

# FLORIDA SHERIFFS ASSOCIATION



**2026-2029**  
**STRATEGIC PLAN**



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# EXECUTIVE SUMMARY

The Florida Sheriffs Association (FSA) provides crucial support to the 67 sheriffs of Florida through a comprehensive range of organizational functions, including events and marketing; governmental affairs; integrated communications; law enforcement, jail, and youth program coordination; training programs; accounting and finance; cooperative purchasing program; human resources and staff development; and membership and donor relations. Working collaboratively, these functions advance the Association's mission and strengthen the effectiveness of sheriffs statewide.

To reaffirm its commitment to forward progress, FSA continues its best practice of developing a well-informed strategic plan. This effort was guided by a comprehensive environmental assessment that included stakeholder feedback workshops, a review of the 2022-2025 Strategic Plan, and an examination of current operations and performance data.

Stakeholder input informed a refreshed mission statement and core values:

|                           |                                                                                                          |
|---------------------------|----------------------------------------------------------------------------------------------------------|
| <b>MISSION STATEMENT:</b> | The mission of the Florida Sheriffs Association is to foster the effectiveness of the Office of Sheriff. |
| <b>CORE VALUES:</b>       | Integrity<br>Collaboration<br>Accountability                                                             |

Three strategic priorities emerged from the assessment and analysis: **supporting the collective leadership of Florida's sheriffs**, **promoting safe communities**, and **ensuring responsible stewardship**. In support of these priorities, the following goals were established:



## GOAL 1:

To advocate for, support, and amplify the collective leadership and recognition of Florida's sheriffs as trusted subject matter experts.



## GOAL 2:

To promote the safety of Florida communities by supporting the success and effectiveness of individual sheriff's offices.



## GOAL 3:

To ensure responsible stewardship of people, funding, and internal processes that support the effectiveness of the Florida Sheriffs Association.

**The 2026-2029 Strategic Plan is detailed herein and provides a clear roadmap for advancing the mission and priorities of the Florida Sheriffs Association.**

# FLORIDA SHERIFFS ASSOCIATION OVERVIEW

The Florida Sheriffs Association (FSA) is powered by a team of accomplished professionals whose expertise and experience are essential to advancing the mission of the Association. Under the leadership of the executive director, this team brings specialized knowledge, institutional insight, and a commitment to excellence to every aspect of the Association's work. These qualities enable the Association to anticipate challenges, deliver practical solutions, and serve as a trusted partner to Florida's sheriffs.

Through coordinated efforts across a comprehensive range of organizational functions, the Association provides crucial support to Florida's 67 sheriffs. These functions include events and marketing; governmental affairs; integrated communications; law enforcement, jail, and youth program coordination; training programs; accounting and finance; cooperative purchasing program; human resources and staff development; and membership and donor relations. Working collaboratively, these functions advance the Association's mission and strengthen the effectiveness of sheriffs statewide.

This overview establishes the foundation for the Strategic Plan project roadmap that follows, detailing the methods used to assess conditions, gather input, and shape the Association's strategic direction.



# STRATEGIC PLAN PROJECT ROADMAP

The 2026-2029 Strategic Plan was formulated through a comprehensive environmental assessment involving multiple stakeholder groups and subsequent analysis and research. This structured and inclusive approach was designed to ensure the Strategic Plan reflects both the current operating environment and the long-term needs of Florida's sheriffs.



## ENVIRONMENTAL ASSESSMENT

**Stakeholder Workshops:** A total of nine (9) stakeholder workshops were held to gather feedback and input from key stakeholders, including sheriffs and FSA staff. Discussion consisted of a relevancy appraisal of the Association's mission, core values, and vision; a SWOT (Strengths, Weaknesses, Opportunities, Threats) Assessment application; and general feedback. Association employees also participated in prioritization activities.

**Key Performance Indicators:** Key performance indicators were reviewed, including the status of goals, objectives, and strategies of the Association's 2022-25 Strategic Plan; board updates from Membership and Donor Relations, events and conferences, and the Cooperative Purchasing Program directors; the satisfaction level of the sheriffs with the Association; and the efficacy of day-to-day operations through observation and individual meetings with the internal leadership team.



## ANALYSIS AND RESEARCH FINDINGS

Qualitative research methods were utilized to analyze the data collected during the environmental assessment. Diagnostics revealed the following:

- **National Recognition:** FSA is recognized as one of the leading law enforcement organizations in the nation.
- **Alignment:** Strong alignment between sheriffs, Association leadership, and the internal team is apparent. Such alignment is a key indicator of synergy and clarity within the Association.
- **Productivity:** Data reflects active, productive, and effective operations and outcomes.
- **Sheriffs' Satisfaction:** Sheriffs are very satisfied with the Association operations, leadership, and staff.
- **Culture Indicators:** Employees describe a workplace where they are empowered, supported, and have the tools they need to do their jobs.
- **What is working well:** Stakeholders consistently identified the following strengths as central to the Associations effectiveness: internal leadership; responsiveness to sheriffs; sheriffs' accessibility to the internal team; mission clarity and focus; collaboration among sheriffs; professional and well-planned events, conferences, and training; legislative advocacy; FSA's brand and national reputation/recognition; internal teamwork; empowered employees; transparency; clear communication to sheriffs; and tools and resource availability for staff.
- **What sheriffs need:** preservation of the Office of Sheriff and legislative advocacy to support safe communities; knowledge of industry best practices (policies and processes); continued concise communication; conferences and networking opportunities; intelligence sharing; legal and professional guidance; training for their agencies (cryptocurrency, technology, artificial intelligence, etc.); and assistance with challenging recruiting and retention solutions.
- **What the internal team needs:** succession planning efforts (for loss of institutional knowledge and off-boarding); continued cohesive efforts across organizational units; knowledge management and clarity; and refined new employee on-boarding and preparation.
- **Strategic Priorities:** Three strategic priorities emerged from the assessment and analysis: **supporting the collective leadership of Florida's sheriffs, promoting safe communities, and ensuring responsible stewardship.**

## PLAN FORMULATION

To provide focus on the identified strategic priorities, three goals—with 12 supporting objectives—were formulated. Each goal focuses on one of the three identified priorities.



### GOAL 1:

To advocate for, support, and amplify the collective leadership and recognition of Florida's sheriffs as trusted subject matter experts.

#### Objectives:

1. Be a leading and influential voice in legislative processes.
2. Optimize opportunities for sheriffs to network and collaborate.
3. Encourage and broaden active engagement of sheriffs in Association committees, programs, and offerings.
4. Explore, develop, and maintain external collaborative relationships that support and advance mutual priorities.
5. Amplify the voice of Florida's sheriffs by promoting public awareness of the Constitutional Office and the law enforcement profession.



## GOAL 2:

To promote the safety of Florida communities by supporting the success and effectiveness of individual sheriff's offices.

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### Objectives:

1. Facilitate the application of best practices in processes and policies of individual sheriff's offices.
2. Advance the professional development and expertise of sheriff's office employees by delivering relevant and innovative training and education.
3. Deliver expertise and facilitate access to resources sheriffs' offices need to remain mission-ready and high-performing.
4. Offer and promote initiatives that advance the well-being and positive development of Florida's youth and strengthen their relationship with law enforcement.



## GOAL 3:

To ensure responsible stewardship of people, funding, and internal processes that support the effectiveness of the Florida Sheriffs Association.

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### Objectives:

1. Support and advance the personal and professional development and ongoing effectiveness of FSA employees.
2. Advance the growth and diversification of FSA's donor base, membership offerings, and revenue-generating programs to support long-term organizational strength.
3. Strengthen internal systems and processes to support enhanced organizational clarity, efficiency, and performance.



# PRIORITY ONE:

## SUPPORTING THE COLLECTIVE LEADERSHIP OF FLORIDA'S SHERIFFS

Supporting the collective leadership of Florida's sheriffs is central to the mission of the Florida Sheriffs Association. As constitutional officers entrusted with public safety, sheriffs play a critical role in shaping policy, informing public understanding, and leading their agencies and communities. This priority reflects the Association's commitment to ensuring sheriffs are equipped, connected, and positioned to lead with credibility and influence.

The Association advances this priority through coordinated efforts across governmental affairs, events and conferences, membership engagement, and external partnerships. Legislative advocacy ensures sheriffs' perspectives are represented effectively at the state and national levels, while conferences and convenings provide structured opportunities for collaboration, networking, and shared leadership. Strong integrated communication efforts connect audiences, strengthen engagement, and help amplify the voice of sheriffs.

Together, these efforts foster unity, collaboration, and influence—enabling sheriffs to speak with a collective voice and lead effectively on issues impacting public safety and the Office of Sheriff.



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### ORGANIZATIONAL FUNCTIONS PRIMARILY SUPPORTING PRIORITY ONE

Events & Marketing  
Governmental Affairs  
Integrated Communications

# EVENTS AND MARKETING

## AT A GLANCE

The Events and Marketing function supports the collective leadership of Florida's sheriffs by designing and delivering conferences, meetings, and engagement opportunities that foster collaboration, networking, and shared learning. These gatherings are intentionally structured to strengthen professional relationships, encourage peer-to-peer engagement, and elevate dialogue on issues of importance to sheriffs and their offices. Through integrated marketing and brand management, this function reinforces the identity and professionalism of the Association, enhancing engagement, visibility, and connection statewide.

## OVERVIEW

The Events and Marketing department is a tightly coordinated team operating as a control center that guides each event from concept to execution while also shaping the marketing of programs and strengthening the Association's brand identity. The gatherings coordinated by this team are intentionally designed to create space for collaboration, peer-to-peer engagement, and shared leadership among sheriffs, their personnel, and their professional partners.

Event planning begins years in advance with venue sourcing, balancing space, lodging, and seasonal cost efficiencies. Northern Florida locations are favored in winter, southern sites in summer. After narrowing options, site visits lead to final approval and contracting. Contract negotiations are meticulous, covering pricing, clauses, and other critical terms. With the contract signed, budgeting maps every expense and revenue stream to ensure financial clarity well before execution. When applicable, planning begins with the host sheriff. The internal team carries the bulk of responsibility, minimizing demands on the host sheriff

and enabling optional engagement.

Logistics and promotion merge into a complex workflow covering every visible and invisible detail: attendee management, vendor coordination, training setups, youth and spouse programming, meals, transportation, branding, etc. Every visual element—from name badges, signage and wall graphics to programs and branded napkins—is intentionally designed. If an attendee sees it, experiences it, or interacts with it, this team has shaped it.

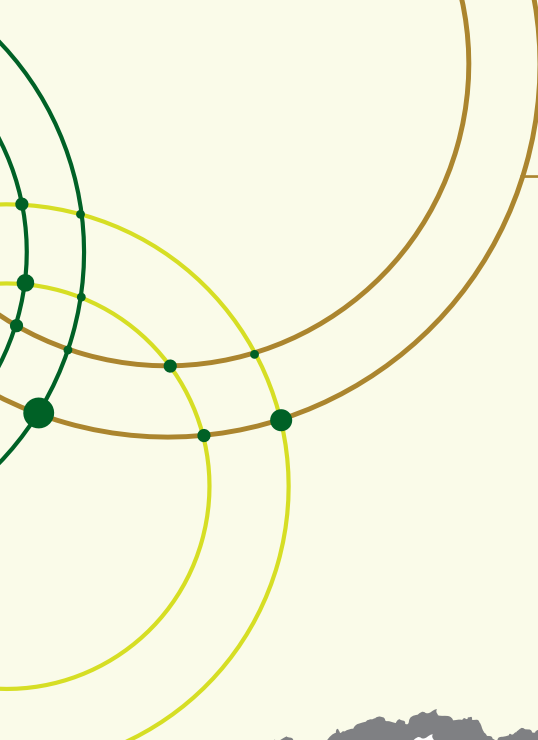
Registration and hotel reservations open 60–90 days before the event. Attendance targets vary, but vendor demand remains consistently high, often selling out within minutes, creating waitlists. Internally, execution relies on precision tools: staff timelines, specification matrices, and detailed scenarios for audiovisual cues, speeches, and transitions. The goal is execution where years of planning culminate in an event that feels seamless to attendees. Afterward, billing, reconciliation, reporting, and wrap-up conclude the process in about a month.

Parallel to event execution is an internally managed marketing function. Responsibilities include developing

collateral and assets, managing print and digital advertising, and promoting programs supporting the Office of Sheriff statewide. Vendor engagement is strategic, offering year-long advertising or tailored opportunities through a comprehensive media kit. There is strong support for Florida's sheriffs and the law enforcement community, with many individuals eager to show their backing.

That support is brought to life through thoughtful brand management in the Florida Sheriffs Association Store. Now fully managed in-house, the team oversees everything from product design to inventory management, while overseeing the overall customer experience.

Together, events and marketing form an integrated system where long-term strategy, meticulous planning, and thoughtful branding converge to deliver impactful, memorable experiences for attendees and the broader community.



# GOVERNMENTAL AFFAIRS

## AT A GLANCE

The Governmental Affairs function advances the collective leadership of Florida's sheriffs by ensuring their priorities and perspectives are effectively represented in legislative and policy discussions. Through proactive engagement at the state and federal levels, this function supports sheriffs as leading and influential voices on public safety and the preservation of the Office of Sheriff. Policy assistance, accreditation support, and guidance on best practices further support the success and effectiveness of individual sheriff's offices.

## OVERVIEW

The Governmental Affairs function plays a central role in supporting the collective leadership and influence of Florida's Sheriffs as trusted subject matter experts in public safety. Through proactive and strategic engagement at both the state and federal levels, this team works to ensure that the perspectives, priorities, and constitutional responsibilities of sheriffs are clearly represented in legislative and policy discussions.

Governmental Affairs provides comprehensive legislative advocacy, monitoring, and analysis, keeping Sheriffs informed of proposed legislation, policy developments, and emerging issues that may impact their offices or the communities they serve. This includes direct engagement with the Florida Legislature, the Governor's Office, state agencies, and congressional partners, as well as collaboration with allied associations and stakeholders to advance shared public safety priorities. Through these efforts, the Association supports sheriffs in maintaining a strong, informed, and collective voice in the policymaking process.

Each year, the Association hosts a legislative summit to establish its policy agenda for the upcoming legislative session. During this process, sheriffs submit proposed initiatives, and members deliberate and vote to adopt the Association's legislative priorities. Throughout the session, the Association provides regular updates to sheriffs and their designated staff through weekly calls, ensuring they remain informed and engaged. The FSA president appoints Legislative Committee members, who meet regularly before and throughout session to review, discuss, and respond to bills and amendments introduced by legislators, member sheriffs, state agencies, and public safety partners.

Following the conclusion of each legislative session, the Governmental Affairs team leads comprehensive post-session updates to ensure full understanding and effective implementation of new laws. This includes publishing a detailed end-of-session legislative report outlining all legislation impacting sheriffs and public safety, hosting a webinar to brief sheriffs on key policy changes, and providing targeted updates and guidance to

sheriff's general counsels.

In addition to advocacy, Governmental Affairs provides direct support to individual sheriff's offices through policy assistance, accreditation support, and guidance on the application of best practices. By translating legislative and policy developments into practical guidance, the team helps sheriffs evaluate implications, adapt operations as needed, and maintain compliance with applicable standards while remaining mission-focused and effective.

The Governmental Affairs team also facilitates coordination and collaboration among sheriffs, helping to amplify collective leadership while preserving the integrity and independence of each office. By supporting sheriffs in legislative testimony, policy development, and external engagement, the Association reinforces the role of sheriffs as leading and influential voices in shaping public safety policy at every level of government.

# INTEGRATED COMMUNICATIONS

## AT A GLANCE

Integrated Communications supports the collective leadership of Florida's sheriffs by strengthening engagement, visibility, and connection with internal and external audiences. Through clear, consistent messaging and strategic storytelling, this function amplifies the Association's work and positions sheriffs as trusted public safety leaders while reinforcing transparency and public trust.

## OVERVIEW

The Communications Division focuses on strengthening engagement and connection across all audiences served by the Florida Sheriffs Association. This includes maintaining consistent, two-way communication with sheriffs, their personnel, members, donors, and partners in all 67 counties. The aim is not only to share information, but to create opportunities for interaction, feedback, and ongoing connection that supports the Association's mission.

A key priority is ensuring that the value and impact of FSA programs, services, and initiatives are clearly understood. Through targeted messaging and strategic storytelling, the division works to highlight outcomes, demonstrate relevance, and connect these efforts to the communities they serve. This approach ensures that audiences understand both the purpose and impact of the Association's work.

The Communications Division works to ensure that all divisions, programs, and initiatives communicate with consistency, clarity, and a shared purpose. This coordinated approach strengthens the overall message of the Association and supports alignment across organizational functions.

The division continues to expand its use of digital and multimedia platforms

to better reach and engage audiences. Podcasts, video, photography, and other digital tools are used to increase accessibility, enhance storytelling, and provide multiple entry points for audiences to connect with FSA content.

The division supports public relations and strategic communications efforts

that position the Association and sheriffs as trusted leaders in public safety. Through proactive communication and media engagement, the division ensures accurate representation of the work being done and reinforces public understanding and trust.



# PRIORITY TWO:

## PROMOTING SAFE COMMUNITIES

Promoting safe communities remains a foundational responsibility of sheriffs and a defining focus of the Association’s work. This priority emphasizes operational readiness, professional excellence, and innovation—supporting local sheriff’s offices in their response to evolving challenges and emerging threats.

The Association supports this priority through its coordination of law enforcement, jail, and youth programs, as well as many specialized training opportunities and accreditation assistance. These functions deliver practical tools, best practices, and shared resources that enhance the effectiveness of individual sheriff’s offices. Training and professional development opportunities strengthen workforce capabilities, while resource coordination enables agencies to remain mission-ready.

By aligning expertise, resources, and knowledge-sharing, the Association supports sheriffs in protecting their communities and advancing public safety outcomes statewide.



### GOAL 2:

To promote the safety of Florida communities by supporting the success and effectiveness of individual sheriff’s offices.

#### Objectives:

1. Facilitate the application of best practices in processes and policies of individual sheriff’s offices.
2. Advance the professional development and expertise of sheriff’s office employees by delivering relevant and innovative training and education.
3. Deliver expertise and facilitate access to resources sheriffs’ offices need to remain mission-ready and high-performing.
4. Offer and promote initiatives that advance the well-being and positive development of Florida’s youth and strengthen their relationship with law enforcement.

### ORGANIZATIONAL FUNCTIONS PRIMARILY SUPPORTING PRIORITY TWO

Jail Services Program  
Law Enforcement Services Program  
Training Program  
Youth Services Program

# JAIL SERVICES PROGRAM

## AT A GLANCE

The Jail Services Program promotes safe communities by supporting the lawful, secure, and effective operation of county detention facilities. Through standards oversight, technical assistance, and accreditation support, this program enhances professionalism and accountability while supporting the success and effectiveness of individual sheriff's offices.

## OVERVIEW

The Jail Services Program plays a critical role in supporting the safe, lawful, and effective operation of county detention facilities across the state. At the center of this effort are the Florida Model Jail Standards (FMJS), which establish the minimum requirements that all Florida jails must meet to ensure the constitutional rights of incarcerated individuals are protected. These standards provide a consistent framework for operations, covering areas such as inmate care, facility conditions, safety, and accountability.

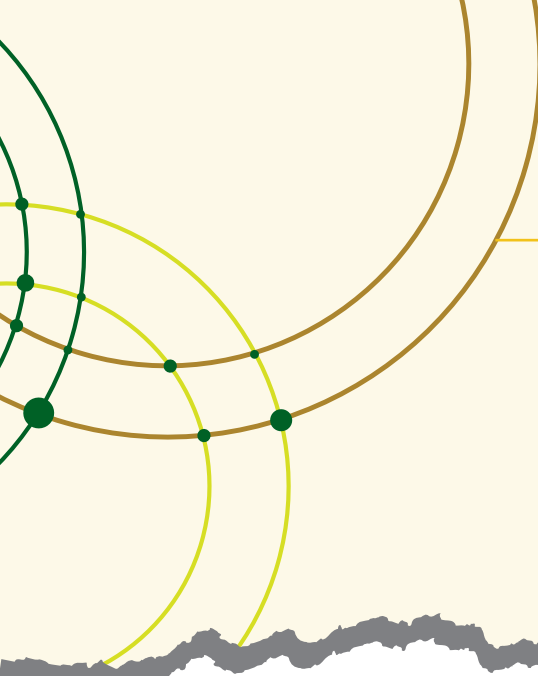
Prior to 1996, the Florida Department of Corrections was responsible for both setting these standards and conducting inspections of local jails. However, legislation passed in 1996 shifted this authority to the local level, creating a more collaborative and responsive oversight model. As a result, the Florida Sheriffs Association and the Florida Association of Counties jointly appoint members to the FMJS Commission, which governs the development, adoption, and enforcement of jail standards statewide. This structure ensures that those with direct operational experience in local corrections help shape policies that are both practical and effective.

Beyond standards and inspections, FSA's Jail Services Program provides essential resources, technical assistance, and subject matter expertise to jail administrators and staff. This includes guidance on compliance, operational best practices, and emerging issues in corrections. The program also supports jail accreditation assistance efforts, helping facilities exceed minimum standards and pursue continuous improvement. By

offering hands-on support and fostering collaboration across agencies, FSA strengthens the professionalism and consistency of jail operations.

Ultimately, the Jail Services Program enhances public trust by ensuring that Florida's jails operate with integrity, accountability, and respect for the rule of law, while supporting the success and effectiveness of individual sheriff's offices.





# LAW ENFORCEMENT SERVICES PROGRAM

## AT A GLANCE

The Law Enforcement Services Program supports safe communities by enhancing the investigative effectiveness, operational coordination, and response readiness of Florida's sheriffs' offices. Through statewide collaboration and shared expertise, the program helps agencies address complex crime, protect vulnerable populations, and respond to critical incidents—supporting the success and effectiveness of individual sheriff's offices.

## OVERVIEW

The Law Enforcement Services Program supports the promotion of safe communities by strengthening the investigative, operational, and response capabilities of individual sheriff's offices. Through coordinated statewide initiatives, this program enables Sheriffs to address complex and resource-intensive challenges that extend beyond the capacity of any single agency. By fostering collaboration, leveraging shared expertise, and providing access to specialized resources, the Law Enforcement Program enhances mission readiness, supports effective case resolution, and ensures sheriffs are prepared to respond decisively to both emerging threats and critical incidents – advancing the success and effectiveness of sheriffs' offices statewide.

### COLD CASE ADVISORY COMMISSION

The Florida Sheriffs Association established the Cold Case Advisory Commission to support Sheriffs and their agencies in addressing unsolved homicide and missing person cases that may receive limited attention as resources are focused on active investigations. Chaired by a sheriff appointed by the FSA president, the multidisciplinary Commission meets regularly throughout the year to review cold case presentations submitted by state and local law enforcement

agencies within sheriff jurisdictions. During Commission meetings, members provide investigative, forensic, and legal expertise to assist case officers in identifying potential leads and strategies. When appropriate, the Commission chair may facilitate access to additional personnel, specialized resources, or subject-matter experts to further support agencies working toward the resolution of these cases. The Commission serves as a collaborative resource to enhance cold case solvability and promote justice for victims and their families.

### FLORIDA HUMAN TRAFFICKING COMMITTEE

The Florida Sheriffs Association Human Trafficking Committee supports sheriffs' offices in addressing the serious and complex crime of human trafficking occurring across Florida communities. Recognizing that victims are often vulnerable individuals under the physical or psychological control of their exploiters, the Committee's mission is to identify, recover, and stabilize victims while bringing perpetrators to justice. The Committee works collaboratively with state and local agencies, non-profit organizations, and the public to combat human trafficking through enforcement, victim-centered response, and coordinated outreach efforts. Through the Florida Human Trafficking Victims Fund, sheriffs may request grant funding to support victim recovery and stabilization

services, as well as proactive investigations and operations aimed at disrupting trafficking activity and enhancing public safety statewide.

### FLORIDA SHERIFFS TASK FORCE

The Florida Sheriffs Task Force was established by FSA to leverage the collective strength of all 67 sheriffs' offices by pooling resources and coordinating statewide mutual aid efforts. Built upon the foundation of Florida's Mutual Aid Act of 1984, the Task Force expanded traditional emergency cooperation into a structured system supporting both proactive initiatives and large-scale emergency response. The Task Force serves as the statewide point of contact for critical operations, including staffing the Emergency Support Function (ESF 16) desk at the State Emergency Operations Center and coordinating sheriff-to-sheriff support during hurricanes and other catastrophic disasters. Complementing these efforts, the Shared Asset Program provides funding for regionally shared equipment and resources that enhance deployment capabilities and assist communities during response and recovery efforts. Collectively, these initiatives strengthen the ability of sheriffs' offices to serve their own communities while supporting neighboring jurisdictions when needed, ensuring Florida's sheriffs are prepared to respond to any challenge.

# TRAINING PROGRAM

## AT A GLANCE

The Training Program promotes safe communities by advancing the professionalism, leadership capacity, and operational effectiveness of sheriff's office personnel. Through accessible, relevant training opportunities, the program equips staff to remain mission-ready and high-performing. Leadership academies and specialized courses support continuous development and strengthen workforce readiness statewide.

## OVERVIEW

The Training Program serves as a comprehensive, statewide platform dedicated to advancing the professionalism, leadership capacity, and operational effectiveness of Florida's law enforcement community. Through a diverse portfolio of management and technical courses, FSA equips both sworn and professional support staff with critical competencies in leadership, human resources, risk mitigation, administrative management, and corrections. Training is delivered through multiple methods. This includes in-person sessions at annual conferences, regional courses hosted throughout the state, programs at FSA's Tallahassee training facilities, and an expanding catalog of online offerings, ensuring accessibility and flexibility for agencies of all sizes.

The core of the Association's online training ecosystem is the Florida Sheriffs Training Institute, which serves as the centralized hub for course registration, online learning, and training records. The Institute enables participants to manage their professional development efficiently. Additionally, the Association continues to expand its free online training resources to reduce financial barriers and support ongoing

re-certification needs.

A flagship component of the training program is the Commanders Academy, a nationally recognized executive-level course designed for mid- to upper-level leaders within sheriffs' offices. Since its inception in 2013, the Academy has delivered an intensive, two-week curriculum focused on leadership, ethics, discipline, and emerging issues impacting public safety. The program features more than 30 presenters and panelists, many of whom are active sheriffs, and offers unmatched exposure to real-world leadership perspectives grounded in the unique culture of the Office of Sheriff.

Complementing this effort is our newest

academy, the Florida Sheriffs Women's Leadership Academy—a pioneering initiative aimed at empowering women in law enforcement leadership roles. Through targeted instruction in mentorship, resiliency, communication, and career advancement, the program is helping shape a more inclusive and forward-looking public safety profession across Florida.

Through continuous innovation and investment in professional development, the Training Program supports the success and effectiveness of individual sheriff's offices by strengthening workforce readiness and leadership capacity statewide.



# YOUTH SERVICES PROGRAM

## AT A GLANCE

The Youth Services Program promotes safe communities by engaging, educating, and mentoring youth across Florida. Through initiatives focused on leadership, safety, and positive interaction with law enforcement, this program strengthens relationships between youth and sheriffs' offices while supporting long-term operational effectiveness.

## OVERVIEW

The Youth Services Program reflects a long-standing commitment to protecting and empowering the youth of Florida while building stronger, safer communities. This focus dates back to 1957 with the creation of the Florida Sheriffs Youth Ranches, founded on the principle that investing in young people is essential to the future of public safety. Since then, Florida's sheriffs have continued to champion initiatives that equip youth with the tools, guidance, and opportunities needed to lead productive and successful lives.

A key advancement in this mission is the launch of the Florida Sheriffs Association's Rising Star Youth Program. Designed for elementary, middle, and high school students, this program

introduces youth to the world of law enforcement through engaging, age-appropriate activities that foster leadership, responsibility, and teamwork. By reaching students at multiple stages of development, the program helps cultivate interest in public safety careers while strengthening trust between law enforcement and the communities they serve. It also provides parents with valuable, age-specific safety resources.

Directly complementing this effort is the development of the Florida Sheriffs Youth Learning Center, an innovative, hands-on facility that will immerse students in the more than 200-year history of the Office of Sheriff in Florida. Through interactive exhibits and experiential learning, the center will

inspire future leaders and highlight career pathways in law enforcement.

Additional programs further reinforce FSA's impact. The Teen Driver Challenge addresses critical safety issues such as impaired and distracted driving, serving more than 2,000 students annually at no cost. Meanwhile, the Florida Sheriffs Explorers Association provides practical training and mentorship, offering young people firsthand exposure to law enforcement practices.

Together, these initiatives underscore FSA's comprehensive approach to youth engagement by educating, mentoring, inspiring, and fortifying relationships between law enforcement and the next generation.





# PRIORITY THREE:

## ENSURING RESPONSIBLE STEWARDSHIP

Responsible stewardship of people, funding, and internal processes is essential to sustaining the Florida Sheriffs Association's effectiveness and long-term impact. This priority reflects a commitment to organizational excellence, workforce development, and financial integrity.

The Association advances stewardship through its accounting and finance operations, human resources and staff development, member and donor relations, cooperative purchasing program, and internal systems management. These functions ensure transparency, accountability, and sound financial practices while supporting the professional growth, engagement, and readiness of Association staff. Investments in internal systems and processes further promote efficiency, continuity, and organizational clarity.

Through disciplined stewardship, the Association strengthens its capacity to support all aspects of its mission and serve sheriffs today and in the future.



### GOAL 3:

To ensure responsible stewardship of people, funding, and internal processes that support the effectiveness of the Florida Sheriffs Association.

#### Objectives:

1. Support and advance the personal and professional development and ongoing effectiveness of FSA employees.
2. Advance the growth and diversification of FSA's donor base, membership offerings, and revenue-generating programs to support long-term organizational strength.
3. Strengthen internal systems and processes to support enhanced organizational clarity, efficiency, and performance.

### ORGANIZATIONAL FUNCTIONS PRIMARILY SUPPORTING PRIORITY THREE

Membership & Donor Relations  
Cooperative Purchasing Program  
Human Resources & Staff Development  
Accounting & Finance

# MEMBERSHIP AND DONOR RELATIONS

## AT A GLANCE

Membership and Donor Relations supports responsible stewardship by building and sustaining relationships with members and donors. Through engagement and recognition efforts, this function strengthens trust, financial support, and community confidence in the Association's mission.

## OVERVIEW

The Membership and Donor Relations department focuses on building, maintaining, and strengthening relationships with the people and organizations who financially support the Association's mission. This work is the bridge between FSA and its supporters.

At its core, this department manages membership programs. This includes recruiting new members, processing memberships, and keeping member records accurate and up to date. The team communicates the value of membership — showing how contributions support law enforcement training, youth programs, and public safety initiatives across Florida. Retaining members is just as important as gaining new ones, making strong engagement a key responsibility.

Another major part of this function is donor relations and fundraising support. This involves encouraging donations, coordinating giving campaigns, and helping donors choose the best ways to contribute (such as one-time gifts, recurring donations, or planned giving). Membership and Donor Relations team members also assist with donor recognition programs, ensuring contributors feel appreciated and understand the impact of their support.

This department also collaborates

with our communication team and our events team to provide clear, consistent communication that builds trust and keeps supporters connected to FSA's mission. Additionally, combined events provide members and donors with the opportunity to connect more personally with the organization and observe firsthand the impact of their contributions. Finally, stewardship and relationship management are central responsibilities. This includes thanking donors,

responding to inquiries, and ensuring a positive experience for everyone who interacts with the Association. Strong relationships lead to long-term support, which is essential for sustaining the Association's programs and initiatives.

Overall, the Membership and Donor Relations department helps ensure that the Florida Sheriffs Association maintains the financial support and community backing necessary to advance its mission effectively.



# COOPERATIVE PURCHASING PROGRAM

## AT A GLANCE

The Cooperative Purchasing Program supports responsible stewardship by providing competitively awarded, compliant contracts that promote efficient use of public funds. Revenue generated through the program is reinvested to support training and initiatives aligned with the Association's mission.

## OVERVIEW

The Cooperative Purchasing Program (CPP) provides a streamlined, competitive contracting solution designed to meet the evolving needs of public agencies across Florida and nationwide. Established in 1993, the program was created to leverage the collective purchasing power of sheriffs' offices while expanding access to high-quality, competitively awarded contracts for a broad range of public entities. At its core, CPP develops and administers contracts for goods and services commonly used in public safety and government operations, ranging from fleet vehicles and heavy equipment to technology and specialized services.

These contracts are competitively solicited in accordance with Florida law and nationally recognized procurement standards. This approach ensures that all vendors are evaluated through a fair, open, and transparent process, and that awarded contracts reflect best value for participating agencies.

What distinguishes CPP is its practitioner-driven model. Contract specifications are informed by the real-world needs of the agencies they serve, with direct input from sheriffs' offices, procurement professionals, and advisory groups such as the Fleet Advisory Committee and the Procurement Advisory Group. This collaboration ensures that contracts are

not only compliant, but also practical, relevant, and responsive to operational demands in the field.

CPP also reduces administrative burden for participating agencies. By providing ready-to-use contracts that have already undergone a rigorous competitive process, CPP allows eligible users to procure needed goods and services efficiently, saving time, reducing duplication of effort, and supporting responsible stewardship of public funds. Agencies can confidently utilize these contracts knowing they align with statutory requirements and procurement best practices.

Looking ahead, CPP is focused on strategic growth that strengthens both the program and the Florida Sheriffs Association as a whole. Key priorities include expanding contract offerings into emerging and high-demand categories, increasing participation among eligible public agencies, and enhancing vendor engagement to ensure a competitive and diverse marketplace. The program is also committed to leveraging data and technology to improve reporting, transparency, and user experience, while continuing to refine internal processes for scalability and efficiency.

Beyond procurement efficiency, CPP plays a meaningful role in strengthening public-sector collaboration. The program connects agencies, vendors, and professional associations, fostering



partnerships that support innovation and shared problem-solving. Revenue generated through the program is reinvested into initiatives that benefit Florida communities, including training, scholarships, and public safety resources.

Today, CPP stands as a mature and trusted cooperative purchasing program, supporting a diverse and growing network of users. By combining operational insight, compliant procurement practices, and a commitment to continuous improvement, CPP supports the long-term sustainability of the Association and the responsible stewardship of resources that advance its mission.

# HUMAN RESOURCES AND STAFF DEVELOPMENT

## AT A GLANCE

Human Resources and Staff Development supports responsible stewardship by fostering a compliant, values-driven workplace. Through recruitment, development, and employee support, this function strengthens organizational capacity and ensures the Association remains well positioned to serve Florida's sheriffs.

## OVERVIEW

The Human Resources and Staff Development (HR) team leads and manages the Association's efforts to ensure a productive, compliant, and values-driven workplace. The HR team also supports a workplace culture that promotes employee wellness, engagement, and long-term success. Key functions include recruitment, onboarding, employee benefits, employee relations, and staff development while ensuring operations in alignment with policy, regulations, and laws.

Employee relations provide the Association with a critical opportunity to create a healthy and engaging environment as we serve Sheriffs. By providing guidance on communication and awareness of how teams function most effectively, the team is able to address workplace concerns in a constructive and timely manner.

Human Resources and Staff Development strengthens the Association and supports long-term sustainability by investing in employees. The team places a significant focus on staff development and training to build leadership and professional effectiveness. These efforts support employee well-being and improve organizational health. Training opportunities, leadership development,

and staff engagement sessions are designed to enhance skills, promote collaboration, and address workplace stressors such as burnout.

Recruitment and onboarding tasks include posting new positions, interviewing, candidate screening, and onboarding. Employee referrals contribute to the Association being

a leading workplace and drive our recruitment success. The team regularly reviews policies, processes, and position descriptions to adapt to the evolving needs of the Association. Together, these efforts help ensure FSA attracts and retains talented employees while maintaining a workplace that is compliant, supportive, and mission-focused.



# ACCOUNTING & FINANCE

## AT A GLANCE

The Accounting and Finance function ensures responsible stewardship through transparent financial management, budgeting, and internal controls. By aligning resources with strategic priorities and donor intent, this function supports sound decision-making and sustains the Association's long-term financial health.

## OVERVIEW

The Accounting and Finance team manages the association's resources, ensuring financial transparency and compliance. This team helps turn mission-driven goals into actionable plans by developing realistic budgets and

providing essential data for informed decision-making. Collaborating with all teams aligns resources, long-term initiatives, and donor wishes.

In an ever-changing environment, the finance team assesses financial risks and responds by establishing strong controls to protect the Association's assets.

Continually reviewing and assessing current processes to increase efficiency is another way the team commits to being good stewards. Doing so allows resources to stretch further, maximizing every dollar that goes directly towards advancing the Association's mission.





# 2026-2029 STRATEGIC PLAN

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