, objectives, and strategies and revise them if necessary to accommodate the changing needs of the community and the Sheriff's Office.

On an ongoing basis, the supervisors of the various divisions will review the strategic plan to evaluate the progress made towards the Sheriff's Office long-term operational goals and objectives. Command Staff currently meet two to four times per month to discuss current initiatives, potential policy changes, and long-term plans.

On an annual basis, the Sheriff's Office develops goals and objectives for the calendar year. At the end of each calendar year, each division Commander reports on progress toward goals and re-establishes goals for the subsequent year. These annual goals take into consideration organizational changes, population trends, crime trends, any outside stakeholders affected by each division, and any potential risks and opportunities affecting the division or the agency as a whole. The most significant annual goals are typically included in the 5-year plan and may include goals and objectives carried over from previous years.

The Chief Deputy, through the Command Staff are responsible for ensuring the Strategic Plan is reviewed and revised as required.

BRADFORD COUNTY COURTHOUSE

