

**Osceola County Corrections  
Department  
Strategic Plan  
2022-2027**



**OSCEOLA COUNTY  
CORRECTIONS DEPARTMENT**



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## A Message from Chief Bryan Holt

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It is my pleasure to present the Osceola County Corrections Department's 2022-2027 Strategic Plan. The goals, objectives, and strategies laid out in the following pages are a blueprint for where we want to go as an agency and how we intend to get there. This Strategic Plan represents our unwavering commitment to achieving our mission and vision

through continuously pursuing ways to improve upon our operations.

The goals, objectives, and strategies that follow are a result of a comprehensive strategic planning process that took place over the course of many months. A Strategic Planning Committee was established consisting of a cross section of both certified and civilian staff members from throughout the Department for a wide range of expertise and perspective. The Strategic Planning Committee conducted an analysis to identify the Department's internal strengths and weaknesses, as well as the opportunities and threats from the external environment (also known as a SWOT analysis). The results of this SWOT analysis were then used as the foundation for the Department's goals, objectives, and strategies.

As we move forward, we will continue to measure and evaluate our progress toward fulfilling this Strategic Plan. I am confident the coming years will be marked by great achievements as we work to attain our goals.

*Chief Bryan Holt*

## 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.

A photograph of the Osceola County Corrections Department sign. The sign is white with a blue top edge and blue lettering. It is set in a landscaped area with a stone border, green grass, and small blue flowers. In the background, there is a large palm tree on the left, a flagpole, and a building with a blue and grey facade. A large tree is on the right, and a blue bench is in the foreground.

**OSCEOLA COUNTY  
CORRECTIONS DEPARTMENT**

NOTICE

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

DATE 08/11/2010 BY 60322 UCBAW/STW

EXEMPT FROM GDS

DATE 08/11/2010 BY 60322 UCBAW/STW

## Agency at a Glance

The Corrections Department was operated by the Osceola County Sheriff's Office until March 1, 1997, when operations were transferred to the Board of County Commissioners. Current Department Chief Bryan Holt was appointed in February 2018.

The Osceola County Correctional Facility was constructed in 1986 and renovated during 1998 and 1999. The renovations included the refurbishing of the administrative, intake, and medical areas, along with the addition of two direct supervision areas, multi-purpose areas, and a kitchen. The facility has a design capacity of 919.

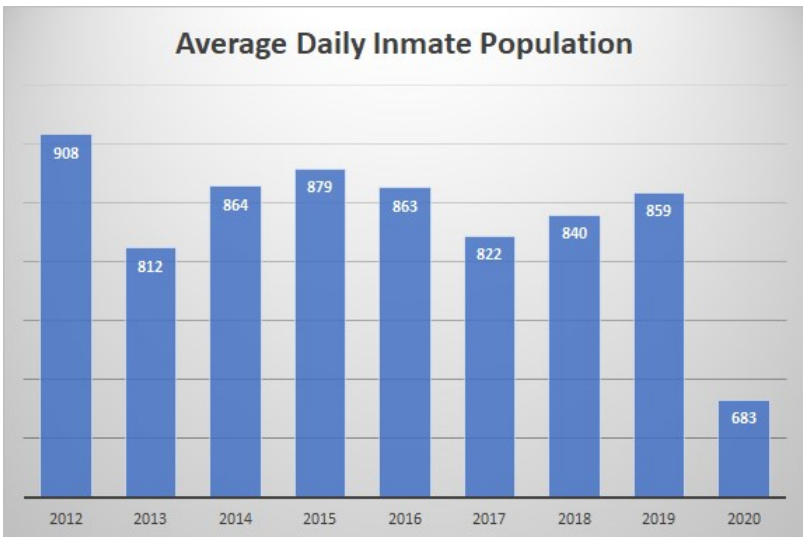
The Corrections Department is responsible for the daily operations of the Security Division, Support Division, Courthouse Operations, Inmate Services Division, Health Services Division, and Community Corrections, including Probation and Pretrial Release.

In 2003, the Osceola County Corrections Department was initially accredited by the Florida Corrections Accreditation Commission (FCAC) and the National Commission on Correctional Health Care (NCCHC). Since then, the Department has been successfully reaccredited every three years. With the 2018 FCAC accreditation, the Department earned its first FCAC Excelsior Award and received its second in 2021.

The Department is committed to providing each inmate an environment of learning, with the opportunity to better themselves during their incarceration. There are a number of volunteers and contract service providers that offer a wide variety of programs to meet the needs of the population and help fulfill the Department's mission.



## Agency at a Glance



**Goal I—To promote the safety, security, trust, and welfare of the Osceola County community, Corrections staff, and inmate population.**

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***Objective 1.1*** – *To maintain the facility in a manner consistent with currently acceptable standards, laws, and best practices in Corrections.*

**Strategy 1** – Remain in compliance with all Florida Corrections Accreditation Commission (FCAC) standards and maintain the Excelsior recognition.

**Strategy 2** – Apply for and attain the Pretrial and Probation Accreditation offered by the Florida Corrections Accreditation Commission (FCAC).

**Strategy 3** – Ensure the facility is continuously inspection ready through routine Fire, Safety, Security, Sanitation (FSSO) inspections, mock audits, and compliance monitoring.

**Strategy 4** – Consistently adhere to all reporting conditions required by the Brady Bill.

**Strategy 5** – Adhere to Marsy’s Law when handling all public records requests.



**Goal 1—To promote the safety, security, trust, and welfare of the Osceola County community, Corrections staff, and inmate population.**

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**Objective 1.2** – *Ensure a consistent application of safety and security practices in all areas of facility operations.*

**Strategy 1** – Work toward establishing a Correctional Emergency Response Team (CERT).

**Strategy 2** – Expand upon Crisis Intervention Training (CIT) by focusing attention on staff-related crises.

**Strategy 3** – Conduct a proactive annual review of emergency procedures to confirm they are responsive to current threats.

**Strategy 4** – Place additional emphasis on emergency response training by ensuring all staff receive the necessary FEMA courses consistent with their job duties.

**Objective 1.3** – *Improve on the inmate classification system.*

**Strategy 1** – Implement a new classification system to better meet the needs of the facility and inmate population.

**Strategy 2** – Comprehensively train staff on the new classification system to ensure their understanding.

**Strategy 3** – Engage in an ongoing evaluation of the system's effectiveness.

**Goal 2 - Improve upon the Department's physical facility and technological infrastructure in a manner that addresses an increasing and changing inmate population.**

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**Objective 2.1** – *Enhance and improve on the use of evolving technology.*

**Strategy 1** – Continue to emphasize the use of the Facility Camera Operator (FCO) Room, expanding upon its capabilities when possible.

**Strategy 2** – Introduce Conducted Electrical Weapons (CEW) into operations, ensuring all authorized users complete annual training.

**Strategy 3** – Continue to utilize inmate tablets to both improve upon operational efficacy and safety, as well as to provide additional educational opportunities for inmates.

**Strategy 4** – Enhance security by implementing a system in which all visitors are photographed.

**Goal 2 - Improve upon the Department's physical facility and technological infrastructure in a manner that addresses an increasing and changing inmate population.**

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**Objective 2.2** – *Address the housing needs of a changing inmate population while concurrently concentrating on staff and administration needs.*

**Strategy 1** – Continue to work towards building a new correctional facility.

**Strategy 2** - Enhance both Delta and Fox Pod recreation yards to remain in compliance with Florida Model Jail Standards by ensuring all classifications of inmates receive required recreation hours.

**Strategy 3** – Complete security enhancements to staff entrance.

**Strategy 4** – Improve upon the medical services offered to inmates by establishing a dedicated Mental Health Wing.

**Strategy 5** – Establish a dedicated Receiving and Release Unit to better streamline operations.

**Goal 3 – Engage in a professional work environment that attracts, retains, and promotes a diverse, qualified, and skilled pool of professional employees.**

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

**Strategy 1** – Offer sponsored academy opportunities.

**Strategy 2** – Actively and continuously research and pursue innovative recruitment options.

**Objective 3.2** – *Encourage the career growth and advancement of current staff.*

**Strategy 1** – Create succession plans for critical roles within each operational area with an emphasis on developing staff for promotional opportunities.

**Strategy 2** – Develop clear procedures to cross train both certified and civilian staff within operational areas.

**Strategy 3** – Provide training to staff focused on maintaining a healthy work-life balance, both during and after their employment with the agency.

**Goal 3 – Engage in a professional work environment that attracts, retains, and promotes a diverse, qualified, and skilled pool of professional employees.**

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**Objective 3.3** - *Continue to develop a professional work environment in which staff feel valued, appreciated, and engaged.*

**Strategy 1** – Provide training to staff aimed at educating and bridging the gap between civilian and certified staff (i.e., through presentations, roundtable discussions, and/or role playing during in-service training).

**Goal 4 - Identify and apply methods to improve upon both internal and external communication.**

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**Objective 4.1** – *Improve internal communication among all levels of staff.*

**Strategy 1** - Review and update policies on an annual basis to ensure clarity and consistency.

**Strategy 2** – Engage in consistent and timely communication between all levels of staff.

**Strategy 3** – Continue to conduct biannual Town Hall Meetings to allow line staff to meet with the Chief and Executive Team.

**Strategy 4** – Explore the use of technology to create a pathway for questions and feedback (i.e., via an online forum).

**Strategy 5** – Openly communicate changes to practices, policies, or procedures with staff, including the reasoning why such changes are necessary.

**Goal 4 - Identify and apply methods to improve upon both internal and external communication.**

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**Objective 4.2** – *Enhance external communication with agency partners.*

**Strategy 1** - Actively foster positive relationships with our partners in the Judiciary, State Attorney’s Office, and Office of the Public Defender by engaging in open communications and meetings.

**Strategy 2** – Continue to build relationships with our law enforcement partners by participating in multiagency meetings and encouraging participation by additional agencies.

**Strategy 3** – Continue participating in the Public Safety Coordinating Council (PSCC).

**Strategy 4** – Engage in both proactive and responsive media relations aimed at enhancing the public’s perception of the agency.

**Goal 5 - Foster a correctional environment which emphasizes inmate care and opportunities for successful reentry into the community.**

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**Objective 5.1** – *Enhance inmate medical services to respond to the changing needs of the inmate population.*

**Strategy 1** - Establish a County-run Medical Unit focused on delivering quality care to the inmate population.

**Strategy 2** – Increase the number of mental health positions offered by the Medical Unit and continue to recruit quality professionals to staff those positions.

**Strategy 3** - Efficiently and effectively engage in identifying the growing mental health population and recognizing trends.

**Strategy 4** - Provide medicated assisted treatment (MAT) options to the inmate population.



**Goal 5 - Foster a correctional environment which emphasizes inmate care and opportunities for successful reentry into the community.**

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**Objective 5.2** – *Offer a wide range of educational and vocational programs aimed to prepare inmates for successful reentry.*

**Strategy 1** – Continue to deliver quality programs to the inmate population through a combination of in-house delivery and vendors.

**Strategy 2** – Research opportunities for new and enhanced inmate programs.

**Strategy 3** – Continue to evaluate the efficacy of a validated risk assessment for reentry efforts.

## **Goal 6 - Continue to proactively address funding challenges**

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**Objective 6.1** – *Engage in a policy of fiscal responsibility by implementing cost-savings ideas and examining work processes to determine new ways to improve efficiency and effectiveness.*

**Strategy 1** - Budget based on level of service with a continued effort to operate within the established budget.

**Strategy 2** - Continue to implement processes that reduce expenditures monthly, quarterly, or annually while maintaining efficiency and effectiveness.

**Strategy 3** - Continue to research grant funding opportunities to offset County contributions.

**Strategy 4** - Continue to seek opportunities with contractors that provide a revenue source in addition to contracted services

**Strategy 5** - Plan for and address future needs based on economic impacts.

**Strategy 6** - Continue to build working relationships with County Contractors.



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CORPORATION  
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FLORIDA

## 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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