




2026 STRATEGIC PLAN

SHERIFF ERIC FLOWERS

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SHERIFF ERIC FLOWERS



As your Sheriff, I am proud to present the Indian River County Sheriff's Office 2026 Strategic Plan—an ambitious, forward-looking roadmap designed to keep us mission-focused and positioned for long-term success.

In 2025, our agency embarked on a deliberate and disciplined effort to ensure that our mission, core values, and vision truly reflect who we are and what we strive to be as we serve our community. The process of updating these agency pillars was subsequently complemented by strategic planning efforts, including an intensive environmental assessment and the active participation and feedback of nearly 200 stakeholders whose insights helped shape our direction. Built upon this solid foundation, the 2026 Strategic Plan was developed.

Our mission is to protect and serve our community, provide excellent customer service, and uphold justice for all. We commit to doing this with actions that reflect benevolence, integrity, professionalism, and transparency.

Major League Baseball Hall of Famer Yogi Berra once wisely said, “If you don’t know where you’re going, you’ll end up somewhere else.” We know exactly where we are going. This plan ensures that our steps are purposeful, aligned, and guided by a clear vision for our future.

Respectfully submitted,

A handwritten signature in black ink that reads "Eric Flowers". The signature is written in a cursive style.



AGENCY PILLARS



Mission

Our mission is to protect and serve our community, provide excellent customer service, and uphold justice for all.



Core Values

We will carry out our mission with actions that reflect benevolence, integrity, professionalism, and transparency.

BENEVOLENCE

INTEGRITY

PROFESSIONALISM

TRANSPARENCY



Vision Statement

The vision of the Indian River County Sheriff's Office is to be a model law enforcement agency that sets the standard for excellence through cutting-edge practices and technology, collaboration, and unwavering commitment to community service. We strive to build and maintain solid relationships with the public, rooted in unbiased policing, transparency, and mutual respect. We envision an agency that is fully staffed, properly equipped, and fairly compensated, empowering our members to perform at their highest potential. By earning and sustaining the public's trust, we aim to enhance the quality of life for all, ensuring safety, justice, and dignity in every community we serve.

GOAL 1: MISSION-CENTRIC

To protect and serve the Indian River County community, enhancing the quality of life and ensuring safety, justice, and dignity for all.

Objective 1.1: Employ evidence-based proactive policing tactics to reduce crime

Strategy 1.1.1 Identify crime trends and deploy resources accordingly.

Strategy 1.1.2 Improve investigative clearance rates.

Objective 1.2: Foster community trust & mutual respect

Strategy 1.2.1 Publish an annual report with key performance indicators and service demand measures.

Strategy 1.2.2 Develop and deploy an annual community perception survey.

Strategy 1.2.3 Host, attend, and co-host community service events.

Strategy 1.2.4 Publish the strategic plan, annual report, and proposed budget together for submission to the Board of County Commissioners.



Objective 1.3: Provide resources, education, and training to inmates to best prepare them for community reentry

- Strategy 1.3.1** Expand current inmate programming.
- Strategy 1.3.2** Measure inmates' needs for behavioral health services.
- Strategy 1.3.3** Assess mental health offerings and explore strategic partnerships with community providers.
- Strategy 1.3.4** Measure successes of inmate programming.

Objective 1.4: Provide stellar customer service to all

- Strategy 1.4.1** Maintain a minimum customer satisfaction level of 90%.
Communicate Sheriff's "run with the ball" expectations to all employees, creating an expectation of accountability across the agency.
- Strategy 1.4.2**





GOAL 2: EMPLOYEE-CENTRIC

To professionally develop, empower, and equip agency members to perform at their highest potential.

Objective 2.1: Promote effective communication within the agency

Strategy 2.1.1

Publish a communications Quick Reference Guide that details expectations set by the Sheriff.

Strategy 2.1.2

Hold patrol and jail shift briefings consistently.

Strategy 2.1.3

Complete meeting minutes for Command and Executive Staff meetings and post on intranet.

Strategy 2.1.4

Implement an annual employee morale survey scheduled to complement the timing of strategic planning workshops.

Objective 2.2: Support and prioritize the professional development of agency members

Strategy 2.2.1

Review the promotion process for potential refinement.

Strategy 2.2.2

Identify, create, and offer quality training for new employees and employees transferred to new positions.

Strategy 2.2.3

Create a robust Leadership Development Program to best prepare employees for line-level supervision.

Strategy 2.2.4

Create and utilize a Sheriff's Solution Team, consisting of agency members from multiple disciplines to vet out specific issues identified by the Sheriff.

Strategy 2.2.5

Explore the benefits and implications of formalizing the rank of corporal into the chain of command.

Objective 2.3: Ensure appropriate staffing levels are maintained

- Strategy 2.3.1** Consistently review employee allocation and workload to ensure organizational units are allocated resources appropriately.
- Strategy 2.3.2** Conduct a precinct study to ensure appropriate allocation of patrol resources.
- Strategy 2.3.3** Ensure continual focus and efforts to remain “fully-staffed.”
- Strategy 2.3.4** Explore the benefits and implications of hiring sworn over allocation.

Objective 2.4: Ensure fair compensation for all employees

- Strategy 2.4.1** Conduct salary comparison (against other agencies) annually.
- Strategy 2.4.2** Review the current performance evaluation process and research other evaluation processes for consideration, including merit-based evaluations and 360-degree reviews.

Objective 2.5: Identify capital and operational resource needs and plan acquisition and implementation accordingly

- Strategy 2.5.1** Maintain focus and vigilance in ensuring Capital Improvement Projects and other facility projects remain on-track and funded.
- Strategy 2.5.2** Explore and implement Aviation solutions.





GOAL 3: INNOVATION

To become a model law enforcement agency, setting the standard for excellence through cutting-edge practices, technology, and innovative collaboration.

Objective 3.1: Fully implement the updated Mission, Core Values, and Vision statements to ensure culture infusion

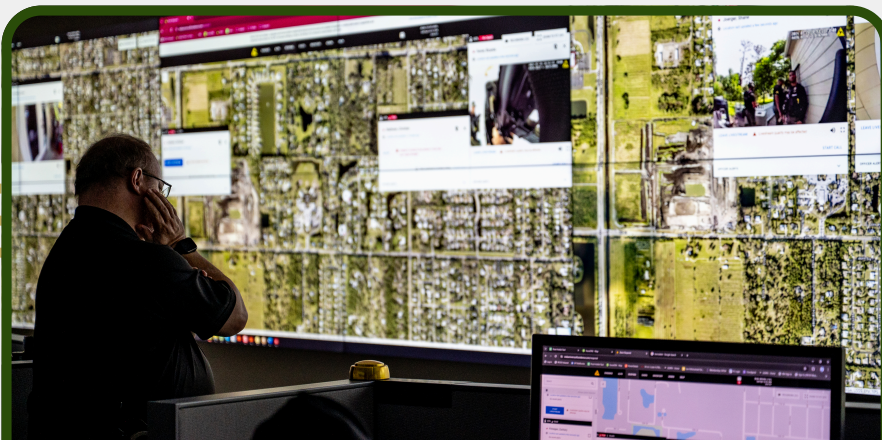
Strategy 3.1.1 Appoint a team to oversee and fully implement the launch recommendations.

Objective 3.2: Research and remain relevant with the latest technology

Strategy 3.2.1 Research internal application for Artificial Intelligence and implement as determined to be safe and beneficial.

Strategy 3.2.2 Research new technology and applications for possible use, including RFID in Property/Evidence.

Strategy 3.2.3 Inventory and assess all software programs to determine efficacy and utilization to full capabilities.



Objective 3.3: Review the use of data across the agency and ensure accuracy and alignment

- Strategy 3.3.1** Empower the Data Integrity Team to assert change to ensure data integrity.
- Strategy 3.3.2** Identify a single, internal point of contact for data release.
- Strategy 3.3.3** Explore the use of an electronic case reporting manual to improve vital data capture.
- Strategy 3.3.4** Provide training to agency members on best practices, their role in data integrity, and system capabilities.

Objective 3.4: Inculcate consistency & accountability throughout the agency to improve clarity

- Strategy 3.4.1** Conduct a thorough policy review to ensure they are relevant, reflect best practices, are up to date, and align with actual processes.
- Strategy 3.4.2** Create a rhythm of evaluation for projects and tasks, ensuring momentum and successful completion.

Objective 3.5: Explore innovative collaborations that will enhance service levels, reduce duplication of effort, and support state-of-the-art practices

- Strategy 3.5.1** Explore unified dispatch concept with partner agencies and stakeholders.
- Strategy 3.5.2** Explore unified records management concept with partner agencies and stakeholders.
- Strategy 3.5.3** Consistently seek and identify potential beneficial collaborations.
- Strategy 3.5.4** Explore additional professional accreditations.



ACKNOWLEDGEMENTS

Sheriff Flowers and the Indian River County Sheriff's Office would like to express sincere appreciation to all those who assisted in the process of developing our Strategic Plan. Without the help of these individuals, this plan, its implementation, and future success would not be possible.

External Stakeholders

Anthony Brown • Wilfred Hart • Jose Rivera • Eric Seymour • Freddie Woolfork

Internal Stakeholders

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Karigan Wilkinson
Charles Williams
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Catherine Wolffe
Debbie Worley
Christian Yanchula
Jim York
Matt Zincir



IN MEMORIAM

Sergeant Terri Sweeting-Mashkow

E.O.W. NOVEMBER 21, 2025

Sergeant Mashkow dedicated 25 years of honorable service to the Indian River County Sheriff's Office and the people of Indian River County. Her loss is felt deeply by every agency member, as well as the community she served with pride. Her contribution to the Strategic Plan was invaluable and will help guide the future of the agency. "Our Terri" is forever loved and missed.

