

FLORIDA SHERIFFS ASSOCIATION



**2022-25
STRATEGIC PLAN**



TABLE OF CONTENTS



GOAL 1:PAGE 2
To provide effective and timely support, training, and information exchange for Florida’s Sheriffs



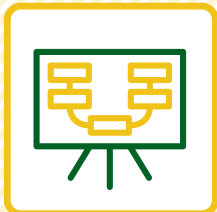
GOAL 2:PAGE 5
To foster effective law enforcement and crime prevention for the public safety of the citizens and visitors of Florida



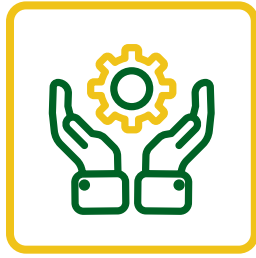
GOAL 3:PAGE 7
To promote public awareness about developments in law enforcement, crime prevention, and public safety



GOAL 4:PAGE 9
To protect Florida’s future by promoting public support of programs and services focused on the youth of our state



GOAL 5:PAGE 10
To effectively manage resources of the Florida Sheriffs Association



GOAL 1:

To provide effective and timely support, training, and information exchange for Florida's Sheriffs

Strategy 1.1: Enhance education and training of Florida's sheriffs and their staffs

OBJECTIVE 1.1.1: To continue to enhance the twice-a-year delivery of the FSA Commanders Academy

- ▶ **Assigned responsibility:** FSA Operations Staff
- ▶ **Timeframe for implementation:** Ongoing
- ▶ **Measurement(s) of accomplishment:**
Documentation of training curriculum, number of sessions each year, and number of command personnel trained in each class and total for each year of the Plan
- ▶ **Frequency of reporting:** Quarterly

OBJECTIVE 1.1.2: To continue and enhance statewide Crisis Intervention Training

- ▶ **Assigned responsibility:** FSA Operations Staff
- ▶ **Timeframe for implementation:** Ongoing
- ▶ **Measurement(s) of accomplishment:**
Documentation of training curriculum, number of sessions each year, and number of personnel trained
- ▶ **Frequency of reporting:** Quarterly

OBJECTIVE 1.1.3: To regularly review and update the Florida Sheriffs Manual

- ▶ **Assigned responsibility:** Administrative Committee; FSA Staff
- ▶ **Timeframe for implementation:** Ongoing
- ▶ **Measurement(s) of accomplishment:**
Promulgation of updated manual
- ▶ **Frequency of reporting:** Annually

OBJECTIVE 1.1.4: To conduct a session of the Florida Sheriffs Academy in 2024 with updated curriculum and delivery capability

- ▶ **Assigned responsibility:** FSA Operations Staff; FSA Training Committee
- ▶ **Timeframe for implementation:** Priority 1
- ▶ **Measurement(s) of accomplishment:**
Documentation of course and curriculum; number of Sheriffs participating
- ▶ **Frequency of reporting:** 2024

OBJECTIVE 1.1.5: To develop and present a leadership development course for sheriff's office first-line supervisors

- ▶ **Assigned responsibility:** FSA Operations Staff
- ▶ **Timeframe for implementation:** Priority 1
- ▶ **Measurement(s) of accomplishment:**
Documentation of training curriculum, number of sessions each year, and number of first-line supervisors trained in each class
- ▶ **Frequency of reporting:** Quarterly

OBJECTIVE 1.1.6: To expand the use of online training and webinars via the Florida Sheriffs Training Institute for Florida's sheriffs and their staffs

- ▶ **Assigned responsibility:** FSA Operations Staff
- ▶ **Timeframe for implementation:** Priority 2
- ▶ **Measurement(s) of accomplishment:**
Documentation of number of online sessions provided, number of webinars conducted, and number of students completing these courses
- ▶ **Frequency of reporting:** Quarterly



OBJECTIVE 1.1.7: To continue to provide needed in-person training to Florida's sheriffs and their staffs, particularly in critical areas of law enforcement, corrections, and administration

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Priority 2
- ▶ Measurement(s) of accomplishment:
Documentation of number and type of in-person sessions provided, number of students in attendance, number of agencies represented
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 1.1.8: To enhance the training focus on the wellness of sheriff's office personnel

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Priority 2
- ▶ Measurement(s) of accomplishment:
Documentation of training curriculum, number of sessions each year, and number of personnel trained
- ▶ Frequency of reporting: Annually

Strategy 1.2: Enhance or expand current programs of the FSA to support Florida's sheriffs

OBJECTIVE 1.2.1: To continue and enhance activities of the Florida Sheriffs Task Force

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Activations/staffing of State EOC; number of joint operations conducted; persons arrested; other targets accomplished
- ▶ Frequency of reporting: Annually

OBJECTIVE 1.2.2: To continue to staff and support the myriad committees established by the Florida Sheriffs Association and relevant coalitions

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment:
Identification of committees or working coalitions supported; specific staff members assigned; type and amount of work required
- ▶ Frequency of reporting: Quarterly



OBJECTIVE 1.2.3: To support the Florida Model Jail Standards Program to ensure full compliance for inspections

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Number of meetings held with agencies; number of standards updated; number of inspectors trained; number of training programs presented, number of jail inspections completed annually
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 1.2.4: To continue to provide legal, administrative, and technical assistance to Florida's sheriffs

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Major assistance efforts provided
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 1.2.5: To enhance and promote sheriff's office awareness and use of FSA Connect

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Agencies connected and degree of usage
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 1.2.6: To expand and promote the statewide sheriff employment marketing and recruitment program, connected through FSA to local sheriffs' offices

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Number of impressions; jobs featured; documentation of marketing efforts; agencies using the service.
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 1.2.7: To continue to promote and manage the group purchasing programs

- ▶ Assigned responsibility: FSA Administration Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Number of agencies participating; value of items purchased; savings realized; documentation of marketing efforts
- ▶ Frequency of reporting: Quarterly



GOAL 2:

To foster effective law enforcement and crime prevention for the public safety of the citizens and visitors of Florida

Strategy 2.1: Ensure an effective public safety advocacy program

OBJECTIVE 2.1.1: To conduct a Sheriffs Legislative Summit each year to establish the FSA legislative agenda

- ▶ Assigned responsibility: FSA President; Legislative Chair
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Number attending Summit; issues identified; distribution of annual legislative agenda
- ▶ Frequency of reporting: Annually

OBJECTIVE 2.1.2: To coordinate the FSA legislative agenda with groups with similar public safety objectives, including the Florida Prosecuting Attorneys Association, Florida Police Chiefs Association, Florida Association of Counties, and FSA affiliated organizations

- ▶ Assigned responsibility: FSA Legislative Committee; Contracted Lobbyist(s); FSA Operations Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Documentation of coordination with other groups
- ▶ Frequency of reporting: Annually

OBJECTIVE 2.1.3: To ensure the publication of the FSA legislative agenda, with appropriate explanation of each item and talking points, on the FSA website and other FSA publications and encourage its publication on individual sheriff's office websites

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Documentation of publication/distribution of legislative agenda
- ▶ Frequency of reporting: Annually

OBJECTIVE 2.1.4: To continue to involve Florida's sheriffs and their staffs in onsite lobbying during each legislative session

- ▶ Assigned responsibility: FSA Legislative Committee; Contracted Lobbyist(s); FSA Operations Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Number of sheriffs and staff members involved in each Legislative session
- ▶ Frequency of reporting: Annually

OBJECTIVE 2.1.5: To stay actively engaged and maintain an enhanced profile with the National Sheriffs Association and Major County Sheriffs of America in advocacy of appropriate national legislation and issues of national interest

- ▶ Assigned responsibility: FSA Legislative Committee; FSA Operations Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Documentation of involvement on national legislative issues; participation in meetings of both organizations; election to leadership positions in both organizations
- ▶ Frequency of reporting: Annually

Strategy 2.2: Enhance relationships with other elected officials and public safety organizations

OBJECTIVE 2.2.1: To support the Florida Deputy Sheriffs Association and its Lend-a-Hand Foundation

- ▶ Assigned responsibility: FSA Administrative Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Number of members; financial support provided to FDSA and Lend-a-Hand
- ▶ Frequency of Reporting: Annually

OBJECTIVE 2.2.2: To foster ongoing meetings and communications between Constitutional officers at the state and local levels

- ▶ Assigned responsibility: FSA President
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Number of meetings conducted by sheriffs with their Constitutional peers
- ▶ Frequency of reporting: Annually

OBJECTIVE 2.2.3: To continue the role of the FSA and its members as advisors to the Governor and Cabinet officers on public safety issues

- ▶ Assigned responsibility: FSA President
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Documentation of activities undertaken by Sheriffs with the Governor and members of the Florida Cabinet; number of nominees provided for Gubernatorial appointments
- ▶ Frequency of reporting: Annually

OBJECTIVE 2.2.4: To maintain a partnership with the Office of the Attorney General to enhance the support of crime prevention programs and other public safety services

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Documentation of activities
- ▶ Frequency of Reporting: Annually

Strategy 2.3: Support the enhanced staffing and professionalism of Florida's sheriffs' offices

OBJECTIVE 2.3.1: To sustain the contemporary research capabilities and activities within the Florida Sheriffs Association

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Number of research projects identified and published; application of research to sheriffs' offices
- ▶ Frequency of reporting: Annually

OBJECTIVE 2.3.2: To implement and staff a program of accreditation support for Florida's rural sheriffs' offices

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Number of agencies beginning accreditation process; actively pursuing accreditation (application in process); successfully receiving accreditation; and seeking re-accreditation.
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 2.3.3: To research and develop a standard workload formula for sworn and civilian personnel for use by Florida's sheriffs' offices

- ▶ Assigned responsibility: FSA Operations Staff
- ▶ Timeframe for implementation: Priority 2
- ▶ Measurement(s) of accomplishment: Result of research into workload formulas; development of a model workload formula; application of formula to agency usage; number agencies using the formula; ability to extend formula beyond the patrol function
- ▶ Frequency of reporting: Annually



GOAL 3:

To promote public awareness about developments in law enforcement, crime prevention, and public safety

Strategy 3.1: Expand use and strategy of earned, owned, and paid channels to increase public awareness about the Florida Sheriffs Association and critical law enforcement issues

OBJECTIVE 3.1.1: To enhance the communications support provided to Florida's sheriffs in the areas of public relations, social media, and media relations

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of type of assistance provided; number of agencies served; PIO outreach
- ▶ Frequency of reporting: Annually

OBJECTIVE 3.1.2: To raise the public awareness of Florida sheriffs' offices accomplishments and initiatives on FSA platforms

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Number of publications, media releases, and traditional and social media impressions
- ▶ Frequency of reporting: Annually



OBJECTIVE 3.1.3: To continue the use of video and other social media to showcase the roles of exemplary law enforcement, communications, and correctional officers working for sheriffs, as well as providing stories about positive law enforcement activities and successes.

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Number of videos produced; number of impressions on website; number of positive stories produced
- ▶ Frequency of reporting: Annually

OBJECTIVE 3.1.4: To enhance the public role and profile of the FSA president as a thought leader and spokesperson for the public safety community

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Public statements issued by the president; media presentations and releases; reach metrics
- ▶ Frequency of reporting: Annually



Strategy 3.2: Serve as an educational and information clearinghouse on issues of national and community law enforcement importance

OBJECTIVE 3.2.1: To ensure the public is provided adequate, timely, and objective information on critical national and community issues

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of type of information provided; number of issues identified
- ▶ Frequency of reporting: Annually

OBJECTIVE 3.2.2: To provide timely communication and support to Florida's sheriffs and their public information personnel on critical national and community issues

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of type of communication and assistance provided; number of issues identified; number of agencies served
- ▶ Frequency of reporting: Annually

OBJECTIVE 3.2.3: To develop an online public safety educational and training program for citizens

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Priority 2
- ▶ Measurement(s) of accomplishment: Implementation of training platform; number of courses offered; number of individuals successfully completing these programs



GOAL 4:

To protect Florida's future by promoting public support of programs and services focused on the youth of our state

Strategy 4.1: Enhance focus on programs relating to Florida's youth

OBJECTIVE 4.1.1: To continue to support FSA's Teen Driver Challenge

- ▶ **Assigned responsibility:** FSA Operations Staff
- ▶ **Timeframe for implementation:** Ongoing
- ▶ **Measurement(s) of accomplishment:** Number of programs offered; number of students successfully completing these programs
- ▶ **Frequency of reporting:** Quarterly

OBJECTIVE 4.1.2: To support the programs of the Florida Sheriffs Youth Ranches

- ▶ **Assigned responsibility:** FSA Staff; FSyr Staff
- ▶ **Timeframe for implementation:** Priority 2
- ▶ **Measurement(s) of accomplishment:** Attendance by executive director at FSyr Board meetings; attendance by FSyr staff at FSA conferences; Board participation by sheriffs; donations provided to FSyr; cross promotion of events sponsored by individual sheriff's offices on FSA media channels
- ▶ **Frequency of reporting:** Annually

OBJECTIVE 4.1.3: To continue to support the Florida Sheriff's Explorers Association

- ▶ **Assigned responsibility:** FSA Operations Staff
- ▶ **Timeframe for implementation:** Priority 2
- ▶ **Measurement(s) of accomplishment:** Number of Explorer posts; number of explorers; donations distributed by FSA
- ▶ **Frequency of reporting:** Annually

OBJECTIVE 4.1.4: To maintain fundraising activities on behalf of the FSA Youth Scholarship Program

- ▶ **Assigned responsibility:** FSA Administrative Staff
- ▶ **Timeframe for implementation:** Priority 2
- ▶ **Measurement(s) of accomplishment:** Revenue raised for youth scholarships annually; number of scholarships provided
- ▶ **Frequency of reporting:** Annually





GOAL 5:

To effectively manage resources of the Florida Sheriffs Association

Strategy 5.1: Ensure long-term fiscal stability

OBJECTIVE 5.1.1: To utilize the FSA Administrative Committee to review and recommend to the Board of Directors new revenue sources for the Association

- ▶ **Assigned responsibility:** FSA Administrative Committee; FSA Administrative Staff
- ▶ **Timeframe for implementation:** Priority 1
- ▶ **Measurement(s) of accomplishment:** Documentation of proposals researched or presented.
- ▶ **Frequency of reporting:** Annually

OBJECTIVE 5.1.2: To maintain an appropriate level of operating reserves and ensure proper use of excess reserves, such as FSA grant programs

- ▶ **Assigned responsibility:** FSA Administrative Staff
- ▶ **Timeframe for implementation:** Priority 1
- ▶ **Measurement(s) of accomplishment:** Documentation of steps taken to identify and submit recommendations of expenditures to the FSA Board of Directors for approval; specific activities receiving reserves
- ▶ **Frequency of reporting:** Annually

Strategy 5.2: Maximize current operating resources and revenues

OBJECTIVE 5.2.1: To regularly review methods by which administrative costs and functions can be streamlined

- ▶ **Assigned responsibility:** FSA Administrative Staff
- ▶ **Timeframe for implementation:** Ongoing
- ▶ **Measurement(s) of accomplishment:** Methods reviewed, administrative cost savings and efficiencies achieved
- ▶ **Frequency of reporting:** Quarterly

OBJECTIVE 5.2.2: To continue and expand FSA sustainable donor programs, including Honorary Membership and the FSA Specialty License Plate programs

- ▶ **Assigned responsibility:** FSA Administrative Staff
- ▶ **Timeframe for implementation:** Ongoing
- ▶ **Measurement(s) of accomplishment:** Documentation of fundraising efforts for membership, support programs and online campaigns; revenue received through each program
- ▶ **Frequency of reporting:** Quarterly



Strategy 5.3: Ensure the fiscal integrity of the organization

OBJECTIVE 5.3.1: To maintain an annual balanced budget

- ▶ Assigned responsibility: FSA Administrative Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of annual balanced budget
- ▶ Frequency of reporting: Annually

OBJECTIVE 5.3.2: To maintain an effective annual audit program

- ▶ Assigned responsibility: FSA Administrative Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of a successful annual audit
- ▶ Frequency of reporting: Annually

OBJECTIVE 5.3.3: To conduct an annual fixed asset inventory

- ▶ Assigned responsibility: FSA Administrative Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of review and results found during inventory
- ▶ Frequency of reporting: Annually

Strategy 5.4: Effectively manage FSA staff, facilities, equipment, and technology

OBJECTIVE 5.4.1: To continue to enhance the use of technology in the management of the Florida Sheriffs Association

- ▶ Assigned responsibility: FSA Administrative Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of new or enhanced use of technology in administrative activities of FSA
- ▶ Frequency of reporting: Annually

OBJECTIVE 5.4.2: To regularly review and approve internal FSA operating policies, procedures, and practices based on staff recommendations

- ▶ Assigned responsibility: FSA Board of Directors; FSA Administrative Staff
- ▶ Timeframe for implementation: Ongoing
- ▶ Measurement(s) of accomplishment: Documentation of the results of the ongoing review and recommended changes
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 5.4.3: To provide enhanced professional development for FSA staff

- ▶ Assigned responsibility: FSA Administrative Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment:
Documentation of number of courses; number of staff participating
- ▶ Frequency of reporting: Quarterly



Strategy 5.5: Provide for effective governance of the Florida Sheriffs Association

OBJECTIVE 5.5.1: To continue to orient new FSA presidents, officers, directors, and committee members on their roles and responsibilities

- ▶ Assigned responsibility: FSA Staff
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment:
Documentation of orientation session, including new committee assignments; promulgation of the Officers/Board checklist
- ▶ Frequency of reporting: Annually

OBJECTIVE 5.5.2: To internally review on a quarterly basis the implementation of the objectives enumerated in the Strategic Plan

- ▶ Assigned responsibility: FSA Executive Director
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment:
Documentation of the results of each quarterly report
- ▶ Frequency of reporting: Quarterly

OBJECTIVE 5.5.3: To provide the Board of Directors an annual report on accomplishments toward the objectives enumerated in the Strategic Plan

- ▶ Assigned responsibility: FSA Executive Director
- ▶ Timeframe for implementation: Priority 1
- ▶ Measurement(s) of accomplishment: Submission of the Annual Report
- ▶ Frequency of reporting: Annually





P.O. BOX 12519 | TALLAHASSEE, FL 32317-2519 | 850.877.2165 | TOLL-FREE 800.877.2168

FLSHERIFFS.ORG