

Florida Fish and Wildlife Conservation Commission



“Patrol, Protect, Preserve”

Division of Law Enforcement



FY 2011-2012

Strategic Vision and Framework

FLORIDA FISH & WILDLIFE CONSERVATION COMMISSION
DIVISION OF LAW ENFORCEMENT
OVERVIEW



Division of Law Enforcement

Organizational Alignment

The organizational structure of the Division of Law Enforcement has been aligned to ensure the most effective support and coordination of our core mission activities and to enhance oversight, communication, and the consistent implementation and evaluation of the Division's Strategic Plan.

Organizational components:

Office of the Director

Colonel Jim Brown

Policy and Planning

Chief of Staff, Major Camille Soverel

- Strategic and Operational Planning
- Program Policy Coordination
- Community Relations
- Rules Review and Process Coordination
- Budget and Legislative Affairs

North Operations

Deputy Director, Mike Wiwi

- Northwest Region, Major Dave Pridgen
- North Central Region, Major Lee Beach
- Northeast Region, Major Paul Ouellette
- Investigations, Major Curtis Brown
 - Investigations Coordination
 - Captive Wildlife and Forensics
 - Wildlife Alert
 - Vessel Theft and Title Fraud

South Operations


Deputy Director, Calvin Adams

- Southwest Region, Major Dennis Post
- South A Region, Major Jeff Hubert
- South B Region, Major Alfredo Escanio
- Public Safety Coordination, Major David Bullard
 - Mutual Aid
 - Intelligence and Security
 - Aviation
 - Accreditation

Boating, Waterways and Program Coordination


Deputy Director, Bruce Buckson

- Boating and Waterways, Major Jack Daugherty
 - Safety and Education
 - Boat Ramps and Grants
 - Signage
 - Derelict Vessels
- Field Services, Major Brett Norton
 - Data/Technology
 - Radio/Communications
 - Fleet Management
 - Dispatch
- Training, Major Mark Warren
 - Academy
 - Advanced Specialized Training
 - Regional Training
 - Reserve Program



Our mission is to protect Florida's natural resources and people through proactive and responsive law enforcement services.

*Colonel Jim Brown
Director
Division of Law Enforcement*





Our goals include protecting Florida's fish, wildlife and habitat for their long-term well-being for the use and enjoyment by people.

Guiding principles

- Our employees are our most valuable asset.
- We are committed to recruit, train, develop and retain the best professionals.
- Protection of Florida's resources, residents and visitors is our top priority.
- We provide professional, quality public contacts and service.
- We are dedicated to working internally and externally with others to overcome obstacles and resolve conflicts.
- Our success is measured by a high rate of compliance through community oriented education, problem solving and enforcement.
- The use and development of new technologies and equipment are crucial for future success.
- We strive to provide the best conservation law enforcement in the nation.

Values

Integrity

We value candor, honesty and the highest standards of ethical behavior and are committed to maintaining a high degree of public trust.

Professionalism

We value the skillful performance which demonstrates a clear sense of commitment and direction in an environment that encourages teamwork and innovation.

Dedication

We value the motivation and commitment with which our members serve the visitors and residents of Florida.

Adaptability

We value our unique capability to adapt and respond appropriately to diverse circumstances in all environments.

Core missions

Resource Protection

- State and federal fisheries law enforcement and education
- State and federal wildlife law enforcement and education
- Threatened and endangered species protection
- Captive and nonnative wildlife management
- Habitat protection
- Investigations
- Education, outreach and developing the next generation that cares

Boating and Waterways

- Boating rules and regulation enforcement
- Boating safety campaigns and education
- Access to public waters
- Waterway management and accurate signage
- Boating accident investigations
- Derelict vessel identification and removal
- Vessel theft and title fraud investigation

Public Safety

- Interagency support and coordination
- Specialized response units – air, land and sea
- Disaster response
- Search and rescue
- Intelligence and security
- General law enforcement services
- Critical incident investigations

Core mission direction

“The Florida Fish and Wildlife Conservation Commission protects Florida’s people and natural resources, particularly in the state’s woods and on the waters. The Division of Law Enforcement is an integral part of the agency and is vital to fulfilling the agency’s responsibilities. The Division’s core missions elaborate on those responsibilities and reflect the unique capabilities, training and equipment our law enforcement officers use to achieve them.



The methods employed by the Division extend beyond traditional law enforcement roles. Not only do we conduct wilderness patrols, fisheries inspections and boating safety checks in order to accomplish our core missions, we must be creative in our efforts and active in our communities.

We must be ready to use our unique capabilities to respond to emergencies and mutual aid requests in the interest of public safety, coordinate with stakeholders, work closely with other divisions within the agency, educate the public and inspire and cultivate the next generation of conservationists. As public servants, we strive to operate efficiently and effectively, always considering the best interests of the state of Florida.

The success of our division and agency depends upon the hard work of our officers and investigators in the field. Our Boating and Waterways Section is key not only to our public safety mission, but to providing public access to our waterways as well. Other key components of our division include our superior dispatch, administrative support, field services, technical support and maintenance personnel.

The Division of Law Enforcement has a proud history of carrying out its duties with diligence, resourcefulness, valor and respect. It’s an honor to lead this division as we build on those traditions and take on the challenges that lie ahead.”

Colonel Jim Brown

We will promote public safety, particularly in Florida’s woods and water environments.

Our unique jurisdiction, specialized capabilities, training and equipment enables us to effectively protect the state's waterways and maritime borders, and respond to emergencies and disasters through effective partnerships.

Strategic plan

Goals and strategies

Goal 1: Protect Florida's fish, wildlife and habitat to ensure their long-term well-being and continued viability for educational, recreational and commercial activities.

Strategy 1.1 Promote compliance with state and federal marine fisheries regulations through proactive and responsive law enforcement patrols.

Strategy 1.2 Promote compliance with state and federal freshwater fisheries regulations through proactive and responsive law enforcement patrols.

Strategy 1.3 Promote compliance with state and federal wildlife regulations through proactive and responsive law enforcement patrols.

Strategy 1.4 Promote compliance with state and federally protected species regulations through proactive and responsive law enforcement activities and patrol.

Strategy 1.5 Ensure the effective management of Florida's captive and non-native wildlife trade.

Strategy 1.6 Enhance habitat protection through interagency cooperation and law enforcement activities.

Strategy 1.7 Enhance overt, covert, and intelligence gathering investigative capabilities to better address resource protection needs and trends.

Goal 2: Enhance the public's boating safety and waterway experience through improved access, management, education, and enforcement.

Strategy 2.1 Promote safe boating practices and compliance with boating safety regulations to protect the public through proactive and responsive law enforcement activities.

Strategy 2.2 Provide law enforcement patrol activities to prevent derelict vessels and pursue funding for the removal of existing derelict vessels.

Strategy 2.3 Enhance law enforcement activities to prevent and deter vessel theft and title fraud.

Strategy 2.4 Ensure manatee and boating safety zones are properly managed through effective signage, law enforcement activities, and coordination with federal, state and local governments and stakeholders.

Strategy 2.5 Identify, develop and expand boating access sites in coordination with local governments and stakeholders.

Strategy 2.6 Enhance boating safety and education initiatives designed to prevent accidents, injuries, fatalities and property damage.

Strategy 2.7 Conduct highly professional boating accident investigations and comply with federal reporting requirements.

Goal 3: Safeguard public safety and enrich the outdoor experience of our citizens and visitors.

Strategy 3.1 Protect the public from crime through intelligence gather-

ing, proactive law enforcement and patrols in Florida's woods and water environments.

Strategy 3.2 Develop and implement public outreach programs and partnerships to enhance outdoor experiences.

Strategy 3.3 Utilize our unique capabilities, equipment, and expertise to provide search, rescue, and recovery services in coordination with local, state, and federal entities.

Strategy 3.4 Respond to and investigate all hunting accidents and critical wildlife incidents.

Goal 4: Provide efficiency in emergency response to critical incidents and environmental/natural disasters through mutual aid efforts with our local, state, and federal partners.

Strategy 4.1 Provide leadership, mission expertise, and equipment in Florida's wilderness and maritime environments, especially in response to critical incidents.

Strategy 4.2 Enhance and maintain the capability to deploy members, specialized teams, and equipment in response to mutual aid and maritime border security requests.

Strategy 4.3 Enhance and maintain capabilities and technologies to provide immediate and effective disaster response and recovery.

Strategy 4.4 Expand cooperative relationships with other disaster response entities.

Goal 5: Strengthen the Division's reputation for professional excellence and quality service through a dedicated, well-trained, specialized and diversified workforce.

Strategy 5.1 Enhance organizational effectiveness by streamlining policies, procedures, and decision making processes.

Strategy 5.2 Ensure clear and concise communication within the Division and throughout the Commission.

Strategy 5.3 Strengthen dialogue, involvement, and partnerships with government officials, stakeholders, and the public in the implementation of core mission activities.

Strategy 5.4 Improve recruitment standards and retain quality employees by providing professional training and career development programs.

Strategy 5.5 Develop and implement media strategies to enhance the Division's image and create public awareness of core mission activities.

Strategy 5.6 Include administrative and support services in planning, procedures development, and core mission activities.

Strategy 5.7 Utilize technologies to accomplish our missions while improving data access/communications to enhance officer safety.

Strategy 5.8 Promote legislative support for the Division by highlighting successes, unique capabilities, and benefits to all of Florida's residents and visitors.



We seek to enhance the Division's reputation for professional excellence and quality service through a dedicated, well-trained, specialized and diversified workforce.

Leadership expectations

Our members will...

Display excellence of character

- Striving to achieve the highest standards of behavior
- Modeling FWC's fundamental values of integrity, professionalism, dedication, and adaptability

Embrace the mission

- Striving to meet our core mission goals
- Promoting FWC's leadership role in resource conservation
- Increasing the visibility of FWC through active partnerships
- Seeing beyond current details to the big picture
- Understanding the forces that have shaped our past and will shape our future

Demonstrate supervisory courage

- Acting with fortitude, courage and confidence in the face of challenge
- Supporting and implementing agency policy and principles
- Accepting responsibility
- Doing the right things for the right reasons
- Accepting risks and challenges as opportunities
- Holding themselves and others accountable for behavior which conflicts with our mission and values
- Knowing when to say "no" and when to say "yes"

Lead by example

- Setting the standard for others to follow
- Asking others to do only what they themselves are willing to do
- Knowing the job firsthand
- Getting out and circulating among the troops
- Staying in touch and paying attention

Stay action-oriented

- Knowing what needs to be accomplished
- Encouraging innovation and efficiency
- Seeking new and creative solutions to problems
- Setting goals and achieving them
- Pursuing objectives with passion and optimism

Communicate effectively

- Speaking and writing clearly
- Articulating a vision for others to follow
- Remaining accessible and approachable
- Serving as a conduit for those above and below us in the chain of command to share information

Motivate others

- Sharing a passion for excellence
- Persuading rather than coercing
- Instilling loyalty and a sense of pride
- Recognizing and rewarding performance

As we carry out our duties, we honor the legacy of our unique agency and all who have been called to serve.



Respect and serve others

- Demonstrating dedication to public service
- Honoring the legacy of our unique agency and all who have been called to serve
- Honoring and upholding the traditions and institution of law enforcement
- Striving to be fair and consistent with everyone
- Representing the best of FWC

Build an invincible team

- Promoting cooperation and teamwork
- Insisting on open communication
- Inspiring team spirit and camaraderie
- Sharing rewards and responsibilities

Empower others

- Mentoring
- Helping others realize their potential
- Coaching constructively
- Sharing knowledge and experience
- Trusting the power of the team

Strategic framework elements

Our Strategic Plan identifies our vision, core missions, goals and objectives which together portray what we will accomplish and how we will achieve these results.

The following components provide the framework of our strategy:

Strategic identity

Vision:

How we desire to define ourselves and our agency, and how we want to be recognized and regarded by others.

“To be the premier conservation law enforcement agency in the nation, set apart by versatile operations through strategic vision, clear missions, effective leadership and dedicated professionals.”

Mission statement:

A concise statement in the broadest of terms about what we do as an agency.

“To protect Florida’s natural resources and people through proactive and responsive law enforcement services.”

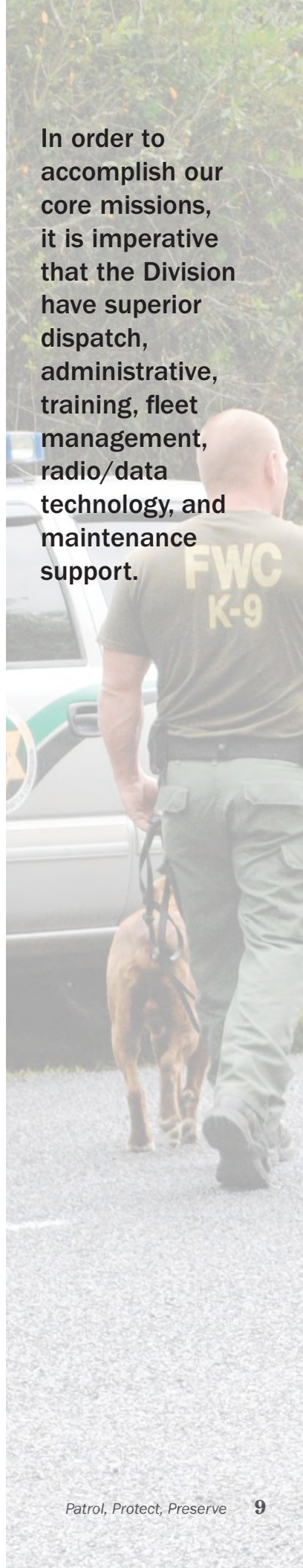
Motto:

A short expression of our mission objectives.

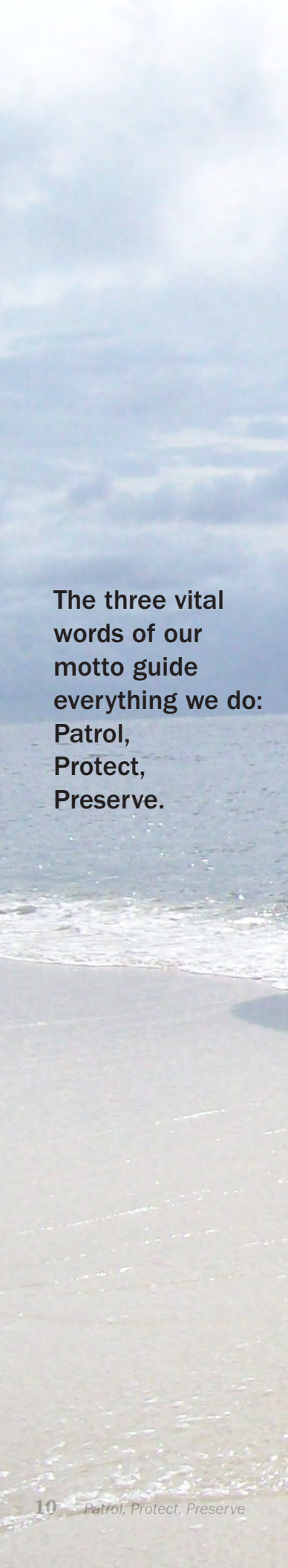
“Patrol, Protect, Preserve.”

Guiding principles:

General statements that are accepted as true and can be used as a basis for reasoning, decisions or conduct.



In order to accomplish our core missions, it is imperative that the Division have superior dispatch, administrative, training, fleet management, radio/data technology, and maintenance support.



The three vital words of our motto guide everything we do: Patrol, Protect, Preserve.

Values:

Beliefs about what we think is important that guide our behavior.

Leadership expectations:

Behaviors we expect from our members.

Core mission elements

Core missions:

The guiding and overarching purpose and responsibilities of the Division which provide the basis and rationale for all that we do.

Goals:

Broad-reaching accomplishments to be achieved in the future which provide direction and inspiration for fulfilling our core mission responsibilities.

Strategies:

The general direction of courses of action that will be taken to accomplish a goal.

Objectives:

Accomplishments which are necessary for implementing our strategies. Our Strategic Plan assumes that if we are successful in accomplishing our objectives as part of a deliberate strategy, then we will also be successful in achieving our strategic goals.

Crosscutting strategies:

Strategies that directly contribute to the accomplishment of more than one strategic goal.

Implementation elements

Regional and program area performance management

Priorities:

Those strategies and objectives, which vary in relevance by region and program area, directed to receive priority and focus over others when resources are limited.

Strategic enforcement action plans:

Regionally developed and written action plans to guide proactive and preventative enforcement and education activities in addressing specific regional priorities, focus areas and/or operational imperatives consistent with identified strategic objectives. Plan elements will include geographical, seasonal and biological considerations, innovative tactics and best practices, and will also identify and involve partnerships with other relevant agencies or entities, if applicable.

Work plans:

Planned allocation of resources and subject matter experts to accomplish specific activities and objectives. Work plans will be developed to direct individual, squad or area activities consistent with the priorities established for a defined work area.

Performance expectations:

Specific expectations developed to guide and direct performance of each individual at all levels of the Division to achieve work plan objectives which relate to and advance the strategic goals, missions, values and vision.

Activities:

The day-to-day duties and actions we undertake in performance of our jobs. Officer activities are reported on a Core Mission Activity Report and are used to describe, measure, report and evaluate our success in meeting our objectives and implementing our strategies.

Progress review and evaluation:

The ongoing reporting, review and assessment of regional, program area and individual performance.

