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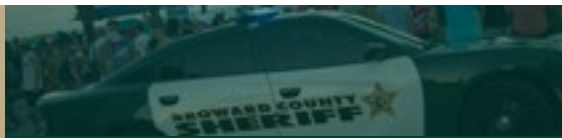
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# STRATEGIC PLAN

2024-2028



**Sheriff Gregory Tony**  
[sheriff.org](http://sheriff.org)



## LETTER FROM THE SHERIFF

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As the Sheriff of Broward County, I recognize the critical importance of strategic planning in achieving our agency's mission, vision and objectives. A well-crafted strategic plan serves as a roadmap, guiding us through the ever-changing public safety landscape. By charting a clear course for our organization, we can respond adeptly to challenges, leverage opportunities and make the most of our resources.

Strategic planning fosters a collaborative and forward-thinking approach. It encourages engagement from all stakeholders within our agency, including our dedicated personnel, community partners and other relevant entities. We ensure the strategic plan reflects our shared values, aspirations and priorities by involving everyone in the planning process.

Furthermore, a solid strategic plan enhances transparency and accountability. With defined goals and performance measures, we can continually assess our progress, identify areas for improvement and celebrate our achievements. This level of transparency instills public confidence, as our community can witness our commitment to excellence and the steps we are taking to achieve it.

I am committed to leading by example and ensuring our agency effectively uses the strategic plan as a dynamic tool for success. As we move forward, we will:

- **Prioritize Implementation:** Our strategic plan will serve as a guide to inform our daily decisions and actions.
- **Foster Innovation:** I encourage our team to think creatively and explore innovative approaches to address public safety and its challenges. Our strategic plan will provide the foundation for this innovation.
- **Measure Progress:** Regularly, we will assess our progress and adapt our strategies. This flexibility allows us to respond to emerging opportunities and potential obstacles.
- **Engage the Community:** Our community is an invaluable partner in ensuring public safety. We will actively seek their input, feedback and collaboration in implementing our strategic plan.

By adhering to these principles and embracing the power of strategic planning, our agency will continue to excel and remain at the forefront of public safety.

Thank you for your steadfast commitment and support in our shared mission of safeguarding our community. I am confident that together, we will continue to make Broward County a safer and more vibrant place to live, work and thrive.

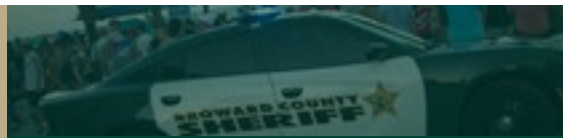
Sincerely,

*- Sheriff Gregory Tony*

SERVICE EQUALS REWARD







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information.



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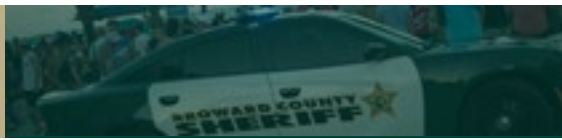
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## ACKNOWLEDGMENTS

We want to extend a sincere acknowledgment to the dedicated staff of the Broward Sheriff's Office, who played a crucial role in the development and execution of this strategic plan. Your hard work, expertise and unwavering commitment have been instrumental in bringing this project to fruition, and we sincerely appreciate your contributions to enhancing the safety and security of our community.

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## ACKNOWLEDGMENTS cont.

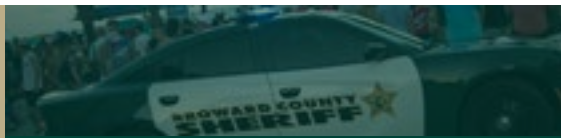
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## 2024-2028

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## ACKNOWLEDGMENTS cont.

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# STRATEGIC PLAN

## 2024-2028

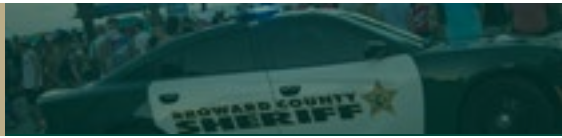
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## EXECUTIVE SUMMARY

The Broward Sheriff's Office (BSO) proudly presents its visionary strategic plan, built upon innovation, forward-thinking and leadership. This comprehensive plan reflects our commitment to leading the way in public safety, ensuring the well-being of our communities and achieving outcomes that truly matter.

### Vision and Core Values Development:

Our vision and core values were crafted through a robust and inclusive process involving stakeholders from within BSO. This inclusive approach allowed us to gather diverse perspectives, ensuring that the strategic plan represents our shared aspirations. Through collaborative workshops, town halls, and open forums, we harnessed the power of collective intelligence to shape a vision that resonates with every member of our organization and the community.



## EXECUTIVE SUMMARY cont.

### Innovative and Forward Approach:

To fulfill our commitment to innovation, we embrace cutting-edge technologies and best practices. Our strategic plan identifies key areas for transformation and innovative solutions to enhance the effectiveness and efficiency of our operations. From data-driven decision-making to leveraging advanced analytics, we strive to stay ahead in an ever-changing landscape. This forward approach allows us to anticipate challenges and capitalize on opportunities, positioning BSO as a trailblazer in public safety.

### Focused Planning for Positive Outcomes:

At the heart of our strategic plan lies a focused planning methodology designed to drive measurable outcomes. We have adopted a structured approach that aligns with the priorities of our stakeholders, including the needs and expectations of the communities we serve. This deliberate planning process empowers us to set realistic and achievable goals, ensuring our efforts have a significant and lasting impact.

### Leadership in Service:

BSO stands committed to exemplifying authentic leadership in all aspects of our operations. Our leaders embody the principles of integrity, accountability and empathy, setting a high standard for the entire organization. Through comprehensive leadership development programs, we continuously invest in nurturing the next generation of leaders who will steer BSO into the future with unwavering dedication.

### Leading the Way in Community Well-Being:

Our strategic plan places an unwavering focus on community well-being. We recognize that our responsibility extends beyond law enforcement, encompassing public safety, social support and community engagement. By collaborating with local organizations and promoting community-driven initiatives, we aim to foster an environment where safety and well-being go hand in hand.

The BSO Strategic Plan is a testament to our dedication to serve, protect and uplift the communities we are privileged to serve. As we move forward, guided by our vision and core values, we pursue excellence and impactful outcomes. Together, we are shaping a safer and more prosperous future for all.





## GOAL 1: AN INNOVATIVE AND SUSTAINABLE ORGANIZATION

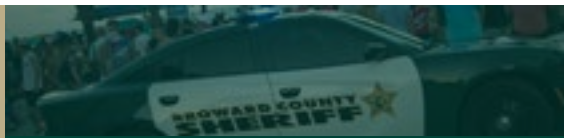
The BSO has identified **“An Innovative and Sustainable Organization”** as one of its core strategic goals. This goal reflects BSO’s commitment to continuously improve its operations and services by embracing innovation and forward-thinking approaches. In an ever-changing landscape, public service agencies must adapt to emerging challenges and technological advancements to effectively serve the community. By prioritizing innovation, BSO seeks to enhance its capabilities, responsiveness and efficiency in addressing various public safety concerns. The goal also emphasizes sustainability, ensuring that the BSO’s efforts are not short-lived but contribute to long-term growth and success. By creating an innovative and sustainable organization, the BSO aims to be at the forefront of law enforcement, meeting the community’s evolving needs and laying a strong foundation for its future.



The selection of **“An Innovative and Sustainable Organization”** as a strategic goal was driven by a comprehensive evaluation of BSO’s strengths, weaknesses and opportunities. Recognizing rapid technological advancements and societal changes, BSO leadership understood the importance of fostering a culture of innovation and adaptability. BSO identified areas where innovation could have a transformative impact, such as enhancing crime prevention strategies, improving emergency response systems and streamlining administrative processes. Additionally, sustainability emerged as a critical aspect, ensuring that BSO’s initiatives and practices aligned with environmental and financial considerations. By selecting this goal, BSO demonstrates its commitment to staying ahead of the curve and being well prepared to tackle future challenges while maintaining a strong focus on long-term viability and success.

To achieve the goal of an innovative and sustainable organization, the BSO has established strategies and action plans that encourage a culture of continuous improvement and exploration of new ideas. BSO seeks partnerships with technology experts, research institutions and industry leaders to leverage cutting-edge solutions and best practices. Training and development programs have been implemented to equip personnel with the skills and knowledge to embrace innovation and adapt to evolving technologies. By proactively seeking innovative solutions, fostering a culture of adaptability and embracing sustainability, the BSO is positioning itself as a modern and forward-thinking public safety agency capable of meeting the community’s diverse needs and ensuring its long-term success.





## GOAL 2: A LEADERSHIP AND PROFESSIONAL DEVELOPMENT-DRIVEN ORGANIZATION

**“A Leadership and Professional Development-Driven Organization”** stands as a cornerstone of the BSO Strategic Plan. This goal underscores BSO’s commitment to cultivating capable and effective leaders while fostering a culture of continuous learning and growth among its personnel. Effective leadership is essential in guiding the organization toward its vision and ensuring that personnel can make informed and purposeful decisions in complex situations. By investing in leadership training programs, mentorship opportunities and career development initiatives, BSO aims to develop a skilled and motivated workforce capable of meeting the challenges of modern law enforcement. The goal also emphasizes the importance of professional growth, empowering BSO personnel to continuously enhance their skills and knowledge. By prioritizing leadership and professional development, BSO demonstrates its dedication to building a resilient and adaptable workforce capable of providing exemplary service to the community. The selection of **“A Leadership and Professional Development-Driven Organization”** as a strategic goal was driven by a thorough understanding of the critical role that effective leadership plays in shaping BSO’s culture and performance. BSO leadership recognized the need to invest in career development to ensure that the organization has capable leaders who can effectively navigate challenges and inspire their teams to achieve excellence. Through open communications and feedback from personnel, BSO identified key leadership competencies and areas for professional growth. The goal was also informed by benchmarking against best practices in leadership development within the public safety sector and other industries. This goal demonstrates BSO’s commitment to fostering a culture of leadership excellence and continuous improvement, aligning the organization with the highest standards of professionalism and service.

BSO has implemented various strategies and initiatives to achieve the goal of being a leadership and professional development-driven organization. Leadership training programs have been tailored to address the unique challenges and responsibilities law enforcement leaders face. Mentorship programs have been established to guide and support personnel at all stages of their careers. BSO also provides opportunities for personnel to pursue higher education and professional certifications, empowering them to grow personally and professionally. Additionally, the BSO has embraced a learning culture, encouraging personnel to participate in ongoing training and development opportunities. By investing in leadership and professional development, BSO aims to create a skilled and empowered workforce capable of adapting to evolving challenges and providing exceptional

service to the community. This commitment to continuous improvement and professional growth strengthens BSO’s ability to lead effectively and ensures that it remains a forward-thinking and service-oriented public safety agency.







## GOAL 3: AN EFFECTIVE, THRIVING, AND RESILIENT ORGANIZATION

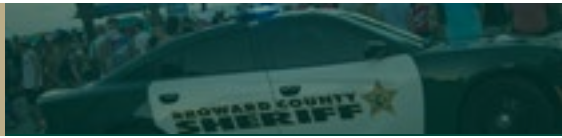
**“An Effective, Thriving and Resilient Organization”** is another crucial strategic goal for the BSO. This goal encompasses BSO’s overarching commitment to excellence, responsiveness and adaptability in fulfilling its vision and serving the community. BSO aspires to be an organization that not only meets public safety demands but also thrives in challenging situations and remains resilient in the face of adversity. By setting this goal, the BSO aims to continuously improve its operations, enhance its capacity to address public safety concerns and deliver exceptional service to the community. Thriving and resilience are integral to maintaining a positive organizational culture that supports personnel’s well-being and enables them to perform at their best. This strategic goal reflects BSO’s dedication to being a steadfast and forward-looking organization capable of meeting the evolving needs of Broward County and upholding the principles of justice and public service. The selection of **“An Effective, Thriving and Resilient Organization”** as a strategic goal was driven by a thorough assessment of BSO’s strengths, weaknesses, opportunities and threats. BSO leadership recognized the need to continually evaluate and improve its operations to ensure optimal performance. By striving for effectiveness, BSO aims to achieve its vision efficiently and with tangible outcomes that benefit the community. Thriving as an organization implies not only responding effectively to existing challenges but also being prepared to embrace future opportunities and advancements in public safety practices. The goal of resilience highlights BSO’s commitment to building a culture of adaptability and preparedness, enabling the organization to withstand and overcome challenges while maintaining its commitment to public safety. This goal reaffirms BSO’s dedication to being a dynamic and agile organization capable of

navigating complexities and remaining steadfast in its mission to protect and serve.

To achieve the goal of being an effective, thriving and resilient organization, BSO has devised comprehensive strategies and initiatives. BSO conducts regular evaluations and assessments of



its operations to identify areas for improvement and implement necessary changes. This approach ensures that BSO remains responsive and agile in addressing emerging issues. Additionally, BSO invests in training and development programs to equip its personnel with the skills and knowledge needed to excel in their roles. The goal of thriving is reinforced by encouraging innovation and creative problem-solving, empowering personnel to think proactively and adapt to evolving circumstances. To foster resilience, BSO promotes a culture of well-being and support, providing resources and programs that enhance its workforce’s physical and mental health. By prioritizing effectiveness, thriving and resilience, BSO is committed to being a leading public safety agency that excels in serving the community and meeting the challenges of today and tomorrow. BSO also understands an effective, thriving and resilient organization does not occur without investing in the future. Therefore, BSO



## GOAL 3: AN EFFECTIVE, THRIVING, AND RESILIENT ORGANIZATION cont.

intends to work with county leadership to establish a Public Safety Bond. The bond will ensure resiliency by sustaining critical agency growth, including infrastructure projects such as building a Public Safety Answering Point (PSAP), evidence warehouse, fire academy and fleet garage, as well as completing jail upgrades and public safety building renovations. These projects are necessary for BSO to remain a leader in public safety.

**“An Effective, Thriving and Resilient Organization”** serves as a beacon of the BSO’s strategic plan, epitomizing its commitment to excellence, adaptability and service to the community. The strategic goal reflects BSO’s dedication to community engagement, diversity, inclusion, leadership, mental/behavioral health, preparedness, public safety, recruitment/retention, reform, response, service, social justice and succession planning. By setting this goal through open communications, teamwork and collaboration, BSO has established a robust and forward-looking strategic plan that guides its efforts in safeguarding the community and creating a safer, more prosperous and resilient Broward County. Through an unwavering commitment to excellence and continuous improvement, BSO reinforces its position as a trusted and effective public safety agency dedicated to upholding the values of justice, integrity and public service.







## GOAL 4: A COMMUNITY-ENGAGED ORGANIZATION

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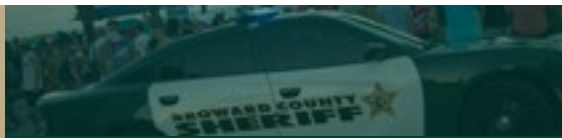
Community engagement lies at the heart of the BSO Strategic Plan, with **“A Community-Engaged Organization”** identified as a key strategic goal. This goal emphasizes BSO’s commitment to building strong and meaningful relationships with the community it serves. By actively involving community members, local organizations and stakeholders in decision-making processes, BSO aims to foster transparency, trust and collaboration. Open communications and active outreach initiatives enable BSO to gain valuable insights into the specific needs and concerns of the diverse communities it serves. By seeking input from the community, BSO ensures that its policies and initiatives are tailored to address the unique challenges and priorities of the residents. This goal reinforces BSO’s dedication to being a responsive and accountable public safety agency, aligned with the community’s expectations and committed to promoting safety, justice and social harmony.

The selection of **“A Community-Engaged Organization”** as a strategic goal was driven by a profound recognition of the symbiotic relationship between public safety agencies and the communities they serve. BSO leadership acknowledged that collaborative efforts and shared responsibility best achieve public



safety and community well-being. Engaging the community allows BSO to move beyond traditional policing practices and embrace a more proactive and preventive approach. By involving community members in the decision-making process, BSO ensures that its actions are culturally sensitive and responsive to the unique needs of the diverse population in Broward County. This goal was developed with extensive community outreach efforts, such as town hall meetings, focus groups and surveys, to gather feedback and insights from residents. BSO’s commitment to community engagement reflects its dedication to building trust, promoting inclusivity and fostering positive relationships with the community.

To achieve the goal of being a community-engaged organization, BSO has implemented various strategies and initiatives. BSO regularly conducts community meetings and forums, enabling residents to voice their concerns, suggestions and feedback. These open communication channels facilitate a continuous exchange of ideas, fostering understanding and empathy between public safety and the community. Additionally, BSO actively collaborates with community leaders, organizations and stakeholders to address specific issues and co-create solutions that address local concerns. By involving community members in the decision-making process, BSO ensures that its policies and initiatives align with the priorities and values of the community. This approach enhances public trust and empowers the community to play an active role in improving public safety and building a safer, more vibrant community. By prioritizing community engagement, BSO demonstrates its commitment to being a true partner to the community, promoting a sense of belonging and shared responsibility in creating a safer and more inclusive society.



## GOAL 5: A BEHAVIORAL AND PHYSICALLY HEALTHY ORGANIZATION

The BSO has recognized the critical importance of promoting the well-being of both its personnel and the community it serves. As such, **“A Behavioral and Physically Healthy Organization”** has been established as a strategic goal. This goal reflects BSO’s commitment to integrating mental and behavioral health services into its operations and prioritizing the physical health and wellness of its workforce. Public safety personnel often encounter challenging and traumatic situations in the line of duty, which can profoundly affect their mental health. By addressing its personnel’s cognitive and behavioral health needs, BSO aims to foster a supportive work environment, reduce stress and enhance its personnel’s overall job satisfaction and effectiveness. Additionally, BSO recognizes that the community it serves may also face mental and behavioral health challenges, and by promoting access to resources and support, BSO contributes to its overall well-being. By prioritizing behavioral and physical health, BSO demonstrates its commitment to caring for its personnel and the community, ultimately enhancing its capacity to provide effective and empathetic public safety services.

driven by a comprehensive understanding of the challenges faced by public safety personnel in their day-to-day responsibilities. BSO leadership recognized the need to prioritize mental and behavioral health services to mitigate the impact of exposure to traumatic incidents and to support personnel dealing with stress and emotional challenges. Additionally, by addressing physical health and wellness, BSO aims to create a physically fit workforce that meets the demanding requirements of public safety duties. The goal was also formed by community engagement efforts, which identified mental and behavioral health as key concerns for residents of Broward County. By integrating behavioral and physical health into its strategic goals, BSO sends a clear message of its commitment to the holistic well-being of its personnel and the community, fostering a culture of care, empathy and support.

To achieve the goal of being a behavioral and physically healthy organization, BSO has implemented various programs and initiatives that will be hosted in our first **Research, Development and Training Center (RDTC)**. BSO

also provides its personnel with access to mental health resources, counseling services and peer support programs to address the psychological challenges associated with their work. Additionally, BSO has collaborated with mental health professionals and organizations to enhance its understanding of mental health issues and improve its response to related incidents. In promoting physical health, BSO offers wellness programs, fitness training and resources to encourage healthy lifestyles among its personnel. BSO also works closely with community health organizations to ensure the community has access

to mental health resources and support services. By prioritizing behavioral and physical health,



The selection of **“A Behavioral and Physically Healthy Organization”** as a strategic goal was



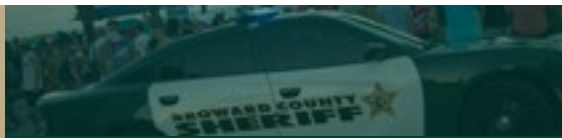


BSO aims to create a supportive and resilient workforce while fostering a positive and empathetic relationship with the community it serves.

The opening of the BSO's first training facility (RDTC) will host a variety of wellness components that focus on the physical and behavioral health of all employees.

In conclusion, each of the BSO's strategic goals — an innovative and sustainable organization; a behavioral and physically healthy organization; a community-engaged organization; a leadership and professional development-driven organization; and an effective, thriving and resilient organization — plays a crucial role in shaping the future of BSO. These goals reflect BSO's commitment to community engagement, diversity, excellence, inclusion, leadership, mental/behavioral health, preparedness, public safety, recruitment/retention, reform, response, service, social justice and succession planning. By formulating these goals through open communications, teamwork and collaboration, BSO has established a robust and purpose-driven strategic plan that guides its efforts in serving and safeguarding the community. Through a holistic approach that addresses various aspects of public safety and community well-being, BSO demonstrates its dedication to creating safer, more equitable and thriving environments for all residents of Broward County.





## STATE OF AFFAIRS

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The BSO has proven to be an exemplar in all divisions, including Fire, Detention, Law Enforcement, 911 Communications and Community Outreach. Over the past 4 ½ years, the agency has demonstrated remarkable leadership and innovation under the guidance of Sheriff Gregory Tony, who has made employee well-being a cornerstone of its strategy. An updated strategic plan will fortify BSO's position as a trailblazer, propelling the agency toward a thriving and safer community as we approach 2028.

BSO has embraced progressive practices in Law Enforcement to tackle crime and ensure public safety. Cutting-edge technologies, including advanced analytics and predictive policing tools, have enabled the agency to optimize resource allocation and proactively combat criminal activities. Notably, the emphasis on community policing has fostered trust between public safety officers and residents, creating a collaborative approach to crime prevention and resolution.

Similarly, the Fire Rescue Division of BSO has gained national acclaim for its exceptional emergency response services and dedication to public safety. By investing in state-of-the-art equipment, comprehensive training programs and robust emergency protocols, the division has demonstrated an unwavering commitment to effectively handling crises. Additionally, their proactive approach to fire prevention through outreach programs and safety workshops has significantly reduced fire-related incidents in the community.

The Department of Detention within BSO has set new standards in inmate rehabilitation and reintegration. Implementing innovative educational and vocational training programs has equipped inmates with valuable skills, increasing their chances of successful reentry into society and reducing recidivism rates. This approach aligns with BSO's vision of a safer and more compassionate community where individuals can rehabilitate and positively contribute to society.

BSO's Regional Communications Division plays a pivotal role in emergency response, and through cutting-edge call-routing technologies and efficient communication protocols, they have considerably reduced response times, ultimately saving lives. The division's commitment to continuous training for operators ensures that callers receive compassionate and empathetic assistance during distressing situations.



The agency's dedication to Community Outreach has been paramount in fostering strong connections with the public. Through neighborhood watch programs, youth mentorship and community events, BSO has cultivated a sense of trust and collaboration with the community they serve. This collaborative approach empowers residents to participate in crime prevention actively and addresses community concerns, making Broward County a safer and more harmonious place to live.

In the past 4 ½ years, Sheriff Gregory Tony has been instrumental in emphasizing the well-being of BSO's personnel. By introducing mental health support programs, stress management workshops and work-life balance initiatives, the agency ensures its workforce can provide top-notch service to the community. A healthy and

motivated workforce is vital to the agency's success and enables BSO to meet the evolving public safety challenges in an ever-changing environment.

As we look toward the future, an updated strategic plan will act as a roadmap to guide BSO's progress and maintain its position as a leader in public safety. The plan should prioritize technological advancements, community engagement and continuous improvement in all divisions. Furthermore, a

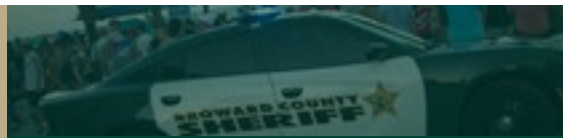


steadfast commitment to employee well-being must remain at the core of BSO's values. By fostering a healthy and empowered workforce, BSO can ensure the longevity of its success, making Broward County a safer, stronger and more connected community as we move toward 2028.

Below is an overview of the various operational improvements, service enhancements and community outreach initiatives of the BSO since 2019.

<b>Neighborhood Support Team</b>	A proactive public safety presence in the community goes beyond routine calls for service. It is designed to make public safety more visible, reduce fear and aid in positive, proactive interaction between the public and law enforcement.
<b>Serving those in need</b>	Established in response to growing needs during the pandemic. <ul style="list-style-type: none"> <li>• <b>Operation Helping Hands</b> — 23,000+ individual meals distributed countywide.</li> <li>• <b>Food drives</b> — BSO hosted or participated in nearly 600 food distribution operations</li> </ul>
<b>Office of Inspector General</b>	Established to build adequate layers of accountability throughout the organization. OIG includes: <ul style="list-style-type: none"> <li>• Internal Affairs and Public Corruption</li> <li>• Internal Audit</li> <li>• Policy and Accountability</li> </ul>
<b>Law Enforcement Trust Funds</b>	Increased opportunities and expansion of funds. Increased distribution of funds to minority nonprofit groups. Accountability and distribution of funds are more equitable and fairer for all organizations.
<b>Organizational diversity</b>	Most diverse command staff in 107 years. The command is more reflective of the organization and the community.
<b>Increased opportunities for women</b>	Nearly 44% of all promotions have been women.
<b>Promoting from within</b>	Provided opportunities for employee professional growth and opportunity while supporting the organization with valuable institutional and operational knowledge.
<b>BSO Training Center</b>	First onsite dedicated training facility. The state-of-the-art facility will consolidate all of BSO's training under one roof and enhance BSO's training capabilities to actively address today's public safety challenges..
<b>Department of Preparedness and Response</b>	Centralizes BSO's Training Division and Special Operations to ensure every incident and response is unrivaled in speed and efficiency.
<b>TITAN (Threat Intervention Tactics Analytics Network)</b>	An intelligence-led policing unit provides high visibility and tactical security in critical locations throughout the county. TITAN will be deployed immediately in the event of a mass casualty incident.
<b>Behavioral Health Licensed Therapist (BHLT) program</b>	BSO's Threat Management Unit (TMU) created the Behavioral Health Licensed Therapist (BHLT) program. Four veteran therapists work alongside TMU detectives to investigate threats made by children and adults. The BHLT assesses these individuals for mental illness and substance abuse issues and links them to providers who can offer treatment. Since inception, the program has investigated more than 2,050 cases, with 42% of the individuals accepting referrals for mental health services.
<b>Co-Responder Program</b>	Co-Responder Program, launched in September 2022, pairs a licensed mental health clinician with a Crisis Intervention Team (CIT)-trained deputy. This pairing offers a better probability of a positive outcome or referral for the individual in crisis. So far, of the 640 responses to individuals suffering a mental health crisis, 99% have accepted help.
<b>Use of Force Review Board</b>	First in the agency's history. Objectively reviews and evaluates any categorical uses of force to ensure authority is used lawfully and appropriately and is consistent with training and policy.
<b>Public-private partnership</b>	Allows the BSO Real Time Crime Center access to live video at businesses and private homes to help stop crime and catch criminals.
<b>Racial Intelligence Training and Engagement (RITE)</b>	Training focused on reinforcing a bias-free workplace, racial and cultural sensitivity, and de-escalation techniques. While BSO nears 100% completion for all deputies, we have also funded the RITE Train-The-Trainer Course, expanding this valuable training opportunity to all local law enforcement agencies to train their personnel.





<b>Youth L.E.A.D. Camp</b>	<p>Innovative 8-week summer leadership program. Focus is on <b>Learning, Educating And Developing</b> Broward's youth on the seven Pillars of Success:</p> <ul style="list-style-type: none"> <li>I. Education/Entrepreneurship</li> <li>II. Life Skills</li> <li>III. Career Development</li> <li>IV. Financial Literacy</li> <li>V. Community Service</li> <li>VI. Government / Civic Responsibility</li> <li>VII. Health/Wellness</li> </ul>
<b>Park, Walk and Talk Program</b>	<p>Deputies park their cars, walk the neighborhoods and talk with residents and businesses to better address community concerns and determine how we can better assist. The goal is to strengthen relationships and build trust between public safety and all Broward communities. Since launching, there have been 91,300 PWT interactions countywide.</p>
<b>Social Justice Task Force</b>	<p>A volunteer group focused on engaging the community through collaboration with community activists, stakeholders and civic leaders, encouraging dialogue, education and advocacy. The goal is to serve better and transform our communities by establishing justice, transparency and equity for all.</p>
<b>BSO LGBTQ+ Liaison Committee</b>	<p>We are committed to the safe, fair and respectful treatment of all Lesbian, Gay, Bisexual, Transgender and Queer/Questioning (LGBTQ+) residents and visitors. The committee consists of employees from departments across BSO. The mission is to strengthen the relationship between the LGBTQ+ community and BSO by creating mutual trust and confidence through community involvement and departmental education.</p>
<b>Real Time Crime Center</b>	<p>The BSO's Real Time Crime Center is a cutting-edge facility designed to enhance law enforcement's capabilities in Broward County. It serves as a central hub for collecting, analyzing and disseminating real-time information about criminal activities as well as assisting in cases after the fact. The unit consists of five detectives, four crime analysts and a dispatcher. The center utilizes advanced technology, including surveillance cameras, data analytics software and communication systems to keep a watchful eye on various areas throughout the county. By monitoring these resources, the Real Time Crime Center can provide law enforcement personnel with valuable insights, apprehension of suspects and overall public safety. This state-of-the-art facility exemplifies the use of technology and data-driven approaches to support law enforcement efforts in fighting crime effectively.</p>
<b>Masters Cohort — Partnership with Lynn University</b>	<p>The BSO is dedicated to upholding public safety, ensuring the community's well-being and enforcing the law with integrity and professionalism. As part of its commitment to developing future leaders in public administration and law enforcement, the agency collaborates with Lynn University to offer an accelerated cohort program for a master's degree in public administration. This unique educational opportunity allows aspiring public administrators and law enforcement professionals to gain a comprehensive understanding of public service, management and leadership within an expedited time frame. Lynn University's program is renowned for its academic rigor, hands-on training and practical skills development, equipping students with the knowledge and expertise necessary to excel in the dynamic field of public administration, all while maintaining the highest ethical and professional standards.</p>
<b>BSO Fire Rescue — Whole Blood Program</b>	<p>BSO is the first agency in the county to administer whole blood, and there are less than 30 other agencies in the country doing so. Whole blood is administered to injured trauma victims before they reach the hospital. Since we started the program in early 2020, we have administered whole blood to 133 patients, and the survival rate stands at a remarkable 73%.</p>
<b>Tactical Training Unit</b>	<p>The Tactical Training Unit (TTU) is an integral part of the BSO's unwavering commitment to public safety and the readiness of its personnel. TTU consists of highly skilled SWAT Operators who assume leadership roles as agency training instructors. They are responsible for the development and implementation of high-risk tactical training programs for all sworn personnel within the BSO. Furthermore, this specialized team is entrusted with providing annual training for School Resource Officers and School Guardians. The daily training provided by the TTU equips deputies with the skills and knowledge necessary to effectively respond to high-risk situations. Through a combination of classroom instruction and practical exercises, TTU imparts expertise in active shooter response, building tactics, high-risk traffic stops and Crime Suppression Team training. The unit's unwavering emphasis on professionalism, precision and teamwork underscores its critical role in enhancing the readiness of the BSO, thereby contributing to the overall security and well-being of the community.</p>





## STRATEGIC PLANNING PROCESS

In pursuit of a future anchored in stability and excellence, the BSO embarked on developing a strategic plan to guide its path forward. Recognizing the critical role of open communications, teamwork and collaboration, BSO brought in a third party, Tenzinga Consulting, that introduced a process that included key stakeholders from diverse backgrounds, ranks and divisions. This report delves into the step-by-step process of crafting the strategic plan, illustrating each pivotal step integral to producing a robust foundation for the organization's future.



### Step 1: Foundation Development: Building a Vision Statement, Core Values and Communication/Behavior Agreement

The first step in building an effective dynamic strategic plan is establishing a solid foundation and commenced with a two-day workshop focused on communication, vision and core values. During the workshop, an atmosphere of open communication was created, encouraging participants to express their unique perspectives and aspirations for BSO. The workshop laid the groundwork for establishing a shared vision, core values and a communication/behavior agreement through interactive sessions and team-building exercises. These foundational elements set the stage for the subsequent steps in the strategic planning process. The following is a breakdown of each area covered in the Foundation Development process:

**Vision Statement Development** — Developing a vision statement is vital for an organization to know its direction and why it exists. It allows everyone to see what your organization strives to attain and where it is going. It focuses on the potential inherent in the organization's future or what it intends to be. It will enable leaders to motivate employees with a shared vision that the organization can strive for in the days, months and years ahead. It is a brief, encompassing statement that gives the organization's direction and the reason for its existence in no more than five words.

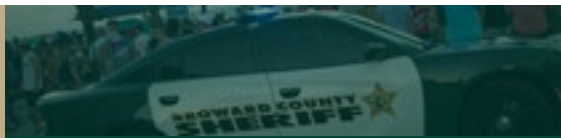
**Core Values Development** — Core values are foundational to every organization. They give every employee of your organization common goals. Core values provide employees with a daily checklist of what they must achieve in working toward your organization's vision. Core values also assist each leader in communicating the purpose behind what they strive to achieve every day.

**Communication/Behavior Agreement** — Every organization needs an agreement on how all communication/behavior will be exercised. This agreement can set standards for behavior and resolve conflict. It is essential to building a solid foundation.

This is a process in which the whole agency will agree on how to communicate and behave in relationship to one another and the community at large. It addresses the "soft skills" that are difficult to deal with objectively. It assists in dealing with gossip, listening skills, attitude, etc. It specifically gives an organization a tool to reinforce proper communication and behavior in the workplace.

### Step 2: Internal and External Surveys

In crafting a comprehensive strategic plan, the consultants employed a two-pronged approach, harnessing the power of both external and internal surveys. Firstly, an external survey was distributed



## STRATEGIC PLANNING PROCESS cont.

to relevant stakeholders, customers and partners outside the organization. This survey aimed to gather valuable insights into market trends, industry benchmarks and the perception of the organization's services within the broader community landscape. By tapping into the external perspectives, the consultants could identify opportunities and potential threats that would inform the strategic direction.

Secondly, an internal survey was conducted among the organization's employees and key decision-makers. This survey delved into the agency's strengths, weaknesses and internal capabilities. It served as a foundation for defining clear and achievable goals aligned with the organization's strengths while addressing areas needing improvement. Additionally, the internal survey played a crucial role in shaping the workshops' content and focus. By understanding the perspectives, needs and aspirations of those within the agency, the consultants could tailor the workshops to foster a cohesive and collaborative environment, ensuring that the strategic plan's implementation had widespread support and engagement throughout the organization. The combination of the external and internal surveys provided a comprehensive and well-informed basis for the strategic plan, setting the stage for successful execution and sustainable growth.

### Step 3: Establishing the Five Strategic Goals

Drawing from the insights gathered through an organization-wide survey and the Foundation Development process, the next step involved identifying the five strategic goals that would serve as the backbone of BSO's strategic plan. The method of individual input, team collaboration and group interaction played a pivotal role as participants engaged in collaborative discussions to define these goals, ensuring they harmoniously aligned with BSO's overarching vision. Each goal was meticulously crafted to reflect BSO's aspirations, creating a transparent and purposeful direction for the organization.

### Step 4: The Initiatives Workshop

With the strategic goals in place, the next phase entailed a second workshop focused on building the initiatives under each goal with specific objectives. Open communications fostered constructive dialogue as participants brainstormed, proposing actionable and impactful objectives aligned with each strategic goal. Teamwork and collaboration played a critical role in the development of comprehensive initiatives that addressed pertinent areas such as accountability, preparedness and community engagement, ensuring the strategic plan's relevance and effectiveness.



**Integration of Accountability, Accreditation and Credentialing:** Throughout the workshop process, accountability, accreditation and credentialing were consistently integrated into the strategic plan. Every step of this process was facilitated to allow for discussions on

establishing robust internal oversight mechanisms and pursuing reputable accreditations and certifications. Teamwork and collaboration facilitated the formulation of clear guidelines and protocols, elevating BSO's reputation and credibility within the public safety community.

**Fostering Community Engagement and Inclusion:** Recognizing the importance of community partnership, BSO focused on community engagement as a fundamental aspect of the strategic





plan. Open communications enabled BSO to actively listen to the community's needs and concerns, fostering trust and understanding. Teamwork and collaboration were instrumental in designing joint initiatives and programs, empowering the community to actively participate in public safety efforts. The strategic plan further emphasized diversity and inclusion, acknowledging that embracing different perspectives enhances public safety practices and strengthens community bonds.

**Embracing Excellence and Leadership:** Striving for excellence and nurturing capable leadership were central to BSO's strategic plan.

Open communications encouraged feedback and constructive criticism, creating a culture of continuous improvement. Teamwork and collaboration led to the implementation of leadership training programs, nurturing a cadre of skilled leaders capable of steering the organization into the future.

**Addressing Mental/Behavioral Health and Public Safety:** The strategic plan prioritized mental/behavioral health and public safety, acknowledging their profound impact on public safety operations. Open communications facilitated discussions on addressing mental health challenges within the



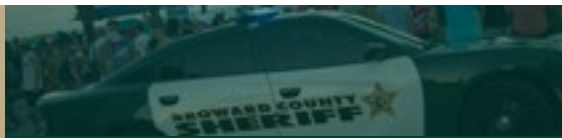
community, leading to partnerships with mental health professionals. Teamwork and collaboration resulted in the development of comprehensive preparedness plans, enhancing BSO's capacity to safeguard the community during emergencies.

**Strengthening Recruitment/Retention and Promoting Reform:** Recognizing the significance of a skilled and committed workforce, the strategic plan highlighted recruitment and retention strategies. Open communications encouraged discussions on attracting top talent and fostering an inclusive work environment. Teamwork and collaboration led to the implementation of innovative recruitment and retention programs, enhancing BSO's ability to attract and retain exceptional personnel. Additionally, the strategic plan emphasized reform initiatives, encouraging constructive dialogue and progressive policies that promote positive change within the public safety community.

**Enhancing Response, Service, and Social Justice:** BSO's commitment to swift and effective response, service excellence and social justice was evident in the strategic plan. Open communications allowed discussions on enhancing response protocols and improving service delivery through community-oriented initiatives. Teamwork and collaboration facilitated interdepartmental cooperation to address complex public safety challenges, ensuring a comprehensive and cohesive approach. The strategic plan further underscored BSO's dedication to promoting social justice and fairness for all.

**Succession Planning and Preparedness:** The strategic plan prioritized succession planning to ensure seamless leadership continuity. Open communications enabled discussions on leadership development and talent identification. Teamwork and collaboration resulted in the implementation of succession planning initiatives, securing a resilient future for the organization. Moreover, the strategic plan emphasized preparedness, acknowledging its vital role in BSO's ability to respond effectively to emergencies. Open communications facilitated discussions on potential risks and threats, leading to comprehensive preparedness plans and simulations.

With the strategic goals, initiatives and focus areas in place, the final step involved assembling all



## STRATEGIC PLANNING PROCESS cont.

components into a cohesive and actionable document. Open communications played a crucial role during this phase, as participants engaged in extensive discussions to establish timelines, assign responsibilities and identify measures of success for each initiative. Teamwork and collaboration ensured that all stakeholders felt a sense of ownership and commitment to the strategic plan's successful implementation. This comprehensive approach guaranteed the strategic plan encompassed a well-structured and coordinated set of actions to lead BSO toward its envisioned future.

The BSO exemplified the transformative power of open communications, teamwork and collaboration in crafting a strategic plan that sets the course for its future success. The strategic plan's focus areas, goals and initiatives reflect BSO's commitment to accountability, community engagement, excellence and public safety. BSO has solidified its dedication to social justice and equitable service by embracing diversity, inclusion and reform. The strategic plan, fortified by succession planning and preparedness, serves as a roadmap to a resilient future. BSO's continued implementation of its strategic plan is a testament to the power of open communications, teamwork and collaboration in shaping a successful and responsive public safety organization. Through this holistic approach, BSO is poised to continue its legacy of safeguarding the community, fostering trust and making a positive impact for years.







## INTERNAL AND EXTERNAL SURVEYS

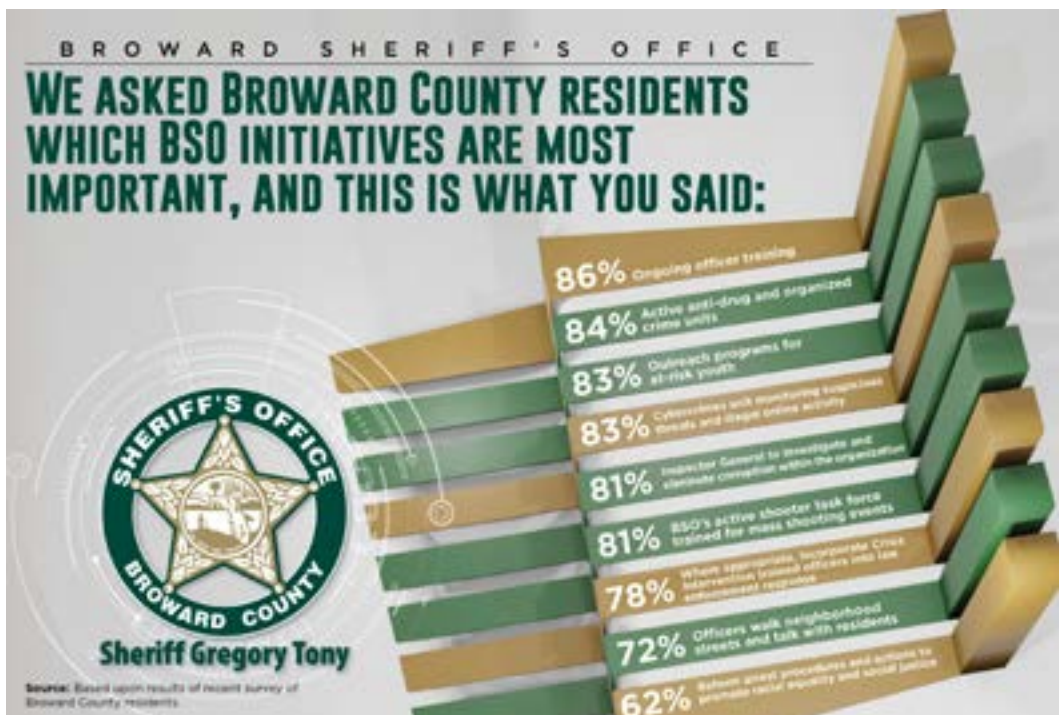
### External Survey

The external survey conducted for the BSO's strategic plan was pivotal in shaping the organization's future success. By reaching out to stakeholders, community members and other relevant parties outside the organization, the survey provided valuable insights that were instrumental in laying a solid foundation for the strategic planning process.

Firstly, the external survey offered an objective and unbiased view of how the BSO was perceived by the community it served.

Understanding public perceptions, needs and concerns allowed the organization to identify areas where it excelled and areas that required improvement. This data served as a reality check, ensuring that the strategic plan was grounded in the actual expectations and priorities of the community.

Secondly, the external survey enabled the organization to comprehensively understand the broader public safety landscape, market trends and best practices. By benchmarking themselves against other agencies and learning from successful initiatives in similar jurisdictions, the BSO could adopt innovative and forward-thinking approaches in its strategic planning. This helped it remain relevant and adaptable in an ever-changing environment, positioning the organization for long-term success.

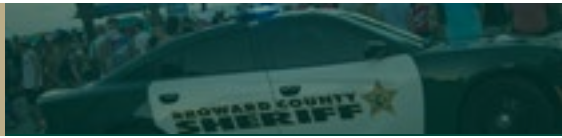


Furthermore, the external survey provided a unique opportunity for inclusivity and community engagement. The organization demonstrated transparency and a commitment to serving the community's best interests by involving external stakeholders in strategic planning. This inclusive approach fostered trust and collaboration, laying the groundwork for a more effective and community-centered strategic plan.

Overall, the importance of the external survey for the BSO's strategic plan cannot be overstated. It served as a compass, guiding the organization with an informed understanding of its external impact and opportunities. By leveraging external perspectives and data, BSO was better equipped to develop a strategic plan responsive to community needs and forward-thinking, ultimately leading the organization toward continued growth and positive outcomes.

### Internal Survey

The internal survey conducted for the BSO's strategic plan influenced the organization's direction and success. By reaching out to all staff members across different divisions, the survey returned over 850 responses, providing crucial information that formed the foundation for the strategic planning process.



## INTERNAL AND EXTERNAL SURVEY cont.

The internal survey offered an opportunity to gather valuable insights directly from the people on the front lines of the organization. By seeking feedback from employees at all levels, including those directly involved in current programs and initiatives, BSO gained a comprehensive understanding of what worked well and what needed improvement. This employee-driven feedback ensured that the strategic plan was rooted in the reality of the organization's operations and highlighted areas where changes were most needed.

The importance of the internal survey for BSO's strategic plan cannot be overstated. It provided a wealth of valuable information directly from the organization's staff, ensuring that the strategic plan was well informed, realistic and aligned with the needs and aspirations of those working on the front lines. By focusing on current programs, innovative initiatives and leadership aspirations, the internal survey laid the groundwork for a strategic plan that was relevant and forward-thinking and embraced and supported by the entire organization.

The following summarizes the survey results and supports the goals that were created through the survey and the first two days of the workshop:

- An Innovative and Sustainable Organization
- A Mentally, Emotionally and Physically Healthy Personnel
- An Engaged Community Organization
- A Leadership and Professional Development-Driven Organization
- An Effective, Thriving and Resilient Organization

### Agency Response:

The Department of Law Enforcement had the largest response, with 37% of employees answering, with the Department of Detention and Community Programs and Fire Rescue at approximately 19%.

### Mental Health Support

BSO members generally agree that the organization provides valuable mental health support and resources. For example, two-thirds of the respondents agreed or strongly agreed with the statement "BSO provides me with useful mental health support and resources."

### Support for Physical Health and Wellness

85% of respondents agreed or strongly agreed that BSO supports physical health and wellness programs and provides resources.

### Physical Fitness

Two-thirds of the respondents agree that members have adequate physical fitness to perform their jobs.

### Leadership Decision-Making

Approximately 73% of the respondents felt the Sheriff makes sound decisions to keep

members safe.







## Members' Trust in the Agency

Members marginally trust that the department will do the right thing for its members. 55% agree with the statement "I trust the department to do the right thing for my coworkers and me."

## Personal Attitudes

Two-thirds of BSO members believe they can maintain a positive attitude and enjoy their jobs.

## Coworker Attitudes

BSO members are generally split on the belief that their coworkers maintain positive attitudes at work and enjoy their jobs.

## Ability to Influence Attitudes

Members believe they can influence coworkers' attitudes and improve the culture at BSO with leadership development and future training.

## Member Value

Regarding the questions that refer to "BSO values me," the respondents marginally agree.

## Safe Workplace

Nearly all members feel safe in their workplace.

## Tools and Equipment

All but two of the 850 respondents believe the tools and equipment provided are adequate to do their assigned job.

## Apparatus and Vehicles

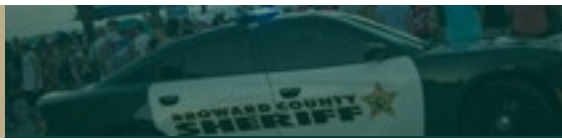
Nearly all members believe the apparatus or vehicles operated are safe and well maintained. Members appreciate the apparatus and equipment provided for them to do their job.

## Adequate Training for the Job

Most BSO members feel adequately trained for their current positions. Members appreciate the training provided; however, members are seeking more outside training, training from the more experienced deputies and more focus on command, tactics and accountability. Additionally, inviting external speakers may provide new perspectives and complement the entire organization.







## INTERNAL AND EXTERNAL SURVEY cont.

### Professional Growth

The respondents believe they have professional growth opportunities with the BSO organization. In this area, they rated 58% for professional growth within the department.

### Communication Received

37% of members report receiving timely and accurate information regarding BSO's direction, listed as average in the survey. About 4.9% of members disagreed, and the remaining members were neutral. Respondents are interested in improving communication processes regarding organizational direction and critical messages from the city and in reducing rumors through information availability.

### Access to Information

Members are generally neutral with the statement "I have access to the right amount of information regarding BSO."

### Retention

The members marginally agree with the statement "BSO retains quality personnel to maintain the mission." Members believe BSO should continue to solicit input from the staff on strategically improving employee retention. Additionally, members acknowledge that pay and benefits are a major component of retaining quality employees.

### Organizational Sustainability

Members marginally agree that BSO is a stable organization where they can build a future. The members feel that through strategic steps (i.e., strategic plan), the organization can improve its growth management process and determine set priorities.

### Community Engagement

Members felt that there are adequate community programs but believe these programs are necessary to develop relationships: neighborhood watch program, community policing, youth outreach and mentorship programs and citizen ride along program.



The top five desired training categories identified are:

1. Leadership development
2. Improving mental health
3. Handling difficult people and motivation
4. Conflict resolution and leadership
5. Handling stress to be successful.



## VISION

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The BSO recognized the critical need for a compelling vision statement to drive its future growth and lead the way in law enforcement. A transformative workshop was organized to achieve this, engaging key personnel from diverse departments and ranks. This report delves into the significant role of openness, teamwork and collaboration during the workshop, enabling BSO to develop a visionary statement that sets the course for its future leadership.

**Creating Openness:** The workshop emphasized fostering open communications among participants. It provided a platform where every voice could be heard and valued, irrespective of rank or role. Through candid discussions and active listening, the participants gained valuable insights into the challenges and opportunities faced by BSO. By encouraging the free flow of ideas, the workshop laid the foundation for a shared understanding of the organization's strengths and weaknesses, enabling a more comprehensive approach to crafting the vision statement.

### Fostering a Culture of

**Teamwork:** In an endeavor as crucial as developing a vision statement, it's important to recognize the significance of the collective effort. Teamwork was promoted through collaborative exercises and group activities, breaking down barriers that may have hindered practical cross-departmental cooperation. Acknowledging that each member's contribution was vital to the process, a sense of unity and commitment was instilled among participants. This collaborative spirit bolstered the confidence of individuals, ensuring they were actively engaged in shaping the future of BSO..

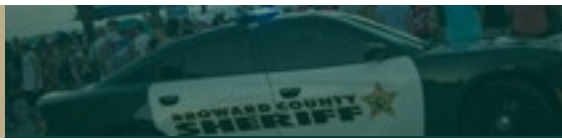


### Unleashing the Power of

**Collaboration:** A key ingredient in the workshop's success was the emphasis on collaboration. Participants were encouraged to share their unique perspectives, allowing for a holistic evaluation of the organization's potential. Interdisciplinary discussions led to creative problem-solving, as the collective expertise of the attendees was leveraged to address challenges effectively. The collaborative environment facilitated a sense of ownership and accountability, reinforcing the idea that the vision statement was a product of the entire organization's efforts.

**Crafting the Vision Statement:** Through the seamless integration of open communications, teamwork and collaboration, the workshop participants took on the task of developing BSO's vision statement. The diverse perspectives gathered during the workshop served as a rich tapestry of ideas that formed the basis of the statement. By reflecting on why BSO exists and where they were going, these aspirations and their impact on the community, the participants cohesively shaped a visionary roadmap for BSO's future. This collective effort yielded a vision statement that resonated deeply with all members, inspiring a shared commitment to its realization.





## VISION cont.

**Leading the Way Toward the Future:** The vision statement, born from the workshop's emphasis on open communications, teamwork and collaboration, empowered BSO to lead the way. The unified understanding of what is essential to each individual personally and professionally, and to the organization, fostered a cohesive sense of purpose, steering BSO toward a shared vision. The workshop's impact transcended the mere formulation of a statement; it established a culture of open dialogue and collaboration that continued to thrive within the organization, fostering innovation and adaptive leadership.

By creating an inclusive environment that valued every participant's perspective, BSO cultivated a united front in charting its path forward. The collaborative efforts of key individuals led to a vision statement that resonated with the entire organization, inspiring a shared commitment to achieving its goals. Through this process, BSO continues to be a formidable leader in law enforcement, exemplifying the strength of visionary leadership rooted in open communication, teamwork and collaboration.

The vision statement for Broward Sheriff's Office is:  
**"Excellence in Service"**







## CORE VALUES

Core values are more than words on paper or painted on a wall. They are principles that serve as the moral compass of an organization, guiding its actions and decisions at every level. They are the daily checklist that allows every individual within the BSO to move toward their shared vision. Defining clear and meaningful core values will shape identity and drive the mission.

The facilitated process moved individual insights to team review and development of the top core values. Each step in this process revealed the joint agreement on the deep core values of the individual, team and overall organization.

**Promoting Teamwork in Values Development:** Core values are most impactful when embraced by the entire organization. To achieve this level of buy-in, the workshop prioritized teamwork among participants. Collaborative exercises and group discussions allowed personnel from different departments and ranks to collaborate and find common ground. By fostering a sense of ownership and shared purpose, the workshop ensured that the core values became a shared commitment, binding everyone together as a unified force.

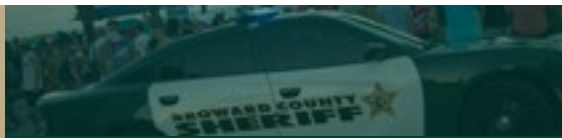
### **Leveraging Collaboration:**

Collaboration played a pivotal role in the workshop's success in defining the BSO's core values. The participants were encouraged to share personal anecdotes and practical examples of how these values could be manifested in their day-to-day work. This open collaboration enabled the values to be more than just words on paper; they became guiding principles that aligned with the real-world experiences of BSO personnel. By integrating open collaboration into the process, the workshop ensured that the core values were not merely theoretical concepts but practical guidelines for action.



**The Importance of Core Values as a Daily Checklist:** Core values are the bedrock of an organization's culture and identity. By following these values in every step of their operations, BSO ensures consistency, integrity and trustworthiness in their interactions with the community. These values act as a compass during difficult decisions, enabling the organization to navigate challenges with ethical clarity. Moreover, when core values are deeply ingrained in the organizational culture, they motivate employees, fostering a sense of pride and purpose in their work. Every day, each BSO employee was reminded to use the core values as a checklist in all they do. This will continue to drive BSO toward its vision in a consistent and unified way.

**Embodying Core Values for Lasting Impact:** The workshop's outcome was a set of core values that exemplified BSO's commitment to excellence, integrity and community service. BSO created values that resonate with its personnel and community by harnessing openness, teamwork and collaboration. To maximize the impact of these core values, definitions were built as the guiding principles for BSO daily. These principles will assist BSO in continuing its reputation as an ethical and reliable public safety agency, instilling confidence and trust in its community.



## BROWARD SHERIFF'S OFFICE'S CORE VALUES

**Collaboration** — Engaging in open communication, sharing resources and working together toward collective success.

**Accountability** — The willingness to take ownership of your choices and actions.

**Integrity** — Having the courage and fortitude to be transparent, trustworthy, ethical and consistent in words and actions, even when no one is watching.

**Professionalism** — Working in unity to provide compassionate service with honesty and respect.

**Innovation** — Fostering a supportive and competitive work environment that encourages creativity, ingenuity, philosophy and technology.

**Effort** — Dedication to giving your utmost in every task, routine and critical, while seeking continuous improvement to serve and protect the community.







## COMMUNICATION AND BEHAVIOR AGREEMENT

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The Communication and Behavior Agreement in the strategic plan workshop for the BSO holds significant importance in fostering a productive and collaborative environment during the planning process. This agreement sets the tone for how participants interact and conduct themselves throughout the workshop, ensuring that all voices are heard and that discussions remain respectful and focused on the goals.

During the strategic planning workshop, participants may need to make critical decisions impacting the organization's future. The Communication and Behavior Agreement ensures that decisions are made through thoughtful and respectful discussions, avoiding hasty or biased conclusions. This results in more informed and well-considered choices for the strategic plan.

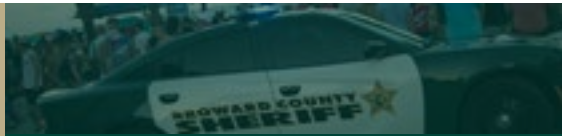
The Communication and Behavior Agreement is a fundamental component of the strategic plan workshop at the BSO. By establishing guidelines for communication, inclusivity and behavior, the agreement facilitates a constructive and collaborative environment, fostering innovation, effective decision-making and a positive team culture. It contributes significantly to the success of the workshop and the development of a comprehensive and actionable strategic plan for the organization's future.



### Communication/Behavior Agreement

- Inform and stay informed.
- Maintain dignity, respect, and confidentiality.
- Be optimistic, open-minded, innovative, and flexible.
- Define roles and responsibilities.
- Treat one another with dignity and respect.
- Deliver excellent customer service to one another and those we serve outside the department.
- Treat mistakes as learning experiences and try not to repeat them in the future.
- Be supportive of one another at work and back each other up.
- Engage in open, honest communication and keep everyone informed.
- Learn/Teach — If you don't know it, learn it; if you know it, teach it.





## Vision statement “Excellence in Service”

### CORE VALUES

**Collaboration** — Engaging in open communication, sharing resources and working together toward collective success.

**Accountability** — The willingness to take ownership of your choices and actions.

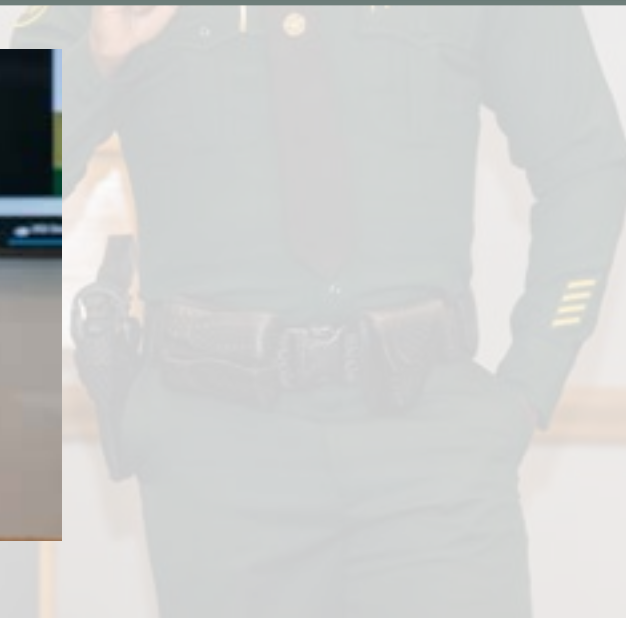
**Integrity** — Having the courage and fortitude to be transparent, trustworthy, ethical and consistent in words and actions, even when no one is watching.

**Professionalism** — Working in unity to provide compassionate service with honesty and respect in all ways.

**Innovation** — Fostering a supportive and competitive work environment that encourages creativity, ingenuity, philosophy and technology.

### BEHAVIORAL AGREEMENT

- Inform and stay informed.
- Maintain dignity, respect, and confidentiality.
- Be optimistic, open-minded, innovative, and flexible.
- Define roles and responsibilities.
- Treat one another with dignity and respect.
- Deliver excellent customer service to one another and those we serve outside the department.
- Treat mistakes as learning experiences and try not to repeat them in the future.
- Be supportive of one another at work and back each other up.
- Engage in open, honest communication and keep everyone informed.
- Learn/Teach — If you don't know it, learn it; if you know it, teach it.





## 2024 - 2028 STRATEGIC GOALS

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Strategic goals act as a roadmap that an organization navigates toward its desired future. In the context of the BSO, these goals provide a clear vision for the organization's mission and align its efforts with the needs and expectations of its community. Without strategic goals, an organization may lack a unified direction, leading to inefficiencies and a lack of focus. By defining specific and measurable objectives, strategic goals enable BSO to track its progress, assess its performance and make necessary adjustments to achieve optimal outcomes.

Moreover, these goals promote a sense of purpose and unity among BSO personnel, fostering a culture of commitment and dedication to the community. By setting the stage for a well-defined path forward, strategic goals ensure that BSO remains proactive, responsive and adaptable in fulfilling its essential role in public safety and law enforcement.

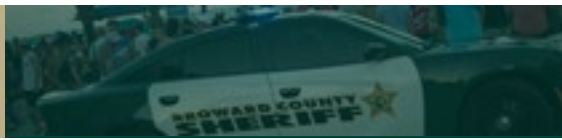
Diversity and inclusion are also integral aspects of BSO's strategic goals, reflecting the organization's commitment to embracing and celebrating



differences among its personnel and the community. By promoting a diverse workforce, BSO fosters an environment where different perspectives, experiences and backgrounds are valued. This diversity enriches the organization's problem-solving capabilities and enhances its understanding of the unique challenges faced by the community. Additionally, an inclusive organizational culture ensures all personnel have an equal opportunity to contribute and succeed within BSO. Inclusion also extends to the community, where BSO aims to build bridges and create a sense of belonging for all residents. By weaving diversity and inclusion into its strategic goals, BSO demonstrates its dedication to promoting unity, respect and understanding among all stakeholders.

By formulating strategic goals that encompass community engagement, diversity, excellence, inclusion, leadership, mental/behavioral health, preparedness, public safety, recruitment/retention, reform, response, service, social justice and succession planning, the BSO is poised to create a safer, more equitable society. These goals are a blueprint for BSO's actions and decision-making, fostering a strong sense of purpose, unity and commitment among personnel. BSO has meticulously developed its strategic goals through open communications, teamwork and collaboration, aligning its efforts with the community's expectations and needs. By staying true to these goals and continuously evaluating and adapting its strategies, BSO is well positioned to achieve its vision of becoming a more effective, thriving and resilient organization that upholds the principles of justice, safety and public service for all residents of Broward County.

Setting a priority level with the objectives in each goal is a vital part of planning, and these priority



## 2024 - 2028 STRATEGIC GOALS cont.

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levels indicate the urgency and time frame for achieving different objectives outlined in their plans. Here's a breakdown of the levels:

- **Level 1: Immediate Priority:** These objectives require immediate attention and action. They are considered critical and need to be addressed as soon as possible.
- **Level 2: High Priority and Within First Year:** This level indicates objectives that are also of high priority but can be accomplished within the first year of the strategic plan's implementation. While essential, they might not be as urgent as the "immediate" priorities.
- **Level 3: Medium Priority and Within the First Two Years:** Objectives at this level are of moderate priority. They are expected to be achieved within the first two years of the strategic plan's timeline.
- **Level 4: Low Priority and Within the First Three Years:** These objectives have a lower sense of urgency and are given a lower priority. They should be accomplished within the first three years of the strategic plan's implementation.







## GOAL 1: AN INNOVATIVE AND SUSTAINABLE ORGANIZATION

An innovative and sustainable organization is essential for BSO to effectively navigate the ever-changing public safety landscape. Embracing cutting-edge technologies and practices allows BSO to enhance its operational efficiency, responsiveness and service to the community. Sustainability ensures that the organization's long-term and future-focused efforts address present challenges while building a resilient foundation. The formulation of this goal involved extensive research, industry benchmarking and collaboration with other public safety agencies. Input from personnel across all ranks and departments ensured that the goal aligned with BSO's collective vision.

### INITIATIVE 1: Establish a Chief Strategy Officer

**Objective 1: Build a competent team:** The BSO recognizes that building a competent and cohesive team is a cornerstone of achieving operational excellence, fostering community trust and ensuring the safety and security of our residents. This strategic objective focuses on cultivating a skilled, motivated and diverse workforce that collaboratively works toward the common goal of delivering top-tier public safety services.

**Priority Level:** 1

**Responsible Party:** Office of the Sheriff/BSO Executive Command/Office of Strategy and Innovation

**Cost:** TBD: Based on the acceleration of personnel and creation of new PCNs

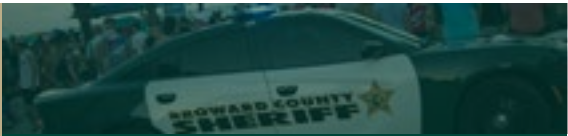


**Objective 2: Establish a steering committee responsible for improving operational efficiency:** This endeavor underscores the agency's commitment to dynamic improvement and resource optimization. By assembling a knowledgeable and multidisciplinary team, the BSO aims to systematically identify opportunities for streamlining processes, eliminating redundancies and fostering cross-functional collaboration. Through ongoing assessment, strategic planning and data-driven decision-making, the agency seeks to drive continuous enhancements in its operations, ensuring its capacity to adapt, innovate and deliver effective public safety services while maintaining a culture of excellence and resilience.

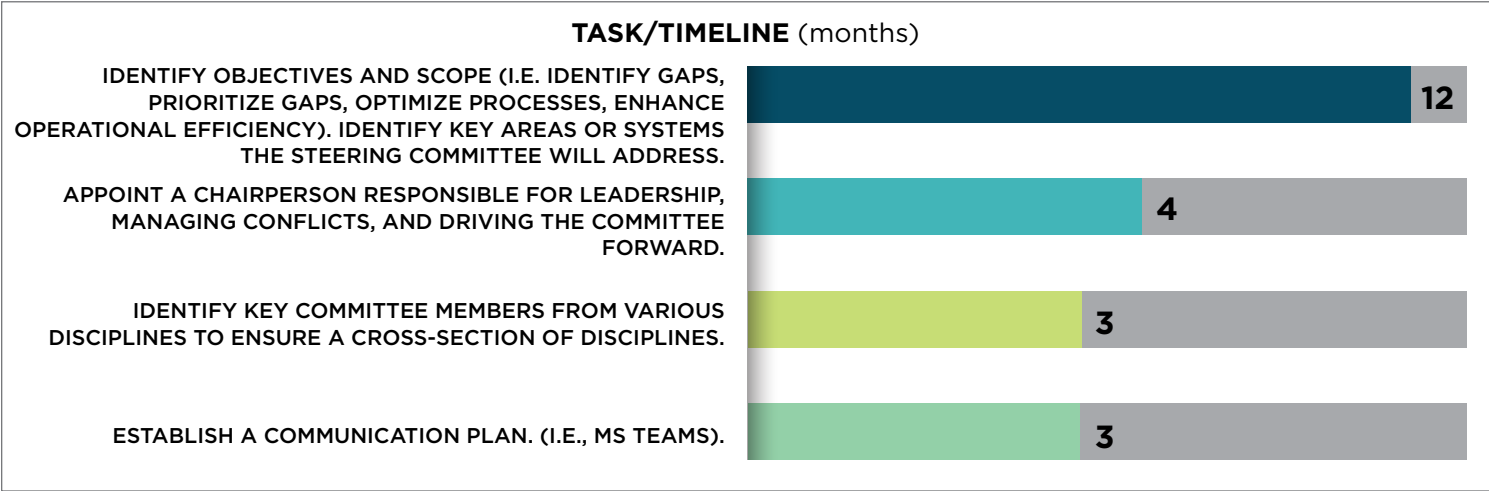
**Priority Level:** 1

**Responsible Party:** DLE/FR/DOD/Admin/Office of Strategy and Innovation

**Cost:** TBD

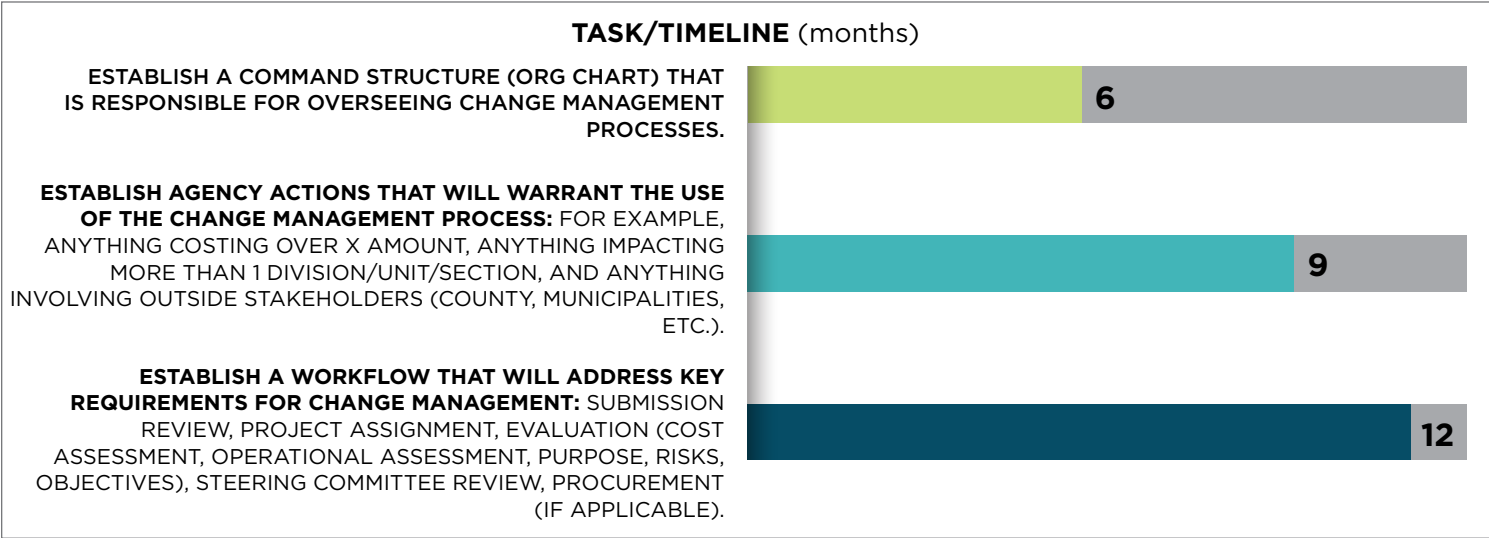


GOAL 1: AN INNOVATIVE AND SUSTAINABLE ORGANIZATION cont.



**Objective 3: Improve efficiency and effectiveness by developing a change management toolkit:** This objective underscores the agency’s commitment to adaptability and forward progress. By assembling a versatile toolkit encompassing strategic methodologies, communication frameworks and stakeholder engagement strategies, the BSO aims to equip its personnel with the tools necessary to navigate transitions seamlessly, foster a culture of agility and drive successful implementation of transformative initiatives. Through this holistic approach, the agency seeks to foster an environment where innovation thrives, sustainability is prioritized and operational excellence becomes an enduring hallmark of its service to the community.

**Priority Level:** 1  
**Responsible Party:** Office of Strategy and Innovation/ITD/Legal  
**Cost:** TBD



**Objective 4: Technology development — Partner with technology companies to improve the efficiency of operations:** This aspiration entails forging strategic partnerships with technology companies to enhance operational efficiency. This objective underscores the agency’s commitment to harnessing cutting-edge solutions for streamlined processes. By collaborating with technology experts, the BSO aims to identify, develop and implement state-of-the-art tools and systems that optimize workflow, data management and resource allocation. Through these synergistic partnerships,



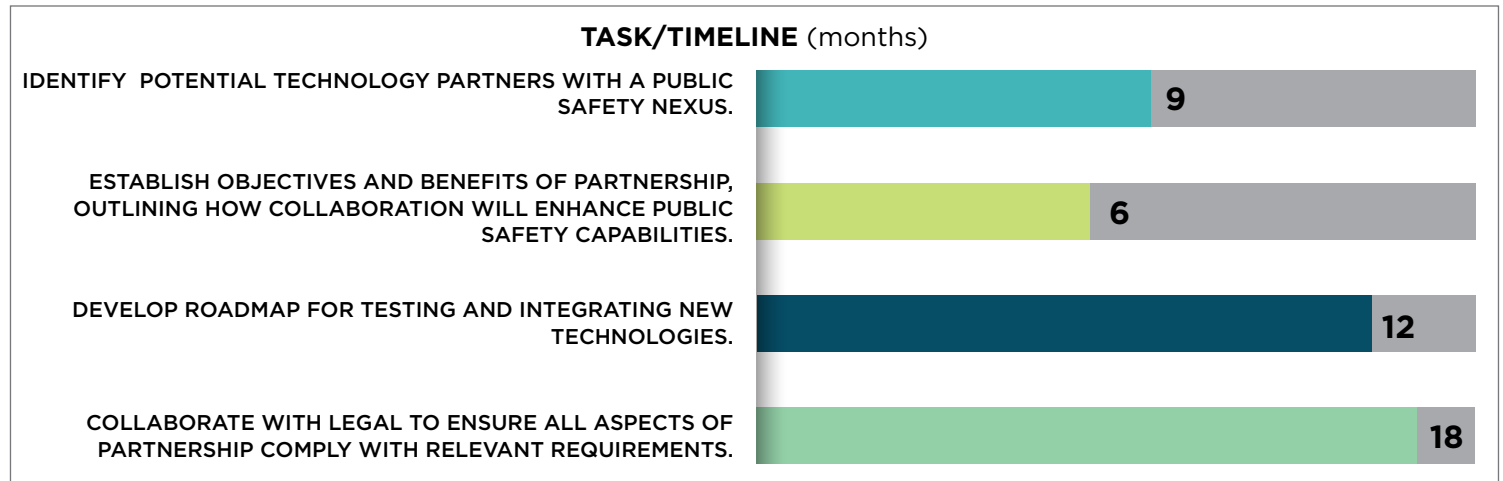


the agency seeks to empower its personnel with innovative capabilities, ensuring a forward-looking approach to public safety operations while fostering a culture of adaptability, resilience and sustainable growth within the organization.

**Priority Level:** 1

**Responsible Party:** ITD/Office of Strategy and Innovation/Legal

**Cost:** TBD

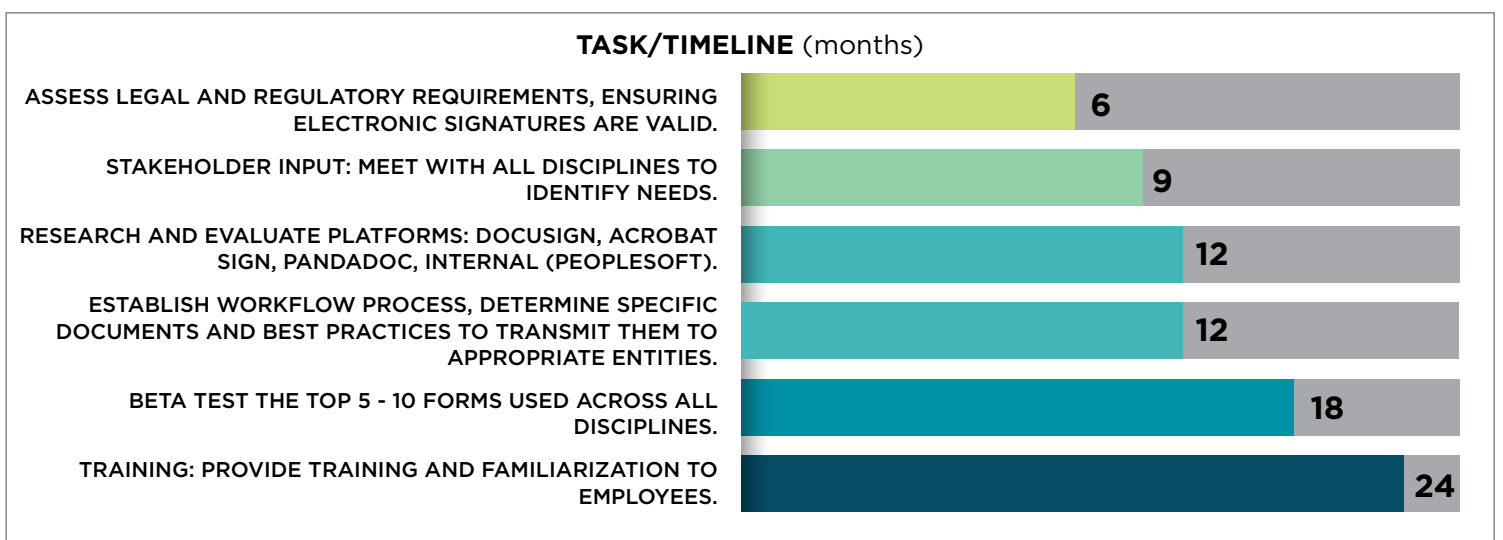


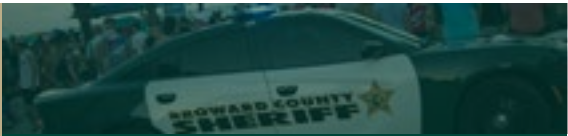
**Objective 5: Identify and procure a system to digitize agency forms and establish a workflow process of electronic signatures:** By adopting cutting-edge digital solutions, BSO aims to enhance operational agility, reduce administrative burdens and promote environmentally conscious practices. Through the seamless integration of electronic forms and signatures, the agency seeks to empower its personnel with efficient tools, leading to enhanced productivity and resource allocation. This endeavor encapsulates the agency’s dedication to embracing technology-driven transformations that reinforce its commitment to innovation, sustainability and effective service delivery.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/ITD/Legal

**Cost:** TBD





GOAL 1: AN INNOVATIVE AND SUSTAINABLE ORGANIZATION cont.

**Objective 6: Develop an asset management system to include life cycle recommendations:** By creating a comprehensive system that tracks assets throughout their life cycles and offers informed recommendations for maintenance, upgrades and replacements, the BSO aims to optimize resource allocation, extend the longevity of essential equipment and reduce unnecessary expenditures. Through this holistic approach to asset management, the agency seeks to cultivate a culture of responsible stewardship, operational efficiency and sustainable practices, ensuring its capacity to effectively serve the community now and into the future.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/ITD/Legal

**Cost:** TBD

TASK/TIMELINE (months)	
IDENTIFY CATEGORIES OF PROPERTY AND EQUIPMENT TO LOG, TRACK, AND MANAGE (I.E., ITEMS THAT COST A SPECIFIC \$ VALUE WILL BE LOGGED AND TRACKED).	6
REVIEW, EVALUATE, AND PROCURE ASSET MANAGEMENT SOFTWARE SYSTEMS WITH THE FOLLOWING CONSIDERATIONS: (1) MUST BE ABLE TO INCORPORATE A QR CODE FOR SCANNING AND IDENTIFICATION, (2) PROVIDES DATA AND REPORTS FOR COMMANDS, (3) USER-FRIENDLY, INTUITIVE INTERFACE, (4) IDENTIFIES LIFE CYCLE RECOMMENDATIONS, (5) CAN MERGE WITH EXISTING ASSET TAG SYSTEM.	12
IDENTIFY AND PROCURE FLEET SOFTWARE CAPABLE OF PROVIDING PM DATA TO END USERS, SCHEDULE MAINTENANCE, AND REQUEST A LONER VEHICLE.	18
IDENTIFY AND PROCURE A VEHICLE TELEMATICS SYSTEM. LEVERAGE TECHNOLOGY TO RECORD AND TRANSMIT VEHICLE DATA TO BETTER MAINTAIN AN EFFICIENT AND OPERATIONAL FLEET.	12
CONDUCT AN INVENTORY OF PROPERTY, EQUIPMENT, AND VEHICLES.	12





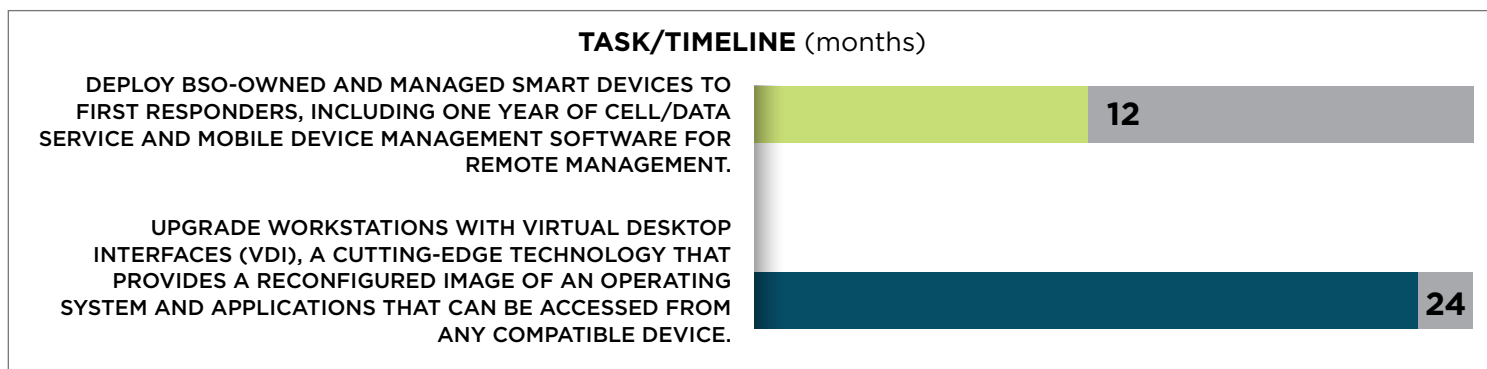
## INITIATIVE 2: Develop and Maintain a Secure, State-of-the-Art Technology Infrastructure.

**Objective 1: Improve the infrastructure with mobile device platforms to allow for remote access from any facility or mobile device:** This objective focuses on the implementation of an improved infrastructure that facilitates remote access from any facility or mobile device, empowering our personnel with the tools they need to respond swiftly, make informed decisions and provide effective services to the community.

**Priority Level:** 1

**Responsible Party:** ITD

**Cost:** TBD

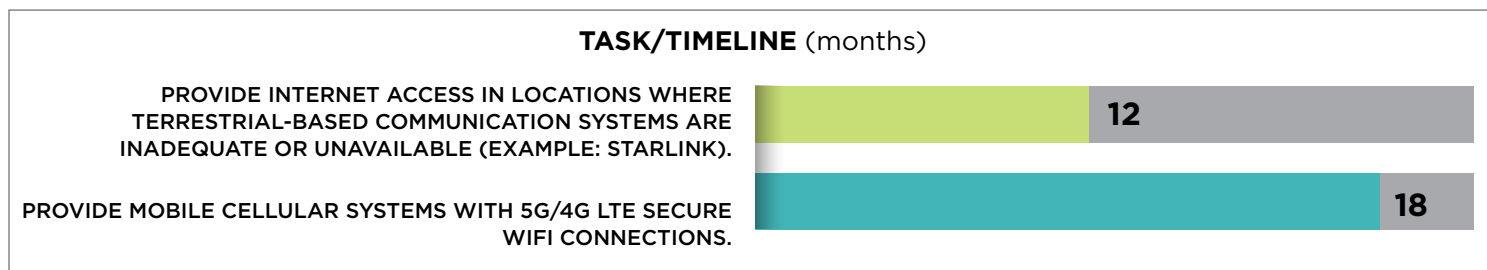


**Objective 2: Improve the availability of stationary and mobile technology:** This initiative seeks to equip our personnel with cutting-edge tools that enhance communication, streamline operations and enable data-driven decision-making, ultimately bolstering our agency's ability to effectively serve and protect the community.

**Priority Level:** 1

**Responsible Party:** ITD

**Cost:** TBD



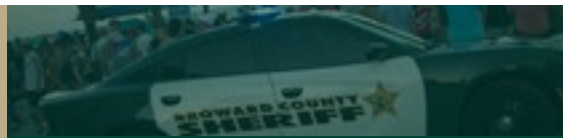
**Objective 3: Upgrade end-of-life technology and ensure new systems are CJIS compliant:** The BSO is dedicated to a strategic objective aimed at upgrading end-of-life technology systems and ensuring that new technology implementations comply with the stringent standards set by the Criminal Justice Information Services (CJIS) division. This initiative seeks to enhance our technological capabilities, improve data security and align our operations with the best practices and regulations established by CJIS.

**Priority Level:** 1

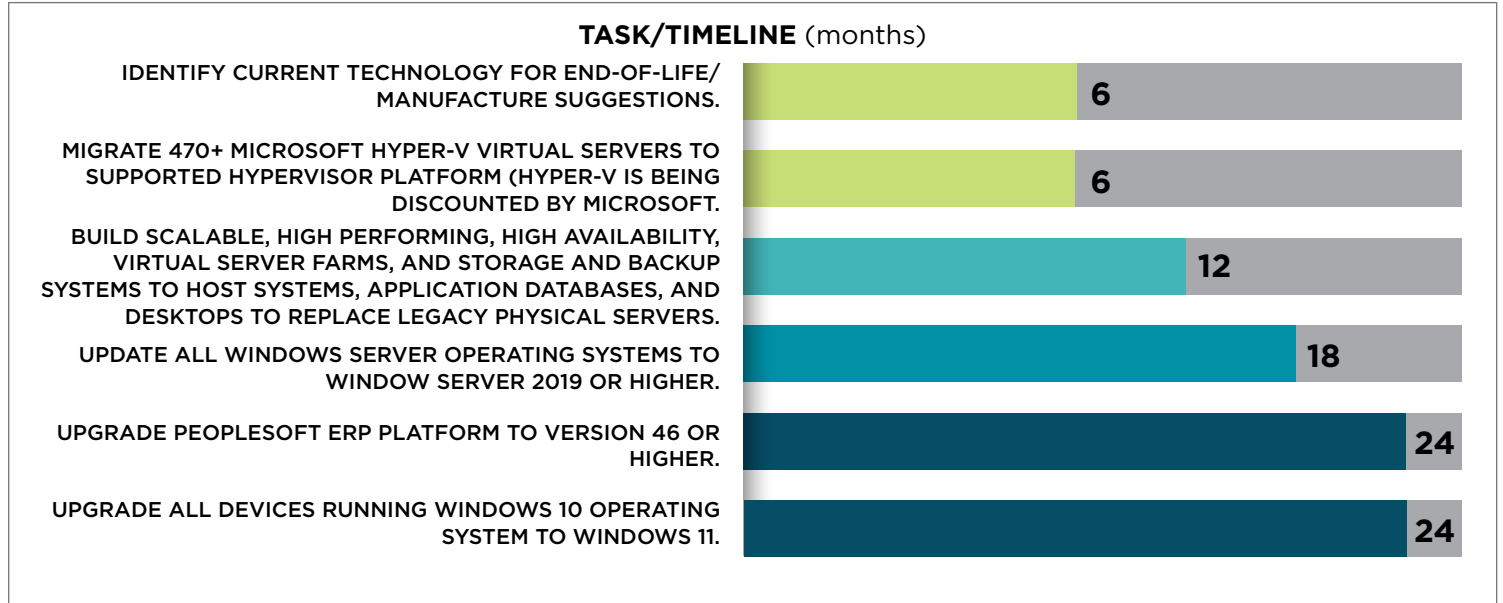
**Responsible Party:** ITD

**Cost:** TBD





## GOAL 1: AN INNOVATIVE AND SUSTAINABLE ORGANIZATION cont.

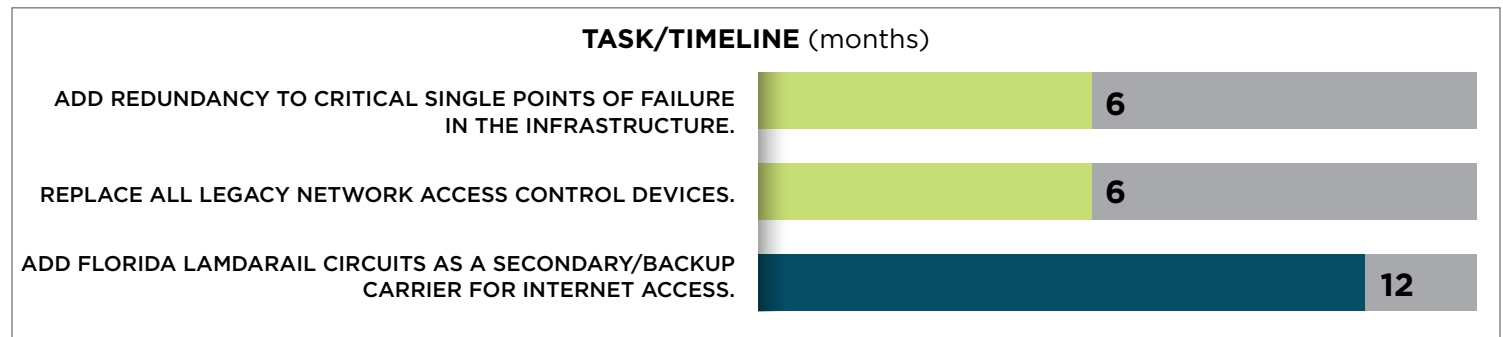


**Objective 4: Improve infrastructure reliability on systems and networks to 99.99%:** This objective aims to achieve an uptime of 99.99%, ensuring that our technological infrastructure remains operational and accessible even in the face of challenges. By prioritizing infrastructure stability and resilience, we will maximize our operational efficiency, responsiveness and ability to deliver exceptional public safety services to our community.

**Priority Level:** 1

**Responsible Party:** ITD

**Cost:** TBD



**Objective 5: Improve technology to “best of breed” that is rich in features and functionality:** This objective aims to implement cutting-edge technology solutions that not only meet the highest industry standards but also provide an array of rich features and functionalities. By embracing innovation and harnessing the power of advanced technologies, we are committed to delivering superior public safety services to our community.

**Priority Level:** 1

**Responsible Party:** ITD

**Cost:** TBD



## TASK/TIMELINE (months)

REPLACE ALL LEGACY NETWORK FIREWALLS, ROUTERS, AND SWITCHES.	12
INCREASE NETWORK BANDWIDTH TO ELIMINATE BOTTLENECKS THAT IMPACT PERFORMANCE.	18

**Objective 6: Update and upgrade security posture to respond to threats:** The BSO is dedicated to a strategic objective focused on enhancing our security posture to effectively address the dynamic and evolving landscape of threats faced by modern public safety agencies. This objective aims to establish a comprehensive and proactive security framework that safeguards our systems, data, personnel and community. By staying ahead of threats and vulnerabilities, we are committed to maintaining the highest standards of security and resilience.

**Priority Level:** 1

**Responsible Party:** ITD

**Cost:** TBD

## TASK/TIMELINE (months)

REPLACE LEGACY NETWORK SECURITY SYSTEMS WITH PALO ALTO SECURITY PLATFORM.	24
REPLACE LEGACY BACKUP AND RESTORE SYSTEMS WITH RUBRIK BACKUP SYSTEMS.	12
MOVE THE BACKUP SITE TO THE NWRDC.	12
NUBEVA RANSOMWARE REVERSAL SOFTWARE.	18
TENABLE ONE ENTERPRISE.	12
PUPPET ENTERPRISE.	12
ALBERT IPS/IDS SERVER SOFTWARE.	9
RELIAQUEST GREYMATTER.	24
PROVIDE ONGOING CYBER SECURITY TRAINING TO ALL STAFF.	24

**Objective 7: Implement Technology Incubator Program:** This strategic objective is centered on fostering innovation and technological advancement within our agency through the implementation of a Technology Incubator Program. This objective aims to create a supportive environment where creative ideas, emerging technologies and novel solutions can be explored, tested and developed to enhance our operational efficiency, effectiveness and community engagement.

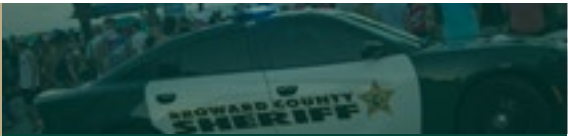
**Priority Level:** 1

**Responsible Party:** ITD/Office of Strategy and Innovation

**Cost:** TBD

## TASK/TIMELINE (months)

REPLACE ALL LEGACY NETWORK FIREWALLS, ROUTERS, AND SWITCHES.	18
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GOAL 1: AN INNOVATIVE AND SUSTAINABLE ORGANIZATION cont.

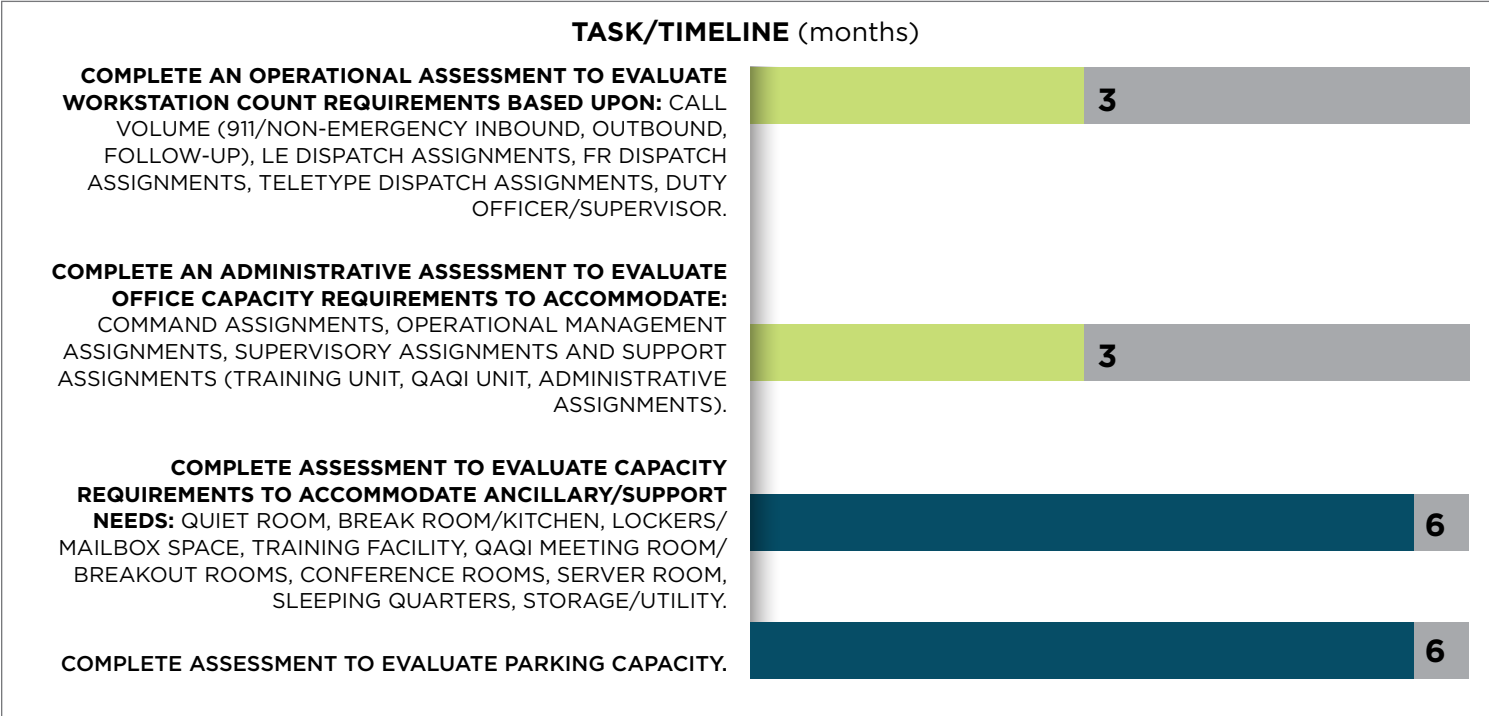
INITIATIVE 3: Design and Implement a Central Public Safety Answering Point (PSAP)

**Objective 1: Complete a site specification and capacity needs assessment:** This objective involves conducting a comprehensive site specification and capacity needs assessment to lay the foundation for the design and implementation of a state-of-the-art PSAP facility. The Central PSAP will serve as a critical hub for efficiently coordinating emergency calls, dispatching resources and ensuring swift and effective responses to incidents.

**Priority Level:** 1

**Responsible Party:** Regional Communications/ITD/Dept. of Administration

**Cost:** TBD

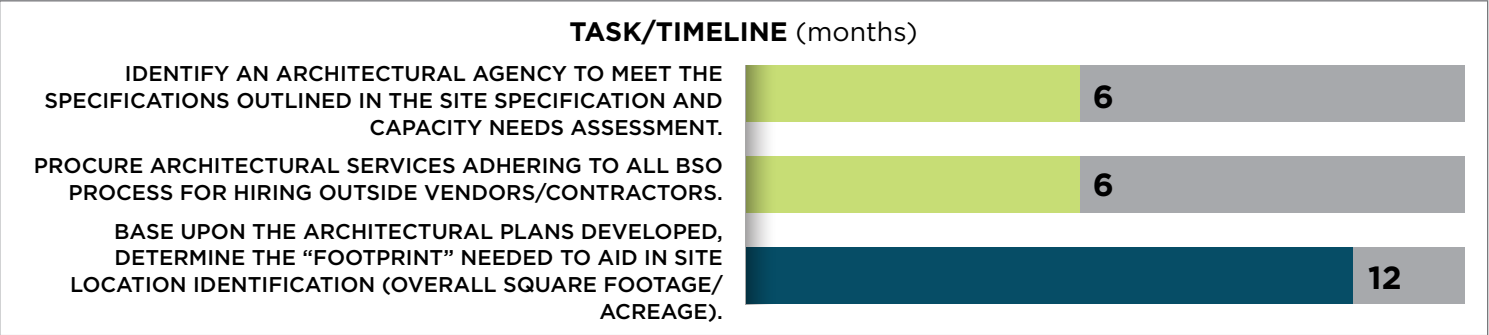


**Objective 2: Architectural design:** This objective involves crafting a comprehensive architectural design that encompasses the physical layout, technology infrastructure and operational workflows of the PSAP. By creating an environment that maximizes efficiency, coordination and the delivery of critical services, we are committed to elevating our community’s safety and well-being.

**Priority Level:** 1

**Responsible Party:** Executive Command/Designated architectural firm

**Cost:** TBD







**Objective 3: Identification of a site location:** The BSO is dedicated to a strategic objective focused on the critical task of identifying the most suitable site location for the Central PSAP facility. This objective involves a comprehensive assessment of potential locations, considering factors that contribute to operational efficiency, accessibility, community impact and effective emergency response coordination.

**Priority Level:** 1

**Responsible party:** Executive Command

**Cost:** TBD

TASK/TIMELINE (months)	
LIST AND PRIORITIZE LOCATION PREFERENCES IN ORDER OF CURRENT COUNTY OWNED LOCATIONS, AND NEW SITE ACQUISITIONS OF LAND NOT PREVIOUSLY OWNED OR LEASED BY BSO/COUNTY.	6
FINALIZE SITE LOCATION WITH REQUIRED STAKEHOLDERS (I.E., BROWARD COUNTY ADMINISTRATION).	6
COMPLETE PROCUREMENT OF SITE SELECTION ACREAGE IF REQUIRED AND IF SPACE IS NOT ALREADY OWNED BY BROWARD COUNTY/BSO.	12
WORK WITH THE ARCHITECTURAL VENDOR TO COMPLETE SITE PLN DESIGNS BASED ON THE SITE LOCATION IDENTIFIED.	

**Objective 4: Identify a funding source:** This objective recognizes the importance of financial stability to ensure the successful realization of the PSAP facility, which will play a crucial role in enhancing emergency response capabilities and safeguarding our community.

**Priority Level:** 1

**Responsible Party:** Executive Command/Budget

**Cost:** TBD

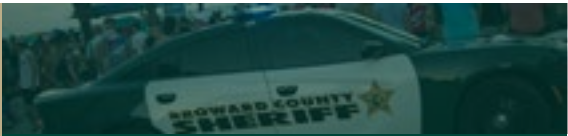
TASK/TIMELINE (months)	
WORK WITH BROWARD COUNTY ADMINISTRATION TO BUDGET FOR THE BUILD-OUT OF THE PSAP TO INCLUDE ANY LAND MASS FUNDING NEEDED IF APPLICABLE.	6
COORDINATE WITH THE BSO BUDGET OFFICE FOR APPROPRIATE SUBMISSIONS AND ALL REQUIRED SUPPORTING DOCUMENTS FOR ALL IMPACTED FISCAL YEARS.	6

**Objective 5: Procure technological and environmental needs:** This objective involves acquiring advanced technology solutions and equipment and creating a conducive physical environment to facilitate efficient emergency call handling, coordination and response.

**Priority Level:** 1

**Responsible Party:** Budget/ITD/Regional Communications/Dept of Administration/ORCAT

**Cost:** TBD



GOAL 1: AN INNOVATIVE AND SUSTAINABLE ORGANIZATION cont.

TASK/TIMELINE (months)	
ENGAGE WITH BROWARD ORCAT TO CONTRACT WITH ALL PSAP TECHNOLOGICAL EXTERNAL VENDORS FOR ALL NEEDED EQUIPMENT (911, CAD, RADIO, RECORDING SYSTEMS, CYBERSECURITY, NETWORKING).	6
ENGAGE BSO ITD INTERNAL TECHNOLOGY NEEDS (CYBERSECURITY, TELEPHONE SYSTEMS, BSO INTRANET/ INTERNED ACCESS, COMPUTER HARDWARE TO INCLUDE ALL SERVER ROOM NEEDS, RACKS, AND CABLING).	6
PROCURE WORKSTATION FURNITURE VENDORS FOR ALL WORKSTATION AND OFFICE SPACE NEEDS TO INCLUDE ANCILLARY WORKSTATION REQUIREMENTS (I.E., STATUS LIGHT BARS).	12
PROCURE ALL VENDING ASSETS NEEDED FOR EMPLOYEE BREAK ROOM/LOUNGE AREAS.	18
PROCURE ALL FURNITURE AND ENVIRONMENTAL NEEDS ASSOCIATED WITH ANCILLARY SPACES: BREAKOUT ROOMS (TABLES, CHAIRS), CONFERENCE ROOM (TABLE, CHAIRS), QUIET ROOM (LOUNGE RECLINERS, AMBIENT NOISE, REFLECTION SPACES), EMPLOYEE LOUNGE (TABLE/CHAIRS, REFRIGERATORS, MICROWAVE), SLEEPING QUARTERS (COTS).	12

**Objective 6: Facility security:** This objective recognizes the critical importance of safeguarding sensitive data, personnel and emergency response operations within the PSAP facility. By implementing robust security measures, we aim to create a secure environment that upholds the integrity of emergency response processes and ensures the safety of both our personnel and the community.

**Priority Level:** 1  
**Responsible Party:** ITD  
**Cost:** TBD

TASK/TIMELINE (months)	
PROCURE AND IMPLEMENT A KEY CARD/BIOMETRIC ACCESS SYSTEM FOR CREDENTIALLED STAFF AND APPROVED EMPLOYEES.	6
ENSURE BUILDING AND PARKING SECURITY WITHIN A SECURED, GATED LOCATION ACCESSIBLE ONLY BY CREDENTIALLED STAFF.	6

**Objective 7: Operational:** This objective recognizes the critical role of efficient emergency response coordination in ensuring the safety and well-being of our community. By creating a state-of-the-art PSAP facility, we aim to streamline emergency call handling, resource allocation and overall response effectiveness.

**Priority Level:** 1  
**Responsible Party:** Regional Communications  
**Cost:** TBD



# STRATEGIC PLAN

2024-2028

## TASK/TIMELINE (months)

EVALUATE OPERATIONAL PERFORMANCE NEEDS ASSOCIATED WITH CONSOLIDATED WORKSTATION ASSIGNMENTS (I.E., TACTICAL DISPATCH ASSIGNMENTS, SUPPORT ASSIGNMENTS).

12

EVALUATE AND REDRESS ALL OPERATIONS POLICIES AND PROCEDURES IMPACTED BY THE MIGRATION TO A SINGLE SITE PSAP FROM MULTI PSAP SITES.

18

ASSESS STAFFING TRAINING NEEDS DUE TO THE INTRODUCTION OF NEW DISPATCH WORKSTATIONS.

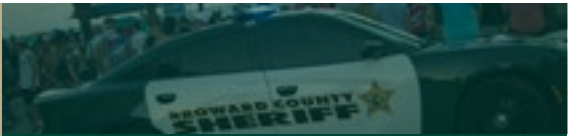
24

ASSESS STAFFING AND MANAGEMENT ALLOCATION PER SHIFT BASED UPON SINGLE-SITE PSAP LOCATION.

24







GOAL 2: A LEADERSHIP AND PROFESSIONAL DEVELOPMENT-DRIVEN ORGANIZATION

Effective leadership and professional development are instrumental in shaping BSO’s culture and performance. This goal focuses on nurturing capable leaders and fostering a culture of continuous growth and learning. Investing in leadership training programs, mentorship opportunities and career development initiatives helps build a resilient and adaptable workforce. BSO’s leadership team played a central role in this process, providing vision and direction while encouraging collaboration and input from all levels of the organization. Feedback from personnel was crucial in identifying leadership competencies and areas for professional growth.

INITIATIVE 1: Develop Inspirational and Motivational Leaders

**Objective 1: Create leadership development programs for each department:** All departmental development programs must include the below competencies, skills and qualities that the BSO expects from its leaders. Together they reflect the multifaceted nature of leadership and are designed to guide future agency leaders’ development. The below tasks represent development program tracks that require completion (of identified core curriculum) to move to the next phase and career path (rank).

**Priority Level:** 1  
**Responsible Party:** Office of Strategy and Innovation/Training  
**Cost:** TBD

TASK/TIMELINE (months)	
<b>PROGRAM 1 - LEAD SELF:</b> THIS PROGRAM IS THE INITIAL DEVELOPMENT PROGRAM OPEN TO ALL EMPLOYEES. THE CURRICULUM ALSO INCLUDES IMPORTANT TOPICS SUCH AS: SELF-AWARENESS (DISC ASSESSMENTS)/ACCOUNTABILITY/INTEGRITY/COURAGE/HEALTH AND WELL-BEING/PERSONAL CONDUCT/TECHNICAL PROFICIENCIES (INCLUDES SALARY INCENTIVE COURSES)/IMPORTANCE OF CONTINUAL LEARNING /AND IDENTIFYING MENTORS.	6
<b>PROGRAM 2 - LEAD OTHERS:</b> THIS PROGRAM IS OPEN TO ALL EMPLOYEES WHO HAVE COMPLETED THE LEADING SELF PROGRAM AND IS DESIGNED FOR THOSE PURSUING SUPERVISORY POSITIONS. THE CURRICULUM ALSO INCLUDES IMPORTANT TOPICS SUCH AS: EFFECTIVE COMMUNICATION/ TEAM BUILDING/DEVELOPING AND INFLUENCING OTHERS/ MENTORING OTHERS/DIVERSITY MANAGEMENT/EMPATHY/ INTERPERSONAL SKILLS/AND RESILIENCE.	6
<b>PROGRAM 3 - LEAD PERFORMANCE AND CHANGE:</b> THIS IS ONLY AVAILABLE TO THOSE WHO HAVE COMPLETED THE LEADING OTHERS PROGRAM AND IS DESIGNED FOR THOSE PURSUING MANAGEMENT-LEVEL POSITIONS. THE CURRICULUM ALSO INCLUDES IMPORTANT TOPICS SUCH AS: CONFLICT MANAGEMENT/DECISION MAKING/PROBLEM-SOLVING/VISION DEVELOPMENT AND IMPLEMENTATION/ PROCESS MANAGEMENT AND IMPROVEMENT/CREATIVITY AND INNOVATION/CHANGE MANAGEMENT/GETTING WORK DONE THROUGH MOTIVATING OTHERS.	12
<b>PROGRAM 4 - LEAD THE AGENCY:</b> THIS PROGRAM IS ONLY AVAILABLE TO THOSE WHO HAVE COMPLETED THE LEADING PERFORMANCE AND CHANGE PROGRAM AND IS DESIGNED FOR THOSE PURSUING EXECUTIVE-LEVEL POSITIONS. THE CURRICULUM ALSO INCLUDES IMPORTANT TOPICS SUCH AS: FINANCIAL MANAGEMENT/COLLABORATION/EXTERNAL AWARENESS/POLITICAL AWARENESS/TECHNICAL CREDIBILITY AND MANAGEMENT/HUMAN RESOURCE MANAGEMENT/ INFORMATION MANAGEMENT/DEVELOPING PARTNERSHIPS/ STEWARDSHIP/AND STRATEGIC THINKING.	16



**Objective 2: Reinforce the BSO vision statement:** “Excellence in service” through the below tasks.

**Priority Level:** 1

**Responsible Party:** Executive Command/Office of Strategy and Innovation/ITD

**Cost:** TBD

TASK/TIMELINE (months)	
<b>INSTITUTING A MENTORSHIP PROGRAM:</b> PARTNERING EMPLOYEES IN THE LEADING SELF-TRACK WITH MENTORS ON HIGHER TRACKS TO DEVELOP ALL INVOLVED.	6
<b>EXPANDING CONTINUING EDUCATION OPPORTUNITIES:</b> LEVERAGE PARTNERSHIPS AND COHORTS WITH LOCAL UNIVERSITIES TO MAKE ONGOING EDUCATION ACHIEVABLE FOR ALL EMPLOYEES. ACHIEVE THE SHERIFF’S GOAL OF BECOMING THE MOST EDUCATED PUBLIC SAFETY ORGANIZATION BY ADDING ALTERNATE HIGHER EDUCATION PROGRAMS FOR EMPLOYEES IN NON-PUBLIC SAFETY CAREERS (HR/ITD/RISK MANAGEMENT...).	6
<b>IMPLEMENTING MEANINGFUL PERFORMANCE MANAGEMENT:</b> IMPLEMENT A MEANINGFUL, ELECTRONIC, AGENCY-WIDE PERFORMANCE MANAGEMENT SYSTEM TO: (1) EFFICIENTLY DOCUMENT RECOGNITION AND DEFICIENCIES TO AID THE OVERALL EMPLOYEE PICTURE, (2) TRACK EMPLOYEE NOTES SO THEY FOLLOW THE EMPLOYEE AND ARE VIEWABLE BY OTHER COMMANDS PENDING POSSIBLE TRANSFER SELECTIONS, (3) PRE-LOAD DEVELOPMENT PROGRAMS (NEEDED AND COMPLETED) FOR EACH EMPLOYEE, (4) TIE INTO THE TRAINING SYSTEM TO REMOVE ENROLLMENT HURDLES FOR COURSES AND ENCOURAGE DEVELOPMENT, (5) PRE-LOAD REQUIREMENTS FOR SPECIALIZED UNITS AND PROMOTION TO AID EMPLOYEES AND SUPERVISORS IN REACHING CAREER GOALS MORE EFFICIENTLY, AND (6) EXPLORE PERFORMANCE MANAGEMENT SOFTWARE TO ALLOW FOR ANONYMOUS SUPERVISOR FEEDBACK/SURVEYS FROM SUBORDINATES.	12
<b>ESTABLISHING A CIVILIAN TRAINING DIRECTOR:</b> CREATE A CIVILIAN TRAINING DIRECTOR’S POSITION WITHIN THE TRAINING DIVISION TO REPRESENT ONGOING CIVILIAN DEVELOPMENT, CERTIFICATE MAINTENANCE, AND DEPARTMENTAL TRAINING NEEDS (EXAMPLE: CSA’S, ADMIN’S, ITD, HR, RECORDS).	16

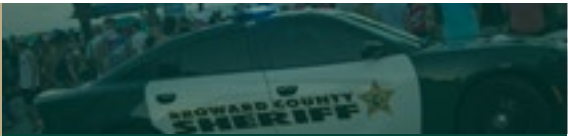
## INITIATIVE 2: Comprehensive Career Track Operations/Management

**Objective 1: Develop and implement comprehensive career operations track:** The agency recognizes not every employee desires a career in supervision or management. However, the only current way to increase earnings is to be promoted. A career operations track allows similar promotion within operational sections, without the requirement to supervise others. This ensures strong employees better suited for agency operations can remain in effective roles and still provide a comparable living to first-line supervisors.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/Training

**Cost:** TBD



GOAL 2: A LEADERSHIP AND PROFESSIONAL DEVELOPMENT-DRIVEN ORGANIZATION cont.

TASK/TIMELINE (months)	
DEVELOP OPERATIONAL CAREER TRACKS: THESE INCLUDE CAREER-LEVEL POSITIONS SUCH AS: CAREER DEPUTY/CAREER DETECTIVE/CAREER COMMUNICATIONS OPERATORS/SENIOR CIVILIAN POSITIONS. POLICY WILL CREATE BENCHMARKS REQUIRED TO ACHIEVE EACH.	6

INITIATIVE 3: Enhance Agency Culture and Understanding

**Objective 1: Develop an agencywide onboarding process to facilitate a seamless transition for new hires, enhance agency integration and increase employee engagement, pride and retention:** This is separate from employee orientation and should be completed within the first two years. Department-specific guidelines may vary but should incorporate the below objectives.

**Priority Level:** 1  
**Responsible Party:** Human Resources/EAP/Training  
**Cost:** TBD

TASK/TIMELINE (months)	
COMMUNICATE AGENCY EXPECTATIONS.	6
INTRODUCE AGENCY STRATEGIC PLAN AND DIRECTION.	6
INTRODUCE BEHAVIORAL HEALTH AND WELLNESS RESOURCES.	12
INTRODUCE PHYSICAL HEALTH AND WELLNESS RESOURCES.	12
INTRODUCE TECHNOLOGY RESOURCES.	16
ENHANCE CROSS-DEPARTMENTAL COMMUNICATIONS.	16
FACILITATE A POSITIVE AGENCY WORK CULTURE.	18
DEVELOP A FINANCIAL EDUCATION COMPONENT TO INTRODUCE EMPLOYEES TO BENEFITS OF AVAILABLE RESOURCES. (I.E., TRUSTS, WILLS, INVESTMENTS, TERM-LIFE INSURANCE, DEFERRED COMPENSATION, ETC.).	18
EXPLORE IDEA OF ONGOING EMPLOYEE SUPPORT, EVERY 5 YEARS OR SO WHICH INCLUDES BENEFITS CONSULTATIONS WITH: (1) FINANCIAL ADVISOR, (2) BEHAVIORAL HEALTH, (3) PHYSICAL HEALTH, AND (4) OTHER BENEFITS TO ENSURE ALL EMPLOYEES ARE ACHIEVING PERSONAL SUCCESS THROUGHOUT THEIR CAREERS. THEIR SUCCESS BECOMES BSO'S SUCCESS.	24





**Objective 2: Develop an agencywide off-boarding process:** This objective aims to facilitate a seamless exit for dedicated career employees. After a long career with the agency, employees may require education on the complex retirement options and may need help adjusting to life after BSO.

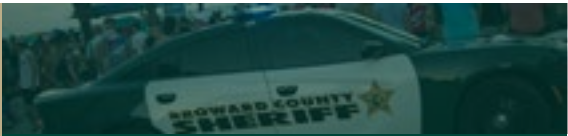
**Priority Level:** 1

**Responsible Party:** Executive Command/Office of Strategy and Innovation/ITD

**Cost:** TBD

TASK/TIMELINE (months)	
DEVELOP AN INTRODUCTION/EDUCATION IN RETIREMENT PROGRAMS AND FINANCIAL DECISIONS FOR THOSE APPROACHING RETIREMENT/DROP.	6
IMPLEMENT A SICK LEAVE REDUCTION PROGRAM FOR ELIGIBLE EMPLOYEES TO REDUCE EXCESSIVE SICK LEAVE ACCUMULATION (COST-NEUTRAL).	6
DEVELOP AN OVERALL WELLNESS STRATEGY (BEHAVIORAL AND PHYSICAL) FOR THOSE APPROACHING RETIREMENT AFTER A CAREER IN PUBLIC SAFETY.	12
AT THE TIME OF RETIREMENT, CREATE AN EXIT INTERVIEW PROCESS AND RETAIN DATA THAT LEADS TO LONG-TERM AGENCY SUSTAINABILITY (GOAL 1).	12
MANDATORY EXIT INTERVIEWS FOR SEPARATION AND TRANSFERS.	16





GOAL 3: AN EFFECTIVE, THRIVING, AND RESILIENT ORGANIZATION

This overarching goal encompasses all aspects of BSO’s operations, including its commitment to excellence, inclusivity, public safety and social justice. By continually striving for improvement, embracing change and fostering a culture of innovation and adaptability, BSO seeks to create an enduring legacy of service to the community. A comprehensive review of current practices and operations was conducted to identify areas for improvement and set ambitious targets for growth and success. BSO’s commitment to being an effective, thriving and resilient organization ensures its ability to navigate challenges and seize opportunities with resilience and effectiveness. By aligning its efforts with these strategic goals, BSO is poised to make a positive and lasting impact on the community it serves, advancing its vision of creating a safer, more inclusive and equitable society.

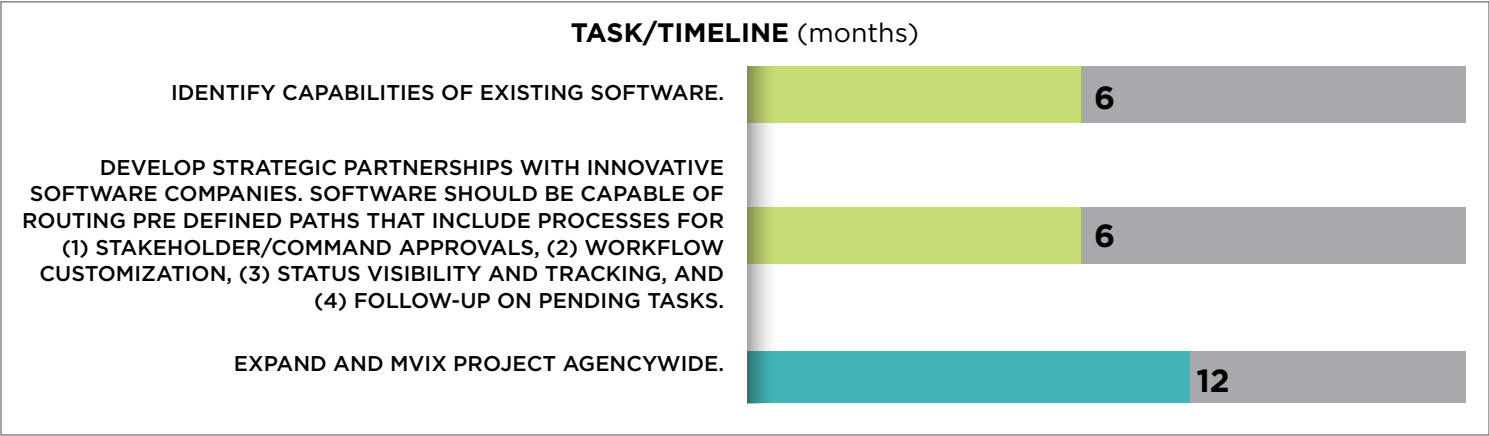
INITIATIVE 1: Improve Communication and Information Workflow

**Objective 1: Leverage technology and partnerships to improve communication flow and increase organizational knowledge, effectiveness and productivity:** Team members expressed that there are general flaws in communication flow, whether present communication strategies are vague, confusing or completely absent. The failure of communication to “trickle down” results in organizational ineffectiveness — with objectives delayed, completed hastily, lost or disregarded. This leads to a decline in productivity, effectiveness and overall morale.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/Executive Command/ITD

**Cost:** TBD



**Objective 2: Develop an interactive agency organizational chart:** Team members expressed frustration with identifying organizational resources and hierarchy. With access only to outdated charts, members are forced to resort to “calling around” to identify applicable commands — a process still hindered if the information is unknown by the contact. Preferably, this chart would list more than just names of departments; it would include brief descriptions of roles, keyword search capabilities and links to applicable web pages. It would also perform as the agency’s information feed into other systems.

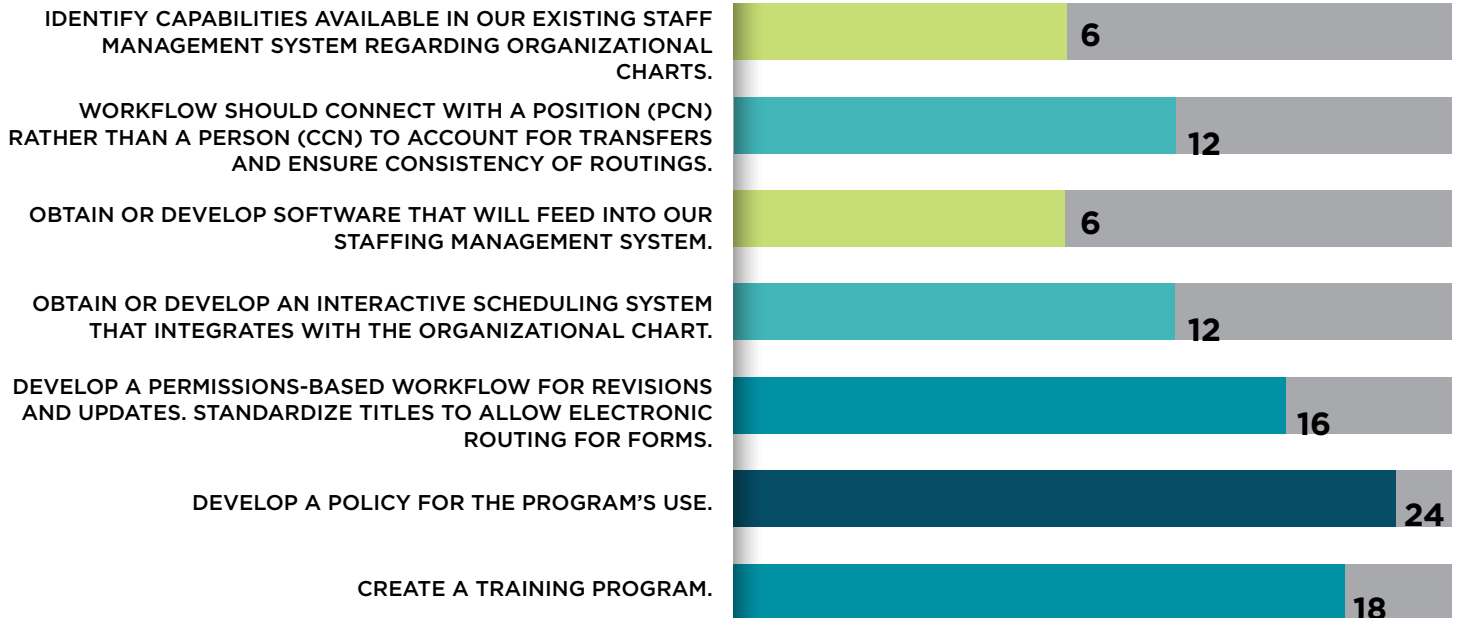
**Priority Level:** 1

**Responsible Party:** Executive Command/Office of Strategy and Innovation/ITD/Purchasing/DPA

**Cost:** TBD



## TASK/TIMELINE (months)



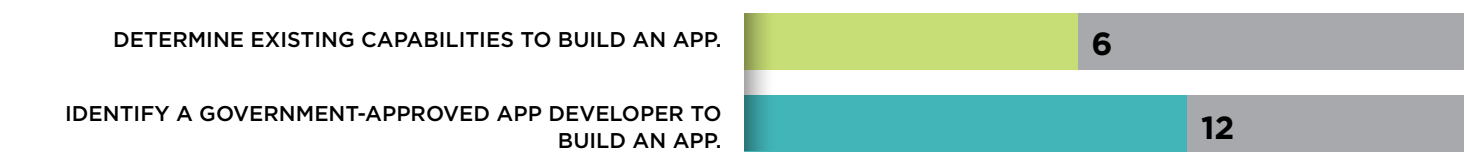
**Objective 3: Create a BSO app:** Team members expressed interest in a BSO app that would provide a convenient and central location for employee information and resources.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/ITD/Purchasing

**Cost:** TBD

## TASK/TIMELINE (months)



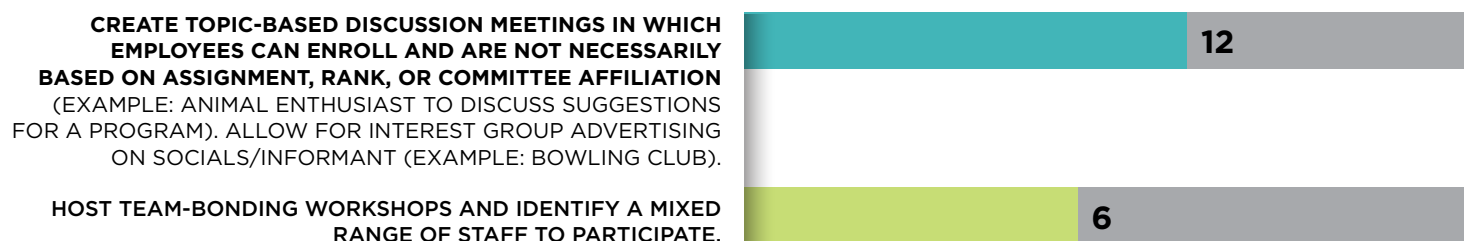
**Objective 4: Develop an interdepartmental networking initiative:** Members expressed interest in creating interdepartmental networking initiatives. Meetings and training classes tend to be topic-directed (e.g., crime intel meetings) or role-specific (e.g., leadership courses), limiting opportunities for interdepartmental contacts and networking. The agency should develop opportunities to encourage interdepartmental networking aimed at strengthening employee relationships and communication.

**Priority Level:** 1

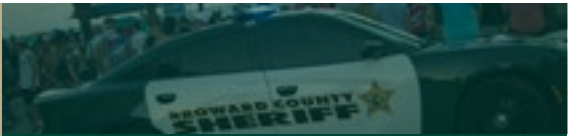
**Responsible Party:** Executive Command

**Cost:** TBD

## TASK/TIMELINE (months)







GOAL 3: AN EFFECTIVE, THRIVING, AND RESILIENT ORGANIZATION cont.

INITIATIVE 2: Invest in the Future

**Objective 1: Establish a public safety bond:** To secure critical agency growth, technology and equipment into the future.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/Executive Command/Budget

**Cost:** TBD

TASK/TIMELINE (months)	
CONDUCT AN INFRASTRUCTURE NEEDS ASSESSMENT.	12
PRESENT AGENCY NEEDS ASSESSMENT AND PLANS FOR USE TO THE COUNTY ADMINISTRATOR FOR CONSIDERATION.	6

GOAL 4: A COMMUNITY-ENGAGED ORGANIZATION

At the core of BSO’s mission is community engagement, which involves building solid and meaningful relationships with the community it serves. Transparency, communication and community involvement in decision-making processes are vital components of this goal. By actively seeking feedback through town halls, focus groups and surveys, BSO gained valuable insights into the community’s expectations and concerns. Inclusivity played a key role as BSO sought to include diverse voices, ensuring the goal reflected the needs and aspirations of all community members. This approach fosters trust, understanding and a collaborative partnership between the BSO and the community.

INITIATIVE 1: Develop a Department of Community Engagement

**Objective 1: Explore existing organizational structure; develop ways to reduce redundancies and increase efficiency:** As part of the BSO’s strategic plan, a paramount goal is the establishment of a robust Department of Community Engagement. This objective thoroughly examines the current organizational framework, identifying opportunities to streamline operations, eliminate duplications and enhance overall efficiency. By strategically assessing and redefining the department’s structure, the BSO seeks to optimize resource allocation, foster stronger relationships with the community and ensure that its community engagement efforts are impactful and sustainable.

**Priority level:** 1

**Responsible Party:** Office of the Sheriff (Executive Staff)

**Cost:** TBD

TASK/TIMELINE (months)	
FURTHER DEFINE ROLES AND RESPONSIBILITY BETWEEN REGIONAL AND DISTRICT LEVEL NST PERSONNEL.	2
DEVELOP THE MEASURE FOR EMPLOYEE EFFICIENCY (EXPANSION OF BSO-DELIVERED SERVICES).	6

**Objective 2: Effectively deliver the Sheriff’s message to the community:** Embedded within the BSO Strategic Plan is the pivotal objective of cultivating a proficient Department of Community Engagement. This aspiration centers on refining communication strategies to effectively convey the

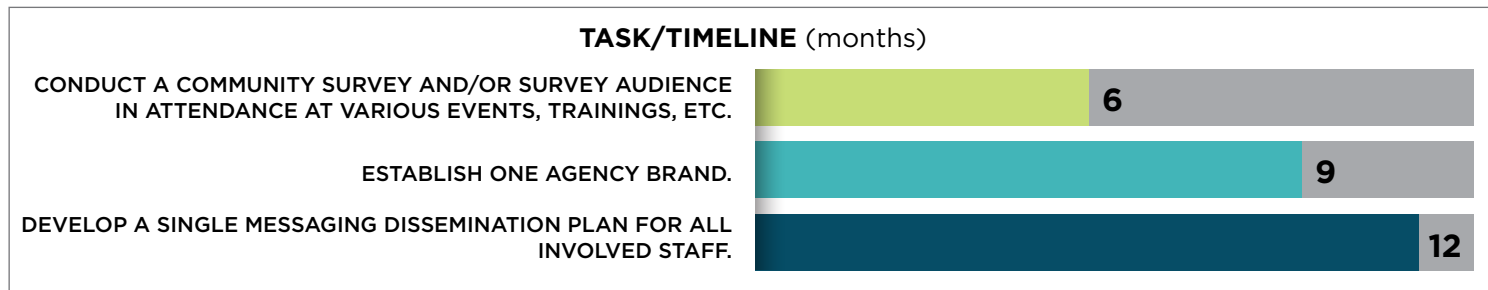


Sheriff's messages to the community. By leveraging innovative communication channels, tailored content and strategic partnerships, the BSO aims to create a cohesive approach that facilitates transparent and meaningful dialogue with the community. This goal underscores the agency's commitment to building trust, promoting understanding and fostering a safer environment through transparent and impactful communication initiatives.

**Priority Level:** 1

**Responsible Party:** Office of the Sheriff (Executive Staff)

**Cost:** TBD

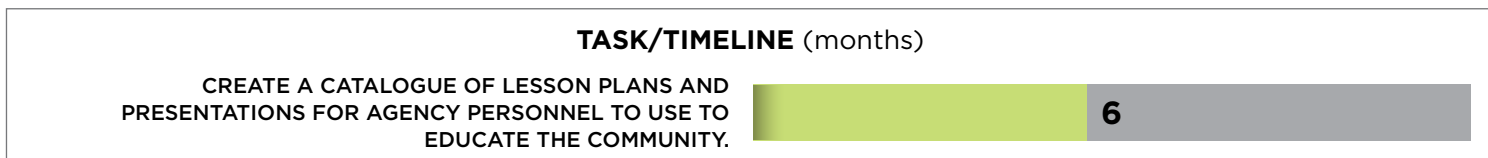


**Objective 3: Further develop agency programs and outreach opportunities:** This goal entails the meticulous development and enhancement of a diverse range of programs and initiatives tailored to address the evolving needs of the community. By forging collaborative partnerships, identifying unmet needs and harnessing innovative approaches, the BSO aims to enrich the lives of residents through a comprehensive array of outreach efforts, ultimately fostering a stronger, safer and more interconnected community fabric.

**Priority Level:** 1

**Responsible Party:** Office of the Sheriff (Executive Staff)

**Cost:** TBD

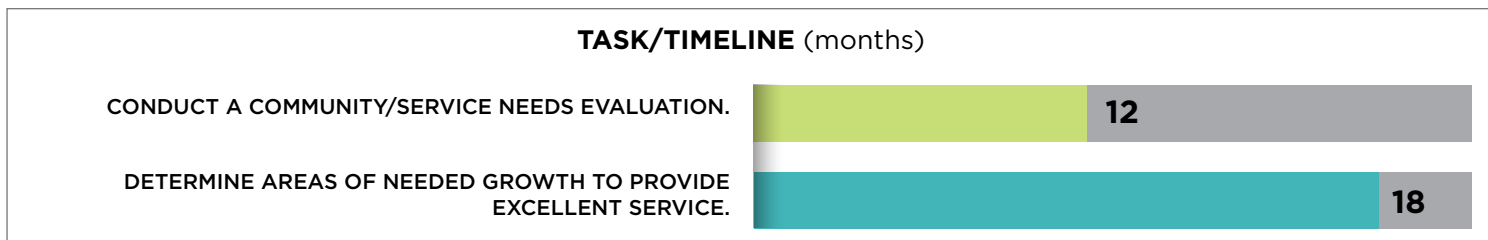


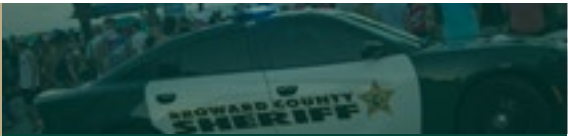
**Objective 4: Evaluate community partnerships:** This objective underscores the agency's commitment to assessing the effectiveness and alignment of existing collaborations while identifying opportunities to forge new and impactful relationships. Through comprehensive assessments, regular feedback loops and data-driven analyses, the BSO seeks to ensure that its community partnerships remain dynamic, mutually beneficial and instrumental in addressing the evolving needs of the community, thereby fostering a more resilient and harmonious social fabric.

**Priority Level:** 1

**Responsible Party:** Office of the Sheriff (Executive Staff)

**Cost:** TBD

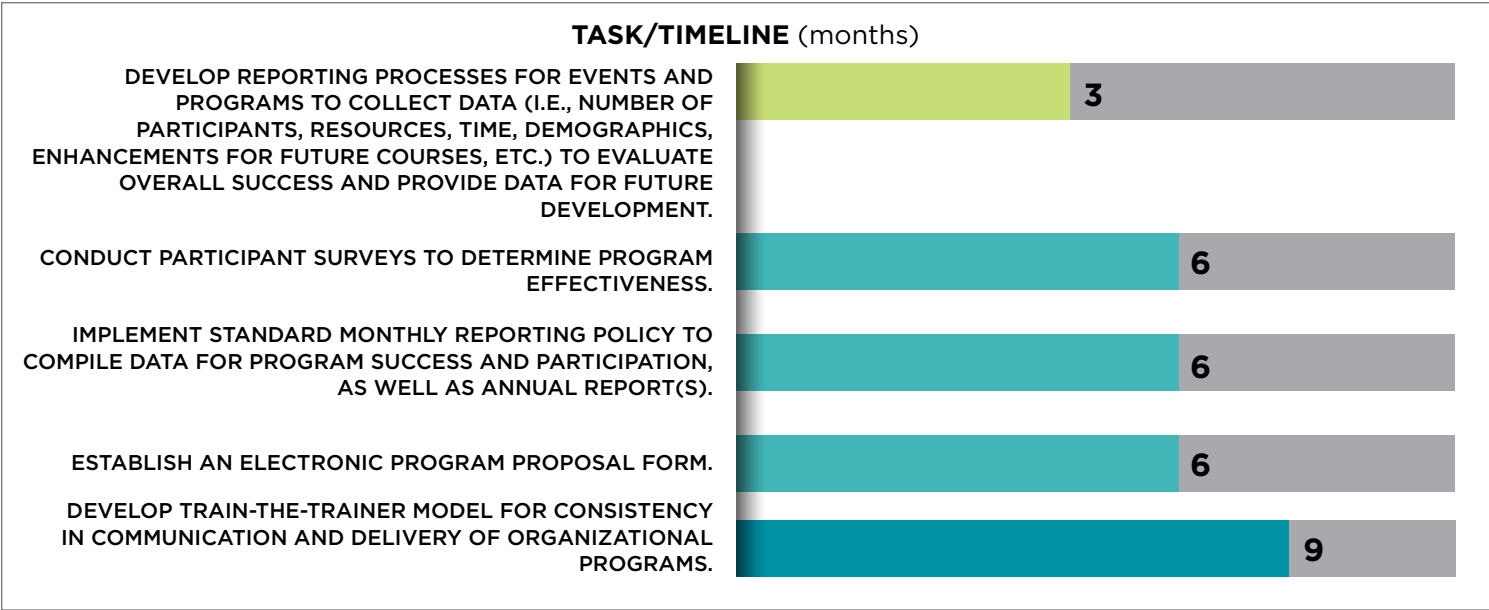




GOAL 4: A COMMUNITY-ENGAGED ORGANIZATION cont.

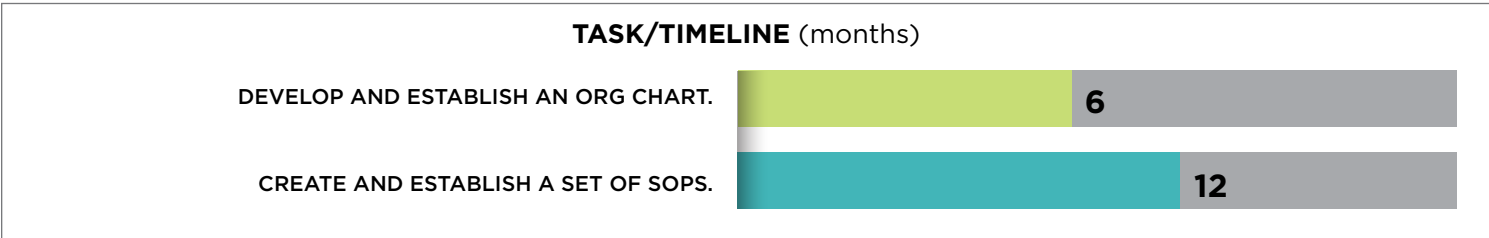
**Objective 5: Develop an evaluation process for all community engagement programs:** With a key emphasis on designing a robust evaluation process for all community engagement programs, this imperative underscores the agency’s commitment to accountability and effectiveness in its outreach efforts. By crafting a structured assessment framework, incorporating metrics that measure impact, community response and alignment with objectives, BSO seeks to ensure that each community engagement program undergoes rigorous evaluation, leading to informed decision-making, program refinement and sustained delivery of initiatives that genuinely resonate with and uplift the community it serves.

**Priority Level:** 1  
**Responsible Party:** Office of the Sheriff (Executive Staff)  
**Cost:** TBD



**Objective 6: Establish a rollout strategy to introduce the new department to the organization:** This objective reflects the agency’s commitment to seamless integration and informed adoption of this critical initiative. By crafting a well-defined implementation strategy, incorporating clear communication, targeted training and engagement of key stakeholders, the BSO seeks to ensure that the new department’s purpose, functions and benefits are effectively communicated throughout the organization, thereby fostering enthusiastic participation, alignment and collaborative synergy toward its overarching community engagement mission.

**Priority Level:** 1  
**Responsible Party:** Office of the Sheriff (Executive Staff)  
**Cost:** TBD







## INITIATIVE 2: Leverage Technology to Expand the Availability of Public Safety Information

### Objective 1: Expand the availability of public safety information by creating online educational programs and resources:

This aspiration underscores the agency's commitment to leveraging digital platforms for proactive engagement with the community. By developing comprehensive and user-friendly online educational initiatives, enriched with informative resources and instructional content, the BSO aims to empower residents with the knowledge and tools needed to enhance public safety awareness, response and preparedness. Through the strategic integration of technology, the agency seeks to foster a more informed and resilient community that actively collaborates in safeguarding its well-being.

**Priority Level:** 1

**Responsible Party:** Office of the Sheriff (Executive Staff)

**Cost:** TBD

#### TASK/TIMELINE (months)

BETTER UTILIZE OUR SOCIAL MEDIA PLATFORMS TO STREAM  
FREE, INFORMATIVE VIDEOS.

6

### Objective 2: Leverage technology to develop web-based workflow and communication processes:

This imperative underscores the agency's commitment to streamlining internal operations and enhancing external engagement. By adopting cutting-edge technological solutions, the BSO aims to optimize its workflow efficiency, promote seamless interdepartmental communication and facilitate rapid and accurate dissemination of critical public safety information to both internal personnel and the community at large. This innovative approach reinforces the agency's dedication to utilizing technology as a driving force in advancing public safety initiatives and cultivating more robust, more effective connections with its constituents.

**Priority Level:** 1

**Responsible Party:** Office of the Sheriff/ITD (Executive Staff)

**Cost:** TBD

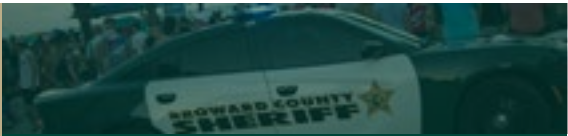
#### TASK/TIMELINE (months)

USE CALENDAR APPS TO HELP WITH SCHEDULING  
PRESENTATIONS AND APPOINTMENTS.

6

UPDATE EVENT DETAILS, PROVIDING REAL-TIME  
NOTIFICATIONS FOR ATTENDEES.

9



GOAL 5: A BEHAVIORAL AND PHYSICALLY HEALTHY ORGANIZATION

The well-being of both BSO personnel and the community is a top priority. This goal emphasizes the integration of mental and behavioral health services within the BSO to provide comprehensive support. By promoting mental health awareness, access to resources and a supportive work environment, BSO ensures the overall well-being of its personnel. This, in turn, enhances their ability to serve the community effectively. Collaborating with mental health professionals, experts and advocacy groups, BSO gained valuable insights into mental health challenges faced by public safety personnel and the community. Key stakeholders helped shape a goal focused on the holistic health and wellness of all involved.

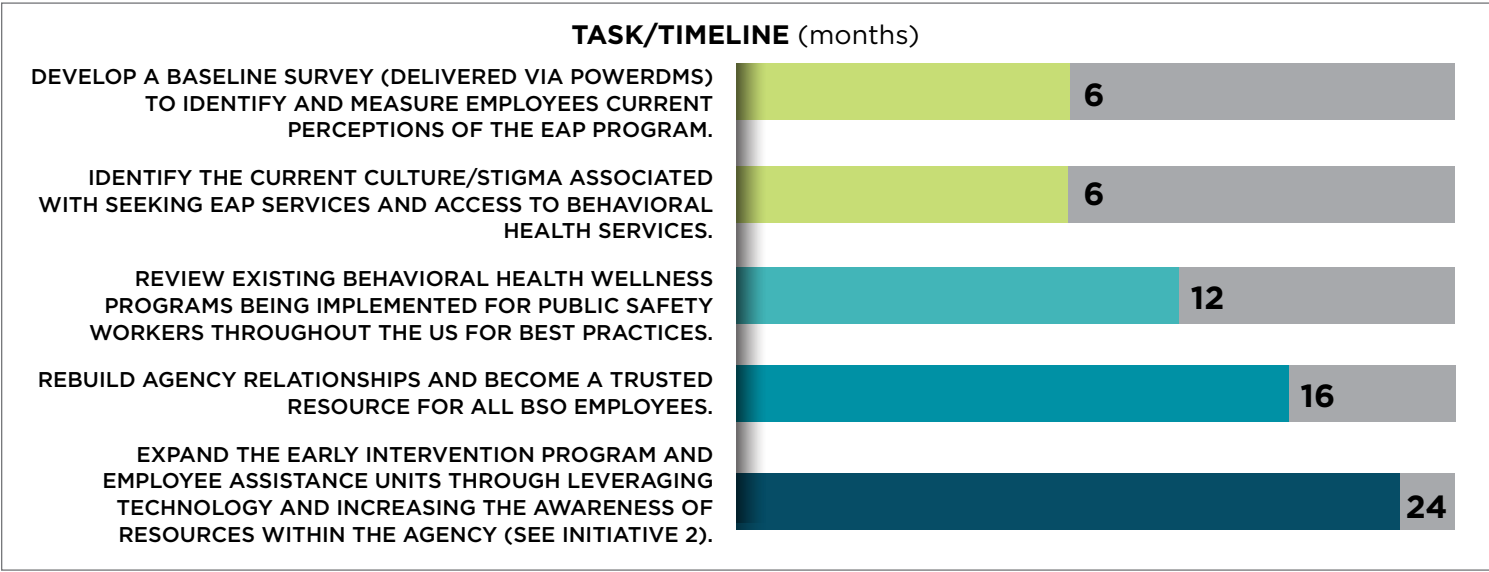
INITIATIVE 1: Promote, Encourage and Deliver an Employee Wellness Program

**Objective 1: Rebrand, promote and monitor behavioral health for employees:** Team members identified the need to rebrand the Employee Assistance Program (EAP) process at the BSO. The need for rebranding was based on stigma and loss of trust over time. Introducing new EAP leadership brings the opportunity to rebrand and rebuild that trust through innovative processes, personal relationships and positive outcomes over time.

**Priority Level:** 1

**Responsible Party:** EAP/Office of Strategy and Innovation/EIP

**Cost:** TBD



**Objective 2: Develop and integrate a mobile wellness app:** Team members suggested integrating a wellness component into the BSO app. EAP resources are not necessarily easy to ask for. Through a secure mobile app, it would be easier and more private for employees to locate help, talk to someone, schedule appointments and more. It is believed that these resources would then be utilized more frequently, and better behavioral and physical health would be achieved.

**Priority Level:** 1

**Responsible Party:** Executive Command/Office of Strategy and Innovation/ITD

**Cost:** TBD



## TASK/TIMELINE (months)



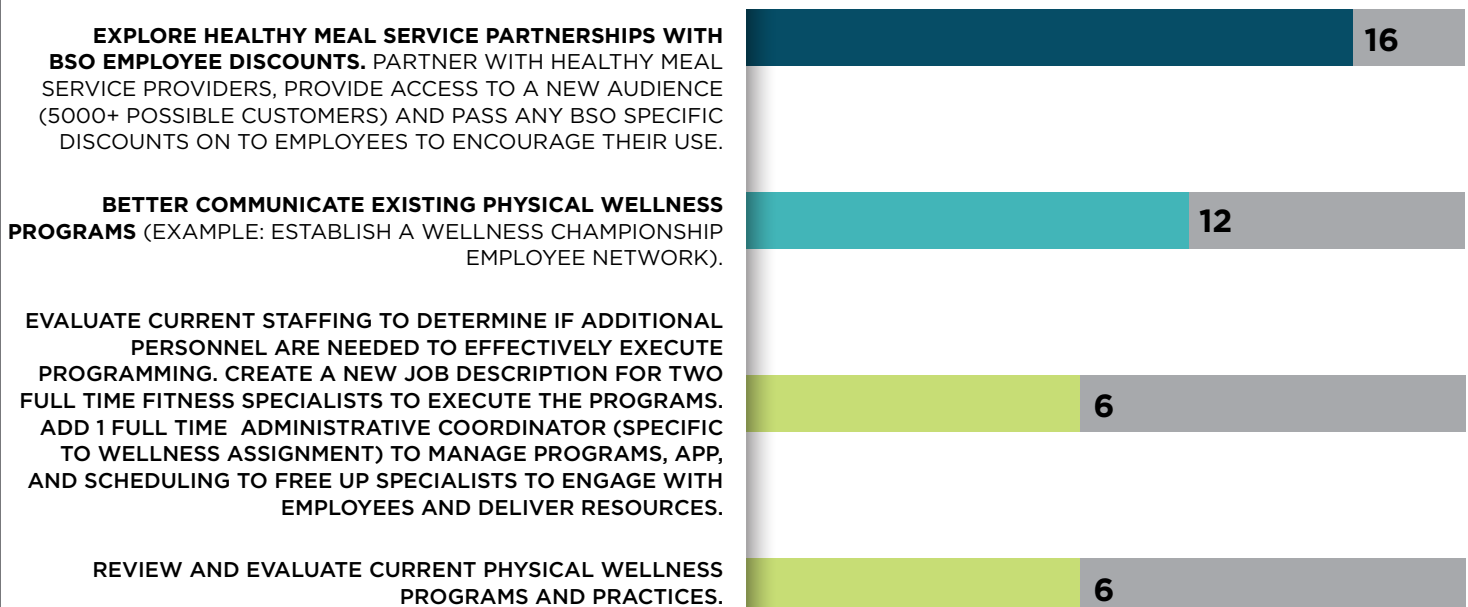
**Objective 3: Rebrand/Streamline physical health programs:** Team members suggested a rebrand of BSO physical wellness programs to complement the new facility opening soon. Streamlined access, communication and marketing of the new facility and its programs could lead to increased participation and overall agency wellness.

**Priority Level:** 1

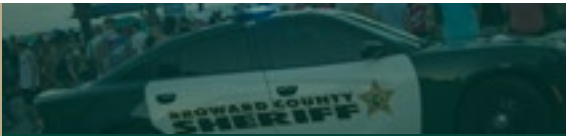
**Responsible Party:** Office of Strategy and Innovation/ITD/Legal

**Cost:** TBD

## TASK/TIMELINE (months)







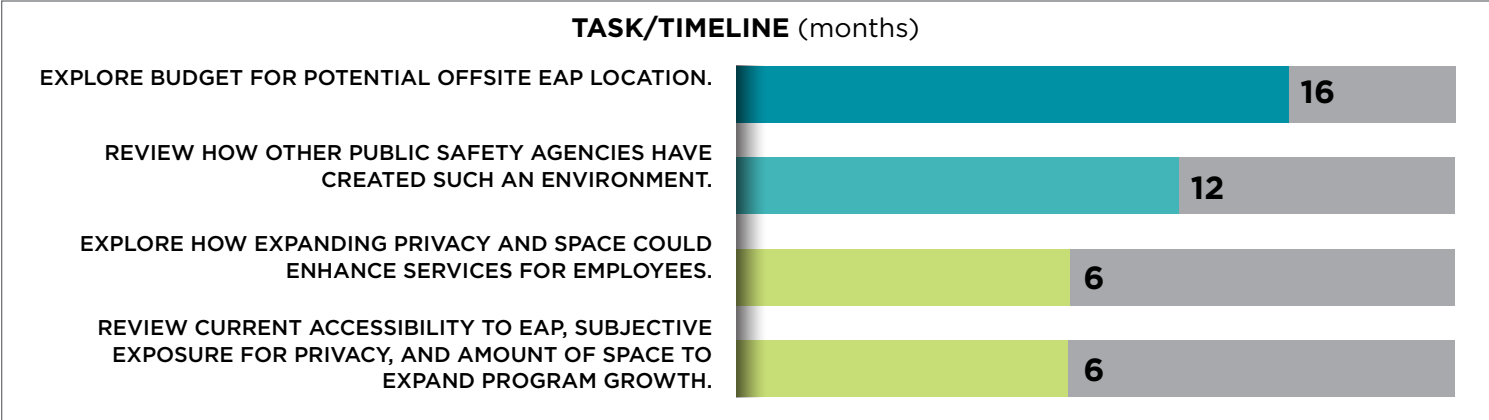
GOAL 5: A BEHAVIORAL AND PHYSICALLY HEALTHY ORGANIZATION cont.

**Objective 4: Create a safe and confidential environment:** This would allow employees to safely seek assistance with their potential behavioral health needs.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/ITD/ Legal

**Cost:** TBD



**Objective 5: Enhance health and wellness:** Promote initiatives through our current insurance provider.

**Priority Level:** 1

**Responsible Party:** Office of Strategy and Innovation/ITD/Legal

**Cost:** TBD



INITIATIVE 2: Enhance / Develop a Proactive Early Intervention Program

**Objective 1: Enhance the agency’s Early Intervention Program to benefit all employees:** Proactive early intervention programs are becoming more popular in public safety. Team members suggested BSO should leverage technology and improve system capabilities to search databases (CAD, RMS, IPro) for emotional and traumatic cases in which first responders are involved, then proactively reach out to them before they engage in undesired behaviors or worse, which the existing reactive system is designed to catch. Successful early intervention requires partnerships between EAP and agency employees; therefore, rebranding the division outlined in Initiative 1 is a critical part of this process.



**Priority Level:** 1

**Responsible Party:** ITD

**Cost:** TBD

#### TASK/TIMELINE (months)

REVIEW EXISTING EARLY INTERVENTION PROGRAMS BEING IMPLEMENTED FOR PUBLIC SAFETY WORKERS THROUGHOUT THE US (EXAMPLES: PHOENIX, OTTAWA, LOUISVILLE).

6

EXPLORE INTEGRATION BETWEEN ELECTRONIC ORG CHART, RMS, IAPRO, AND EIPRO (AS WELL AS OTHER EARLY INTERVENTION WARNING SYSTEMS) TO IDENTIFY FIRST RESPONDERS INVOLVED IN TRAUMATIC OR EMOTIONAL INCIDENTS WHICH WOULD TRIGGER EIP/EAP FOLLOW UP.

6

DEVELOP AN EIP UNIT (EXPAND PEER SUPPORT UNIT) TO FOCUS ON PROACTIVE INTERVENTION IN EMPLOYEE EMOTIONAL AND BEHAVIORAL ISSUES BEFORE THEY MANIFEST IN IMPROPER BEHAVIOR OR WORSE.

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**Objective 2: Ask the Question campaign:** This focuses on creating a video campaign that may depict wellness intervention, decrease stigma and allow all employees to take an active role in promoting wellness and early intervention.

**Priority Level:** 1

**Responsible Party:** ITD

**Cost:** TBD

#### TASK/TIMELINE (months)

DEVELOP CONTENT THAT HIGHLIGHTS A SHIFT IN BEHAVIORAL/EMOTIONAL DECLINE.

6

WRITE AND HIGHLIGHT THE IMPORTANCE FOR US ALL TO TAKE AN ACTIVE ROLE IN STIMULATING THE QUESTIONS TO ASK ABOUT WELLNESS.

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CONTINUALLY ENCOURAGE THE CULTURE THROUGH INTERNAL EMPLOYEE COMMUNICATION SYSTEMS.

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**Sheriff Gregory Tony**  
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Contact Us

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