

**Osceola County Corrections Department  
Strategic Plan  
2016-2021**



**OSCEOLA COUNTY  
CORRECTIONS DEPARTMENT**

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## A Message from

# Chief Johnson

In an effort to deliver the highest quality services to the Osceola County Community, the Osceola County Corrections Department is proud to present our 2016-2021 Strategic Plan. In keeping with our mission and vision, this document serves as a roadmap which outlines where we want to take our Department and how we are going to get there. It represents our commitment to excellence and our pledge to continuously seek ways to improve upon our operations.



The goals, objectives, and strategies described in the following pages were not developed haphazardly, but rather are the result of a comprehensive strategic planning process. A series of SWOT analyses were conducted to determine the Department's internal strengths and weaknesses, as well as opportunities and threats that exist in its external environment. In doing this, we were able to decide where best to focus our attention in order to achieve our mission and vision. From there, a Strategic Planning Committee was formed, consisting of a cross section of both certified and civilian staff members from throughout the Department for a more complete range of perspective and knowledge. The Committee worked diligently to create a strategic plan that was responsive to the SWOT analyses findings and forward thinking in its design.

The Strategic Plan was not developed simply to gather dust on a shelf, never to be implemented. The strategies will be put into action and the outcomes will be measured. We will conduct an annual review to evaluate progress and make adjustments as necessary. To this end, we accept that strategic planning is never truly complete, but is instead a continuous process that is receptive to change.



Sherry Johnson, Chief  
Osceola County  
Corrections Department

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## Mission Statement

To provide a safe, secure, and humane environment for the public, staff, and those requiring detention or supervision in Osceola County.

## Vision Statement

Committed to promoting the core values of service and integrity through effective leadership, comprehensive training and accountability, expanding services through use of technology, innovation and education while striving to maintain the public trust.

## Value Statement

To promote a healthy work environment free from harassment, bullying, discrimination, favoritism and retaliation.



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This notice is posted on all  
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Public Access to Information  
Act. For more information, see  
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Information Act, Chapter 119,  
Florida Statutes.

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## **Goal 1: Continue to develop a professional work environment in which staff feel valued, appreciated, and engaged.**

*Objective 1.1: Improve upon staff engagement through increased recognition of exemplary conduct and performance.*

**Strategy 1:** Continue with Quarterly Awards and Recognition Ceremonies to recognize promotions and performance.

**Strategy 2:** Continue utilizing the County's "You've Been Caught Doing Good" employee recognition program.

*Objective 1.2: Encourage camaraderie and team building among staff.*

**Strategy 1:** Promote staff participation in the annual Multicultural event, Correctional Professionals' Week activities, and Probation and Pretrial Release Professionals' Week activities.

**Strategy 2:** Institute staff competitions coordinated and conducted by the Training Section.

**Strategy 3:** Encourage supervisors and managers to mentor and coach staff interested in promotional opportunities.

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## **Goal 2: Identify and apply methods to improve upon both internal and external communication.**

*Objective 2.1: Enhance internal communication by better encouraging the free flow of information within the Department.*

**Strategy 1:** Implement a quarterly meeting for line staff to meet with the Chief of Corrections and the Executive Team.

**Strategy 2:** Expand upon the dissemination of gang intelligence by incorporating such information into briefings.

*Objective 2.2: Enhance external communication by improving upon relationships with other agencies.*

**Strategy 1:** Maintain quarterly multi-agency meetings.



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**Goal 3: Continue to promote a professional work environment that attracts and retains diverse, qualified, and skilled members, while also fostering the professional development of current staff.**

*Objective 3.1: Recruit high-quality candidates through demonstrating that the Osceola County Corrections Department is an employer of choice.*

**Strategy 1:** Encourage staff to collaborate with Human Resources Representatives and attend job fairs and community outreach for recruitment efforts.

*Objective 3.2: Establish an effective employee turnover and retention plan.*

**Strategy 1:** Conduct exit interviews to identify possible trends or root causes of employee turnover.

**Strategy 2:** Continue to provide staff and supervisors with effective training opportunities.

*Objective 3.3: Encourage employees' career growth and advancement through training opportunities.*

**Strategy 1:** Continue to advocate the completion of college education, professional certifications, and other leadership programs.

**Strategy 2:** Continue to provide departmental cross-training, when possible.

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## **Goal 4: Continue to proactively address funding challenges.**

*Objective 4.1: Engage in a policy of fiscal responsibility throughout the agency by implementing cost-savings ideas and examining work processes to determine new ways to improve efficiency and effectiveness.*

**Strategy 1:** Ensure quality services through contracts, positive partnerships, and holding contractors accountable.

**Strategy 2:** Identify possible long-term capital planning needs while ensuring that facilities and equipment meet the needs of the agency and the community.

**Strategy 3:** Continue to identify grant opportunities and alternative funding sources.



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## **Goal 5: Improve upon the Department's technological infrastructure and equipment needs.**

*Objective 5.1: Pursue technology and innovation that will enhance overall facility operations.*

**Strategy 1:** Encourage staff to implement a technology review committee to analyze and evaluate new and emerging technology and trends.

**Strategy 2:** Implement an agency-wide secure wireless network.

**Strategy 3:** Enhance the Department's website to ensure that it is more informative and user friendly.

**Strategy 4:** Finalize the new jail management system and keep members informed and trained.

**Strategy 5:** As needed, ensure that plans for any new facility construction or major facility renovation includes planning for IT infrastructure needs and additional IT support staff, as appropriate for the IT needs of the facility.

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## **Goal 6: Ensure the safety and security of staff, inmates, and the Osceola County community.**

*Objective 6.1: Create and promote a secure and safe environment for staff and inmates that fosters reintegration into society and reduces recidivism.*

**Strategy 1:** Hold biannual inmate resource fairs aimed at providing inmates with information to facilitate successful reentry into the community.

**Strategy 2:** Continue to offer a wide range of inmate educational and vocational programs to increase educational levels and job readiness upon release.

**Strategy 3:** Work with community partners to create a reentry center which offers training, referrals, and employment services to former inmates.

**Strategy 4:** Continue to identify mental health inmates and provide necessary resources upon release

**Strategy 5:** Ensure the security of the physical facility is maintained to currently acceptable standards.



## Acknowledgements

The Osceola County Corrections Department would like to recognize those staff members who participated in the strategic planning process. A special thanks to those who volunteered to serve on the Strategic Planning Committee and dedicated their time and energy to making this Strategic Plan a reality.

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