




Santa Rosa Sheriff's Office

Sheriff Bob Johnson

To: Sheriff Johnson

From: Major Watson 

Ref: Agency Strategic Plan Review/ Evaluation

Date: 1/15/2025

Sheriff Johnson,

In accordance with agency guidelines and accreditation standard 1.04 an annual review/evaluation was conducted by the agency departments. The following is a summation of that review of goals and strategies by department/division:

Department of Law Enforcement:

Goal 5: The Santa Rosa County Sheriff's Office is committed to Officer Safety and Wellness.

Strategy 1: Enhanced In-House Training

- The Training Unit has continued with ongoing in-house training programs emphasizing educational and practical applications. Additionally, we have facilitated specialized training opportunities through local and out-of-state programs to ensure our staff are equipped with diverse skill sets necessary for various law enforcement duties.

Strategy 2: Maintenance of Training Equipment

To support our training initiatives, the Training Division is committed to maintaining all training equipment. Regular assessments ensure that upgrades to existing equipment are conducted promptly, and outdated items are purged and replaced.

Strategy 3: Supervisor Training and Resources

- Comprehensive supervisor training has been implemented, ensuring that they are prepared to provide necessary resources and assistance to team members. Furthermore, all agency staff now have direct access to the "Mindbase" application, which serves as an additional resource for their professional development.

Strategy 4: Peer Support and Wellness Programs

- The agency has established a Peer Support Team and a Chaplain program. These initiatives

facilitate one-on-one interactions among peers, addressing personal and professional challenges related to mental health. These added units complement our existing Critical Incident Stress Management Team in addressing the aftermath of critical incidents, ensuring comprehensive care for our personnel.

Department of Detention:

Anticipated Personnel Needs: The two Detention Court Security positions mentioned in this section have been added.

GOAL 7, Objective 1

- The CCTV system utilized in the Detention Division, as well as the other areas of the Santa Rosa Sheriff's Office, has been completely replaced with a modern high resolution, AI-enabled system from Verkada.
- We have also implemented a new visitor and contract employee sign-in system. This new system makes it easier to track who is currently in the facility, and integrates with the new CCTV system so that footage of the visitor can be easily retrieved in the event of an incident.

GOAL 8, Objective 1

- The Detention Division has partnered with Goodwill Industries of the Gulf Coast to offer forklift certification courses to low security inmates.
- A Retail Management certification course is now being offered by Aramark via their In2Work program for inmates assigned to the commissary area.
- The Detention Division will continue to evaluate the Strategic Plan and make adjustments as needed to ensure we continue moving in a positive direction

Department of Administration:

GOAL 6: The Santa Rosa County Sheriff's Office is committed to continual improvements in our operations using our Computer Aided Dispatch Systems (CAD), Records Management Systems (RMS) and our Jail Management Systems (JMS).

- **Strategy 1: Maintain and Improve Programs-** The agency has contracted with Tyler Technologies to provide new CAD services, as well as new Records Management systems for all of our operations.
- **Strategy 2: Provide Guidance and Support to Staff on Program Changes** – Implementation and training as to the above is ongoing. Additionally, system upgrades to our other systems are routinely implemented as soon as they are released by our vendors.
- **Strategy 3: Monitor and Evaluate Existing and New Programs** – The agency, as noted prior, evaluated the effectiveness and future viability of our current CAD and Records management

systems (CTS/SmartCop) and it was determined that this vendor no longer met our future needs, which resulted in our search to seek out and contract a new service provider (Tyler Technologies)

In addition, planning is underway with the Santa Rosa County Board of County Commissioners and the Department of Emergency Management to conceptualize and build a new consolidated communications center.

Criminal Investigations Division:

- **Anticipated Personnel Needs**

The Criminal Investigations Division (hereafter referred to as CID) canvassed SRSO with an In-House Announcement for a Major Crimes Detective in December 2024 and a Property Detective in January 2025. These announcements filled existing vacancies.

CID foresees enhancing the division by adding one sergeant and four detectives (CAT, ICAC, Property, Sex Offender) in the future to meet the growing needs of SRSO as the population of Santa Rosa County increases.

- **GOAL 1, Objective 2**

CID's Narcotics Unit continues to use SAFE funds for fentanyl related narcotics purchases and investigations to continue to hold drug dealers accountable.

- **GOAL 9, Objective 1**

CID recruited, assigned, and trained two additional detectives for computer forensic and digital investigations.

Major Crimes enhanced equipment and software by upgrading GradeKey to Cellbrite Premium to enhance digital forensics with investigations.

A CID Property Detective attended and completed a US Secret Service computer and cellular forensics investigations course. CID continues to coordinate with state and federal agencies for additional training opportunities.

CID collaborated with SRSO Information Systems Unit to build a server to store computer forensic evidence which significantly streamlined the investigative process for digitally related investigations.

- **GOAL 10, Objective 1**

To strengthen SRSO's ability to combat fraud and cryptocurrency related crime, one property detective was added to CID. An In-House Announcement canvassed for a fourth property detective in January 2025.

CID strengthened the Crime Analysis Unit by adding a third analyst. CID will continue to seek out analyst positions which will allow the analysts to become more specialized in areas such as violent crime, property crimes, fraud, crimes against children, narcotics, etc.

Department of Special Operations:

- **Anticipated Personnel needs:** Are still as described in the plan

- **Capital Improvements regarding Fleet**

Ongoing replacement of vehicles is done continually based on the depreciation of assets, partially based on milage, compared to costs of repairs.

- **Radio and Body Worn Camera improvements:**

The agency has just entered into a new multi-year contract with Motorola to replace all portable radios and all Body Camera systems for our sworn deputies

- **Disaster Response Team (DRT) Equipment:**

This equipment is continuously evaluated and upgraded as needed based on the same criteria as our Fleet vehicles

- **DRT recruitment and training:**

Team selection/ recruitment and training are ongoing continuously throughout the year.

The Santa Rosa County Sheriff's Office continually seeks out new and varied methods with which to enhance our community engagement and interagency interactions (For example the SRSO Star Foundation) while continuing to actively engage in existing programs as well such as our Citizens Law Enforcement Academy.

The agency and its individual units continually evaluate our staff's effectiveness in support of our mission, and we make necessary changes when needed.

Santa Rosa County continues to grow and thrive, and the Santa Rosa County Sheriff's Office will continue to do so as well with great community support from our community and other agency partners.

Cc: Chief Deputy Tiff
Cc: Captain John Scholl