



2016 AGENCY SCORECARD

**LEE COUNTY
SHERIFF'S OFFICE**
MIKE SCOTT, SHERIFF





OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Mike Scott

Uphold Agency integrity through ongoing training, high professional standards and direct community involvement. The Office of the Sheriff provides the organizational structure of the Agency and the application of basic organizational principles such as ensuring unity of command, delineating responsibility, delegating authority and management principles of a general nature. Legal Services, Public Information, Professional Standards and Public Services are under the direction of the Sheriff.

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 litigation.	√	
	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.	√	

Division Highlights:

- Active civil cases: 239, a 9% increase from 2015
- Closed civil cases: 53, a 253% increase from 2015
- Contracts reviewed: 483, a 62% increase from 2015

Public Affairs Office, Lieutenant Chris Lalor

Objectives	Strategies	Met	Not Met
The Public Affairs Office will provide accurate and timely information of events and issues of concern to members of the agency and the general public.	Attend Southwest Florida Coalition for the Accurate Dissemination of Information; visit local news-rooms to meet new producers, reporters, etc.; attend new reporter orientations; hand out information packets and facilitate introductions to LCSO Executive and Command Staff at Headquarters.	√	
	Expand the use of social media including Facebook, Twitter and smart phone applications.	√	
	Maintain training for Public Affairs personnel.	√	
	Provide daily press releases, booking and incident reports.	√	
	Utilize agency website to disseminate information.	√	



OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Mike Scott

Division Highlights:

- Media requests: 1,047, a 25% decrease from 2015; law firm requests: 477, a 1% decrease from 2015; total billed and collected: \$30,285.96, an 11% decrease from 2015
- Total press releases generated: 445, a 20% decrease from 2015
- Social media: LCSO Facebook: 33,786 followers/likes, an 86% increase from 2015; LCSO Missing Persons Facebook: 6,347 followers/likes, new measure; LCSO Explorers Facebook: 224 followers, new measure; Twitter: 16,300 followers, a 149% increase from 2015; Instagram: 2,518 followers, new measure

SW Florida Crime Stoppers Unit, Lieutenant Chris Lalor

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.	√	

Division Highlights:

- New tips: 4,778, a 16% increase from 2015; arrests made from tips: 482, an 18% increase from 2015; reward money approved, \$88,445, an 11% increase from 2015; property and drugs seized as a result of tips: \$727,771, a 36% increase from 2015
- Press releases: 320, a 35% increase from 2015
- News coverage, not including spot news: 1,561, a 19% increase from 2015

Professional Standards Division, Major Traci Estep

CALEA Accreditation Section, Manager Tanya Tanner

Objectives	Strategies	Met	Not Met
Maintain Commission for Florida Law Enforcement Accreditation (CFA) accreditation and provide Agency representation within the commission.	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 accreditation.	√	
	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 CFA and FCAC accreditation.	√	



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Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance.

√

Division Highlights:

- * Accreditation conducted no on-site assessments for other agencies. Note: no assessments were requested
- Accreditation has maintained compliance with all CFA and FCAC standards
- Accreditation has maintained compliance with CALEA standards

Central Records & Warrants Division, 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: 40% of purchased crash reports will be purchased online.	√	
The Central Records Division will record and maintain Lee County Warrants records.	Act as a central repository of warrant information.	√	

Division Highlights:

- The consolidation of Central Records and Warrants in one office provided for a more efficient and effective use of personnel and a better workspace and training environment
- Crash reports uploaded: 9,536; crash reports sold: 7,172; percentage sold: 75.21%, exceeding goal of 40%
- Warrants entered: 10,280, a 1% increase from 10,151 in 2015; warrants served: 9,068, a 1% increase from 8,970 in 2015; warrants canceled: 836, a 27% decrease from 1,147 in 2015

Human Resources Division, Manager Cari Turner

Objectives	Strategies	Met	Not Met
The Human Resources Division will 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.	√	
The Human Resources Division will review terminations and Internal Affairs investigations through its Background Case Management Section to improve hiring practices.	Monitor terminations and IA investigations to improve hiring standard policy.	√	

Division Highlights:

- Full time recruiter hired in 2016
- Total employees hired: 180, a 56% increase from 2015
- Total FTEs separated: 126, a 1% increase from 2015
- Annual turnover ratio: 126/1,541 = 8.2%, no change from 2015



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Internal Affairs Section, 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 types; Internal Affairs complaints, bureau complaints, administrative reviews and grievances.	Conduct analysis of all complaints to identify possible training deficiencies and exposure to liability.	√	
	Ensure that all investigators are properly trained.	√	
	Monitor and track findings of all investigations.	√	
	Monitor and track total cases received.	√	
	Use the Personnel Early Warning System (PEWS) to identify potential problems in the early stages.	√	

Division Highlights:

- Substantiated cases: 15, a 42% decrease from 2015
- Unsubstantiated cases: 1, a 75% decrease from 2015
- Unfounded cases: 4, no change from 2015
- Justified officer involved shootings: 5, a 17% decrease from 2015

Staff Inspections, Captain Ron Curtis

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.	√	

Division Highlights:

- Units inspected: 13, an 8% decrease from 2015

Training Section, 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.		√*



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Division Highlights:

- College participation: 273 employees, a 90% increase from 2015
- In-house training hours: 10,462, a 10% increase from 2015; In-county training hours: 40,150, a 68% increase from 2015; total out-of-county hours: 14,175, a 6% increase from 2015; in-house training classes: 114, an increase from 7 in 2015; outside training classes: 30, an increase from 3 in 2015
- * Gun Range was out of service for public use for the majority of 2016

Public Services Division, Commander Morgan Bowden

Community Relations Section, Director Stacey Payne

Objectives	Strategies	Met	Not Met
The Community Relations Section will increase the number of prevention and intervention initiatives in the community through its Crime Prevention Unit.	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.	√	
The Community Relations Section will 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.	√	
The Community Relations Section will provide support and referral services to Lee County senior citizens in need through its Senior Services Unit.	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.	√	

Division Highlights:

- * Neighborhood and Business Watch meetings: 236, a 46% decrease from 2015. Note: unit was down 1 crime prevention specialist and had 2 in training in first half of year
- Community programs: 1,552, a 2% decrease from 2015
- Fraud Line calls/emails: 7,426, a 9% increase from 2015
- Community Relations calls/emails: 4,473, a less than 1% increase from 2015
- Do The Right Thing students awarded: 1,598, a 62% increase from 2015
- Events: 24, a 50% increase from 2015
- Home visits: 2,480, a 4% decrease in home visits from 2015



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Sheriff's Youth Activities League Unit, Lieutenant Larry King

Objectives	Strategies	Met	Not Met
The Sheriff's Youth Activities League will build relationships between law enforcement and area youths by organizing athletic and education based programs through community partnerships and SYAL.	Attend youth program related meetings. Monitor citizen contacts and attendees and other events attended.	√	
	Partner with SYAL Board of Directors.	√	
	Provide youth activities to include, but not limited to, archery instruction, teen nights and athletic events.	√	

Division Highlights:

- Event attendance: 3,438, a 5% decrease from 2015
- Citizen contacts: 3,392, a 25% increase from 2015
- Sponsored events: 213, a 21% increase from 2015



CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt

Enhance Corrections operations, facilities and services. 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. Included in this bureau are Court Operations, the Ortiz Core Site, Downtown Jail and the Juvenile Assessment Center.

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.	√	

Division Highlights:

- Subpoenas received: 24,386, a 22% increase from 2015
- Prisoners moved: 19,422, a 8% increase from 2015

Corrections Ortiz Core Site, Major Scott Hall

Corrections Downtown Jail, Major James Barraco

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.	√	
	Increase the number of earned diplomas.	√	
Monitor facility population.	Monitor recidivism rate of inmates who have completed inmate programs while incarcerated.	√	
	Work with the county on implementation of diversion programs.	√	

Division Highlights:

- Total Life Skills enrollment: 1,419, a 4% increase from 2015
- GED enrollment: 1,690 inmates, a 17% decrease from 2015
- GEDs earned: 34, a 38% increase from 2015



CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt

Juvenile Assessment Center, Administrator Bill Naylor

Objectives	Strategies	Met	Not Met
The Juvenile Assessment Section 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 Section 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.	√	

Division Highlights:

- Total tours and events: 73, a 40% decrease from 2015
- Civil Citations: 287, an 8% increase from 2015



**LAW ENFORCEMENT EXECUTIVE BUREAU, Colonel Tom Ellegood
Patrol Bureau, Major John Haberman and Commander Richard Snyder**

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 the agency's six districts as well as Air Operations, Communications, Operational Support, Tactical Support and Youth Services.

North District, Captain Chris Reeves

Objectives	Strategies	Met	Not Met
North District will monitor juveniles who are on home detention and court ordered probation (JAM checks).	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.	√	

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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.	√	
Division Highlights: <ul style="list-style-type: none"> • Self-initiated calls for service: 31,961, a 6% increase from 2015 • Community service aide calls for service: 3,697, a 15% increase from 2015 • Community service aide reports: 447, a 3% decrease from 2015 • Traffic operations: 87, a 64% increase from 2015 • Home juvenile probation checks: 2,331, a 5% decrease from 2015 • School juvenile probation checks: 633, a 15% decrease from 2015 • Juvenile probation arrests: 93, a 38% decrease from 2015 			
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 (JAM checks).	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.	√	
East District will use Community Service Aides (CSAs) to reduce the workload of patrol officers.	Use DCR/Watch Commander Reports as well as Directed Patrol information.	√	
	CSAs will be used to supplement deputy workload.	√	

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Division Highlights:

- East District members conducted 2,311 JAM checks, a 64% decrease from 2015. Note: JAM checks from 2015 also included SRO JAM checks; current numbers do not include those JAM checks
- Residential burglaries: 580, a 26% decrease from 2015
- Business burglaries: 31, a 7% increase from 2015
- Proactive patrol: 27,961, a 12% decrease from 2015
- Hotspot traffic stops: 3,188, a 25% decrease from 2015
- Hotspot area checks: 3,101, a 44% decrease from 2015
- Community service aide reports handled: 1,367, including 614 crash reports, a 43% increase from 2015
- Community service aide calls for service: 5,615, a 161% increase from 2015

West District, Captain Matt Powell

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.	√	
	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.	√	
	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.	√	
West District will continue accountability and efficiency for deputies and clerks.	Increase field interrogation reports. Monitor calls for service handled.	√	
	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.	√	

Division Highlights:

- Total calls for service: 99,456, a 1% decrease from 2015
- Traffic operations: 96, a 23% increase from 2015
- Community service aide calls for service: 3,125, a 16% increase from 2015
- Community service aide reports: 382 reports, a 3% decrease from 2015
- Pine Manor details: 83, a 63% increase from 2015; Pine Manor hours worked: 612, a 35% decrease from 2015

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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 (CSAs) to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	
Division Highlights: <ul style="list-style-type: none"> • Total felony probation operations: 11, no change from 2015 • Total arrests made for violations during the operations: 24, a 14% increase from 2015 • Community service aide calls for service: 4,435, a 50% increase from 2015 • Community service aide reports: 360, a 13% increase from 2015 			
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 (JAM checks).	Conduct home and school checks of juveniles on probation.	√	
Central 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.	√	

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	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.		√
Division Highlights: <ul style="list-style-type: none"> Traffic operations: 160, a 31% increase from 2015 Juvenile probation checks: 2,539 JAM checks, a 25% increase from 2015 Community service aide calls for service: 4,613, a 99% increase from 2015 Community service aide reports taken: 1,237, a 95% increase from 2015 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 Matt Herterick			
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. District 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.	√	
Division Highlights: <ul style="list-style-type: none"> Traffic operations: 920, a 90% increase from 2015 Flier distributions: 40, a 38% increase from 2015 Chamber of Commerce events: 12, new measure Meetings with other agencies: 29, new measure 			

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Air Operations, Commander Michael Warner			
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 (LCMCD) beyond the current expiration date of November 30, 2015.	√	
Division Highlights: <ul style="list-style-type: none"> Total pilots: 6, no change from 2015; total tactical flight officers: 4, a 20% decrease from 2015 The Aviation Unit continues to stay abreast of all unmanned aircraft systems issues in relation to use by Public Service entities and attend training sessions provided by the Airborne Law Enforcement Association on this subject. Obtaining upgrades to current equipment is an ongoing strategy to keep pace with the rapid improvements in cockpit avionics and available mission equipment technologies 			
Communications Division, Director Karen Ciofani			
Objectives	Strategies	Met	Not Met
Enhance overall performance of the Communications Division.	Implement Emergency Police Dispatch (EPD) protocols as provided by Priority Dispatch that were purchased in December 2013.	√	
	Implement Spillman CAD System.	√	
Division Highlights <ul style="list-style-type: none"> Communications has successfully transitioned to utilizing PROQA to answer all calls that meet the criteria as stated in the policy. 			
Tactical Support Division, Captain Scott Lucia			
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 (FACIU), Cattlemen's Association and Beekeepers Association.	√	

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	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.	√	
Division Highlights:			
<ul style="list-style-type: none"> • Livestock related calls for service: 1,050, a 72% increase from 2015 • Livestock impounds: 89, a 39% increase from 2015 			
Ancillary Services, Lieutenant DeDe Petracca			
Objectives	Strategies	Met	Not Met
Provide agency support services to the general public through Misdemeanor Intake.	Answer calls and questions from the public.	√	
	Take reports and complaints from the public.	√	
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.	√	
Division Highlights:			
<ul style="list-style-type: none"> • Citizen complaints taken: 612, a 20% decrease from 2015 • Worthless checks: 18, an increase from 1 in 2015 • Reports taken: 754, a 3% increase from 2015 • Number of volunteers: 152, a 4% decrease from 2015 • Functions attended: 228, a 20% decrease from 2015 • Volunteer hours worked: 48,082.50, a 9% decrease from 2015 			
Fugitive Warrants, Lieutenant James Heuglin			
Objectives	Strategies	Met	Not Met
The Criminal Apprehension Section will increase arrests made and warrants served through the Fugitive Warrants Unit by working with surrounding agencies and interrelated units within the Lee County Sheriff's Office.	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.	√	
Division Highlights:			
<ul style="list-style-type: none"> • Physical arrests: 910, a less than 1% increase from 908 in 2015 			

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- Directed arrests: 268, a 2% decrease from 273 in 2015
- Task Force physical arrests: 375, a 48% increase from 254 in 2015
- Felony warrants served: 1,474, a 2% decrease from 1,504 in 2015

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.	√	

Division Highlights

- Patrol usages: 1,062, a 3% decrease from 2015
- Apprehensions: 149, a 30% decrease from 2015
- Narcotic usages: 700, an 11% decrease from 2015

Traffic Section, Lieutenant Dennis Petracca

Objectives	Strategies	Met	Not Met
The Traffic Section 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.	√	

Division Highlights:

- UTTs: 9,862, a 10% decrease from 2015
- Warnings: 910, a 49% decrease from 2015
- Checkpoints: 8, a 100% increase from 2015
- Saturation patrols: 18, a 125% increase from 2015
- Crash investigations: 1,565, an 8% decrease from 2015
- DUI arrests: 417, an 86% increase from 2015

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, teachers and school administrators in substance use, abuse education and gang prevention.	√	
	SROs to provide education, counseling and law enforcement at Lee County schools.	√	

Division Highlights:

- Internet/cyber safety presentations and classes: 3,325, a 155% increase from 2015
- Cadets: 305, a 5% increase from 2015
- Explorers: 34, no change from 2015



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Promote personal and professional improvement through employee wellness initiatives, sound fiscal management and technology support services. The Civilian Operations 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, Employee Benefits, Finance, Fleet Management, Planning and Research, Purchasing, Star Care Clinic and Technical Support and Facilities Divisions.

Budget Division, Senior Budget Analyst Jill Jones

Alarm Unit, Manager Deanna Denning

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.	√	
Maintain false alarm registration program in an effort to reduce false alarms.	Educate alarm holders of their responsibilities.	√	
	Enroll unregistered alarm holders.	√	

Division Highlights:

- Budget submitted by May 1, 2016, and uploaded on the LCSO Website for public to review
- New registrations created: 2,174, a 17% decrease from 2015
- Current permits registered: 57,564, a slight increase from 2015

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.	√	

Division Highlights:

- Facilities projects completed: 9, a 13% increase from 2015
- Miscellaneous facility/county work orders: 2,635, new measurement

Finance Division, Director Crystal Gambino

Objectives	Strategies	Met	Not Met
The Finance Division will assess and recommend accounting software to replace the existing system, Fundware, which no longer will be supported in four to five years.	Work with Technical Support Division and Planning and Research to evaluate accounting software (enterprise resource planning) vendors.	√	



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
The Finance Division will ensure proper compliance for annual comprehensive financial audit.	Complete all financial reporting within proper fiscal years.	√	
	Follow policies and procedures.	√	
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 (enterprise resource planning).		√*
Division Highlights: <ul style="list-style-type: none"> • Finance once again had a clean audit with no findings • Enterprise resource planning project proceeding • * Permanent electronic timesheets project on hold until the new software package is implemented 			
Fleet Management Division, Director James Jones			
Objectives	Strategies	Met	Not Met
Implement a program to track maintenance expenses of marked vehicles to establish a baseline for replacement.	Implement maintenance expense program for marked 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.	√	
	Research options to improve Fleet parking space.	√	
Monitor the percentage of maintenance completed within 24 hours with a target of maintaining 90% or greater.	Schedule preventative maintenance appointments on vehicles.	√	
Division Highlights: <ul style="list-style-type: none"> • Fleet has relocated to a larger facility to better meet repair demands. • Total vehicles: 979; vehicles over 100,000 miles: 452 • Maintenance completed within 24 hours: 75.78%, a decline from 92.83% in 2015 			
Personnel Services Division, Director Dawn Heikkila			
Objectives	Strategies	Met	Not Met
The Personnel Services Division will create a risk management culture.	<ul style="list-style-type: none"> • Build and nurture an environment where safety and risk management becomes an integral and active part of LCSO operations. 	√	
	<ul style="list-style-type: none"> • 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. 	√	
	<ul style="list-style-type: none"> • Include safety and risk management factors in employee performance evaluations. 	√	
	<ul style="list-style-type: none"> • Include safety and risk management factors in new employee orientations. 	√	



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
	<ul style="list-style-type: none"> Coordinate and disseminate informational brochures, newsletters, announcements, web pages, and other communiqué to convey risk management concepts. 	√	
	<ul style="list-style-type: none"> Work in conjunction with the Training Division to develop and implement training courses and drivers' education courses. 	√	
	<ul style="list-style-type: none"> To reduce time and money spent on litigation; Risk Management Unit will participate and the Legal Services Division will oversee mediation and other litigation related activities for Risk Management litigation. 	√	
The Personnel Services Division will reduce risks, frequency, and severity of losses.	<ul style="list-style-type: none"> Examine and determine appropriate risk avoidance activities. 	√	
	<ul style="list-style-type: none"> Establish appropriate loss control measures throughout the agency. 	√	
	<ul style="list-style-type: none"> Monitor the success of loss prevention programs. 	√	
The Personnel Services Division will promote sound fiscal management to ensure safety and accountability.	<ul style="list-style-type: none"> Monitor premiums and claims experience in all programs. 	√	
	<ul style="list-style-type: none"> Monitor Safety Committee outcomes. 	√	
	<ul style="list-style-type: none"> Monitor lost time. 	√	
The Personnel Services Division will provide planning and leadership.	<ul style="list-style-type: none"> Develop a formal risk management and insurance program for LCSO. 	√	
	<ul style="list-style-type: none"> Determine appropriate risk financing methods. 	√	
Division Highlights: <ul style="list-style-type: none"> Safety Programs are in place and all levels of management are included in the communication and accountability of corrective actions 			
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 in the fall.	√	
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.	√	

LCSO 2016 Agency Scorecard



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
Obtain alternative funding sources to support the agency's 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.	√	
Division Highlights: <ul style="list-style-type: none"> New and existing project partnerships: 9, a 29% increase from 2015 Completed projects: 32, a 48% decrease from 2015. Note: Decrease attributable to a year-long enterprise resource planning project that required extensive time. Grants awarded: 12; \$1,197,923, a 4% decrease in revenue from 2015 			
Purchasing Section, Director Jenna Clark			
Objectives	Strategies	Met	Not Met
The Purchasing Section will improve the procurement process time for operational resources and organize in-house inventory (supplies/uniforms) according to allowable space.	Automate the purchasing process. Integrate new purchasing software to improve inventory control and procuring of resources.	√	
	Evaluate inventory bar code system for future implementation.	√	
	Maintain in-store stock and continue to buy in bulk when beneficial to improve savings and turn-around time.	√	
Division Highlights: <ul style="list-style-type: none"> Total purchase orders processed: 10,625, a 7% increase from 2015 			
Star Care Clinic, Director Connie Metzger			
Objectives	Strategies	Met	Not Met
Expand Star Care Clinic to provide additional staffing and services.	Hire additional personnel to meet clinic demand.	√	
Monitor Star Care Clinic utilization, with a target rate of 85% or greater.	Market Star Care Clinic through electronic messages, improved clinic signage in workplace and distribution of promotional materials.	√	
Track customer satisfaction at Star Care Clinic, with a target rate of 85% or greater.	Monitor customer satisfaction survey at clinic to assess satisfaction levels.	√	
Division Highlights: <ul style="list-style-type: none"> A full-time wellness coordinator was hired to improve communications between Star Care and employees Customer satisfaction: Exceeds 90% for "very satisfied" Beginning June 2016 the health and wellness coordinator began implementing various additional forms of communication to our members 			
Technical Support Division, Administrator Tara Thrower			
Programming Division			
Objectives	Strategies	Met	Not Met
The Programming Section will provide support to agency employees for software applications.	Monitor major projects using project management system.	√	



SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
The Programming Section will 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.	√	
Division Highlights <ul style="list-style-type: none"> • Application/interfaces created: 28, a 27% increase from 2015 • Customs reports/queries: 175, a 119% increase from 2015 • GIS analysis: 17, no change from 2015 • Programming/network active projects: 81, a 376% increase from 2015 • Program projects: 66, a 128% increase from 2015 			
Technical Support Section, 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.	√	
Division Highlights: <ul style="list-style-type: none"> • Hardware replacement cycle: desktops: 250 (HP 8300 and HP Mini Tower), a 67% increase from 2015; laptops: 45, a 13% increase from 2015; Toughbooks: 400 (New CF-54s and re-issued CF-31s with extra RAM and SSD), a 48% decrease from 2015; iPhones and cell phones: 250 (iPhones and Verizon flip phones), a 100% increase from 2015; wireless data cards: 600 (Verizon MiFi and Internal cards for CF-54s), a 500% increase from 2015; desktop port replicators: 125, a 150% increase from 2015; UPS battery backups: 100, a 20% decrease from 2015; monitors: 135, a 10% decrease from 2015; switches: 9, new measurement • Cost reduction projects: 25, a 38% decrease from 2015 • Technical Support continues to increase disaster recovery capabilities through infrastructure upgrades 			



**LAW ENFORCEMENT EXECUTIVE BUREAU, Colonel Tom Ellegood
Criminal Investigations Bureau, Major Eric Smith, Commander John Haberman**

Maintain Agency effectiveness through specialized investigations and service of judicial process. The Criminal Investigations Bureau includes Civil, Criminal Apprehension, Economic Crimes, Forensics, Highway Interdiction, Major Crimes and Special Investigations.

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.	√	

Division Highlights:

- Injunctions: 3,215, a 20% increase from 2015
- Served: 2,771, a 15% increase from 2015; success rate: 86%, a 4% decrease from 2015 (93% excluding outside agency addresses)
- Vacate orders: 39,345, a 5% decrease from 2015
- Served: 28,869, a slight increase from 2015; success rate: 73%, a 3% increase from 2015

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.	√	

Division Highlights:

- Closure rate: 73%, a 6% increase from 2015
- Total cases worked: 2,774, a 3% decrease from 2015
- Cases closed by arrest: 113, a 40% increase from 2015

Forensics Division, Captain Rick Joslin

AFIS/Latents, Manager Linda Crosbie

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



**LAW ENFORCEMENT EXECUTIVE BUREAU, Colonel Tom Ellegood
Criminal Investigations Bureau, Major Eric Smith, Commander John Haberman**

Division Highlights:

- Total cases: 2,339, a 2% increase from 2015
- District latents: 4,679, a 13% increase from 2015
- Crime Scene Unit cases: 866, a 34% increase from 2015
- District cases sufficient for examination: 1,610, an 8% increase from 2015
- Crime Scene Unit cases sufficient for examination: 329, a 48% increase from 2015

Crime Scene Section, Supervisor Elaine Flaherty

Objectives	Strategies	Met	Not Met
The Forensics Division will assist Criminal Investigations through the Crime Scene Section's processing of 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.	√	

Division Highlights:

- Crime scenes responded to: 170, a 2% increase from 2015
- In-house cases: 1,998, a 125% increase from 2015

Digital Forensics Section, Supervisor KC Stout

Objectives	Strategies	Met	Not Met
The Forensics Division will enhance the ability of the agency's investigative units to gather evidence using the Digital Forensics Section's 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.	√	

Division Highlights:

- Requests for assistance: 1,641, a 33% increase from 2015

Evidence Section, Manager Ron Ralls

Objectives	Strategies	Met	Not Met
The Forensics Division will effectively identify and purge property no longer needed for investigative purposes through its Evidence Section.	Continually evaluate property/evidence currently in storage and purge as authorized.	√	

Division Highlights:

- New cases received: 30,648, a 1% decrease from 2015
- Cases purged: 16,338, a 72% increase from 2015
- New items received: 30,672, a 1% decrease from 2015
- Items purged: 46,499, a 76% a 76% increase from 2015



**LAW ENFORCEMENT EXECUTIVE BUREAU, Colonel Tom Ellegood
Criminal Investigations Bureau, Major Eric Smith, Commander John Haberman**

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.	√	
	Upgrade equipment as technology evolves.	√	

Division Highlights:

- Requests for service by LCSO units, such as the Traffic Unit, Crime Scene, Major Crimes, Southwest Florida Crime Stoppers and Do The Right Thing: 1,969, a 137% increase from 2015
- State Attorney's Office requests: 1,681, a 171% increase from 2015

Major Crimes Division, Captain William Murphy Jr. and Captain Matthew Sands

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

LCSO 2016 Agency Scorecard



LAW ENFORCEMENT EXECUTIVE BUREAU, Colonel Tom Ellegood Criminal Investigations Bureau, Major Eric Smith, Commander John Haberman

	Track total number of cases worked, closure rate and arrest rate for the Sex Crimes Unit to ensure criminals are apprehended and investigations are thorough and complete.	√	
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.	√	

Division Highlights:

- * The Cold Case detective position was vacant. Any Cold Case issues were handled by the Homicide Unit.
- Death investigation cases worked: 327, a 14% decrease from 2015; closure rate: 89%, no change from 2015
- Innocent Images cases worked: 54, a 25% decrease from 2015; cases closed by arrest: 27, a 440% increase from 2015
- Missing Persons cases worked: 649, a 12% decrease from 2015; Closure rate: 99%, a 2% decrease from 2015
- Sexual Offender/Predator Unit cases worked: 68, a 31% increase from 2015; closure rate: 97%, a 1% increase from 2015
- Special Victims Section cases worked: 646, a 38% increase from 2015; closure rate: 93%, no change from 2015
- Violent Crimes cases worked: 272, a 7% decrease from 2015; Closure rate: 74%, a 7% decrease from 2015

Robbery/GTA Division, Lieutenant Matt Monahan

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.	√	

Division Highlights:

- Stolen vehicle cases: 463, a 12% decrease from 2015
- Auto Theft Unit closing ratio: 49.78%, a 1.78% increase from 2015
- Total robbery cases: 232, a 23% decrease from 2015
- Robbery Unit closing ratio: 77.59%, a 2.59% increase from 2015

LCSO 2016 Agency Scorecard



LAW ENFORCEMENT EXECUTIVE BUREAU, Colonel Tom Ellegood
Criminal Investigations Bureau, Major Eric Smith, Commander John Haberman

Special Investigations, Captain Michael Rakestraw

Electronic Surveillance Section, Lieutenant Ken Sonier

Objectives	Strategies	Met	Not Met
Enhance the ability of the agency's investigative units to gather evidence through the use of highly specialized and technical capabilities.	Oversee regional electronic surveillance task force and assist on internal and regional cases.	√	

Division Highlights:

- Devices deployed: 402, new measure
- Assists to outside agencies: 90, new measure

Gang Unit, Sergeant Ryan Poklemba

Objectives	Strategies	Met	Not Met
The Gang Unit will enhance its credentials through training and certification programs.	Use whatever investigative tools are available to disrupt gang activities and enhance prosecution through documentation.	√	

Division Highlights:

- Gang Unit non-criminal investigations/documentations: 78 a 33% decrease from 2015
- Gang Unit assists to other units: 47, new measurement

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.	√	

Division Highlights

- Total investigations/cases: 36, a 57% increase from 2015
- Bulletins created or distributed: 154, a 13% decrease from 2015
- Businesses investigated: 20, new measure
- Arrests: 10, new measure.

Narcotics Section, Lieutenant Rob Casale

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 personnel in our own agency to enhance intelligence collection, sharing and dissemination.	√	
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LAW ENFORCEMENT EXECUTIVE BUREAU, Colonel Tom Ellegood
Criminal Investigations Bureau, Major Eric Smith, Commander John Haberman

Division Highlights:

- Total cases: 645, no change from 2015
- Arrest: 376, a 13% decrease from 2015
- Cocaine: 2,039.4 grams, a 79% decrease from 2015
- Marijuana: 473,641.5 grams (or 1,044.2 pounds), a 7% increase from 2015
- Marijuana plants: 971, a 101% increase from 2015
- Heroin: 3,224 grams, a 31% increase from 2015
- Ecstasy: 54.7 units, a 75% decrease from 2015
- Methamphetamine: 1,160.2 units, a 4% decrease from 2015
- Pharmaceuticals: 1,042 pills, a 76% decrease from 2015
- Weapons: 44, a 38% decrease from 2015
- Street value: \$4,647,639, a 52% increase from 2015

Highway Interdiction Division, Captain Pete Hedrick

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.	Interdiction Team members will conduct proactive criminal patrol on county highways and roadways to combat criminal activity with an added emphasis on commercial motor vehicles.	√	
	Interdiction Team members will use physical inspection, confidential informants and partnerships with the parcel delivery business community to interdict contraband and disrupt illegal parcel deliveries.	√	

Division Highlights:

- Total cases: 154, a 40% increase from 2015
- Arrests: 127, a 9% increase from 2015
- Street value of seized drugs: \$2,250,415, a 4% increase from 2015
- Parcel intercepts: 54, a 54% increase from 2015