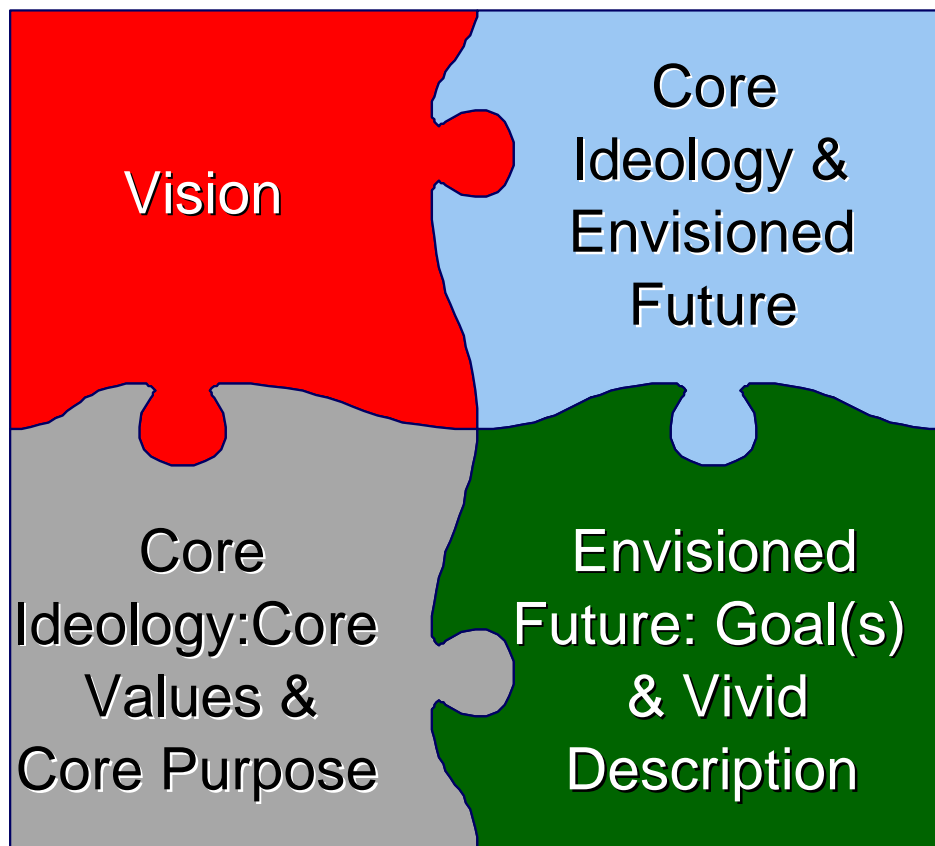




Strategic Plan

Creating Our Envisioned Future Through January, 2009



This Strategic Plan was updated as a result of the February 7, 2007, Strategic Planning meeting.

Citrus County Sheriff's Office
Strategic Plan
Creating Our Envisioned Future Through January 2009

This Strategic Plan for the Citrus County Sheriff's Office was developed at an agency Leadership Conference during the week of May 2-6, 2005. Sergeants and first-line civilian supervisors identified numerous goals and objectives for the plan, as did lieutenants and administrative personnel. The two groups then met together to review, discuss, and finalize the agency's Strategic Plan.

The Strategic Plan is made up of numerous individual action plans. Each action plan falls into an identified area of need and defines a goal and objectives for meeting the goal. The action plans also list a target date for completion, which is accountable for meeting the goal, and the participants involved with the plan. A next report due date is also listed to remind the participants of the on-going nature of strategic planning.

Strategic Plans are not meant to be rigid and unchangeable, but instead are a work in progress with actions and dates changing from time to time. Every six months the Sheriff, Command Staff, and those accountable for each action plan will meet to review the Strategic Plan and make any changes or revisions to the plan. The Professional Standards Division Commander will facilitate this review process and will update the plan, making it the current Strategic Plan. The updated action plans will be available on the agency-wide SO-Net for all employees to reference.

Citrus County will continue to grow in population and it is vital that the strategic planning process closely examine the needs associated with this growth. The Citrus County Department of Development Services projects that county population will grow from 129,500 in 2005 to 141,300 by 2010, to 166,100 by 2020, and to 177,300 by 2025. Personnel levels for law enforcement services will need to increase proportionately. A third district is being proposed to be operational in 2008 to address population and growth issues. This third district will encompass the fast-growing northern portion of the county and will operate with a District Commander and staff in the same manner as the current east and west districts.

The current Strategic Plan was a total rewrite of the agency's original plan, which was developed in June of 2001. This original plan was written to

create an envisioned future through January 2005. Lt. Doug Dodd was given the responsibility to oversee and coordinate the agency's first four-year Strategic Plan and much was accomplished as a result of this planning process. The current Strategic Plan was developed to create an envisioned future through January 2009.

As we strategically plan for the future, we will focus on the following areas:

Crime Reduction & Prevention

The commitment to crime reduction is a high priority. We recognize that the protection of life and property is essential to the success of this organization. Therefore, the Citrus County Sheriff's Office is committed to the focusing of its resources for the prevention and reduction of all criminal activity.

Professional Development

The Citrus County Sheriff's Office recognizes that our employees are our most valued resource. Developing their knowledge, skills, and abilities will enable them to be creative, forward thinking, and problem solvers. "Exceptional people, produce exceptional results."

Community Involvement & Partnerships

The Citrus County Sheriff's Office, in a commitment to community involvement, youth programs, and elder services, will maximize the effectiveness for early intervention to reduce crime and promote effective crime prevention. Involvement in community partnerships will improve our quality of life and strive to achieve a sense of security for all.

Technology & Information Utilization

The Citrus County Sheriff's Office will enhance and improve the utilization of technology to effect a more efficient flow of data and information critical to the Sheriff's Office and other organizations that interact with the Agency. The Sheriff's Office and the citizens benefit by using this data in a proactive manner to prevent and reduce crime. The agency will also utilize the power of technology to partner with our citizens to become more involved in crime fighting efforts, thereby providing better service delivery to the citizens of Citrus County.

Facilities & Space Needs

The Citrus County Sheriff's Office recognizes that facility and space needs are paramount to the effective and efficient operation of the organization. Whether it is in the placement of an operations center or the amount of

services available, the work environment impacts service delivery. Functional and adequate spaces are pre-requisites for success in the efficiency of operations. Therefore, the Citrus County Sheriff's Office will continually evaluate these needs and develop a program to pro-actively meet this challenge.

Fiscal Management & Funding Enhancements

As a recipient of public funds, the Citrus County Sheriff's Office is charged with practicing sound fiscal management, thereby providing the maximum return on its investment of time, funding, facilities, and people. We will explore all available resources to identify alternative funding methods such as grants, public-private partnerships, and corporate fund raising.

Employee Recruitment & Retention

The Citrus County Sheriff's Office will actively pursue qualified people as employees, regardless of gender, race, creed, color, or national origin. It is our challenge to market our agency to accomplish both the recruitment and the retention of these individuals. Through participatory management, a competitive wage & benefits package, and the relentless pursuit of organizational excellence, the Citrus County Sheriff's Office will remain a long-term career choice.

Organizational Efficiency

The Citrus County Sheriff's Office will remain pro-active in the effort to be both efficient and effective in organizational performance. Never being satisfied with the status quo, this agency will evaluate the internal & external factors that drive our decisions. Always in search of customer satisfaction, the Citrus County Sheriff's Office demands organizational efficiency at all levels. Through continuous evaluation and quality assurance activities, we will deliver the highest possible service to all the people of Citrus County.

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Train for Safety and Productivity

Goal:

Restructure and update the FTO program

Objectives:

To achieve this outcome, we will take the following actions:

- Form an FTO committee consisting of key personnel to examine and discuss improvements to the FTO process. Topics to include:
 - Classroom training
 - Training manuals—make FTO manual more conducive to the way things are being done.
 - Lesson plans for each division
 - Phase testing—restructure the Phase 2 program.
 - Consistency in training
 - Supervision of FTO program
 - Communication between trainers
 - Advanced training for FTO's
- Address budgetary requirements and constraints—system to track daily observation reports.
- Conduct an annual evaluation and update of all FTO lesson plans.
- Examine supervisory responsibilities of Sergeant as compared to those of Corporal/FTO. (Survey of Corporal/FTO completed.)

Next Report Due Date: August 1, 2007

Target Date for Completion: October 1, 2007 (FTO Committee in place by this date)

Accountability: Training Sergeant

Participants: District Commanders, Training Unit, FTO's, Operations Lieutenants

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Train for Safety and Productivity

Goal:

**Create a surcharge per ticket for radar
equipment and other traffic-related needs**

Objectives:

To achieve this outcome, we will take the following actions:

- Consult with legal counsel on the legality of a surcharge.
- Consult with other jurisdictions where a surcharge of this type is in place.
- Discuss surcharge process with other applicable government agencies (i.e. County Administrator, Clerk of Courts, Judiciary).
- Identify five-year needs for radar and other traffic equipment.
- Determine financial implications—estimated revenues and expenses.
- Implement surcharge.

Per Sgt. Palminteri, a surcharge for this purpose cannot be created. He researched this through the Citrus County Clerk of Courts and the County Attorney's Office.

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: Traffic Sergeant

Participants: Traffic Unit, Patrol Captain, Finance Director, Administrative Bureau Commander, Law Enforcement Bureau Commander

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Train for Safety and Productivity

Goal:

Provide quality assurance and enhancements in training

Objectives:

To achieve this outcome, we will take the following actions:

- Review current level of available training.
- Ensure that training meets accreditation standards.
- Examine training unit issues to include:
 - Manpower concerns. (Workload assessment completed.)
 - Scenario-based training (pursuit/firearms).
 - To which division should the training unit report?
- Seek to increase the investigatory skills of deputies.
- Examine the training curriculum and make appropriate changes.

Next Report Due Date: August 1, 2007

Target Date for Completion: October 1, 2007

Accountability: Training Sergeant

Participants: Training Unit, Professional Standards Lieutenant, Patrol District Commanders, CID Captain, Human Resources Director

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Train for Safety and Productivity

Goal:

**Increase productivity by providing consistent
and streamlined data systems**

Objectives:

To achieve this outcome, we will take the following actions:

- Evaluate document formats and processes.
- Provide consistency in forms and documents used throughout the agency.
- Research the budgetary impact.

Next Report Due Date: August 1, 2007

Target Date for Completion: November 1, 2007

Accountability: Information Services Manager

Participants: Information Services, Human Resources, Staff Services

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Train for Safety and Productivity

Goal:

Provide better training for agency reports

Objectives:

To achieve this outcome, we will take the following actions:

- Improve the quality and consistency of reports being generated by road deputies to include offense reports, arrest affidavits, traffic citations, and field interview reports.
- Consider taking the following actions:
 - Create standardized report writing manual/training program for road deputies.
 - Provide a printed report-writing manual to each road officer.
 - Provide the report-writing manual on SO-Net.
 - Improve report content to assist in follow-up investigations and court proceedings.
 - Have deputies better prepared with report facts before speaking with a transcriber.
 - Have operations lieutenants attend court to help coach and improve deputies on the stand.
 - Have the training sergeant set up in-service training on report writing.

Next Report Due Date: April 2, 2007

Target Date for Completion: June 1, 2007

Accountability: Patrol Captain

Participants: Training Unit, FTO's, Records, Transcribers, Operational Lieutenants, Patrol Sergeants, CID Sergeants, Crime Analysis

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Reduce/Prevent Crime

Goal:

Implement street video view for dispatch

Objectives:

To achieve this outcome, we will take the following actions:

- Research similar programs and techniques presently used by other agencies including FDLE.
- Examine the liability issues surrounding the street video view program.
- Install live web cams at select sites for the purpose of surveillance with the capability of recording.
 - Identify high-crime areas/areas of concern for video system placement.
- Provide in-car web cams that are compatible with the in-car computer system.
- Utilize dispatch to monitor video system.
 - Examine the use of volunteers to help monitor system.

(Bill Reach advised that nothing has been done with this yet, but new technology in patrol vehicles still makes this a doable project.)

Next Report Due Date: August 1, 2007

Target Date for Completion: March 1, 2009

Accountability: **Information Services Manager**

Participants: Communications, Patrol District Commanders, Operations Lieutenants, Operations Sergeants, CRO's, Information Services, CID/High Tech Crimes Unit, Crime Prevention

**COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Reduce/Prevent Crime

Goal:

**Implement a Criminal Investigation Technology
Program**

Objectives:

To achieve this outcome, we will take the following actions:

- Collect data to support the need for this program.
- Define areas of assignment.
- Hire a Criminal Investigation Technology Specialist.
 - Utilize this position to assist in major crimes, high-profile cases, problem areas, and other technology related crimes.
 - Utilize web cams in high crime/profile areas.
 - Conduct video enhancements.
 - Help produce training videos and promotional videos.
- Determine the proper division for assignment
- Evaluate effectiveness of program and determine need for expansion of the program.

The Digital Medial Specialist's position has been created and filled relating to this goal.

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: Information Services Manager

Participants: CID Lieutenants, Patrol Division, ICAC
Sergeant, SIU Sergeant

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Reduce/Prevent Crime

Goal:

Expand Crime Prevention Unit

Objectives:

To achieve this outcome, we will take the following actions:

- Add a volunteer crime prevention unit patterned after the Public Service Officer (PSO) program.
 - Train volunteers to do crime prevention programs.

Sgt. Evan has advised that Crime Prevention Officers must be certified by the state to conduct crime prevention surveys. This Practitioner Certification requires 120 hours of training and is considered cost prohibitive.

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: Crime Prevention Sergeant

Participants: Crime Prevention Officers, CRO's, Seniors vs. Crime Director

CITRUS COUNTY SHERIFF'S OFFICE STRATEGIC PLAN

Identified Area of Need:

Improve Crime Scene Investigation/Technology

Goal:

Create a more effective crime scene processing unit

Objectives:

To achieve this outcome, we will take the following actions:

- Create a full-time crime scene unit assigned to the identification and evidence section.
 - Develop criteria to form a crime scene unit responsible for processing crime scenes 24 hours a day, seven days a week.
 - Develop alternative scheduling and examine less-than-24-hour-a-day coverage.
 - Implement program by adding one full-time crime scene technician (possibly a civilian), working day-shift hours until completion of FTO program. Schedule work hours and days to comply with workload after completion of FTO program.
 - Add one full-time position each year until fully staffed (5).
 - Patrol-assigned CST program will continue processing duties until CST program is fully staffed.
- Provide additional equipment and training to patrol until full-time unit is developed.
 - Look into increasing patrol squads to two CST's each.
 - Examine process to have backup CST's in place.
 - Purchase digital cameras for CST's, Sergeants, and Corporals/FTO's to assist in crime scene processing.
 - Improve crime scene investigation ability of each deputy by providing minimal training.

Next Report Due Date: August 1, 2007

Target Date for Completion: October 1, 2008

Accountability: ID/Evidence Lieutenant

Participants: CID Captain, ID/Evidence Sergeant, CST's, Administrative
Bureau Commander, Law Enforcement Bureau Commander

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Improve Efficiency of Child Abuse-Neglect Investigations

Goal:

Improve child abuse/neglect investigations

Objectives:

To achieve this outcome, we will take the following actions:

- Provide assistance for patrol by adding non-sworn child abuse investigators.
 - Add two positions by 2006.
 - Add positions as workload requires.
- Assign CPI's to meet daily at DCF for processing of cases.
- Provide better training to patrol for follow up of child neglect cases.

The Child Protection Investigator position has been created and three people are currently assigned to this function.

Next Report Due Date: August 1, 2007

Target Date for Completion: October 1, 2008

Accountability: **CID Captain**

Participants: CID Crimes Against Children Unit, Patrol Captain, Patrol District Commanders

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Improve Efficiency of Child Abuse-Neglect Investigations

Goal:

Assume child investigative function from DCF

Objectives:

To achieve this outcome, we will take the following actions:

- Negotiate financial obligations for successful takeover of DCF investigations.
- Prior to March of each when the agency does the budget review, examine the budgetary issues of child investigations.

(\$500,000 in start-up funds approved by legislature; if signed by the governor, this money will become available July 1, 2006; the entire program must be funded in next year's legislative session or start-up funds will have to be returned.)

Next Report Due Date: April 2, 2007

Target Date for Completion: July 1, 2007

Accountability: CID Captain

Participants: CAC Lieutenant, Administrative Bureau Commander, Law Enforcement Bureau Commander, Human Resources Director

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Educate/Intervene with Youth

Goal:

Provide training to recognize situational indicators for first responders to child cases

Objectives:

To achieve this outcome, we will take the following actions:

- Implement a training program to recognize possible at-risk indicators of domestic violence, child abuse, child neglect, or sexual abuse.
- Better inform deputies about the use of the at-risk box on reports (Some deputies do not know when to check this box.).
- SRO's should review cases that are not child abuse (S-88) to determine if any intervention needs to take place. SRO's should ensure the on-going process through the Child at Risk Program.

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: SRO Sergeant

Participants: SRO's, Training Sergeant, Patrol Division, FTO's

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Educate/Intervene with Youth

Goal:

Expand cyber-safety training to high schools

Objectives:

To achieve this outcome, we will take the following actions:

- Create a cyber-safety computer program that targets high school students. (Lt. DeCarlo advised that the I-Safe Program, a cyber-safety program, is being taught by the SRO's.)
- Implement a cyber-safety youth advisory board to serve as a resource for training. (Work this into high school SADD clubs.)

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: Special Operations Lieutenant

Participants: CAC Sergeant, High-Tech Crimes Unit, SRO's

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Educate/Intervene with Youth

Goal:

Provide an educational program for private schools and home-schooled students

Objectives:

To achieve this outcome, we will take the following actions:

- Evaluate the relationship between home/private school students and crimes.
- Develop programs to present to private school and home school students.
- Increase promotion of Child Lures Program.
- Notify target audience of available educational programs.
 - Contact (mail, phone, personal visit) families of home school students.
 - Contact home school groups/organizations and private schools.
- Appoint agency contact person and begin teaching programs.

Next Report Due Date: August 1, 2007

Target Date for Completion: January 1, 2008

Accountability: SRO Sergeant

Participants: SRO's, CAC Unit

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Educate/Intervene with Youth

Goal:

**Create a law enforcement mentoring program
for youth**

Objectives:

To achieve this outcome, we will take the following actions:

- Create a better relationship between law enforcement and youth by having deputies and other non-sworn personnel act as mentors for young people.
 - Target youth with family problems/educational problems.
 - Identify employees interested in mentoring.
 - Train mentors.
- Examine after-school timeframe for mentoring opportunities.

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: SRO Sergeant

Participants: Patrol, CID, SRO's, Human Resources

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Recruit/Retain/Reward Employees

Goal:

**Review and study issues related to comp. time,
overtime, flextime, vacation time, and specialty
pay**

Objectives:

To achieve this outcome, we will take the following actions:

- Examine a comp. time bank program.
- Look at equity issues in the paying of overtime (consistency within different divisions).
- Examine specialty pay for different positions.
- Reward long-serving employees with five weeks of vacation at 20 years. (Bonnie White advised this is on the Sheriff's desk for review.)

Next Report Due Date: August 1, 2007

Target Date for Completion: October 1, 2007

Accountability: Human Resources Director

Participants: Finance Director, Senior Staff Members

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Recruit/Retain/Reward Employees

Goal:

Improve salaries and benefits

Objectives:

To achieve this outcome, we will take the following actions:

- Create a salaries and benefits committee to examine such topics as:
 - Competitive salaries.
 - Affordable health-care insurance.
 - Total compensation package.
- Institute a competitive salary adjustment each year to increase top-end salary caps.
- Survey surrounding counties and comparable agencies on an annual basis to review benefit packages offered elsewhere.

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: Human Resources Director

Participants: Budget Committee, Individuals Representing All Divisions

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Recruit/Retain/Reward Employees

Goal:

Implement a career service track

Objectives:

To achieve this outcome, we will take the following actions:

- Develop and implement a career service track to better compensate long-term valued employees.
- **Examine salary caps at each pay grade.**
- Examine the effect of college degree requirement for promotion and develop a compensation program if needed. (Bonnie White advised the Cody & Associates study would touch on this.)

Next Report Due Date: August 1, 2007

Target Date for Completion: October 1, 2007

Accountability: **Human Resources Director**

Participants: Individuals Representing All Divisions

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Improved Communications

Goal:

**Improve communications both inside and
outside the agency**

Objectives:

To achieve this outcome, we will take the following actions:

- Improve the agency website. (Ronda Evan advised this would be ready by June 1, 2006, for hurricane season.)
- Utilize the PIO and Media Specialist's plan to present a positive image to the public. (Ronda Evan advised that Emergency Preparedness mail-out would be sent to all residents in Citrus County, which will be done every year per Sheriff Dawsy.)
- Have media specialist devise a plan to better communicate information within the agency.
 - Do internal press releases on major issues so that employees do not hear information first in the newspaper.
- Evaluate the current wireless system. (Bill Reach advised that in order to have faster internet access via wireless connections (i.e. hotspots), an equipment transition must take place costing more than \$100,000. This he said would take two more years.)

Next Report Due Date: August 1, 2007

Target Date for Completion: October 1, 2007, and each year thereafter

Accountability: **Media Specialist**

Participants: PIO, Information Services Division, Senior Staff Members

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Reduce Traffic Crashes/Fatalities

Goal:

**Increase the number of radar units for patrol
deputies**

Objectives:

To achieve this outcome, we will take the following actions:

- Place a radar unit in every patrol vehicle.
 - Examine funding options.
 - Develop training timeline.

(Capt. Richie advised that approximately 25 more radar units are needed to make this a reality. He also said that all new cars are budgeted to have a radar unit and a camera in them. This has been completed as of February 7, 2007.)

Next Report Due Date: None

Target Date for Completion: Completed

Accountability: Patrol Captain

Participants: Traffic Sergeant, Training Sergeant, Patrol District Commanders, Operations Lieutenants

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Reduce Traffic Crashes/Fatalities

Goal:

Better educate the public about traffic issues

Objectives:

To achieve this outcome, we will take the following actions:

- Develop a strong media and public awareness program.
 - Utilize billboards and traffic signs and strategically place them in high-traffic areas.
 - Post a “number of fatalities to date” sign at a main location.
Look at utilizing the mobile message board.
 - Produce a traffic safety video for civic groups and high schools.
 - List traffic crash information and statistics, along with pictures of crashes, on the CCSO website.
 - Continue to place wrecked vehicles in key locations during holiday seasons and summer break.

Next Report Due Date: August 1, 2007

Target Date for Completion: March 1, 2008

Accountability: **Patrol Captain**

Participants: Traffic Unit, SRO's, PIO, Media Specialist

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Reduce Traffic Crashes/Fatalities

Goal:

Develop a teen-driving program

Objectives:

To achieve this outcome, we will take the following actions:

- **Develop a teen-driving program.**
 - Actual driving done on a closed course.
 - Offered during the school year, as well as during the summer break.
 - Focus on the consequences of poor driving choices.
 - Incorporate Sheriff's Office personnel in the actual training.

(Sgt. Shephard made a presentation in staff regarding a teen-driving program that is now defunct. Sgt. Palminteri was named to a statewide Florida Sheriffs' Association task force to develop a teen-driving program. As of February 7, 2007, meeting this program is approved and scheduled to begin in March 2007.)

Next Report Due Date: May 1, 2007

Target Date for Completion: September 1, 2007

Accountability: Patrol Captain

Participants: Traffic Unit, SRO's, Training Unit

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Reduce Traffic Crashes/Fatalities

Goal:

Focus on aggressive driving

Objectives:

To achieve this outcome, we will take the following actions:

- Gather information on what other jurisdictions are doing to address aggressive driving.
- Put together enforcement teams to address aggressive drivers in Citrus County. (Highway Patrol and traffic deputy)
- Develop public relations program to address driving habits.

Next Report Due Date: May 1, 2007

Target Date for Completion: January 1, 2009

Accountability: Traffic Sergeant

Participants: District Commanders, Operations Lieutenants, Patrol Sergeants, Traffic Unit, Media Specialist, PIO

**CITRUS COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN**

Identified Area of Need:

Address Current and Future Space Needs

Goal:

***Design and Construct a new EOC and Patrol
Operations Building***

Objectives:

To achieve this outcome, we will take the following actions:

- Board of County Commission approval of the schematic design. (November 2006)
- Preparation of the Design Development documents. (December 2006)
- Preparation of the Draft Design (DD) estimate. (January 2007)
- Board of County Commission approval of the Draft Design (DD) phase. (February 2007)
- Preparation of 70% of the Construction Design (CD). (February 2007)
- Review of 70% of the Construction Design. (February 2007)
- Preparation of the Guaranteed Maximum Price (GMP) and 100% of the Construction Design (CD). (April 2007)
- Review of the Guaranteed Maximum Price (GMP) and 100% of the Construction Design (CD). (April 2007)
- Construction begins. (May 2007)
- Construction ends. (April 2008)
- Move into new facility. (June 2008)

Next Report Due Date: August 1, 2007

Target Date for Completion: June 1, 2008

Accountability: Director of Emergency Operations

Participants: Sheriff, Administrative Bureau Commander, Law Enforcement Bureau Commander, Patrol Captain, CID Captain, General Counsel , Assistant Emergency Director, Staff Services Director, CAD/9-1-1 Administrator, Communications Manager, Computer Services Manager, Crime Analysis Manager, EOC personnel, SIU personnel, CID personnel, Patrol personnel, and Computer Services personnel

This Strategic Plan was updated as a result of the February 7, 2007, Strategic Planning meeting.

- ***Build New EOC & L.E. Operations Center***
Administrative Bureau Commander
- ***Build New Fleet Maintenance Facility***
Staff Services Director
- ***Build and Operate a “Safety Town”***
Lieutenant, Professional Standards
- ***Achieve National Accreditation (CALEA)***
Lieutenant, Professional Standards
- ***Add a Third District***
East District Commander
- ***Upgrade Phone System, Utilize Voice-over IP***
Captain, Communications Division
- ***Upgrade/Improve Radio Systems***
Captain, Communications Division

This Strategic Plan was updated as a result of the February 7, 2007, Strategic Planning meeting.