

SANTA ROSA COUNTY SHERIFF'S OFFICE



Strategic Plan FY 2024 - 2028 Sheriff Bob Johnson



Message from the Sheriff

Citizens of Santa Rosa County:

It is with great pride and privilege I provide you with The Santa Rosa County Sheriff's Office 2024-2028 Strategic Plan. The strategic planning process allows our agency to examine our strengths, areas for improvement, resources available and areas of growth for the future. Through this plan our agency can build on current standards while developing new and innovative practices to best serve the community. The Strategic plan defines priorities for the future including short- and long-term goals. The objectives articulated in this plan, although not exhaustive, define direction for the agency and provide a roadmap to providing the best service available to the citizens of this county.

As public servants, we hold ourselves to the highest standards and are accountable to the citizens of Santa Rosa County. This plan is based on the most efficient practices to improve our agency, and the well-being of the citizens we have the honor to serve.

Respectfully,

Robert Johnson, Sheriff



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Mission Statement and Vision

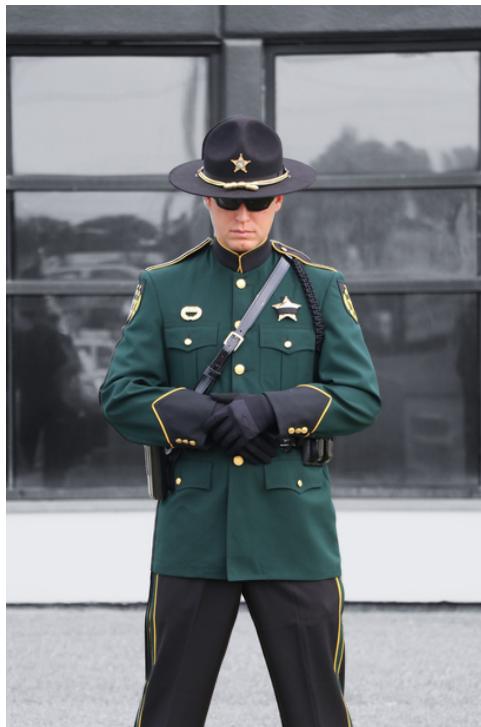
Mission Statement:

At the Santa Rosa County Sheriff's Office, our mission is to serve our citizens with respect and dignity. We are committed to upholding the law with honor and integrity, demonstrating bravery and unwavering dedication to our duties when called upon. We hold ourselves accountable for our actions and strive to provide professional law enforcement services that encompass a united response to the needs of the community. It is our goal to be recognized as a leader in law enforcement excellence.



Vision Statement:

“Ensuring the safety and protection of the citizens we serve.”



Core Values

BRAVERY

the quality or state of having or showing mental or moral strength to face danger, fear, or difficulty. This value requires law enforcement officers to be selfless when facing danger.

HONOR

the quality of upholding a set of values and standards when acting under the authority of the badge and oath of a law enforcement officer. Overall exercising the ability to remain loyal to the mission and citizens you serve.

INTEGRITY

A value positioned in the center of the five-point star, which represents incorruptible adherence to all core values. This is the foundation that holds law enforcement officers accountable to those whom it entrusts to enforce the laws.



Organizational Structure

The Santa Rosa County Sheriff's Department is a professional, full-service Law Enforcement and Correctional Organization that operates under the authority of the Sheriff. The Chief Deputy reports to the Sheriff and directly supervises Human Resources, General Counsel, PIO Office, Internal affairs, Crime Prevention, Crime Stoppers, and 5 Division Majors positions who in turn supervise the Divisions within the Sheriff's Office, which include Administrative Division, Law Enforcement Division, Special Operations Division, Support Services Division, and Detention Division.

The Administrative Division comprises Fiscal, Communications, IT, and Professional Standards. This Division consists of certified law enforcement and civilian personnel. Departments are supervised by a Captain and Lieutenant overseeing daily operations and functions.

The Law Enforcement Division comprises CID, which includes Major Crimes, Narcotics Unit, Crime Analysis Unit, Crime Scene, Evidence, Criminal Apprehension Unit, and 5 Law Enforcement Patrol Districts. The patrol districts are supervised by a Captain, supervising 5 District Lieutenants, consisting of 122 assigned law enforcement positions. The patrol deputies are assigned 12-hour shifts to maintain a presence 24 hours a day.

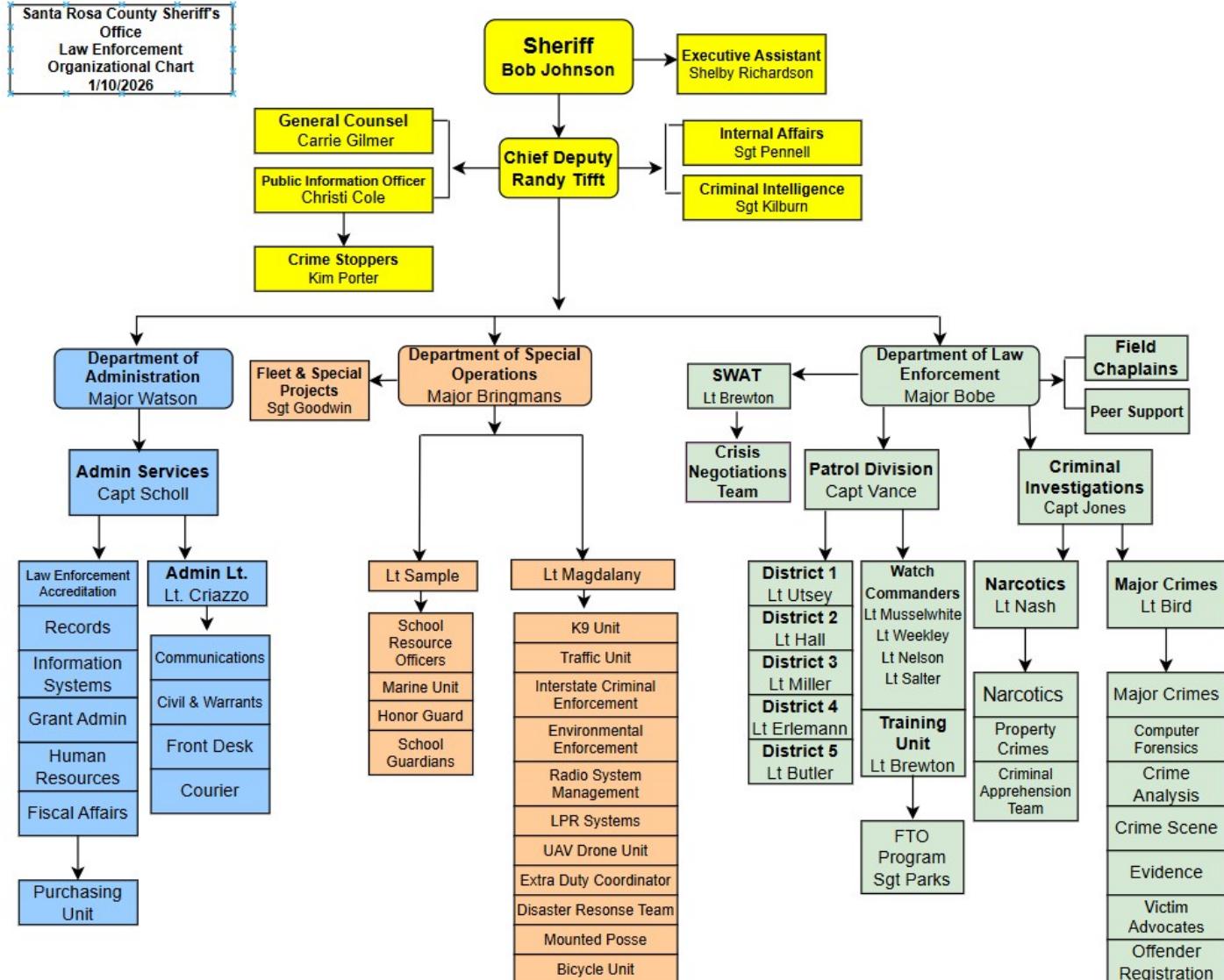
The Special Operations Division comprises multiple units, including Canine, Traffic, Interdiction, Marine Unit, School Resource, Environmental Unit and Agency Fleet. The School Resource Division consists of 1 Lieutenant, 3 Sergeants, and 31 sworn deputies assigned to each public school in the county.

Support Services Division is composed of Warrants, Civil Unit, Records and Admin Support staff. This division consists of sworn and civilian staff.

The Department of Detention is charged with control of the Sheriff's Office Jail. The Division comprises the Operations Division, Support Division, and Administrative Division. The jail is a maximum-security facility which houses approximately 810 inmates. Corrections deputies monitor inmate activity 24 hours daily and are assigned 12-hour shifts. Court Services falls under the direction of the Detention division and consists of a Lieutenant, Sergeant, and 13 sworn law enforcement deputies.



Organizational Structure



Command Staff



Chief Deputy R. Tifft



Major R. Jackson



Major D. Bringmans



Major C. Watson



Major S. Tucker



Major B. Lewis



Captain C. Vance



Captain J. Scholl



Captain S. Jones



Captain T. Snellgrove

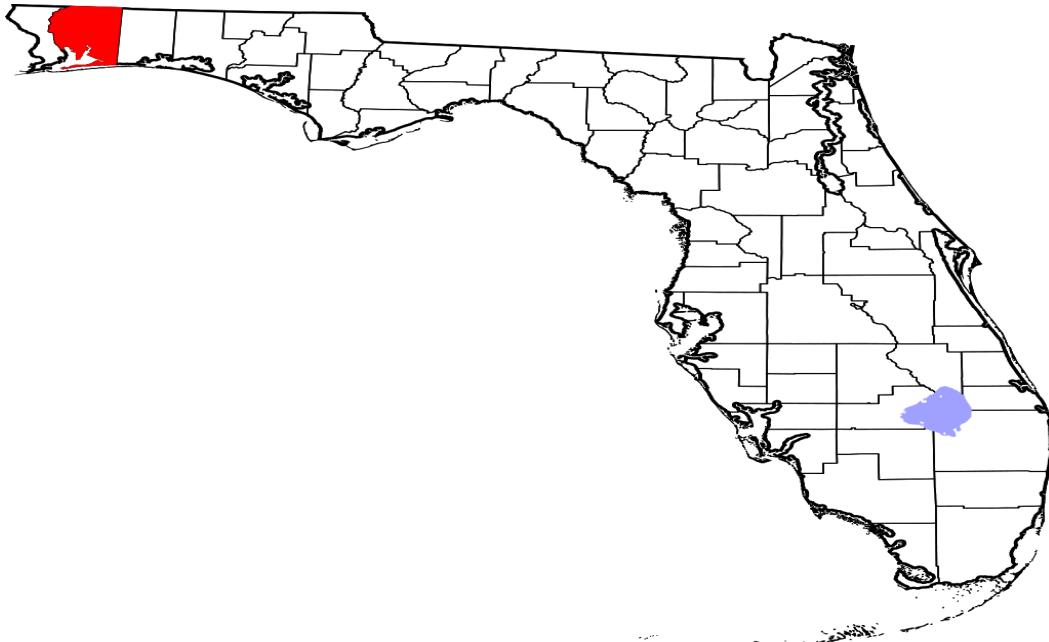


Captain W. Amos



Agency Overview

Santa Rosa is in Northwest Florida on the Gulf Coast. It has a population of approximately 200,000 residents, about 1,174 square miles. The county borders the Gulf of Mexico on the South end and runs North to the Alabama state line. Santa Rosa County has seen unprecedented growth in population, specifically in the communities of Navarre, Gulf Breeze, and Pace. The county is a quickly growing tourist destination because of its access to beaches and protected wilderness areas for kayaking, hiking, and camping.



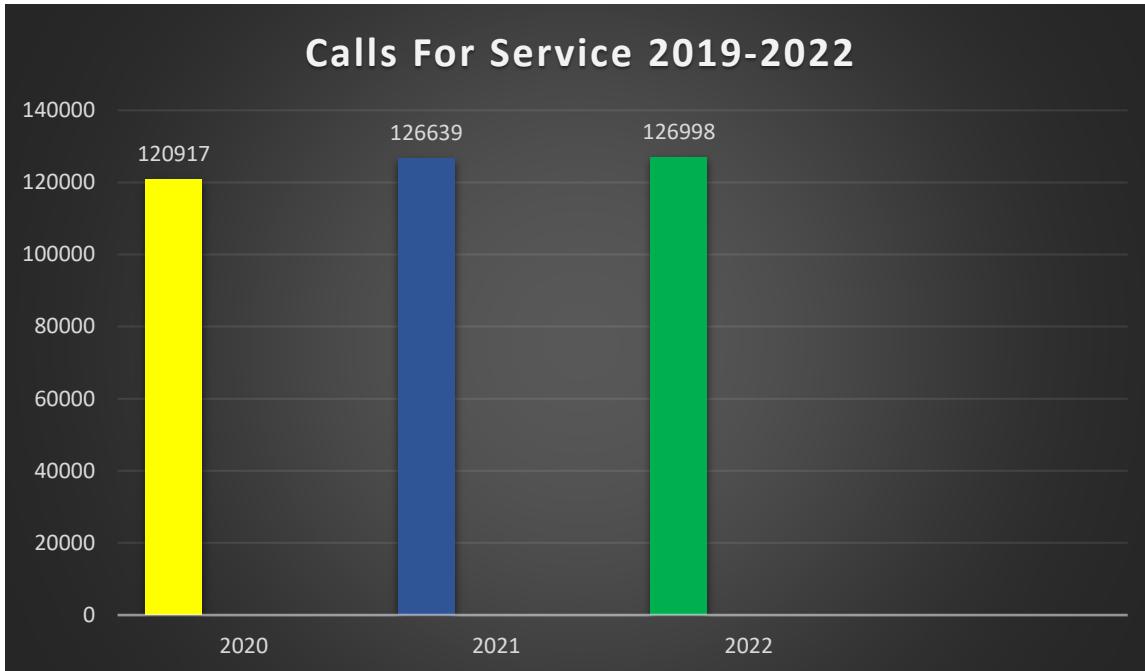
The Santa Rosa County Sheriff's Office is headquartered in Milton, Florida which is the county seat, centrally located within the county.



Workload

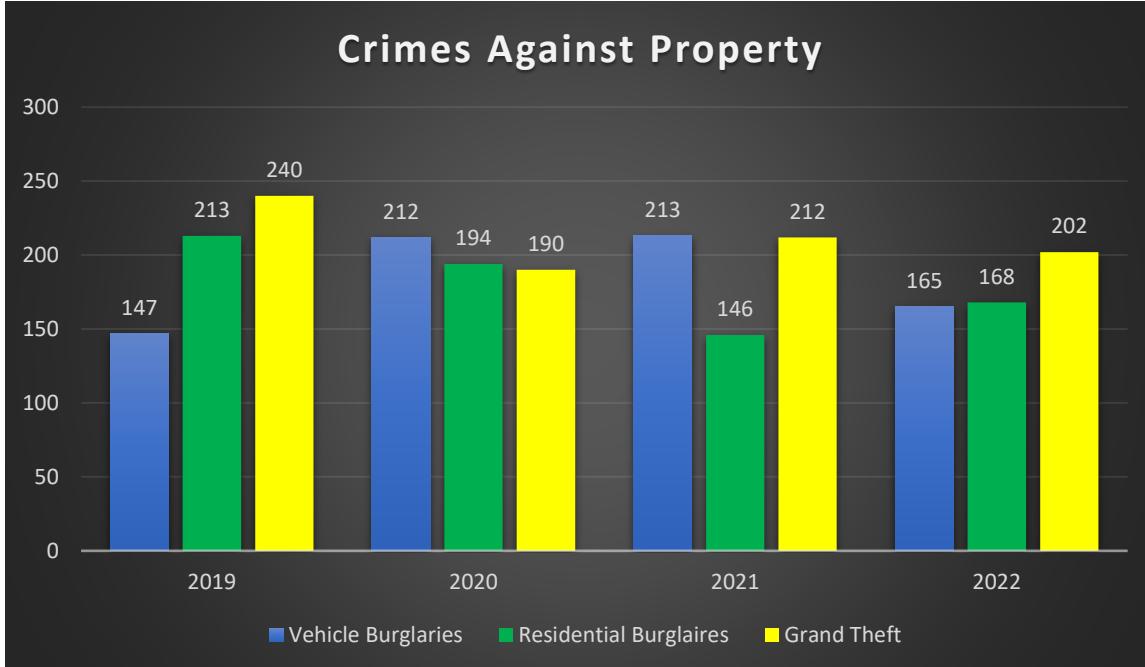
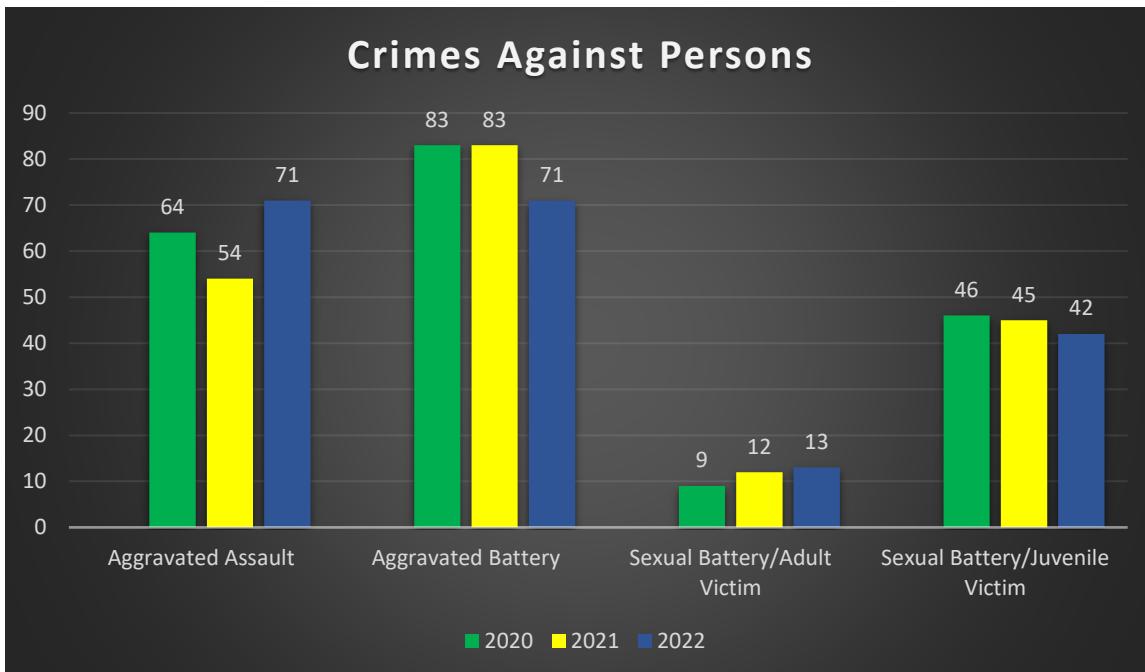
Careful internal and external analysis is constantly performed to determine the workloads of agency staff and the service levels required by our deputies. This analysis helps us evaluate the needs and demands expected from our agency for the future, thereby assisting us to plan accordingly.

The significant increase in housing developments within the county plays a major role in addition to calls for service within our communities. As these communities grow and commercial development flourishes, the demand for police services increases.

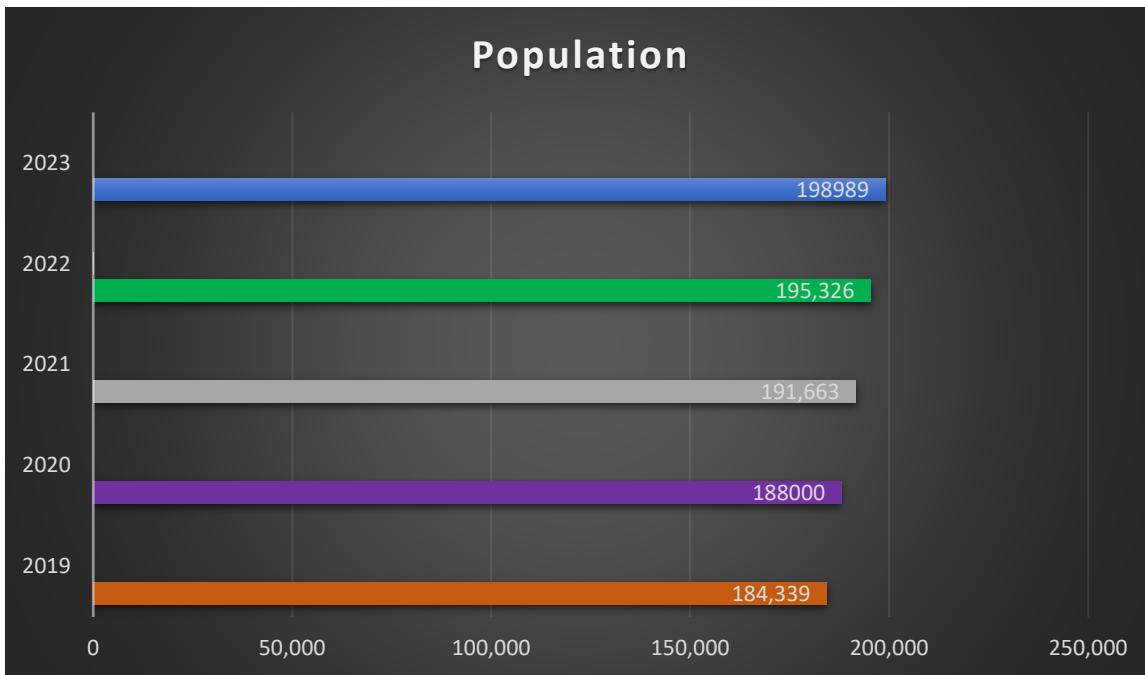


Workload

Crime Analysis 2020-2022



Population Trends



Since 2010, Santa Rosa County has had approximately 2% population growth every year for a total population growth of approximately 31.46%. According to the Santa Rosa County Department of Economic Development, it is estimated Santa Rosa County will continue to see approximately 1.9% growth through 2025 and notes that we are the 8th fastest growing county in Florida. (<https://www.santarosaedo.com/news/santa-rosa-growing, n.d.>)



Community



Anticipated Personnel Needs

As of January 2023, the Sheriff's Office had a total of 469 Positions, of which 238 are sworn law enforcement, 114 sworn corrections, and 117 civilian positions.

The additional positions listed below are critical in maintaining the agency's ability to manage crime trends within the county. Without this growth in positions, specifically in Law Enforcement, it will prevent us from being proactive and only reactive in some areas. The positions below will be requested over the next three years based on careful analysis.

Law Enforcement (26 positions)

- ★ **Law Enforcement Deputies (20 positions)**
- ★ **Detective (2 positions)**
- ★ **Narcotics (2 positions)**
- ★ **Crime Analyst (2 positions)**

Special Operations (6 positions)

- ★ **Canine (4 positions)**
- ★ **School Resource Deputies (Expand as schools are built)**
- ★ **Traffic Unit (2 positions)**

Administrative (5 positions)

- ★ **Human Resource (1 position)**
- ★ **Records (1 position)**
- ★ **Fiscal (1 position)**
- ★ **Information Systems (2 positions)**

Detention (2 positions)

- ★ **Court Security (2 positions)**



Anticipated Capital Improvements/Equipment Needs

- Vehicles- Replace antiquated vehicles with high mileage to eliminate additional costs due to repairs and maintenance.
- Radio Equipment- Replace portable radios with updated technology to ensure proper communication with the deputies.
- Computer Equipment- Replace desktop and mobile computers equipped with up-to-date software needed for increasing applications needed for better job performance.
- Public Safety Building- Construct a new Public Safety Building for the Sheriff's Office.
- Due to years of expansion, we have outgrown the building originally constructed primarily for the Jail.
- District 3 & 5 Office- Construct a new District Office for 3 & 5. This would allow Pace Fire Department to expand where patrol is currently at. District 5 needs to move out of the Jay City Hall to allow for growth .
- Establish a Real-Time Crime Center to strategically fight and solve crimes within the county creating a safer environment for all citizens.
- Enhance our technology abilities by expanding computer operating systems that make deputies duties more efficient.



FY 2024 – 2028 Goals & Objectives

GOAL 1: The Santa Rosa County Sheriff's Office is committed to reducing the amount of overdoses and deaths related to the use of opioids in the county.

Objective 1: The Sheriff's Office will provide education, prevention, and treatment options for drug addiction to the citizens of Santa Rosa County.

Strategy 1: Ensure Safe Drug Disposals - Prescription drug disposal containers are available at each district and there will be promotions to the public about the availability of these containers.

Strategy 2: Prevent Overdose Deaths with Naloxone - Naloxone is deployed to all patrol deputies so they can be equipped for immediate action when responding to an overdose.

Strategy 4: Drug Treatment in the Jail - The Santa Rosa County Jail will provide recovery services and treatments to treat while incarcerated and provide services to battle addiction even after release.



FY 2024 – 2028 Goals & Objectives

Objective 2: The Sheriff's Office will combat the opioid epidemic through enhanced enforcement and investigative techniques.

Strategy 1: Strategic Investigative Initiatives that Enhance Successful Prosecution on High Impact Cases - The Narcotics Unit will carefully evaluate the sale/trafficking cases of opioids and narcotics to determine the best case for prosecution; the state or federal system.

Strategy 3: Accountability for Drug Dealers - Both the Narcotics Unit and Criminal Investigations Division (CID) will work together on all narcotic related death cases to ensure those who contribute to an overdose death by providing narcotics to the victim are held accountable.

Strategy 4: Narcotics Unit will work collaboratively with federal partners- Both the Narcotics Unit and CID will work with federal agencies, specifically DEA regarding drug traffickers and dealers to battle narcotics being distributed within Sanat Rosa County.



FY 2024 – 2028 Goals & Objectives

GOAL 2: The Santa Rosa County Sheriff's Office is committed to reducing violent crime in the County.

Objective 1: The Sheriff's Office will use varying methods to effectively disseminate information to the public regarding emerging violent crime trends.

Strategy 1: Notification Through Social Media - The agency will notify the public of any violent crime trends and will include photos of suspects to assist in identifying perpetrators of these crimes. Information will be posted on social media.

Strategy 2: Providing Crime Stoppers Information - The agency will post "Crime Stoppers" signs/information in areas that are experiencing violent crime trends or increased criminal activity.



WANTED
Richard Allen Lyon

Sex Offender Violation: Fail To Register As Required and Fail to Register Changes to Telephone Number; VOP: Fail To Register Changes To Telephone Number and Fail To Register Email Address



Santa Rosa Crime Stoppers • 850-437-STOP (7867)



FY 2023 – 2025 Goals & Objectives

GOAL 2: The Santa Rosa County Sheriff's Office is committed to reducing violent crime in the County.

Objective 2: The Sheriff's Office will provide education/training to deputies on firearms violations according to standards set by the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). This will allow deputies to recognize charges used by ATF and work with them to pursue federal charges when applicable.

Strategy 1: ATF Sponsored Courses - The agency will educate deputies through courses sponsored by the ATF to better gather facts related to firearms charges used for prosecution.

Strategy 2: Informing Deputies on Firearms Offenses and Offenders - The agency will provide information on firearm offenses and offenders to all law enforcement deputies. This will allow successful prosecution of dangerous criminals and make our communities safer.

Objective 3: The Sheriff's Office will utilize Intelligence information through the use of the agency's Crime Analysis Unit, to enhance patrol operational efforts for combating violent crime.

Strategy 1: Data Driven Approach - Patrol deputies will use real time data pertaining to hot spot locations, common times of day/days of week that incidents are occurring, and any relevant suspect information for the purposes of proactive patrols and deployments. The Crime and Intelligence Analysis Unit will send out Bulletin(s) and Situational Awareness Bulletin(s) as needed.

Strategy 2: Enforcing Compliance - Patrol deputies will follow-up with known offenders or individuals that have been released from prison who have curfew and/or probation conditions, to ensure they are following their set conditions.



FY 2024 – 2028 Goals & Objectives

GOAL 3: The Santa Rosa County Sheriff's Office is committed to providing the safest and most capable response to emergency situations.

Objective 1: The Sheriff's Office will enhance readiness to respond to emergencies and natural disasters.

Strategy 1: Equipment- The Special Operations Division will ensure all equipment utilized during emergencies are maintained in a ready phase to be deployed when needed.

Strategy 2: Strategy- The agency will continue review of the Shared Asset program provided by the Florida Sheriff's Association to obtain equipment through the program in an effort to save taxpayer dollars and provide the best equipment possible for deployment.

Objective 2: The Sheriff's Office will ensure Sheriff's Office staff are prepared for emergency response.

Strategy 1: Training- The Sheriff's Office will provide extensive training to Disaster Response Team (DRT) members on all equipment available to the agency.

Strategy 2: Readiness- The Sheriff's Office will continue to recruit members for the DRT that can be deployed at a moment's notice to assist with whatever emergency we have. At a minimum an annual review of assigned personnel will be conducted to stay at optimum readiness with staff assigned from areas which allow for maximum deployments with minimal disruption to the agency's primary objectives.



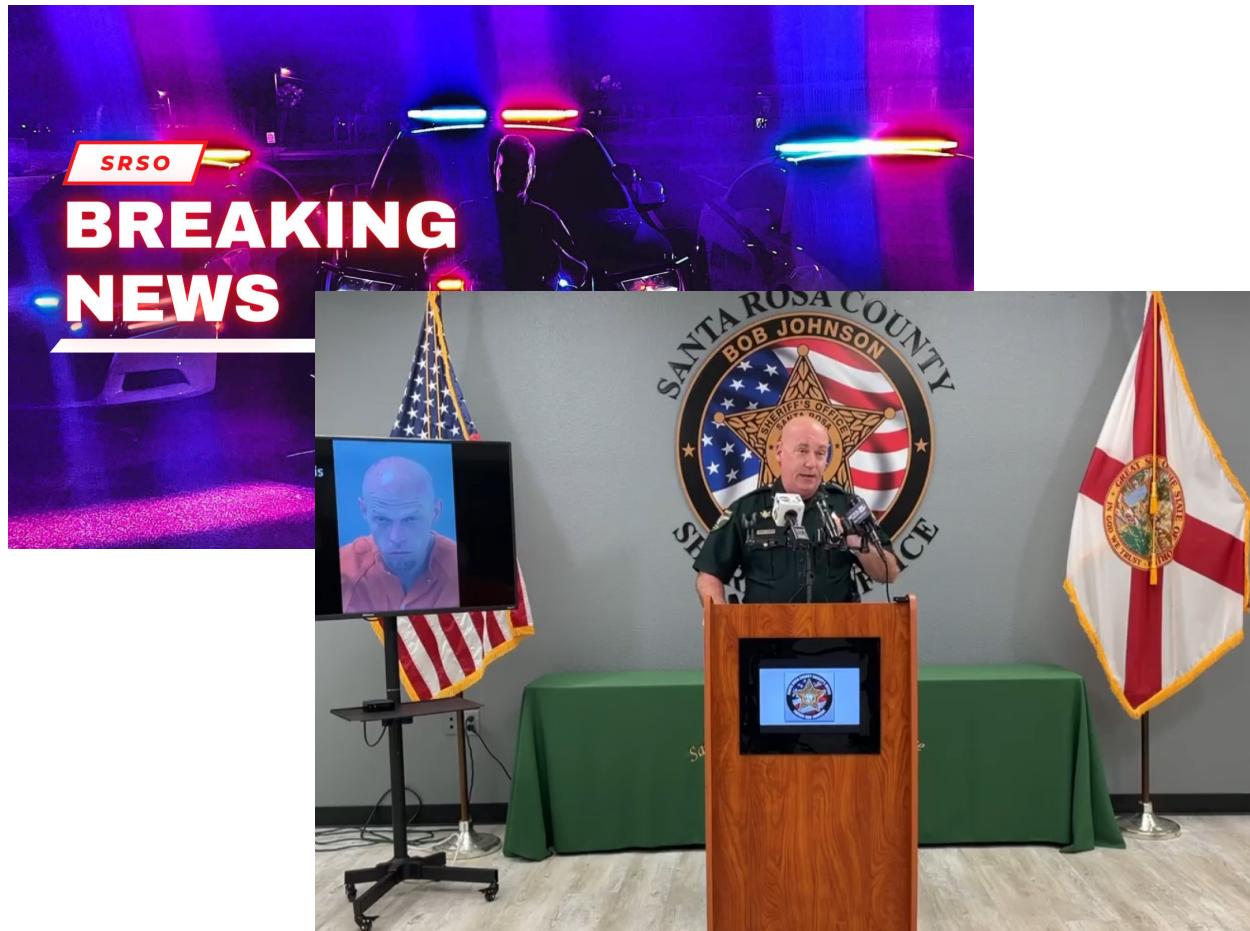
FY 2024 – 2028 Goals & Objectives

GOAL 4: The Santa Rosa County Sheriff's Office is committed to Transparency and Accountability.

Objective 1: The Sheriff's Office will continue to keep the citizens of Santa Rosa County informed on activities and incidents.

Strategy 1: Active Incidents- The Sheriff's Office will provide information as soon as possible to the citizens on active incidents within the county utilizing social media and news bulletins and, when needed, press conferences.

Strategy 2: Accountability- The Sheriff's Office will hold all staff accountable to the agency's values and ensure staff maintain a professional and ethical standard.



FY 2024 – 2028 Goals & Objectives

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

Objective 1: The Sheriff's Office will ensure that staff gets adequate training and safety equipment.

Strategy 1: Provide Ongoing Training- Training Unit staff will provide ongoing and annual training in high liability areas to include officer safety skills.

Strategy 2: Provide Equipment to Enhance Officer Safety - The agency will provide and maintain equipment to protect our deputies upgrading when needed and or when practical replacing existing with new and improved items.

Strategy 3: Provide Ongoing and Timely Access to Employee Assistance Program (EAP)- Supervisors and Human Resource Staff will ensure our members are aware of and take advantage of this program in partnership with our vendors.

Strategy 4: Provide Peer Support - The agency will continue to empower support and train an agency wide Critical Incident Stress Management Team (CISM) to proactively respond to our members who experience a critical incident.



FY 2024 – 2028 Goals & Objectives

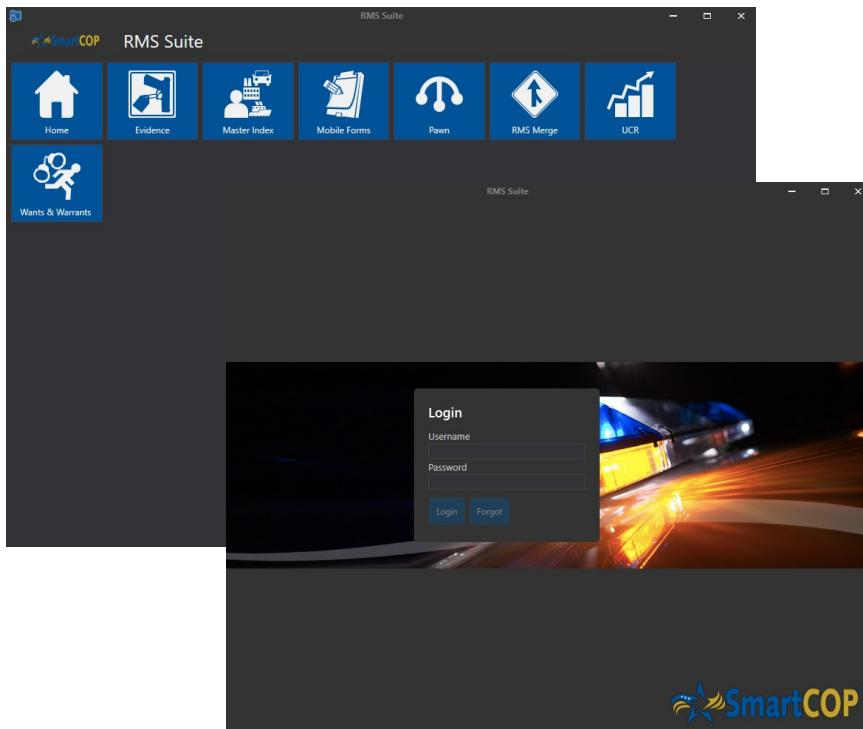
GOAL 6: The Santa Rosa County Sheriff's Office is committed to continual improvements in our operations using our Computer Aided Dispatch Systems (CAD), Records Management Systems (RMS) and our Jail Management Systems (JMS).

Objective 1: The Sheriff's Office will continually identify and train on improvements to our operating systems as programs advance and update to optimize staff performance and enhance service to our citizens.

Strategy 1: Maintain and Improve Programs- The agency will on an ongoing basis work with our CAD/RMS/JMS vendor to identify and stay up to date on program improvements and upgrades implementing changes in a timely manner.

Strategy 2: Provide Guidance and Support to Staff on Program Changes - The agency will provide updates release notes, user guides, in-service training and or other training to assist staff with program changes.

Strategy 3: Monitor and Evaluate Existing and New Programs – The agency will continually seek out and engage our staff to utilize our current programs to its full potential. The agency will stay up to date on new and emerging technologies.



FY 2024 – 2028 Goals & Objectives

GOAL 7: The Santa Rosa County Sheriff's Office is committed to enhancing the security and safety of our Detention Division.

Objective 1: The Sheriff's Office will improve the surveillance and monitoring system.

Strategy 1: Invest in updated CCTV camera system – The Sheriff's Office shall conduct a thorough assessment of the current surveillance system's capabilities and identify areas that require improvement. Investing in modern CCTV cameras with higher resolution and better coverage will enhance the facility's ability to monitor inmate activities and maintain a secure environment.

Strategy 2: Provide staff training on effectively monitoring surveillance equipment – Properly trained staff play a vital role in maximizing the benefits of the surveillance system. Provide comprehensive training on using surveillance equipment, monitoring feeds, identifying potential threats, and responding to security incidents.

Objective 2: The Sheriff's Office will strengthen staff safety and training protocols.

Strategy 1: Continue to make staff training a priority – The Sheriff's Office Detention Training Department will continue to improve training in the areas of self-defense techniques, de-escalation strategies, rendering of first aid, mental health awareness, and others.

Strategy 2: Conduct regular safety drills to ensure staff readiness during emergencies – The Sheriff's Office will organize routine safety drills simulating various emergency scenarios, such as fires, riots, or medical emergencies. These drills will help staff practice their response protocols, identify areas for improvement, and ensure they are prepared to handle real life emergencies.

GOAL 8: The Santa Rosa County Sheriff's Office is committed to reducing recidivism.

Objective 1: Expand educational and vocational programs for inmates.

Strategy 1: Develop partnerships with local educational institutions – The Detention Division will identify local educational industries that are willing to collaborate with the Jail and will develop MOUs with these institutions to provide various educational opportunities to inmates, such as, literacy programs and vocational training.

Strategy 2: Evaluate and improve existing programs based on effectiveness – The Programs Department will regularly evaluate the programs offered to inmates to assess their impact on reducing recidivism and enhancing inmates' employability. They shall seek feedback from inmates, program instructors, and employees involved in the program to identify areas of improvement. They will then use that information to make decisions regarding program modifications, expansion, or discontinuation as needed.



FY 2024 – 2028 Goals & Objectives

Goal 9: Elevate the Computer Forensics Unit to a center of excellence in digital investigations and strengthen the unit's reputation as a leader in digital investigations within the region.

Objective 1: Improve the capabilities of the Computer Forensics Unit to handle complex technology-based investigations in an efficient manner.

Strategy 1: Recruit and train two additional detectives with expertise in computer forensics and digital investigations.

Strategy 2: Enhance the unit's equipment and software resources to keep up with technological advancements.

Strategy 3: Collaborate with local and federal agencies to establish information-sharing protocols and partnerships.

Strategy 4: Implement streamlined case management procedures and secure digital evidence handling protocols.

Goal10: Strengthen the Santa Rosa County Sheriff's Office's ability to combat fraud and cryptocurrency-related crime through targeted measures, including the addition of two additional detectives.

Objective 1: Resource Allocation to effectively combat emerging trends in Fraud related crimes.

Strategy 1: Allocate funding for hiring and training two additional detectives with expertise in fraud and cryptocurrency investigations.

Strategy 2: Invest in advanced technological tools and software for tracking and analyzing cryptocurrency transactions.

Strategy 3: Establish a dedicated unit within the Investigations division focused on fraud and cryptocurrency crime investigation.

Objective 2: Data Analytics and Intelligence.

Strategy 1: Establish a dedicated crime analyst to analyze patterns, trends, and anomalies related to fraud and cryptocurrency crime.



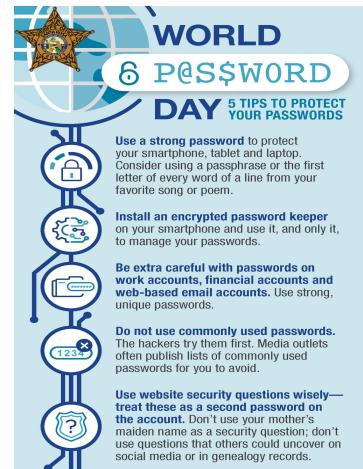
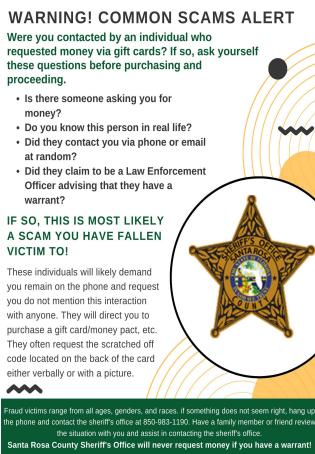
FY 2024 – 2028 Goals & Objectives

Strategy 2: Implement predictive analytics to identify potential future threats and allocate resources accordingly.

Objective 3: Public Awareness Campaign.

Strategy 1: Launch an educational campaign to inform the public about common fraud schemes and precautions to take when dealing with cryptocurrencies.

Strategy 2: Create online resources, pamphlets, and workshops to teach individuals about secure online practices.



Goal 11: To increase the efficiency and effectiveness of the crime analysis unit at the Santa Rosa County Sheriff's Office by assigning a dedicated crime analyst to focus on narcotics and property crimes investigations.

Objective 1: Analyst Selection and Training:

Strategy 1: Recruit or assign a skilled crime analyst with a specific focus on narcotics and property crimes investigation.

Strategy 2: Provide specialized training to enhance their understanding of these crime types and related data analysis techniques.



FY 2024 – 2028 Goals & Objectives

Objective 2: Real-time Monitoring and Predictive Analysis

Strategy 1: Implement a system for real-time monitoring of narcotics and property crime data.

Strategy 2: Enable the analyst to detect emerging trends and respond promptly to changing crime patterns.

Strategy 3: Develop predictive models that forecast potential hotspots for narcotics and property crimes.

Strategy 4: Empower commanders to allocate resources preemptively in high-risk areas.

Objective 3: Regular Reporting

Strategy 1: Establish a reporting framework for the dedicated analyst to provide regular updates to supervisors and stakeholders.

Strategy 2: Present insights, recommendations, and success stories to demonstrate the impact of the dedicated analyst's work.



Annual Review/Update

The goals listed in this plan specifically define a path to meet current and future service demands. The goals and objectives may change depending upon the development of other operational priorities, change in funding allocations, or service expectations. All the goals listed in this plan have specific objectives and strategies that will assist in accomplishing the goals. For clarity, these terms are defined as:

★ **Goals:** Broad statements of measurable outcome to be achieved.

★ **Objectives:** Statements of what we must do well, or barriers that we must overcome to achieve a specific goal.

★ **Strategies:** Specific programs and/or activities required to meet the targeted performance levels.

Annually, the agency's goals and objectives are reviewed by executive leadership. Our "multi-year" plan is foundational for the on-going self-evaluation of service and process improvements. This plan is published every four years. The review of goals and objectives is published annually.



Professional Standards Accreditation

The Santa Rosa County Sheriff's Office participates in numerous accreditation and inspection processes. These processes are voluntary and specifically designed to reinforce our commitment to meeting and exceeding standards of professional excellence. These accreditation and inspection processes illustrate our dedication to professionalism. By our adherence to established standards that promote efficient use of resources and enhance public service delivery, we confirm our ability to serve effectively. Additionally, accreditation gives us the opportunity to evaluate our operations against nationally approved standards.

Commission for Florida Law Enforcement Accreditation, Inc. (CFA) - This accrediting authority was established by the Florida Sheriff's Association and the Florida Police Chief's Association. This law enforcement accreditation process requires compliance with 94 professional standards designed specifically for Florida law enforcement agencies. The Santa Rosa County Sheriff's Office has been accredited by the CFA since June of 2004.

On December 7, 2022, the Santa Rosa County Sheriff's Office was reaccredited and earned Excelsior Recognition. This designation recognizes some of the finest criminal justice agencies in the State of Florida, and a demonstrated level of commitment to the Florida Accreditation process unparalleled in the criminal justice profession.



Professional Standards Accreditation

Florida Corrections Accreditation Commission, Inc. (FCAC) - This state accrediting authority addresses every aspect of corrections specific to Florida state requirements. This process examines Admissions, Classification, Housing, Sanitation, Food Service, Security, Training, and Medical. The Corrections Bureau must comply with 261 professional standards specifically designed for Detention facilities.

The Detention Division has been accredited since June of 2004, and earned Excelsior status in October of 2019.



Professional Standards Accreditation



Florida Model Jail Standards (FMJS) - The Florida Model Jail Standards are minimum standards which jails across Florida must meet to ensure the constitutional rights of those incarcerated are upheld as outlined by Florida statute 951.23 (4)(a). Inspections are required every year and must be completed by a certified jail inspector. The inspection process involves an evaluation of the physical environment, food services, medical and administrative practices.



Professional Standards Accreditation



Prison Rape Elimination Act of 2003 (PREA) - The Prison Rape Elimination Act of 2003 is a federal law seeking to eliminate sexual abuse and sexual misconduct in correctional facilities. This law applies to all federal and state prisons, jails, police lock-ups, private facilities, juvenile facilities and community correctional settings. The Santa Rosa County Sheriff's Office supports the prosecution of persons who commit acts of sexual misconduct in its facilities and has a zero-tolerance policy for all forms of sexual misconduct and sexual assault. The Detention Division must comply with 44 standards concerning prevention, detection, and response to sexual abuse in confinement. Initial certification was received in March of 2014 and was the first County Jail in the Nation to become PREA Certified.



Professional Standards Accreditation



National Commission on Correctional Health Care (NCCHC) – NCCHC's origins date to the early 1970s, when an American Medical Association study of jails found inadequate, disorganized health services and a lack of national standards. In collaboration with other organizations, the AMA established a program that in 1983 became an independent, 501(c)(3) nonprofit organization: the National Commission on Correctional Health Care (NCCHC). Developed by leaders in the fields of health, mental health, law, and corrections, NCCHC's nationally recognized standards lay the foundation for constitutionally acceptable health services systems. The Detention Division Medical Unit must comply with 59 standards.

