

**The Bunnell Police Department's
2022 through 2024
Strategic Plan**



Crossroads to Flagler County

Mission Statement

The Bunnell Police Department will provide the citizens of Bunnell and its visitors safety and security through professional police services, educational programs and enforcement initiatives.



Vision Statement

To establish a Safer City.

Strategic Plan's

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Message From the Interim Chief

On behalf of the men and women of the Bunnell Police Department, I am pleased to present our police department's 2022 through 2024 strategic plan. This plan will serve as a blueprint to guide our police department over the next three years. The strategic plan is a dynamic document that is in a state of constant review and updating. As specific goals are achieved, a new challenge will become apparent, and that challenge will become our next departmental initiative. This plan will help focus our efforts by providing the clarity necessary for every member of the Bunnell Police Department to know what exactly is expected of them, ultimately, making our police department more effective and efficient.

Our police department has enjoyed a tremendous amount of support from our City Manager Dr. Alvin B. Jackson Jr, Mayor Robinson, Vice-Mayor Rogers, Commissioners Barnes and Schultz, and the rest of the City's Department Managers. It is with their support, and the support of Bunnell citizens, that we will be able to move forward with many of our strategic initiatives and priorities.

I encourage you to review our police department's strategic plan, which reaffirms our commitment to proactively and responsibly provide law enforcement services that enhance safety and the quality of life in the City of Bunnell.

I look forward to our police department's future and it is my honor to serve and protect the City of Bunnell.

Respectfully,

Interim Chief of Police



Brannon Snead

Police Department Overview

The Bunnell Police Department proudly serves the City of Bunnell, Florida. By the end of 2021, the population was estimated at 3,495 residents, with expectations of surpassing 4,000 residents in 2024. The City of Bunnell is the county seat of Flagler County and U.S. Route 1 passes through the center of Bunnell as State Street, leading north 31 miles to St. Augustine and southeast 18 miles to Ormond Beach. Florida State Road 100 leads 8 miles east to Flagler Beach and northwest 30 miles to Palatka. Interstate 95 is 4 miles east of the center of Bunnell via SR 100.

According to the United States Census Bureau, the city has a total area of 138.6 square miles, of which 137.5 square miles is land and 1.1 square miles, or 0.81%, is water. Bunnell is the second-largest city in the State of Florida by area of land mass with the annexation of over 87,000 acres (136 square miles).

The police department remains a progressive and innovative law enforcement agency, possessing a strong value system that emphasizes serving the community. In 2022, the Bunnell Police Department is comprised of 16 dedicated employees:

- One Chief of Police
- Two Sergeants
- Two Corporals
- Nine Law Enforcement Officers
- Two Administrative Personnel, which includes, the Chief's Assistant and the Evidence Property Manager/Records Custodian

Current Organizational Chart

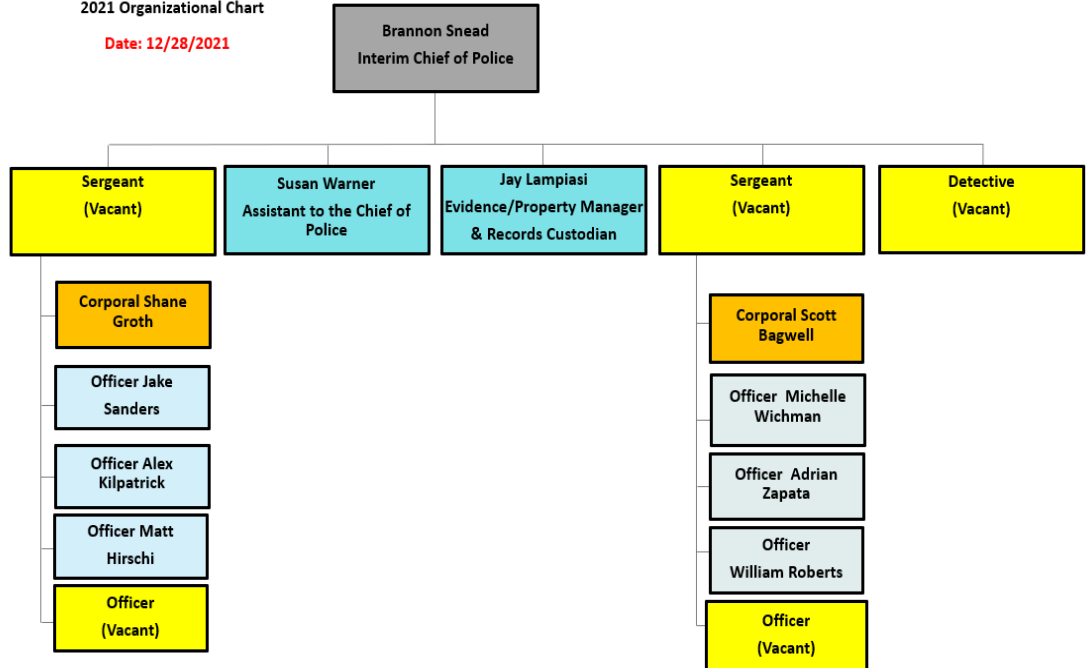
12/28/2021



BUNNELL POLICE DEPARTMENT

2021 Organizational Chart

Date: 12/28/2021

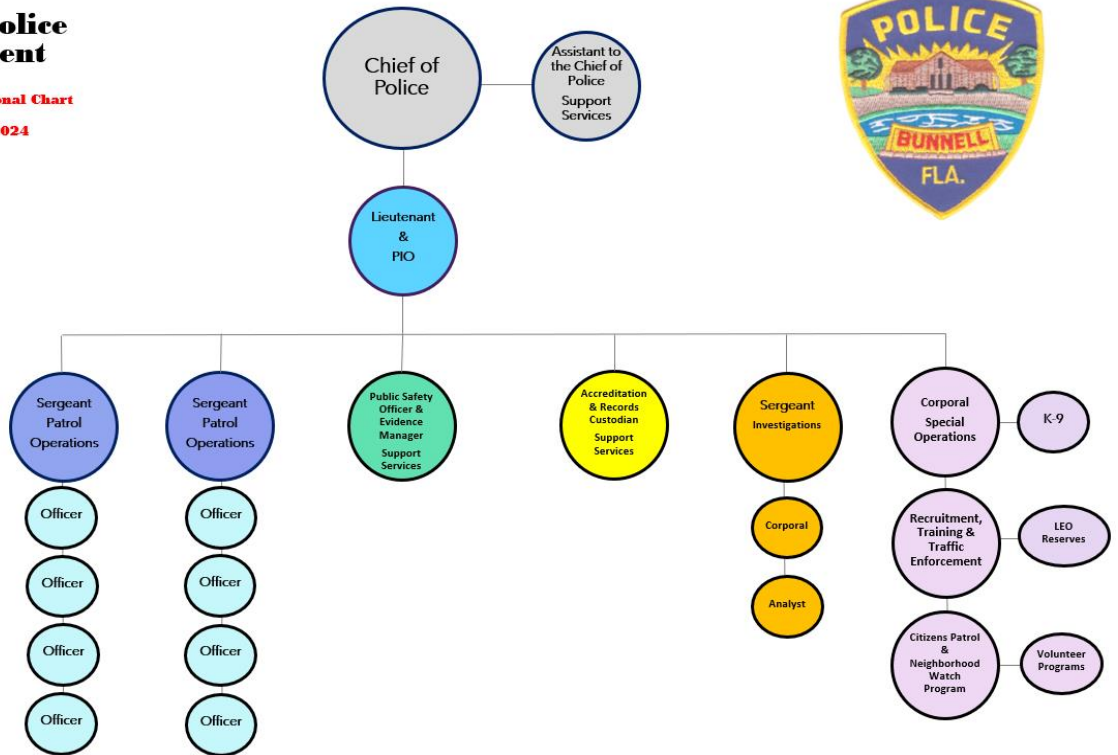


Proposed Organizational Chart

January 2022 through December 2024

Bunnell Police Department

Proposed Organizational Chart
2022 through 2024



What is the purpose of our strategic plan?

The Bunnell Police Department's strategic planning is a necessary step in fostering organizational change. Our strategic plan sets the course for the police department to achieve a specific set of priorities, goals, and objectives by 2024. Our strategic planning focuses on channeling our resources to bridge the gap between the police department's present conditions and its future priorities, goals, and objectives.

Strategic Plan Overview

The City of Bunnell places public safety as a top priority. As the City continues to grow, the City's efforts to address important public safety needs will require flexibility, diverse perspectives, and innovative approaches. This led to the establishment of the Bunnell Police Department's 2022-2024 Strategic Plan, which is a management tool that helps the police department assess its current operating environment, anticipate changes, envision the future, and increase its efficiency and effectiveness. This strategic plan also fosters the police department's commitment to be a community leader in public safety services by helping the police department achieve an agreement on our objectives and how we will measure our police department's future progress.

Our Opportunity

Our strategic planning is based on the notion that the police department's leaders and managers must be effective strategists to recognize the police department's future vision, fulfill its missions, and meet the communities' future needs. Public safety is paramount and our overarching commitment to restoring and maintaining our public trust within our community presents an important opportunity. As the city looks to make a considerable investment in a new police department building and headquarters, the integration of technology could offer both cost-saving opportunities and the ability to engage our community in new and innovative ways. These opportunities will also assist the police department's responses to natural and human-caused disasters on a more frequent basis, providing ongoing opportunities to improve and sharpen our resiliency, emergency preparedness, and community engagement and response efforts.

INITIATIVE #1:

Building Our Community by Increasing Public Trust

- Increase agency communication through local recognized initiatives, such as radio, internet and video messages.
- Make police department policies accessible to the community through the city's internet homepage.
- Engage Youth Leadership Organizations to increase youth education with the police department and to encourage input from youth perspectives.
- Engage the community for the establishment of a Citizen Advisory Council.
- Police department leadership will attend various community events.
- Build diversity within the police department and expand the recruitment process to ensure active participation by sworn personnel.
- Place a strategic emphasis on de-escalation techniques, approaches, and solutions that defuse tense situations and reduce the likelihood for use of force when responding to calls.
- Seek accreditation to reflect the commitment of the police department to deliver police services with proven and efficient practices of modern policing.
- Establish a public information officer to proactively share information with the community.
- Make police department policies and procedures attainable to the community.
- Establish an internal investigation process.
- Develop a community survey.

INITIATIVE #2:

Policy Reform & Department Oversight

- Seek grants through the development of a grant writing process or program.
- Refine and improve a stable Property and Evidence Inventory Control system.
- Target hardening of current and projected police department building to include perimeter, and Administration Building lobbies.
- Conduct compensation study of all pay bands and pay supplements.
- Enhance hiring process by expanding year-round hiring, develop recruitment and field training officers (FTO) and training cycles.
- Complete a staffing analysis and subsequent staffing plan to ensure agency staffing supports operational goals.
- Evaluate employee appraisal process and develop a platform to determine necessary modifications and enhancements.
- Conduct internal and external review of agency policy.
- Establish internal investigative process and external criminal investigative section.
- Divide the police department's organizational structure into four divisions: Investigations, Special Operations, Patrol Operations, and Support Services.
- Establish investigations section to cultivate partnerships to address the safety of persons within our community and to focus on investigating major crimes committed against persons and property within our city.
- Create a sworn law enforcement program comprised of reserve officers.
- Establish a more accurate comparison of economic output per capita. One law enforcement officer for every 1,000 citizens.

INITIATIVE #3:

Reduction of Crime through Community Partnerships & Data Driven Policing

- Develop strategies to become more data-driven in addressing and deterring crime.
- Purchase cameras or close circuit monitoring systems to monitor city facilities and parks.
- Enhance capabilities in addressing violent crime, robberies and gang violence.
- Enhance communication and cooperative relationships with other agencies.
- Develop a strong crime deterrent and preventative messaging campaign for youth.
- Increase the police department's law enforcement staffing.
- Accurately report crime statistics and data.
- Create a volunteer programs and citizen's patrol.
- Establish a citizen's review board.
- Identify and obtain a police department chaplain, minister or clergy.

INITIATIVE #4:

Social Media Projects & Technology Enhancements

- Initiate a media campaign informing the public of agency training enhancements and initiatives.
- Redesign the employee hire, transfer and termination process to improve internal and external communication.
- Evaluate agency protections and back up of critical data and technology systems.
- Improve service and responsiveness to customers, and better position the police department's technology to perform more strategic and project-specific work.
- Develop an approach to identify and maintain an authoritative inventory of department assets.

INITIATIVE #5:

Advance Department Training & Education

- Evaluation and restructure of the police department's FTO program for law enforcement employees.
- Develop standardized, documented, accessible career paths and mentorships.
- Evaluate and secure training components to expand agency training opportunities for all employees.
- Implement supervisor training program for police department law enforcement employees.
- Train police department employees in 21st Century Policing by using the recommended six-pillars of policing.
- Establish a canine program for detection of illegal contraband, article searches and missing persons. The canine will not be trained on apprehension tactics or techniques.
- Establish high-liability instructors.

INITIATIVE #6:

Officer Safety & Wellness Incentives

- Build a peer support program.
- Identify and establish wellness incentives for all police department employees.
- Establish an educational program to help officers prepare for retirement.
- Develop prevention and educational programs to combat job-related stress.