

2017 Agency Scorecard



Lee County Sheriff's Office

“Proud to Serve”



Sheriff Mike Scott





OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Mike Scott

Uphold Agency integrity through decisive leadership, employee accountability and transparency. The Office of the Sheriff provides the organizational structure of the Agency and ensures unity of command, delineated responsibility, delegation of authority and good management principles. The Office of the Sheriff includes Legal Services/Operations and Public Affairs.

Legal Services Executive Bureau, Chief of Operations and Legal Counsel John Holloway

Objectives	Strategies	Met	Not Met
The Legal Services Bureau will advise the Lee County Sheriff and represent the Agency in legal matters.	Disseminate Legal Bulletins on an as needed basis.	√	
	Litigate civil service hearings.	√	
	Represent the Sheriff's Office in civil forfeiture cases.	√	
	Represent the Sheriff's Office in civil litigation cases.	√	
	Review agency contracts, leases and gated community enforcement agreements.	√	
	Review Internal Affairs investigations.	√	
	Participate and oversee mediation and other litigation related activities for Risk Management.	√	
	Conduct training at new employee orientations, block training, sergeants training and at district roll call meetings.	√	
	Participate and assist Major Crimes and Patrol Divisions with search warrants, court orders, affidavits and submissions.	√	

Notable:

- Active cases as of Dec. 31: 87, new measure due to changes in reporting
- New civil cases: 19, new measure due to changes in reporting
- Closed civil cases: 31, new measure due to changes in reporting
- Assistance to Major Crimes and Patrol Divisions: 71, a 103% increase from 2016

Public Affairs Division, Capt. Robert Gizzi

Public Information Office, Lieutenant Chris Lalor

Objectives	Strategies	Met	Not Met
The Public Information Office will provide accurate and timely information of events and issues of concern to members of the agency and the general public.	Maintain cohesive relationships with local media. Visit local newsrooms quarterly to make contact with producers, reporters, etc. Encourage new reporters to meet with members of the Public Affairs Office to create a good working relationship.	√	
	Expand the use of social media including Facebook, Twitter, smart phone applications and the public website to disseminate information.	√	
	Maintain training for Public Information Office personnel.	√	



OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Mike Scott

Notable:

- Media requests: 1,343, a 28% increase from 2016
- Private constituent requests: 356, a 260% increase from 2016
- Law firm requests: 930, a 95% increase from 2016
- Total requests: 2,629, a 62% increase from 2016
- LCSO Facebook: 45,510 followers/likes, a 35% increase from 2016
- LCSO Missing Persons Facebook: 7,559 followers/likes, a 19% increase from 2016
- LCSO Explorers Facebook: 456 followers, a 104% increase from 2016
- Twitter: 24,800 followers, a 52% increase from 2016
- Instagram: 3,022 followers, a 20% increase from 2016

SW Florida Crime Stoppers Unit, Manager Trish Routte

Objectives	Strategies	Met	Not Met
The Southwest Florida Crime Stoppers Unit will maintain or increase call volume to the Southwest Florida Crime Stoppers tip hotline that results in criminal arrests of wanted persons.	Continue weekly Crime Stoppers television outreach and episode features.	√	
	Coordinate and promote partnerships in the five county region for both Crime Stoppers and Student Crime Stoppers.	√	
	Coordinate efforts on behalf of the Board of Southwest Florida Crime Stoppers Program, Inc.	√	

Notable:

- Press releases: 448, a 40% increase from 2016
- News coverage, not including spot news: 2,251, a 44% increase from 2016
- Presentations/meetings attended: 219, a 10% increase from 2016
- School administrative discipline actions: 27, a 42% increase from 2016

Community Relations Section, Director Stacey Payne

Objectives	Strategies	Met	Not Met
Increase the number of prevention and intervention initiatives in the community.	Actively pursue instituting and maintaining Neighborhood Watch and Business Watch groups.	√	
	Actively pursue team projects.	√	
	Continue working with the county's planning and zoning department as a CPTED adviser; review and comment on development applications.	√	
	Provide prevention and intervention programs for the public.	√	



OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Mike Scott

Maintain the Do The Right Thing Program as a student recognition effort to reinforce positive student behavior.	Conduct monthly awards ceremonies.	√	
	Conduct special school recognitions.	√	
	Organize fund-raisers and encourage community support.	√	
Provide support and referral services to Lee County senior citizens.	Continue home visits to seniors identified as needing service.	√	
	Evaluate Project Lifesaver program and determine whether GPS-based alternative is feasible.	√	
	Expand Senior Services referrals to other support agencies.	√	

Notable:

- Community programs: 1,645, a 6% increase from 2016
- Neighborhood and Business Watch meetings: 171, a 28% decrease from 2016
- Senior Services home visits: 2,695, a 9% increase from 2016
- New Project Lifesaver clients: 36, a 39% increase from 2016
- Do The Right Thing Events: 25, a 4% increase from 2016

Video Production Unit, Lieutenant Donnie Fewell

Objectives	Strategies	Met	Not Met
The Video Production Unit will provide prompt and courteous audio/visual services to the Agency, other law enforcement agencies and community partners.	Produce promotional videos for the Agency.	√	
	Provide services to external partners, i.e. media, SAO, attorneys.	√	
	Provide support and services to the LCSO units, i.e. Traffic Unit, Crime Scene, Major Crimes, Crime Stoppers, Do the Right Thing, etc.	√	

Notable:

- LCSO Public Information Office: 146, a 64% increase from 2016
- SWFL Crimestoppers: 69, a 5% increase from 2016
- In-House video/audio duplications: 2,148, a 2% increase from 2016
- Private law firms: 127, a 102% increase from 2016



CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt, Colonel Thomas Ellegood

Enhance Corrections operations, facilities and service of civil process. The Corrections Bureau provides fair and equitable treatment to all people in its custody; operates facilities in a safe, secure and cost-effective manner; and, offers programs necessary to assist inmates' successful reintegration into the community. Corrections personnel not only monitor the average daily inmate population but also provide voluntary educational and life-skills programs and opportunities to inmates. The Corrections Bureau includes Civil, Court Operations, the Ortiz Site Core and CPU Facilities, Downtown Jail and Juvenile Assessment Center.

Corrections Downtown Jail, Major James Barraco

Corrections Ortiz Core Site, Major Scott Hall

Objectives	Strategies	Met	Not Met
Continue work toward expansion and enrichment of the Corrections Inmate Programs Section.	Expand Life Skills Programs enrollment in all Correctional Facilities.		√ *
	Increase inmate enrollment level within the General Equivalency Diplomas (GED) programs.	√	
Monitor facility population.	Monitor recidivism rate of inmates who have completed inmate programs while incarcerated.	√	
	Work with the county on implementation of diversion programs.	√	
Maintain replacement cycle for Corrections capital equipment.	Replace Corrections kitchen and laundry equipment that is nearing end of life.	√	
	Renovate the Corrections laundry facilities and repurpose for new use.	√	

Notable:

- Total Life Skills enrollment: 1,139, a 20% decrease from 2016 *
- GED enrollment: 1,332 inmates, a 21% decrease from 2016- enrollment decreased but number of GEDs earned increased.
- GEDs earned: 48, a 41% increase from 2016
- Males: 65 completed, 4 reoffended, 6% recidivism rate, 7% decrease from 2016

Court Operations Division, Commander Kathryn Rairden

Objectives	Strategies	Met	Not Met
Maintain the service of subpoenas effectively and efficiently.	Track all subpoenas received from entities within the 20th Judicial Circuit relative to the Lee County Sheriff's Office.	√	
Monitor usage of Court Operations staffing to increase operational efficiency.	Track the number of prisoners handled and transported.	√	

Notable:

- Prisoners moved: 17,396, a 10% decrease from 2016
- Juvenile cases: 12,534, a 10% increase from 2016
- Misdemeanor cases: 62,785, a 7% increase from 2016
- Civil cases: 35,809, an 11% decrease from 2016



CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt, Colonel Thomas Ellegood

- Cape traffic court cases: 2,109, a 52% increase from 2016
- Felony cases: 41,282, a 1% increase from 2016
- Total: 171,915, a 2% decrease from 2016

Juvenile Assessment Center, Director Bill Naylor

Objectives	Strategies	Met	Not Met
The Juvenile Assessment Center will provide law enforcement, parents/guardians and juveniles with links to available services and programs.	Promote programs and services by developing referral documents and reports and by attending meetings, community events and educational initiatives.	√	
The Juvenile Assessment Center will provide specialized services for the community and youth to reduce juvenile-related crime and recidivism.	Assist law enforcement in identifying and monitoring high risk juvenile offenders.	√	
	Expand diversion and prevention initiatives by meeting monthly with various groups and committees that review utilization, capacity and prevention opportunities.	√	

Notable:

- Total meetings held or attended: 80, a 43% increase from 2016
- Civil citation diversions: 352, a 23% increase from 2016

Civil Section, Captain Adam Sedwick

Objectives	Strategies	Met	Not Met
The Civil Section will provide the same or better level of efficient professional service of judicial process throughout Lee County.	Maintain a Writ Execution Team.	√	
	Monitor and balance assigned service of orders to ensure even distribution.	√	
	Serve DV injunctions at a minimum ratio of 90%.	√	
	Track number of vacate orders executed.	√	

Notable:

- Injunctions: 3,427, a 7% increase from 2016
- Served: 2,863, a 3% increase from 2016
- Success rate: 84%, a 2% decrease from 2016 (93% excluding outside agency addresses)
- Ex Parte/Baker Act transports: 65, a 9% decrease from 2016
- Orders to show cause served: 204, a 22% increase from 2016
- Firearms taken into safekeeping: 115, a 32% increase from 2016



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

Ensure public safety through coordinated efforts by Patrol and specialty units. The function of the Patrol Bureau is to enforce laws of the land; the protection of life and property; to ensure public safety; prevent and deter criminal activity; and, conduct proactive patrol through aggressive law enforcement and community policing efforts. Patrol includes six district substations as well as Air Operations, Communications, Tactical Support, Watch Commanders and Youth Services.

North District, Captain Joe More

Objectives	Strategies	Met	Not Met
North District will monitor juveniles who are on home detention and court ordered probation.	Conduct bi-weekly and quarterly probation checks with the Juvenile Probation officer at North District as well as street enforcement.	√	
	Conduct multiple home and school checks to ensure compliance.	√	
North District command staff will continue accountability and efficiency with district personnel to reduce crime.	Hold deputies accountable for their activity and test their knowledge of persons of interest within their zones.	√	
	Increase neighborhood canvasses, field interrogation contacts and improve the collection of latents.	√	
North District will continue strict traffic enforcement.	Increase the number of pedestrian crosswalk operations conducted in the district where traffic concerns have been developed.	√	
	Increase the number of traffic operations conducted in the district's high crime areas and where traffic concerns have been developed as determined by directed patrol, district intelligence and tracking of traffic patterns.	√	
North District will improve internal communications with Patrol.	Partner with Narcotics and Auto Theft Unit in joint operations within the district hot spot areas of criminal activity.	√	
	Provide daily district crime tracking reports to roll call briefings, to update deputies on crime trends and persons of interest in their districts.	√	
	The district commander will attend weekly staff meetings, hold quarterly supervisor and twice daily roll call meetings and communicate through meeting notes and e-mails with personnel.	√	
	Utilize district under cover vehicles and bicycles to conduct bait operations to deter crime in district hot spot zones.	√	
North District will use Community Service Aides (CSAs) to reduce the workload of Patrol Officers.	CSAs will be used to supplement deputy workload.	√	
	Distribute fliers to inform citizens that there has been an increase in crime in their area and they should secure their property/valuables and request any information on suspicious persons or incidents.	√	



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

Notable:

- Home JAM checks: 5,591, a 140% increase from 2016
- JAM arrests: 102, a 10% increase from 2016
- Self-initiated calls for service: 34,447, an 8% increase from 2016
- Crosswalk operations: 5, a 25% increase from 2016
- Operations with Narcotics Section: 7, a 42% decrease from 2016
- Operations with Auto Theft Unit: 0, down two from 2016
- Bait operations: 5, a 78% decrease from 2016
- Calls for service handled by CSAs: 3,813, a 3% increase from 2016

East District, Captain Todd Garrison

Objectives	Strategies	Met	Not Met
East District will aggressively monitor juveniles within the district who are on court ordered probation.	Conduct home and school checks of juveniles on probation.	√	
East District will continue to combat crime and ensure public safety by implementing Intelligence-Led Policing strategies and methodology.	Increase the number of BAR crime related operations conducted in the district high crime areas as determined by Directed Patrol, district intelligence and the tracking of crime patterns.		√ *
East District will continue to combat the increasing number of burglaries.	Conduct proactive patrol activity utilizing district personnel to decrease the number of burglaries in high crime areas as determined by Directed Patrol, district intelligence and the tracking of crime patterns.	√	
	Utilize social media to inform citizens of current crime trends and safety measures they can take to protect their vehicles and property, and to request information regarding suspicious persons or incidents.	√	
East District will continue to improve internal and external communications with district personnel and the community.	Attend/conduct neighborhood/community meetings through crime practitioners, public services deputies, and district personnel.	√	
	Conduct district intelligence meetings.	√	
	Hold supervisor meetings.	√	
	Use DCR/Watch Commander Reports as well as Directed Patrol information.	√	
East District will use Community Service Aides (CSAs) to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

Notable:

- JAM checks conducted: 3,752, a 61% increase from 2016
- Hot spot operations: 20, a 81% decrease from 2016 *
- Intelligence meetings: 143, a 42% increase from 2016
- CSA calls for service: 3,374, a 40% decrease from 2016

West District, Captain Matt Herterick

Objectives	Strategies	Met	Not Met
West District will continue to combat crime and ensure public safety by furthering traffic enforcement.	Increase the number of traffic operations conducted in district high crime areas and where traffic concerns have been developed as determined by directed patrol, district intelligence and tracking of traffic patterns.		√ 1
	Utilize license plate readers to enhance traffic operations and gather intelligence to combat crime.	√	
	Increase traffic operations at crosswalks on Fort Myers Beach. Increase awareness of dangerous behaviors exhibited by pedestrians and motorists at approaching crosswalks.		√ 2
	Reduce crime in the Pine Manor community by utilizing Lee County Human Services grant funding to put additional manpower within the community for aggressive patrol, reducing crime and developing intelligence.		√ 3
West District will continue accountability and efficiency for deputies and clerks.	Increase field interrogation reports. Monitor calls for service handled.		√ 4
	Monitor Status 8 reports taken as well as juvenile and adult arrests in the district.	√	
West District will use Community Service Aides (CSAs) to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	

Notable:

- Traffic operations: 62, a 35% decrease from 2016 -1
- License plate reader usage: 220, a 118% increase from 2016
- Crosswalk traffic operations: 8, an 11% decrease from 2016 -2
- Pine Manor Part I crimes: 121, a 17% increase from 2016
- Pine Manor Total nonviolent crimes: 114, a 93% increase from 2016 -3
- Pine Manor Total violent crimes: 44, no change from 2016
- Field Interrogation Reports: 1,405, a 26% decrease from 2016 -4
- CSA calls for service: 5,832, an 87% increase from 2016



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

South District, Captain Blake Lee

Objectives	Strategies	Met	Not Met
South District will assist state probation officers with adult felony probation checks on individuals living in South District.	Work with state probation officers as they check for curfew violations, conduct searches, etc. on adults under felony probation living in South District.		√ *
South District will create a stronger working relationship with the Collier County Sheriff's Office, specifically North Collier CID.	South CID will share information on a regular basis with Collier County, including daily crime maps, directed patrol reports, etc. South CID will provide relevant information to Collier CID in a speedy fashion so that it is able to be added to Collier's directed patrol meetings.	√	
South District will enforce pedestrian cross-walk laws to educate the public and reduce pedestrian/vehicle accidents.	Monitor busy pedestrian cross-walks throughout South District to ensure motorists are complying with pedestrian cross-walk laws. Deputies will complete these operations in an undercover capacity when needed. Violators will also be given informational literature on the laws as they pertain to pedestrian cross-walks.	√	
South District will reduce crime in the most problematic zone in the district. (Zone 2)	Increase the number of crime reduction operations. Better utilize available resources. Distribute intelligence quickly. Work at identifying crime trends quicker. Utilize Intelligence Led Policing.	√	
South District will use Community Service Aides to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	

Notable:

- Total felony probation operations: 8, a 27% decrease from 2016 *
- Total arrest made for violations during the operations: 4, an 83% decrease from 2016 *
Note: Due to several mitigating factors beyond our control, deputies as of July 2017 no longer work with state probation officers on felony probation checks.
- Pedestrian cross-walk operations: 8, a 300% increase from 2016
- Total BAR crimes: 283, a 23% decrease from 2016
- CSA total reports: 1,199, a 233% increase from 2016

Central District, Captain Brian Jakacki

Objectives	Strategies	Met	Not Met
Central District will continue to combat crime and ensure public safety by furthering traffic enforcement.	Increase the number of traffic operations conducted in district high crime areas and where traffic concerns have been developed as determined by Directed Patrol, district intelligence and tracking of traffic patterns.	√	
Central District will continue to use Community Service Aides (CSAs) to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	
Central District will aggressively monitor juveniles within the district who are on court ordered probation.	Conduct home and school checks of juveniles on probation.	√	



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

Central District will continue to improve internal and external communications with district personnel and the community.	Attend/conduct neighborhood/community meetings.	√	
	Conduct district intelligence meetings.	√	
	Hold supervisor meetings.	√	
	Use DCR/Watch Commander Report as well as Directed Patrol information.	√	
Central District will continue to combat the increasing number of conveyance burglaries.	Conduct proactive operations utilizing district personnel to decrease the number of conveyance burglaries.	√	
	District personnel will distribute fliers to inform citizens that there has been an increase in crime in their area and they should lock their vehicle doors and request any information on suspicious persons or incidents.	√	
	Utilize message boards to advise citizens to lock their vehicles.		√ *

Notable:

- CSA calls for service: 3,462, a 25% decrease from 2016
- CSA information reports: 69, a 116% increase from 2016
- JAM checks: 2,307, a 9% decrease from 2016
- The agency no longer has message boards. The boards have been ordered and will be added back to each district to combat crime. *

Gulf District, Captain Mike Rakestraw

Objectives	Strategies	Met	Not Met
Gulf District will continue to combat crime and ensure public safety by furthering traffic enforcement.	Increase the number of traffic operations conducted in district high crime areas and where traffic concerns have been developed as determined by Directed Patrol, district intelligence and tracking of traffic patterns.	√	
Gulf District will improve communication and interaction with the community and district personnel.	Distribute fliers to inform citizens that there has been an increase in crime in their area and they should lock their vehicle doors and request any information on suspicious persons or incidents. Personnel will be able to conduct neighborhood canvasses while passing out the fliers.	√	
	Continue to improve internal and external communication with district personnel, neighboring agencies and the community.	√	
	Hold supervisor meetings.		√
	Attend/conduct neighborhood/community meetings through crime practitioners, Public Services deputies and district personnel.	√	

Notable:

- LPR Utilized: 214, a 613% increase from 2016
- Chamber of Commerce events: 9, a 50% increase from 2016
- Meetings with other agencies: 20, no change from 2016
- Supervisor meetings: 2, a 50% decrease from 2016



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

Air Operations, Captain Michael Tomisich

Objectives	Strategies	Met	Not Met
Air Operations will improve its overall mission effectiveness and provide more accurate and timely information to units on the ground.	Explore the possibility of utilizing Unmanned Aerial Systems (UASs) in certain tactical scenarios.	√	
	Implement a ten-year aircraft fleet replacement plan.	√	
	Obtain upgrades to current mission equipment.	√	
Air Operations will provide aviation support for the citizens of Lee County 24 hours a day, 7 days a week and 365 days a year without interruption or need for outside assistance.	Grow and then maintain manning for Air Operations at seven full-time LCSO pilots and three full-time LCSO tactical flight officers (TFOs). Nurture relationships with Cape Coral Police Department (CCPD), Fort Myers Police Department (FMPD) and Florida Fish and Wildlife Conservation Commission (FWC) to ensure that they continue to provide personnel support.	√	
	Make improvements to the Air Operations' hanger facilities (Flight Operations) at Buckingham Airfield and renew the lease with the Lee County Mosquito Control District.	√	

Notable:

- Obtaining upgrades to current equipment is an ongoing strategy to keep pace with the rapid improvements in cockpit avionics and available mission equipment technologies in an effort to continually improve operational effectiveness.

Communications Division, Director Karen Ciofani

Objectives	Strategies	Met	Not Met
Enhance the Communications Division's overall performance through quality assurance.	Monitor calls to ensure Emergency Police Dispatch protocols are being followed.	√	
	Enhance performance through continuing education.	√	
	Provide assistance to other agencies.	√	
	Track types of calls for service.	√	

Notable:

- Maintain Emergency Police Dispatch (EPD) certification: 88 certified as of Dec. 31, new measure
- Conduct random sample of calls: 3,331, new measure
- Achieve 80% compliance with EPD standards: 81%, new measure
- Calls taken from other agencies: 9,477, new measure
- Training provided to members of other agencies: 121, new measure
- Total 911 & administrative calls: 856,072, new measure



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
Tactical Support Division, Captain JD Loethen			
Agricultural Crimes, Sergeant Randy Hodges			
Objectives	Strategies	Met	Not Met
Agricultural Crimes Unit will provide personnel with specialized training to deal with agricultural crimes and livestock-related calls for service by responding to all livestock related calls for service.	Attend regular meetings with the Agricultural Task Force Unit, Florida Agricultural Crimes Intel Unit, Cattlemen's Association and Beekeepers Association of SWFL.	√	
	Enhance ongoing job-specific training.	√	
	Partner with businesses, community and governmental agencies, i.e. Florida Fish and Wildlife Conservation Commission.	√	
	Respond to all at-large livestock cases to increase contacts with local livestock owners.	√	
Notable:			
<ul style="list-style-type: none"> Meetings attended: 4, a 67% decrease from 2016. Hurricane Irma contributed to decrease in meetings Active partnerships: 6, a 50% increase from 2016 			
Ancillary Services, Lieutenant DeDe Diogo			
Objectives	Strategies	Met	Not Met
Enhance agency productivity through the use of Volunteer Observers Impacting Community Effort (V.O.I.C.E.) volunteers, auxiliary deputies and part-time deputies.	Conduct two or more training courses per quarter for current V.O.I.C.E. members.	√	
	Improve the on the job training program so volunteers do not have to wait for a large group of other volunteers to start in the program.	√	
	Increase recruitment program.	√	
	Match the talents, training and desires of the volunteer with the needs of the agency and monitor the savings afforded to the LCSO of the volunteer program.	√	
	V.O.I.C.E. members will participate in traffic-related initiatives.	√	
Notable:			
<ul style="list-style-type: none"> Volunteers added: 17, a 70% increase from 2016 Functions attended: 304, a 33% increase from 2016 Volunteer hours worked: 42,513.5 a 12% decrease from 2016 Estimated cost savings: \$1,026,275.89 a 9% decrease from 2016 Beach traffic control hours: 1,858.5, a 23% increase from 2016 			
Fugitive Warrants, Lieutenant James Heuglin			
Objectives	Strategies	Met	Not Met
Fugitive Warrants increase arrests made and warrants served by working with surrounding agencies and interrelated LCSO units.	Create teams and assigned areas of responsibility within the Fugitive Warrants Unit in order to maintain a more accurate accountability of wanted persons in various areas of the county.	√	



PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

Notable:

- Felony Physical arrests: 473, a 48% decrease from 2016
- Directed arrests: 174, a 35% decrease from 2016
- Task Force Physical arrests: 275, a 27% decrease from 2016
- Felony Warrants served: 1,163, a 21% decrease from 2016

K9 Unit, Lieutenant Frank Glover

Objectives	Strategies	Met	Not Met
The K9 Unit will enhance agency productivity through the use of trained canines.	Respond to crimes that have recently occurred and use trained canines when feasible to locate suspects or evidence. Conduct public demonstrations to promote a good public image.	√	

Notable:

- Narcotic usages: 766, a 9% increase from 2016
- Explosive/evidence: 118, a 17% increase from 2016

Traffic Unit, Lieutenant Dennis Petracca

Objectives	Strategies	Met	Not Met
The Traffic Unit will plan, analyze, inspect and coordinate the agency's traffic activities.	Enforce traffic laws to reduce the number of traffic crashes and DUI-related offenses.	√	

Notable:

- UTTs: 11,064, a 12% increase from 2016
- Warnings: 552, a 39% decrease from 2016
- DUI arrests: 333, a 20% decrease from 2016
- Crash investigations: 1,565, no change from 2016
- Saturation patrols: 40, a 122% increase from 2016

Youth Services Section, Captain Mike Miller

Objectives	Strategies	Met	Not Met
The Youth Services Section will conduct crime prevention and intervention initiatives targeted toward youth.	Assist in building and supporting the Lee County Sheriff's Office Explorer and Cadet Programs.	√	
	Continue to attend educational training and certification classes.	√	
	Involve parents/guardians and educators in substance use, abuse education and gang prevention.	√	
	SROs to provide education, counseling and law enforcement at Lee County schools.	√	

Notable:

- Cadets in program at year end: 321, new measure due to change in reporting
- Explorers in program at year end: 28, an 18% decrease from 2016
- Internet/cyber safety presentations and classes: 1,651, a 50% decrease from 2016



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Promote personal and professional improvement through sound fiscal management and employee health and wellness. The Support Services Bureau continues to promote sound fiscal management, strong leadership and organizational excellence to increase Agency efficiency and wellness. Members will work to strengthen inter-governmental relations, community relations, and internal and external communications. These tasks are accomplished through the Budget, Data Integrity, Facilities, Finance, Fleet, Personnel Services, Planning and Research, Purchasing, Star Care Clinic and Technical Support divisions.

Budget Division, Senior Budget Analyst Jill Jones

Objectives	Strategies	Met	Not Met
Develop, produce and implement a budget that meets the goals and objectives of the Lee County Sheriff's Office.	Attend and present at workshops and public hearings as needed.	√	
	Discuss new goals and objectives with Sheriff and Bureau Commanders for fiscal year.	√	
	Prepare and distribute budget worksheets to all components by March 15 of the current fiscal year.	√	
	Present budget to BoCC as required by Florida Statutes by May 1 of the current fiscal year.	√	
Ensure the safety of deputies and the efficiency of staff through adequate staffing.	Implement a five-year plan to adjust starting wages and existing salary to account for a documented salary disparity, merit raises and increases in cost of living.	√	

Notable:

- Budget submitted to the BoCC by May 1, 2017
- Prepared and distributed budget worksheets: Completed
- Starting wages for Deputies and Correctional officers adjusted to \$40,000

Facilities, Director Kathleen Murray

Objectives	Strategies	Met	Not Met
Work collaboratively with facilities planners and vendors to meet the infrastructure needs of Lee County.	Meet and communicate with Lee County facilities and other government entities.	√	
Work collaboratively with facilities planners and vendors to meet the infrastructure needs of Lee County.	Work with Command Staff to prioritize and complete major facility projects by fiscal year.	√	

Notable:

- Total facility/work orders: 5,046, new measure
- Infrastructure projects prioritized by year and shared with Lee County facilities and other government entities



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Finance Division, Director Crystal Gambino

Alarm Unit, Manager Deanna Denning

Objectives	Strategies	Met	Not Met
The Finance Division will ensure proper compliance for annual comprehensive financial audit.	Complete all financial reporting within proper fiscal years.	√	
The Finance Division will explore development and implementation of electronic timesheets to increase payroll efficiencies.	Work with Technical Support Division and Planning and Research to develop and implement electronic timesheets.	√	
Maintain false alarm registration program in an effort to reduce false alarms.	Educate alarm holders of their responsibilities.	√	
	Enroll unregistered alarm holders.	√	

Notable:

- Finance achieved clean audit/exit interview with no findings
- Electronic timesheet implementation is under way
- New alarm registrations created: 1,645 a 24% decrease from 2016
- Current alarm permits registered: 50,658, a 12% decrease from 2016
- False alarm activations: 12,785, no significant change from 2016

Fleet Management Division, Director James Jones

Objectives	Strategies	Met	Not Met
Track maintenance expenses of marked vehicles to establish a baseline for replacement.	Implement replacement cycle for marked patrol vehicles.	√	
Minimize the cost of maintenance for aging vehicles (over 100,000 miles).	Monitor the number of agency vehicles with greater than 100,000 miles.	√	
Monitor the percentage of maintenance completed within 24 hours with a target of maintaining 90% or greater.	Schedule preventative maintenance appointments on vehicles.	√	

Notable:

- Average age of marked patrol units: 72.51 months, a 15% increase from 2016
- Marked Crown Vic: 209; vehicles over 100,000 miles: 192
- Unmarked Crown Vic: 172; vehicles over 100,000 miles: 140
- Total vehicles: 991; vehicles over 100,000 miles: 493
- Maintenance completed within 24 hours: 86.11%, an increase of 13.63 percentage points from 2016



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Personnel Services Division, Director Dawn Heikkila

Objectives	Strategies	Met	Not Met
Personnel Services/Risk Management will create a risk management culture.	Build and nurture an environment where safety and risk management becomes an integral and active part of LCSO operations.	√	
	Develop and implement programs that incorporate safety and risk management concepts into the culture of LCSO, such that all areas of the agency are aware of and deal proactively with risk management concerns.	√	
	Include safety and risk management factors in employee performance evaluations.	√	
	Include safety and risk management factors in new employee orientations.	√	
	Coordinate and disseminate informational brochures, newsletters, announcements, web pages, and other communiqué to convey risk management concepts.	√	
	Work in conjunction with the Training Division to develop and implement training courses and drivers' education courses.	√	
	Participate, and the Legal Services Division will oversee mediation and other litigation related activities for Risk Management litigation.	√	
Personnel Services/Risk Management will reduce risks, frequency, and severity of losses.	Examine and determine appropriate risk avoidance activities.	√	
	Establish appropriate loss control measures throughout the agency.	√	
	Monitor the success of loss prevention programs.	√	
Personnel Services/Risk Management will promote sound fiscal management to ensure safety and accountability.	Monitor premiums and claims experience in all programs.	√	
	Monitor Safety Committee outcomes.	√	
	Monitor lost time.	√	
Personnel Services/Risk Management will provide planning and leadership.	Develop a formal risk management and insurance program for LCSO.	√	
	Determine appropriate risk financing methods.	√	

Notable:

- Efforts to create a risk management culture are ongoing
- Number of claims: 610, a 31% increase from 2016
- Health Benefits: 9% average increase from 2016
- Total losses reviewed: 230, an 11% increase from 2016

Planning and Research Division, Director Stan Nelson

Objectives	Strategies	Met	Not Met
Assess Agency needs through semi-annual meetings with division commanders.	Meet with division commanders to identify capital and training needs during the budget development phase in the spring and prior to implementation of the new fiscal year.	√	



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Increase and maintain outreach efforts with agencies in the community that strengthen working relationships between LCSO and the groups.	Partner with agencies on grants, special projects and initiatives that share common objectives.	√	
Conduct research and analysis in support of agency operations and effectiveness.	Provide self-initiated and requested analytical research information to agency personnel and produce guiding documents, recommendations and reports upon request.	√	
Obtain alternative funding sources to support the Five Year Strategic Plan.	Research, apply for and administer grants supporting the LCSO Strategic Plan.	√	
	Forward grant requests to Command Staff and assess the likelihood of funding.	√	

Notable:

- New and existing project partnerships: 6, a 33% decrease from 2016
- Special projects and initiatives: 24, a 41% increase from 2016
- Completed projects: 34, a 6% increase from 2016
- Grants awarded: 11, an 8% decrease from 2016
- Total award amount: \$893,574, a 25% decrease from 2016

Purchasing Section, Director Jenna Clark

Objectives	Strategies	Met	Not Met
Improve the procurement process time for operational resources and organize in-house inventory (supplies/uniforms) according to allowable space.	Automate the purchasing process (5-year goal). Integrate new purchasing software to improve inventory control and procuring of resources.	√	
	Maintain in-store stock and continue to buy in bulk when beneficial to improve savings and turn-around time.	√	

Notable:

- Total purchase orders processed: 9,034, a 15% decrease from 2016

Technical Support Division, Administrator Tara Thrower

Objectives	Strategies	Met	Not Met
Implement cost savings through renegotiation of contracts and professional business relationships.	Collaborate with vendors to reduce ongoing agency cost.	√	
Implement disaster recovery plan.	Ensure functionality of hardware, software and connectivity in multiple locations.	√	
Provide the agency with required hardware/software systems.	Maintain hardware replacement cycle.	√	
Provide the agency with required hardware/software systems.	Replace the agency phone system.	√	
Provide the agency with required hardware/software systems.	Upgrade and replace hand-held and mobile radios.	√	



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Track work orders completed by technicians.	Track all work orders submitted to Help Desk.	√	
Monitor major infrastructure projects.	Track and prioritize completion of infrastructure projects.	√	
Provide support to agency employees for software applications.	Monitor major projects using project management system.	√	
Provide the agency with software systems required to accomplish Agency goals and streamline agency processes.	Increase agency productivity, software security, accessibility and usability of information.	√	
Notable: <ul style="list-style-type: none"> • Estimated savings: \$578,326, new measure • Infrastructure projects completed: 9, new measure 			



CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Maintain Agency effectiveness through specialized investigations. The Criminal Investigations Bureau conducts investigations on all referred offenses through the Economic Crimes, Forensics, Highway Interdiction, Major Crimes and Special Investigations divisions.

Economic Crimes Unit, Captain Kevin Ferry

Objectives	Strategies	Met	Not Met
The Economic Crimes Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track total number of cases worked, closure rate and arrest rate by the Economic Crimes Unit to ensure criminals are apprehended and investigations are thorough and complete.	√	

Notable:

- Closure rate (all closures/new cases worked): 131%, not comparable to 2016 due to change in formula from in-house to UCR
- Total closures (from all years): 1,893, new measure
- Cases closed by arrest: 135, a 20% increase from 2016
- Total cases worked (from current year): 1,441, new measure

Forensics Division, Captain John Long

AFIS/Latents, Manager Linda Crosbie

Objectives	Strategies	Met	Not Met
The AFIS/Latents Unit will assist criminal investigations through the collection and examination of latent fingerprints,	The Forensic Division will accept, collect and/or examine latent print evidence as requested.	√	

Notable:

- Total cases: 1,760, a 25% decrease from 2016
- District latents: 3,482, a 26% decrease from 2016

Crime Scene Section, Supervisor Elaine Flaherty

Objectives	Strategies	Met	Not Met
The Crime Scene Section will assist Criminal Investigations by processing crime scenes and evidence from crime scenes (submitted by others).	The Crime Scene Section will process crime scenes and/or evidence from crime scenes as requested.	√	

Notable:

- Crime scenes responded to: 178, a 5% increase from 2016
- In-house cases: 1,127, a 44% decrease from 2016



CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands			
Digital Forensics Section, Supervisor KC Stout			
Objectives	Strategies	Met	Not Met
The Digital Forensics Section will enhance the agency's investigative units to gather evidence using the highly specialized and technical capabilities.	Further develop and maintain Digital Forensic capabilities by maintaining a CFCE-certified staff and remaining current on the new techniques and systems in use.	√	
	Upgrade one Digital Forensics workstation annually to keep pace with technological advances.		√ *
Notable: <ul style="list-style-type: none"> • Requests for assistance: 1,804, a 10% increase from 2016 • A new digital forensics workstation was not purchased in 2017 * 			
Evidence Section, Manager Ron Ralls			
Objectives	Strategies	Met	Not Met
The Evidence Section will effectively identify and purge property no longer needed for investigative purposes.	Continually evaluate property/evidence currently in storage and purge as authorized.	√	
Notable: <ul style="list-style-type: none"> • Cases purged: 17,101, a 5% increase from 2016 			
Major Crimes Division, Captain William Murphy Jr.			
Objectives	Strategies	Met	Not Met
The Homicide Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Homicide Unit, closure rates and arrest rate to ensure criminals are apprehended and investigations are thorough and complete. In addition, track the number of non-homicide deaths, including natural, suicide and accidental deaths.	√	
The Innocent Images Section will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by Innocent Images investigators and the closure rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The Cold Case Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Cold Case Unit, closure rates and arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The Missing Persons Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Missing Persons coordinator, closure rate and the number of closed cold cases.	√	



CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

The Victim Advocates Unit will provide direct services and referrals to crime victims.	Track the number of victim transports, translations, 911 phones assigned, phone attempts, phone contacts, letters/email, home visits, call outs, hospital visits, Court/SAO and other assists, along with the number of meetings/trainings.	√	
The Violent Crimes Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Violent Crimes Unit, its closure rate and its arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	

Notable:

- **Homicide Unit** -Closure rate: 97.5% (394/407), an increase of 8.5 percentage points from 2016
 Death investigation cases worked: 407, a 25% increase from 2016
 Total cases closed: 394, new measure
 Closed by arrest: 8, a 27% decrease from 2016
 Total non-homicide death investigations: 379, a 24% increase from 2016
- **Innocent Images Unit** -Number of cases worked: 73, a 35% increase from 2016
- **Cold Case Unit** - Cold Case homicides actively worked: 16, a 433% increase from 2016
- **Missing Persons Unit** - Total cases: 788, a 21% increase from 2016
- **Victim Advocates** -Translations: 98, a 29% decrease from 2016
 Home visits: 577, a 26% decrease from 2016
 Phone attempts: 2,859, a 11% increase from 2016
- **Violent Crimes Unit** -Closed by arrest: 114, a 50% increase from 2016
 Closure rate: 84%, an increase of 9.5 percentage points from 2016

Major Crimes Division (2), Captain John Desrosier

Objectives	Strategies	Met	Not Met
The Auto Theft Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Auto Theft Unit, its closure rate and its arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The Robbery Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Robbery Unit, its closure rate and its arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The Sexual Offender/Predator Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Enforce Florida's sexual offender and predator laws through the Sexual Offender/Predator Unit and a proactive monitoring system by interaction with other state agencies and the public.	√	



CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

The Special Victims Unit will provide direct services and referrals to crime victims.	Track total number of child abuse and sex crime cases, closure rate and arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
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Notable:

- **Auto Theft**
Stolen vehicle cases: 567
Recovered vehicle cases: 456 (Not factored into closures)
- **Robbery Unit**
Total cases: 271, a 17% increase from 2016
Total cases resolved: 179, new measure
- **Sexual Offender/Predator**
New cases: 78, a 15% increase from 2016
Arrests: 24, a 41% increase from 2016
A Child is Missing notifications: 235, a 34% increase from 2016
- **Special Victims**
Sex crime closure rate: 95.6%, new measurement
Sex crime cases worked: 567, new measurement
Sex crime cases closed: 543, new measurement
DCF intake reports: 753, a 51% increase from 2016
DCF intake reports closed: 737, a 54% increase from 2016
DCF intake closure rate: 97.88%, an increase of 1 percentage point from 2016
Total cases worked by SVU: 1,565, a 37% increase from 2016
Total cases closed by SVU: 1,526, a 41% increase from 2016
SVU closure rate: 97.50%, an increase of 3.2 percentage points from 2016

Special Investigations, Captain Rob Casale

Electronic Surveillance Section, Lieutenant Ken Sonier

Objectives	Strategies	Met	Not Met
Support the units within our agency and the Regional Electronic Surveillance Task Force with specialized electronic equipment and training.	Deploy, construct and repair highly specialized equipment that will assist investigative units in gathering evidence.	√	

Notable:

- Devices deployed: 387, a 4% decrease from 2016
- Devices constructed: 27, a 50% increase from 2016
- Devices repaired: 97, a 12% decrease from 2016
- Assists to other agency: 28, a 69% decrease from 2016



CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Gang Unit, Sergeant Ryan Poklemba

Objectives	Strategies	Met	Not Met
The Gang Unit will identify and document gang members and their organizations.	Use whatever investigative tools are available to disrupt gang activities and enhance prosecution through documentation.	√	

Notable:

- Criminal investigations: 7, an increase of 7 from 0 in 2016
- Non-criminal investigations/documentations: 188, a 141% increase from 2016
- Operations: 110, an increase from 5 in 2016
- Assists to other units: 65, a 38% increase from 2016

Intelligence Section, Lieutenant Karl Albenga

Objectives	Strategies	Met	Not Met
The Intelligence Section will monitor and assess information pertinent to local, state and international concerns.	The Intelligence Unit will share information with appropriate personnel.	√	
	The Intelligence Section will monitor businesses for illegal activities.		√ *

Notable:

- Total investigations/cases: 65, an 81% increase from 2016
- Intel operations: 110, a 255% increase from 2016
- Intel assists to other units: 65, a 210% increase from 2016
- Businesses investigated: 8, a 60% decrease from 2016 *

Narcotics Section, Lieutenant Michael Tamulionis

Objectives	Strategies	Met	Not Met
The Narcotics Section will increase enforcement to disrupt illegal drug sales and trafficking in Southwest Florida.	Employ confidential informants and specialized equipment to enhance operations.	√	
The Narcotics Section will increase narcotics enforcement through training, interagency cooperation and enhanced use of electronic technology.	Partner with other Law Enforcement and agency personnel to enhance intelligence collection, sharing and dissemination.	√	
	Use confidential informants, Crimestopper tips and hotline leads to develop intelligence on drug traffickers and offenders.	√	



CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Notable:

- Total cases: 584, a 10% decrease from 2016
- Cash forfeitures: \$1,715,707, a 1,330% increase from 2016
- Pharmaceuticals: 18,518 pills, a 1,677% increase from 2016
- Cocaine: 3,973.2 grams, a 95% increase from 2016
- Marijuana: 1,041 kilograms, a 120% increase from 2016
- Marijuana plants: 59, a 94% decrease from 2016
- Heroin: 1.17 kilograms, a 64% decrease from 2016
- Methamphetamine: 1,423.4 grams, a 23% increase from 2016
- Weapons: 55, a 25% increase from 2016
- Total Crimestopper calls/tips received: 368, a 23% decrease from 2016

Highway Interdiction Division, Captain Keith Day

Objectives	Strategies	Met	Not Met
The Highway Interdiction Team will increase criminal interdictions by targeting illegal activity associated with Lee County highways and parcel deliveries.	Conduct proactive criminal patrol on county highways and roadways to combat criminal activity.	√	
	Use physical inspection, confidential informants and partnerships with the parcel delivery business community to interdict contraband and disrupt illegal parcel deliveries.	√	
	Establish a working relationship with the Lee County Port Authority and airlines at the Southwest Florida International Airport.	√	

Notable:

- Total cases: 163, a 6% increase from 2016
- Vehicle forfeiture: 11, a 22% increase from 2016
- Marijuana: 452.4 kilograms (997.5 lbs.), a 91% increase from 2016
- Heroin: 6 grams, a 95% decrease from 2016
- Ecstasy: 1,085.5 pills, a 336% increase from 2016
- Parcel Intercepts: 80, a 48% increase from 2016
- Number of investigations: 2, new measurement added in second half of 2017



PROFESSIONAL STANDARDS BUREAU, Major Traci Estep			
<i>Maintain the professional standards of all Agency personnel. The Professional Standards Bureau ensures that only the most qualified employees are hired, and that once hired, they uphold this Agency's commitment to excellence. The Professional Standards bureau includes Accreditation, Central Records, Human Resources, Internal Affairs, Public Services, Staff Inspections and Training.</i>			
Staff Inspections, Director William C. Bergquist			
Objectives	Strategies	Met	Not Met
Staff Inspections will review all units within the Agency at least once every three years.	Conduct and complete at least one formal staff inspection per month.		√ *
Notable:			
<ul style="list-style-type: none"> Units inspected: 6, a 54% decrease from 2016, based on a reconfiguring of the inspection calendar in 2016. Eight (8) inspections are scheduled for 2018. * 			
Accreditation, Manager Tanya Tanner			
Objectives	Strategies	Met	Not Met
Maintain Commission for Florida Law Enforcement Accreditation (CFA), Florida Corrections Accreditation Commission (FCAC) and provide agency representation within the commissions.	Conduct on-site assessments for other agencies.	√	
	Continue to participate in training seminars and conferences.	√	
	Continue to use Blue/Green Folder system and individual standard status reports to monitor compliance with accreditation standards.	√	
	Maintain CFA and FCAC accreditation and compliance.	√	
	Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance.	√	
Maintain national law enforcement accreditation and provide Agency representation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).	Conduct on-site assessments for other agencies.	√	
	Continue to participate in national training seminars and conferences.	√	
	Continue to use Red Folder system and individual standard status reports to monitor compliance with accreditation standards.	√	
	Maintain CALEA accreditation.	√	
	Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance.	√	
Notable:			
<ul style="list-style-type: none"> Assessments conducted: 3, a total increase of 3 from 0 in 2016 Accreditation has maintained compliance with all CFA and FCAC standards Accreditation status: Accredited 			



PROFESSIONAL STANDARDS BUREAU, Major Traci Estep

Human Resources, Administrator Cari Turner

Objectives	Strategies	Met	Not Met
Assist in the Agency's effort to reduce turnover.	Identify training needs and opportunities, and train HR personnel to increase efficiency.	√	
	Proactively recruit through various events.	√	
	Review exit interviews and communicate to Command Staff areas of concern.	√	
Review terminations and Internal Affairs investigations to improve hiring practices.	Monitor terminations and IA investigations to improve hiring standard policy.	√	

Notable:

- Total open FTEs: 46, a 25% decrease from 2016
- FTEs hired: 111, a 38% decrease from 2016
- FTEs separated: 99, a 21% decrease from 2016
- Annual turnover ratio: $99/1,557 = 6.3\%$, a decrease of 1.9 percentage points from 2016

Internal Affairs, Lieutenant Felicia Riley

Objectives	Strategies	Met	Not Met
The Internal Affairs Section will conduct thorough, complete and professional investigations of complaints filed with the LCSO Professional Standards Division that may be classified as any of the four (4) types; 1) Internal Affairs complaints, 2) written reprimands, 3) Administrative reviews and 4) grievances.	Conduct analysis of all complaints to identify possible training deficiencies and exposure to liability.	√	
	Ensure all investigators receive continuing training/education.	√	
	Monitor and track findings of internal affairs complaints and administrative reviews.	√	
	Monitor and track total cases received.	√	
	Use the Personnel Early Warning System to identify potential problems in the early stages.	√	

Notable:

- Substantiated cases: 29, a 93% increase from 2016
- Unsubstantiated cases: 4, a 300% increase from 2016
- Unfounded cases: 0, no change from 2016
- Justified Officer Involved Shooting reviews: 3, a 40% decrease from 2016
- Total PEWS: 13, a 35% decrease from 2016

Sheriff's Youth Activities League, Lieutenant Larry King

Objectives	Strategies	Met	Not Met
Build relationships between law enforcement and area youths by organizing athletic and education based programs through community partnerships and the Sheriff's Youth Activities League Board.	Partner with SYAL Board of Directors citizens, businesses and civic organizations	√	
	Provide youth proactive alternatives to idle time, which can lead to disruptive or criminal behavior.	√	



PROFESSIONAL STANDARDS BUREAU, Major Traci Estep

Notable:

- Partnerships: 251, a 115% increase from 2016
- Fund-raising events: 38, a 217% increase from 2016
- Total youth activities: 447, new measure
- Total youth participants: 4,180, new measure

Central Records and Warrants, Director Cherrie McAbee

Objectives	Strategies	Met	Not Met
The Central Records Division will increase efficiency through the use of technology.	Archive Microfilm data into PDF files.	√	
	Provide online access to crash reports. Target access by purchases to exceed 40% of uploads.	√	
The Central Records Division will record and maintain Lee County Warrants records.	Act as a central depository of warrant information.	√	
The Central Records Division will improve the integrity and reliability of agency records.	Merge/Update data within the agency's records management systems (Aegis, Spillman and OMS).	√	

Notable:

- Crash reports uploaded to the FIRES portal: 11,034, a 16% increase from 2016
- Reports sold through FIRES: 10,646, a 48% increase from 2016
- Percentage of crash reports sold: 96%, an increase of 48 percentage points from 2016
- Warrants served : 9,268, a 2% increase from 2016
- Data Integrity requests completed: 5,291 in second half of 2017. Note: The Data Integrity Unit was reassigned to Central Records in February 2017.

Training, Captain Paul Cummins

Objectives	Strategies	Met	Not Met
The Training Section will provide specialized professional training to the members of the Lee County Sheriff's Office, as well as other law enforcement agencies.	Continue participation in higher education programs.	√	
	Continue to develop and host regional training.	√	
	Continue to explore and develop alternate methods for delivering training	√	
	Continue to provide additional training for law enforcement.	√	
	Maintain pre-academy for new deputies.	√	
	Track out of county training attended.	√	
	Track outside LE agency Gun Range usage.	√	
	Track public Gun Range memberships.	√	
	Track public Gun Range usage.	√	



PROFESSIONAL STANDARDS BUREAU, Major Traci Estep

Implement four-year replacement cycle for agency Tasers.	Research and develop strategy to implement Taser replacement cycle.	√	
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- Notable:**
- College participation: 206, a 25% decrease from 2016
 - In-house training classes by agency members: 282, a 147% increase from 2016
 - Outside training classes by agency members: 178, a 493% increase from 2016
 - Out-of-county training hours by agency members: 9,638, a 32% decrease from 2016
 - Academy training: 52,964 hours, a 75% increase from 2016
 - Outside law enforcement agency usage: 137 days, a 30% decrease from 2016
 - Number of X26 Tasers replaced: 180, new measure; 698 remain to be replaced