LEE COUNTY SHERIFF'S OFFICE

2012 AGENCY SCORECARD

Mike Scott
Sheriff
"Proud to Serve"

2012 LCSO Agency Scorecard

Under Sheriff Mike Scott, Lee County Sheriff's Office operations are categorized into six areas. These areas include the Patrol Bureau, Civilian Operations Bureau, Criminal Investigations Bureau, Special Operations Bureau, Corrections Bureau and Legal Services Bureau. Division Commanders in each of these operational areas monitored progress and achievements based on pre-established goals and objectives for calendar year 2012. This report represents a compilation of these accomplishments and an explanation for outcomes achieved during the year.

Law Enforcement Executive Bureau, Col. Gill Allen

Patrol Bureau, Major Kathryn Rairden
- Alpha District, Capt. Robyn Mitar
- Bravo District, Capt. John Haberman
- Charlie District, Capt. Matt Powell
- Delta District, Capt. Shane Hingson
- Echo District, Capt. Randy Crone
- Gulf District, Capt. Rick Dobson
- Youth Services Division, Capt. Eric Smith

Professional Standards Division, Capt. Tracy Sonier

Civilian Operations Bureau, Executive Director William C. Bergquist
- Budget Division, Director Annmarie Reno
- Finance Division, Director Crystal Gambino
- Fleet Management Division, Director Rusty Hillman
- Human Resources Division, Director Dawn Heikkila
- Planning and Research Division, Director Stan Nelson
- Purchasing Division, Director Jenna Clark
- Technical Support and Facilities Division, Director Kathi Murray

Criminal Investigations Bureau, Major Bill Kalstrom
- Criminal Apprehension and Investigative Division, Capt. Shawn Ramsey
- Forensics Division, Capt. Rick Joslin
- Major Crimes Division, Capt. Kevin Ferry
- Special Investigations Division, Capt. Chris Reeves

Special Operations Bureau, Major Gene F. Sims
- Aviation Section, Commander Mike Warner
- Central Records and Warrants Division, Director Cherrie McAbee
- Civil Section, Capt. Mark Cohen
- Communications Division, Director Sherry Groff
- Operational and Tactical Support, Capt. Scott Lucia
- Public Services Division, Capt. Chris Velez

Legal Services Executive Bureau, Executive Director Barry Hillmyer, Esquire
- Legal Services Division, Abbi Smith, Esquire

Corrections Executive Bureau, Col. Tom Ellegood

Corrections Bureau Ortiz Site, Major Tom Eberhardt
- Core Division, Capt. Scott Brock
- CPU/Educational Services Division, Capt. Edward Leavens
- Services and Support Division, Capt. Stephan Pierce and Director Rhonda Sewall

Corrections Bureau Downtown Site, Major James Barraco
- Court Operations Division, Commander Jim Jones
- Main Jail Division, Capt. Scott Hall
- Security & Inspections Division, Capt. Ed Lewis
- Juvenile Assessment Center, Capt. Jim Leavens

PATROL BUREAU, Major Kathryn Rairden
Bureau Goal: Ensure Public Safety

ALPHA DISTRICT, Capt. Robyn Mitar

Objectives	Strategies	Met	Not met
Objective 1A: Continue strict traffic enforcement.	o Reduce traffic crashes through strict traffic enforcement and directed enforcement by tracking traffic patterns.	X	
Objective 1B: Continue accountability and efficiency for deputies and clerks.	o Increase neighborhood canvasses, field interrogation contacts and improve latent collection. o Monitor Status 8 reports taken, Part 1 misdemeanor and felony arrests in the district. o Record allocations of manpower by deputy, CSA, and JAM/SET Unit.	X	
Objective 1C: Improve internal communications.	o Hold district and supervisor meetings. o Use DCR/Watch Commander Report.	X	

District Highlights:

- Traffic citations increased 24 percent to 3,861 from 3,125 in 2011; warnings increased 49 percent to 13,452 from 9,058 in 2011; traffic crashes increased 4 percent to 772 from 745 in 2011.
- Neighborhood canvasses declined 4 percent to 682 from 710 in 2011; field interrogation contacts increased 3 percent to 1,702 from 1,646 in 2011; admissible latents increased to 19 percent from 16 percent in 2011; calls for service increased 6 percent to 79,805 from 75,489 in 2011.

BRAVO DISTRICT, Capt. John Haberman

Objectives	Strategies	Met	Not met
Objective 1A: Continue strict traffic enforcement.	o Reduce traffic crashes through strict traffic enforcement and directed enforcement by tracking traffic patterns.	X	
Objective 1B: Continue accountability and efficiency for deputies and clerks.	o Increase neighborhood canvasses, field interrogation contacts and improve latent collection. o Monitor Status 8 reports taken, Part 1 juvenile and adult arrests in the district. o Record allocations of manpower by deputy, CSA and JAM/SET Unit.	X	

District Highlights:

- Traffic citations declined 16 percent to 4,017 from 4,769 in 2011; warnings increased 10 percent to 10,593 from 9,641 in 2011; traffic crashes declined 4 percent to 1,018 from 1,060 in 2011.
- Neighborhood canvasses declined 10 percent to 1,098 from 1,215 in 2011; field interrogation contacts declined 4 percent to 1,041 from 1,082 in 2011; admissible latents increased 23 percent from 18 percent in 2011; calls for service increased 3 percent to 94,084 from 90,920 in 2011.

CHARLIE DISTRICT, Capt. Matt Powell			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1A: Continue strict traffic enforcement.	o Improve the quality of life for citizens of Lee County and reduce traffic fatalities through strict traffic enforcement and directed enforcement.	X	
Objective 1B: Continue accountability and efficiency for deputies and clerks.	o Increase neighborhood canvasses, field interrogation contacts and improve latent collection. o Monitor Status 8 reports taken, Part 1 juvenile and adult arrests in the district. o Record allocations of manpower by deputy, CSA and JAM/SET Unit.	X	
Objective 1C: Improve internal communications.	o Hold district and supervisor meetings. o Use DCR/Watch Commander Report.	X	

District Highlights:

- Traffic citations increased 24 percent to 5,698 from 4,592 in 2011; warnings increased 9 percent to 12,404 from 11,335 in 2011; traffic crashes decreased 3 percent to 1,452 from 1,492 in 2011.
- Neighborhood canvasses declined 26 percent to 671 from 909 in 2011; field interrogation contacts increased 18 percent to 1,502 from 1,270 in 2011; admissible latents fell to 18 percent from 20.5 percent in 2011; calls for service increased 1 percent to 91,420 from 90,813 in 2011.

DELTA DISTRICT, Capt. Shane Hingson			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1A: Continue traffic enforcement.	o Reduce traffic crashes through strict traffic enforcement and directed enforcement by tracking traffic patterns.	X	
Objective 1B: Improve accountability and efficiency for deputies and clerks.	o Increase neighborhood canvasses, field interrogation contacts and improve latent collection. o Monitor Status 8 reports taken, Part 1 juvenile and adult arrests in the district. o Record allocations of manpower by deputy, CSA and JAM/SET Units.	X	
Objective 1C: Improve internal communications.	o Hold district and supervisor meetings. o Use DCR/Watch Commander Report.	X	

District Highlights:

- Traffic citations increased 18 percent to 7,407 from 6,297 in 2011; warnings increased 12 percent to 14,325 from 12,784 in 2011; traffic crashes increased 6 percent to 1,609 from 1,515 in 2011.
- Neighborhood canvasses remained constant at 544 from 539 in 2011; field interrogation contacts decreased 11 percent to 2,221 from 2,495 in 2011; admissible latents increased to 21.5 percent from 18 percent in 2011; calls for service increased 3 percent to 101,338 from 98,137 in 2011.

LCSO 2012 Agency Scorecard

ECHO DISTRICT, Capt. Randy Crone			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1A: Continue traffic enforcement.	o Reduce traffic crashes through strict traffic enforcement and directed enforcement by tracking traffic patterns.	X	
Objective 1B: Continue accountability and efficiency for deputies and clerks.	o Increase neighborhood canvasses, field interrogation contacts and improve latent collection. o Monitor Status 8 reports taken, Part 1 juvenile and adult arrests in the district. o Record allocations of manpower by deputy, CSA and JAM/SET Units.	X	
Objective 1C: Improve internal communications.	o Hold district and supervisor meetings. o Use DCR/Watch Commander Report.	X	

District Highlights:

- Traffic citations decreased 4 percent to 9,005 from 9,350 in 2011; warnings increased 6 percent to 16,600 from 15,644 in 2011; traffic crashes declined slightly to 1,244 from 1,258 in 2011.
- Neighborhood canvasses declined 10 percent to 524 from 581 in 2011; field interrogation contacts increased less than 1 percent to 1,028 from 1,023 in 2011; admissible latents increased to 17 percent from 16.57 percent in 2011; calls for service increased 3 percent to 111,366 from 107,736 in 2011.

GULF DISTRICT, Capt. Richard Dobson			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1A: Continue traffic enforcement.	o Reduce traffic crashes through strict traffic enforcement and directed enforcement by tracking traffic patterns.	X	
Objective 1B: Continue accountability and efficiency for deputies and clerks.	o Increase neighborhood canvasses, field interrogation contacts and latent collection. o Monitor Status 8 reports taken, Part 1 juvenile and adult arrests in the district. o Record allocations of manpower by deputy, CSA and JAM/SET Unit.	X	
Objective 1C: Improve internal communications.	o Hold district & supervisor meetings. o Use DCR/Watch Commander Report.	X	
Objective 2: Promote marine safety and conservation while providing law enforcement support services for the waterways around Lee County through its Marine Unit.	o Track hours of patrol on waterways. o Conduct patrols to intercept and deter illegal smuggling operations. o Partner with other governmental agencies, businesses and the community. o Conduct regular meetings with the multi-jurisdictional Marine Task Force.	X	

Objective 3: Provide personnel with specialized training to deal with agricultural crimes and livestock-related calls for service through its Agricultural Crimes Unit.	o Respond to all at-large livestock cases to increase contacts with local livestock owners. o Enhance ongoing job-specific training. o Partner with businesses, community and governmental agencies, i.e. Florida Fish and Wildlife Conservation Commission. o Attend regular meetings with the Agricultural Task Force Unit, Florida Agricultural Crimes Intel Unit, Cattlemen's Association and Beekeepers Association.	X	

District Highlights:

- Traffic citations decreased 17 percent to 1,053 from 1,264 in 2011; warnings increased 30 percent to 7,630 from 5,874 in 2011; traffic crashes decreased to 118 from 120 in 2011.
- Neighborhood canvasses declined 14 percent to 92 from 107 in 2011; field interrogation contacts increased 30 percent to 550 from 423 in 2011; admissible latents increased to 25 percent from 20 percent in 2011; calls for service decreased 2 percent to 33,668 from 34,398 in 2011.
- Marine Unit hours on the water declined 42 percent to 4,119 from 7,116 in 2011; citations declined 67 percent to 81 from 243 in 2011; warnings declined 53 percent to 1,230 from 2,593 in 2011; and vessel inspections declined 40 percent to 1,786 from 2,972. The declines were in part because Marine Unit deputies were performing their own engine maintenance. That function is being outsourced in 2013.
- Agricultural Crimes Unit calls for service increased 18 percent to 2,442 from 2,064 in 2011.

PATROL CLERICAL SUPPORT DIVISION, Manager Denise McKenna

Objectives	Strategies	Met	Not met
Objective 1: Improve accountability and efficiency of the clerks in patrol districts.	o Monitor volume of district phone calls. o Monitor service to members of the public who come to districts for service. o Monitor district clerk staffing.	X	
Objective 2: Improve internal communications for clerks in patrol districts.	o Weekly visits to the districts.	X	

YOUTH SERVICES SECTION, Capt. Eric Smith

Objectives	Strategies	Met	Not met
Objective 1: Conduct crime prevention and intervention initiatives targeted toward youth.	o School Resource Officers ROs to provide education, counseling and law enforcement security at Lee County public schools. o Continue to attend educational training and certification classes. o Involve parents/guardians, teachers and school administrators in substance use, abuse education and gang prevention. o Assist in building and supporting the Lee County Sheriff's Office Explorer and Cadet programs.	X	

District Highlights:

- Youth Services increased its youth safety presentations by 139 percent to 270 from 113 in 2011.

CRIMINAL INVESTIGATIONS BUREAU, Major Bill Kalstrom
Bureau Goal: Provide Specialized Investigative Services

FORENSICS DIVISION, Capt. Rick Joslin

Objectives	Strategies	Met	Not met
Objective 1: Assist criminal investigations through the Crime Scene Unit's processing of crime scenes and evidence from crime scenes (submitted by others).	o The Crime Scene Unit will process crime scenes and/or evidence from crime scenes as requested.	X	
Objective 2: Effectively identify and purge property no longer needed for investigative purposes through its Evidence Section.	o Continually evaluate property/evidence currently in storage and purge as authorized.	X	
Objective 3: Assist criminal investigations through the collection and examination of latent fingerprints by the AFIS/Latents Unit.	o The Forensic Division will accept, collect and/or examine latent print evidence as requested.	X	
Objective 4: Enhance the ability of the Agency's investigative units to gather evidence using the Digital Forensics Unit's highly specialized and technical capabilities.	o Further develop and maintain Digital Forensic capabilities by maintaining a Certified Forensic Computer Examiner-certified staff and remaining current on new techniques and systems in use.	X	

Division Highlights:

- The Crime Scene Unit processed 248 crime scenes, a 5 percent increase from 236 in 2011. The unit also responded to 1,041 house cases, nearly identical to the 1,042 house cases it had in 2011.
- The Forensics Division received 11,763 new cases, a 12 percent decrease from 13,310 in 2011. It also received 25,252 new pieces of property/evidence for storage, a 13 percent decrease from 28,950 in 2011.
- The Forensic Division collected latent print evidence sufficient for examination in 351 cases, a 51 percent increase from the 232 collected in 2011.
- The Digital Forensics Unit received 264 requests for assistance, a 5 percent increase from 252 in 1011.

LCSO 2012 Agency Scorecard

MAJOR CRIMES DIVISION, Capt. Kevin Ferry			
Objective	**Strategies**	**Met**	**Not met**
Objective 1A: Investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions through its Major Crimes Section.	o Track the total number of cases worked by the Cold Case and Homicide Units, their closure rates and arrest rate to ensure criminals are apprehended and investigations are thorough and complete. o Track non-homicide deaths, including natural, suicide and accidental deaths.	X	
Objective 1B: Investigate crime, apprehend criminals and complete thorough criminal investigations by the Special Victims Section that result in successful prosecutions.	o 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. o 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. o 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. o Enforce Florida's sexual offender and predator laws through a proactive monitoring system and interaction with other state agencies and the public.	X	
Objective 1C: Investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions through its Violent Crimes Unit.	o 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. o Track the total number of cases worked by the Missing Persons coordinator, closure rate and the number of closed cold cases. o 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.	X	
Objective 2: The Civil Section will provide the same or better level of efficient professional service of judicial process throughout Lee County.	o Maintain a Writ Execution Team. o Monitor and load balance assigned service of orders to ensure even distribution. o Prioritize time sensitive court orders. o Serve DV injunctions at a minimum ratio of 90 percent. o Track number of vacate orders executed.	X	

Division Highlights:

- The Homicide Unit worked 290 total cases and closed eight by arrest, compared to 254 total cases and 15 closed by arrest in 2011.
- The Cold Case Unit worked nine cases and had none closed by arrest, compared to 46 cases and one closed by arrest in 2011.
- The Sex Crimes Unit had a closure rate of 84 percent, a 4 percent increase from 80 percent in 2011.
- The Child Abuse Unit had a closure rate of 96 percent, a 6 percent increase from 90 percent in 2011.
- The Violent Crime Unit had a closure rate of 89 percent, a 1 percent increase from 88 percent in 2011.
- The Civil Section served 40,965 papers, a 6 percent decrease from 43,551 in 2011; it also served 3,396 injunctions, a 4 percent increase from 3,279 in 2011.

LCSO 2012 Agency Scorecard

SPECIAL INVESTIGATIONS DIVISION, Capt. Matt LeClair			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1: The Narcotics Section will increase narcotics enforcement through training, interagency cooperation and enhanced use of electronic technology.	o Enhanced and continued job class specific training. o Partner with other law enforcement personnel in our own Agency to enhance intelligence collection, sharing and dissemination. o Use informants, Crime Stoppers and hotline to develop intelligence on drug traffickers. o Participate in the Drug Enforcement Administration Task Force.	X	
Objective 2: The Highway Interdiction Team will increase criminal interdictions by targeting illegal activity associated with Lee County highways and parcel deliveries.	o Conduct proactive criminal patrol on county highways and roadways to combat criminal activity with an added emphasis on commercial motor vehicles. o Use physical inspection, confidential informants and partnerships with the parcel delivery business community to interdict contraband and disrupt illegal parcel deliveries.	X	
Objective 3A: The Intelligence Section will gather and interpret local, state and international concerns and threats and share that information with appropriate agency members and partner agencies.	o Train personnel in technical surveillance. o Collaborate with other agencies and civilian partners to provide the most precise and up-to-date information possible. o Provide the Southwest Florida Fusion Center with information on requests and criminal intelligence in order to enhance regional, state and national information sharing strategies. o Ensure compliance and proper implementation of Southwest Florida Fusion Center grants.	X	
Objective 3B: The Intelligence Section will enhance credibility of Gang Unit personnel through training and certification programs.	o Organize current investigations and reporting for accountability and quick reference in both current and past cases. o Send three new gang investigators and one analyst to an established gang school in order to obtain certification.	X	
Objective 4: The Electronic Surveillance Section will enhance the Agency's investigative units' ability to gather evidence through the use of highly specialized and technical capabilities.	o Design and build new camera enclosures, equipment concealments and other surveillance equipment. o Oversee regional electronic surveillance task force.	X	

Division Highlights:

- The Narcotics Section made 184 arrests and seized $200,055, 2.9 kilograms of cocaine, 8.1 grams of heroin, 6 kilograms of marijuana, 505 marijuana plants and 105,400 pills in 2012 by processing 1,955 cases.
- The Highway Interdiction Team made 126 arrests and seized $344,623, 7.9 kilograms of cocaine, 165 kilograms of marijuana, 125,349 units of MDMA and 965 pharmaceutical pills by processing 135 new cases.
- The Intelligence Section generated 115 intelligence reports, a 297 percent increase from 29 in 2011.
- The Gang Unit has no personnel attend training in 2011 and 2012.
- The Electronic Surveillance Section conducted 551 technical investigations, a 21 percent increase from 456 in 2011.

SPECIAL OPERATIONS BUREAU, Major Gene Sims
Bureau Goal: Ensure emergency preparedness and readiness within the Agency and community.

CENTRAL RECORDS & WARRANTS DIVISION, Director Cherrie McAbee

Objectives	Strategies	Met	Not met
Objective 1: Increase efficiency through the use of technology.	o Archive Microfilm data into PDF files. o Continue online access to crash reports.	X	
Objective 2: Collaborate with Tech Support to automate Warrants and Warrants backlog.	o Implement flagging system to facilitate efficiency when automation system is in place: pending Tech Support implementation.		X

Division Highlights:

- The Central Records and Warrants Division uploaded 7,629 online crash reports, a 4 percent increase from 7,351 in 2011.
- The Central Records and Warrants Division sold 1,856 crash reports, a 33 percent decrease from 2,763 in 2011.
- The Central Records and Warrants Division entered 10,410 warrants in to NCIC/FCIC, a 10 percent decrease from 11,626 in 2011.
- The Central Records and Warrants Division still manually inputs data; flagging system project is suspended until new records management system is in place.

COMMUNICATIONS DIVISION, Director Sherry Groff

Objectives	Strategies	Met	Not met
Objective 1: Enhance overall performance of the Communications Division.	o Establish Communications administrative personnel as point of contact for areas of responsibility to meet division objective and bureau goal. o Designate and train alternative administrative and/or supervisory personnel. o Implement Criti-Call Program, testing skills of potential Communications personnel, and enhance the skills of current personnel.	X	

Division Highlights:

- The Communications Division completed and implemented its reorganization.
- The Communications Division purchased and implemented the Criti-Call Program.

FLEET MANAGEMENT DIVISION, Director Rusty Hillman

Objectives	Strategies	Met	Not met
Objective 1: Monitor the percentage of maintenance completed within 24 hours with a target completion of 90 percent or greater.	o Schedule preventative maintenance appointments on vehicles.	X	
Objective 2: Minimize the number of spare vehicles required in reserve.	o Measure spare vehicle use and number of spare vehicles. o Research options to improve fleet parking space.	X	

Objective 3: Implement program to track maintenance expense of marked vehicles to establish a baseline for replacement.	o Implement maintenance expense program for marked vehicles. o Compare maintenance expense by model.	X	

Division Highlights:

- Fleet maintenance completed within 24 hours remained constant at nearly 95 percent.
- Operational costs for marked vehicles fell from 13.15 cents per mile to 11 cents per mile for Crown Victorias, from 28.15 cents per mile to 12 cents per mile for Tahoes, while costs remained the same at 12.6 cents per mile for Expeditions.
- Average patrol vehicle miles driven fell slightly to 15,188 from 15,256 in 2011.

HUMAN RESOURCES DIVISION, Director Dawn Heikkila

Objectives	Strategies	Met	Not met
Objective 1: Human Resources will assist in the Agency's effort to reduce turnover.	o Schedule the most effective recruiting events. o Continue to train HR personnel to increase efficiency in the division. o Review exit interviews and communicate to staff areas of concern. o Provide excellent customer service to employees. o Provide training to HR employees and supervisors regarding employment and benefits.	X	
Objective 2: Background & Case Management will review terminations and Internal Affairs investigations to improve hiring practices.	o Monitor terminations and Internal Affairs investigations to improve hiring standard policy.	X	
Objective 3: Risk Management will work to reduce number of preventable accidents and injuries.	o Continue safety inspections to identify potential risks and maintain OSHA compliance. o Train supervisors on Risk Management issues. o Provide a checklist to supervisors to follow when an accident or incident occurs. o Utilize Safety Committee for recommendations on disciplinary action for repeat offenders.	X	

Division Highlights:

- The Human Resources Division hired 105 employees, up 24 percent from the 85 hired in 2011.
- LCSO had a 7.2 percent annual turnover ratio, down from 7.6 percent in 2011.
- No Internal Affairs investigations involved hiring issues.
- There were 119 total injuries, a 17 percent decline from 143 in 2011.
- There were 193 total accidents, a 6 percent increase from 182 in 2011.
- There were 866 lost time injury days, an 18 percent decline from 1,060 in 2011.

LCSO 2012 Agency Scorecard

OPERATIONAL AND TACTICAL SUPPORT DIVISION, Capt. Scott Lucia			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1A: The Aviation Section will improve its overall mission effectiveness and provide more accurate and timely information to units on the ground.	o Obtain upgrades to current mission equipment.	X	
Objective 1B: The Aviation Section 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.	o Provide seven full-time LCSO pilots and three full-time LCSO Tactical Flight Officers. o 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.	X	
Objective 2A: The Street Crimes Unit will identify and arrest those involved in street level criminal activity.	o Apprehend criminal offenders and eliminate crime or other problems during a particular time span or location.		X
Objective 2B: The Fugitive Warrants Unit will increase arrests and warrants served by working with surrounding agencies and interrelated units within the Lee County Sheriff's Office.	o 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.	X	
Objective 2C: The K-9 will enhance Agency productivity through the use of K-9st.	o Respond to crimes that have recently occurred and use trained canines when feasible to locate suspects or evidence. o Conduct public demonstrations to promote a good public image.	X	
Objective 3A: The V.O.I.C.E. Unit will enhance Agency productivity through the use of V.O.I.C.E. volunteers, auxiliary deputies and part-time deputies.	o Identify area where volunteers may be used. o Match the talents, training and desires of volunteers with Agency needs. o Conduct two or more training courses per quarter for current V.O.I.C.E. members. o V.O.I.C.E. members will participate in traffic related initiative. o V.O.I.C.E. members will receive certification to issue handicapped and fire lane citations. o Increase and restructure V.O.I.C.E. FTO program. o 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. o Increase recruitment program.	X	
Objective 3B: Community Service Aides will be used to reduce the workload of Law Enforcement Officers.	o CSAs will work entire districts as needed and participate in traffic related initiatives. o CSAs will receive more extensive training in traffic crash investigations and crime scene procedures. o Increase amount of CSAs.	X	

Objective 3C: Misdemeanor Intake will provide Agency support services to the public.	o Serve as a resource facilitator. o Take reports and complaints from the public. o Answer calls and questions from the public from both the telephone and walk ins.	**X**	
Objective 3D: The Operational and Tactical Support Division will utilize the Bomb Squad in high-risk situations.	o Ongoing and advanced job-specific training for the Bomb Squad. o Partner with other governmental agencies, businesses and the community to accomplish mission. o Attend regular meetings with the Domestic Security Task Force Region Six.	**X**	
Objective 3E: The Operational and Tactical Support Division will utilize the Special Operations Unit in high-risk situations.	o Enhanced and ongoing job-specific training for Special Operations Unit. o Partner with businesses, community and governmental agencies. o Attend regular meetings with Domestic Security Task Force Region Six.	**X**	
Objective 4: The Training LEO and Civilian Section will provide specialized professional training to the members of the Lee County Sheriff's Office, as well as other law enforcement agencies.	o Continue to develop and host regional training. o Maintain pre-academy for new deputies. o Track out of county training attended. o Continue participation in higher education programs. o Continue to explore and develop alternate methods for delivering training. o Continue to provide additional training for law enforcement. o Track public Gun Range memberships and Gun Range usage.	**X**	
Objective 5: The Traffic Section will plan, analyze, inspect and coordinate traffic operations.	o Coordinate aircraft operations in support of Agency objectives. o Enforce traffic laws to reduce the number of traffic crashes and DUI related offenses.	**X**	

Division Highlights:

- Procured and installed an electric Altitude Indicator for Chopper 2 (N73LC), providing a reliable replacement for the original that frequently failed in flight.
- Street Crimes Unit disbanded in second half of 2012 to cover for open positions in the agency.
- The Fugitive Warrants Unit made 1,026 felony arrests, a 31 percent increase from 782 in 2011. Additional fugitive location programs as well as new members in the unit helped contribute to the increased number of arrests.
- The Fugitive Warrants Unit served 1,230 felony warrants, a 40 percent increase from 878 in 2011.
- The K-9 Unit made 203 apprehensions, a 5 percent increase from 193 in 2011.
- V.O.I.C.E. volunteers worked 54,984 hours, a 1 percent increase from 54,323 in 2011.
- Community Service Aides responded to 12,112 calls for service, a 5 percent increase from 11,575 in 2011.
- Misdemeanor Intake took 448 complaints from the public, a 13 percent decline from 517 in 2011.
- The Bomb Squad had 154 call outs, a 26 percent increase from 122 in 2011.
- The Special Operations Unit had 92 call outs, a 6 percent decrease from 98 in 2011.
- Agency employees completed 14,414 in house hours of training, a 25 percent decrease from 19,117 hours in 2011.
- The Traffic Section had 518 DUI arrests, a 73 percent increase from 300 in 2011.Grant funding for DUI enforcement led to increased operations.

LCSO 2012 Agency Scorecard

PUBLIC SERVICES DIVISION, Capt. Chris Velez			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1A: The Crime Prevention Unit will increase the number of prevention and intervention initiatives in the community.	o Utilize bi-weekly crime analysis reports to target crime prevention. o Actively pursue team projects. o Actively pursue instituting and maintaining Neighborhood Watch Business Watch groups. o Continue working with the county's planning and zoning department as a community policing through environmental design adviser; review and comment on development applications.	X	
Objective 1B: The Senior Services Unit will provide support and referral services to Lee County Senior Citizens in need.	o Continue home visits to seniors identified as needing service. o Expand senior referrals to other support agencies. o Evaluate Project Lifesaver program and determine whether GPS-based alternative is feasible.	X	
Objective 1C: The Community Relations Section will maintain the Do The Right Thing Program as a student recognition effort to reinforce positive student behavior.	o Conduct monthly award ceremonies. o Conduct special school recognitions. o Encourage community support and organize fund-raisers.	X	
Objective 2A: The Public Information Office will provide accurate and timely information of events and issues of concern to members of the Agency and general public.	o Continue to attend Southwest Florida Coalition for the Accurate Dissemination of Information with media editors, reporters and management; visit local newsrooms periodically to meet new producers, reporters, etc.; provide new reporter orientation. o Regularly update inquiry tracking and results database. o Provide daily press releases, booking and incident reports. o Maintain training for Sheriff's Office personnel. o Partner with media and other public safety agencies i.e. Florida Law Enforcement Public Information Officers Association. o Utilize Agency website to disseminate information.	X	
Objective 2B: The Video Production Unit will provide prompt and courteous audio/visual services to the Agency, other law enforcement agencies and community partners.	o Provide support and services to the Agency units, i.e. Traffic Unit, Crime Scene, Major Crimes, Crime Stoppers, Do the Right Thing, etc. o Provide services to external partners, i.e. media, State Attorney's Office, attorneys. o Upgrade equipment as technology evolves. o Produce promotional videos for the Agency.	X	
Objective 2C: The Southwest Florida Crime Stoppers Section will maintain or increase call volume to Southwest Florida Crime Stoppers tip hotline that results in arrests of wanted persons.	o Continue weekly Crime Stopper television outreach and episode features. o Coordinate efforts on behalf of the Southwest Florida Crime Stoppers Program, Inc. board. o Coordinate and promote partnerships in the five county region for both Southwest Florida Crime Stoppers and Student Crime Stoppers.	X	

Objective 2D: The Sheriff's Youth Activities League will build relationships between law enforcement and area youths by organizing athletic and education based programs.	o Partner with Sheriff's Youth Activities League Board of Directors. o Provide youth pro-active alternatives to idle time. Activities include but are not limited to archery instruction teen nights, and athletic events. o Attend youth program related meetings.	X	
Objective 2E: Provide public assistance, crime prevention, community awareness and citizen contact in gated and mobile home communities through the Gated Community Liaison program.	o Obtain-maintain current addresses and gate codes for gated communities. o Obtain crime prevention program referrals from communities. o Patrol and initiate contact with residents, security personnel and property management in mobile home parks and gated communities. o Determine crime reductions through data collection.	X	

Division Highlights:

- The Crime Prevention Unit provided 1,155 community programs, a 29 percent decline from 1,628 in 2011, and received 3,658 fraud hotline calls, a 54 percent increase from 2,383 in 2011.
- Senior Services made 201 senior referrals, a nearly tenfold increase from 21 in 2011; it made 155 home visits, a 76 percent from 653 in 2011.
- The Do The Right Thing awarded 1,133 students, a 16 percent increase from 975 in 2011.
- The Public Information Office received 31,605 total inquiries, a 5 percent decrease from 33,430 in 2011.
- The Video Production Unit completed 1,821 projects, a 7 percent decrease from 1,949 in 2011.
- Southwest Florida Crime Stoppers had 732 arrests made from tips, a 6 percent decrease from 776 in 2011.
- The Sheriff's Youth Activities League sponsored 209 events, a 27 percent increase from 164 in 2011.
- The Gated Community Liaison program made contact with 9,547 residents, a 28 percent increase from 7,449 in 2011.

TECHNICAL SUPPORT AND FACILITIES DIVISION, Director Kathi Murray

Objectives	Strategies	Met	Not met
Objective 1A: Provide the Agency with the hardware/software systems required to accomplish Agency goals.	o Maintain hardware replacement cycle.	X	
Objective 1B: Work collaboratively with facilities planners and vendors to meet the infrastructure needs of Lee County.	o Meet and communicate with Lee County Facilities managers and other government entities. o Report on infrastructure progress.	X	
Objective 1C: Implement cost savings through renegotiation of contracts.	o Collaborate with vendors to reduce ongoing Agency costs.	X	
Objective 1D: Implement disaster recovery plan.	o Ensure functionality of hardware, software and connectivity in multiple locations.	X	
Objective 2A: The Programming Section will provide the Agency with software systems required to accomplish Agency goals.	o Increase Agency productivity, software security, accessibility and usability of information.	X	

Objective 2B: Programming Section will provide support to Agency employees for all software applications.	o Monitor major projects using project management system. o Monitor customer service with HEAT.	X	
Objective 3: The Data Integrity Unit will improve the integrity and reliability of department records.	o Monitor the Jail Management System for discrepancies and duplicate records. o Merge data to the New World Records Management System.	X	

Division Highlights:

- Technical Support and Facilities' hardware replacement cycle is ongoing.
- Technical Support and Facilities completed 10 facilities projects, up from 9 in 2011.
- Technical Support and Facilities had documented savings of $546,311, a 78 percent increase from $305,434 in savings realized in 2011.
- The Programming Section completed 39 projects, a 290 percent increase from 10 completed in 2011.
- The Data Integrity Unit assisted with 5,107 calls; this is a new measurement.

CIVILIAN OPERATIONS, Executive Director William C. Bergquist

Bureau Goal: Promote sound fiscal management to ensure accountability to the public.

BUDGET DIVISION, Director Annmarie Reno

Objectives	Strategies	Met	Not met
Objective 1A: Promote sound fiscal management to ensure accountability to the public	o Discuss new goals and objectives with Sheriff and Bureau Commanders for fiscal year. o Prepare and distribute budget worksheets by March 15 of the current fiscal year. o Present budget to BoCC as required by Florida Statutes by June 1 of the current fiscal year. o Attend and present as needed at workshops and public hearings.	X	
Objective 1B: Maintain false alarm registration program.	o Enroll unregistered alarm holders. o Educate alarm holders of their responsibilities.	X	
Objective 2: Purchasing Section will improve the procurement process time for operational resources and organize in house inventory according to allowable space.	o Maintain in-store stock and buy in bulk to improve savings and turn-around time. o Automate the purchasing process (5-year goal). o Integrate new ProcureIt software to improve inventory control, resource procurement. o Evaluate inventory bar code system for future implementation.	X	

Division Highlights:

- Budget prepared and presented to the Lee County Board of County Commissioners by June 1.
- The number of alarm permits grew to 50,940, a 26 percent increase from 40,432 in 2011.
- The Purchasing Section processed 7,709 purchase orders; this is a new measurement for 2012.

LCSO 2012 Agency Scorecard

FINANCE DIVISION, Director Crystal Kelly-Gambino			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1: Assess and recommend accounting software to replace the existing system, Fundware.	o Work with Technical Support Division to evaluate accounting software vendors.		**X**
Objective 2: Explore development and implementation of electronic timesheets to increase payroll efficiencies.	o Work with Technical Support Division to develop and implement electronic timesheets.		**X**
Objective 3: Ensure proper compliance for annual comprehensive financial audit.	o Follow policies and procedures. o Complete all financial reporting within proper fiscal years.	**X**	

Division Highlights:

- Electronic timesheet and software replacement projects delayed until 2013.
- The Finance Division achieved a clean financial audit/exit interview.

PLANNING AND RESEARCH DIVISION, Director Stan Nelson			
Objectives	**Strategies**	**Met**	**Not met**
Objective 1: Obtain alternative funding sources consistent with 5-Year Strategic Plan.	o Research, apply for and administer grants that support the LCSO Strategic Plan.	**X**	
Objective 2: Conduct research and analysis in support of Agency operations and effectiveness.	o Provide self-initiated and requested analytical and research information to personnel throughout the Agency and produce guiding documents and reports upon request such as strategic plan, annual report, goals and objectives, etc.	**X**	
Objective 3: Build and maintain outreach efforts with agencies that strengthen working relationships between LCSO and the groups.	o Partner with agencies on grants, special projects and initiatives that share common objectives.	**X**	
Objective 4: Develop and implement assessment of Agency needs through semi-annual meetings with division commanders.	o Meet with division commanders to identify capital and training needs during the budget development phase and prior to implementation of the new fiscal year. o Compile requests into a planning document that includes likelihood of grant funding.		**X**

Division Highlights:

- The agency received 15 grants worth 1,032,042, an 11 percent financial reduction from the $1,157,824 it received from 15 grants in 2011.
- The Planning and Research Division completed 34 projects, a 26 percent reduction from 43 projects in 2011.
- The Planning and Research Division produced the 2011 Annual Report, 5-Year Strategic Plan, Goals and Objectives and Agency Scorecard.
- The Planning and Research Division designed, wrote, edited and distributed the LCSO 125 Anniversary Book.
- Meetings with division commanders to identify capital and training needs was a new strategy in 2012 and not fully implemented; it occurred in 2013.

Office of the Sheriff, Sheriff Mike Scott

PROFESSIONAL STANDARDS INTERNAL AFFAIRS DIVISION, Capt. Traci Sonier

Objectives	Strategies	Met	Not met
Objective 1A: Maintain Commission for Florida Law Enforcement Accreditation (CFA) accreditation and provide Agency representation within the commission.	o Maintain CFA accreditation. o Continue to participate in training seminars and conferences. o Conduct on-site accreditation assessments for other agencies. o Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance. o Continue to use "Blue Folder" system and individual standard status reports to monitor compliance with accreditation standards.	X	
Objective 1B: Maintain national Law Enforcement accreditation and provide Agency representation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).	o Maintain CALEA accreditation. o Continue to participate in national training seminars and conferences. o Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance. o Conduct on-site accreditation assessments for other agencies. o Continue to use "Red Folder" system and individual standard status reports to monitor compliance with accreditation standards.	X	
Objective 2: The Internal Affairs Section will conduct thorough, complete and professional investigations of complaints that may be classified as any of the four types: 1) Internal Affairs Complaints, 2) Bureau Complaints, 3) Administrative Reviews, and 4) Grievances.	o Ensure that all investigators are properly trained. o Monitor and track total cases received. o Monitor and track findings of all investigations. o Conduct analysis of all complaints to identify possible training deficiencies and exposure to liability. o Use the Personnel Early Warning System (PEWS) to identify potential problems in the early stages.	X	
Objective 3: Staff Inspections will review all units within the Agency at least once every three years.	o Conduct at least one staff inspection per month	X	

Division Highlights:

- LCSO maintained its Commission for Florida Law Enforcement Accreditation (CFA) and Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditations.
- Staff inspectors completed 18 inspections, a 13 percent increase from the 16 conducted in 2011.
- Internal Affairs investigated 49 cases and substantiated 31 cases, a 63 percent increase from the 30 cases investigated and 19 substantiated in 2011.

Office of Legal Services, Executive Director Barry Hillmyer, Esquire
Bureau Goal: Provide legal advice and representation to the Lee County Sheriff's Office

LEGAL SERVICES, Abby Smith, Esquire

Objectives	Strategies	Met	Not met
Objective 1: The Legal Services Bureau will advise the Lee County Sheriff's Office and represent the Agency in legal matters.	o Review Agency contracts, leases and gated community enforcement agreements. o Represent the Sheriff's Office in civil litigation and forfeiture cases. o Litigate civil service hearings. o Review Internal Affairs investigations. o Disseminate legal bulletins on an as needed basis.	X	

Division Highlights:
The Legal Services Bureau closed 53 civil litigation cases, a 33 percent increase from the 40 closed in 2011.
The Legal Services Bureau disseminated 43 Legal Bulletins, a 26 percent decrease from the 58 disseminated in 2011.

CORRECTIONS BUREAU, ORTIZ AND DOWNTOWN, Majors Tom Eberhardt and Major James Barraco
Bureau Goal: Enhance Corrections Operations, Facilities and Services

CORRECTIONS DIVISIONS, Commander Jim Jones, Capt. Scott Brock, Capt. Edward Leavens, Capt. Stephan Pierce, Capt. Scott Hall, Capt. Edward Lewis and Director Rhonda Sewall

Objectives	Strategies	Met	Not met
Objective 1A: Ensure safety of Deputies/Civilian Staff through equipment/technology.	o Implementation and installation of Key Control Boxes at all facilities. o Addition of video recording capability with the Inmate Processing cameras.		X
Objective 1B: Monitor facility population.	o Monitor recidivism rate of inmates who have completed inmate programs while incarcerated. o Work with the county on implementation of diversion programs.	X	
Objective 1C: Ensure public/facility/staff safety through intelligence gathering.	o Identify gang members as well as their possible gang affiliations within the inmate population through supplemental funding.	X	
Objective 1D: Continued work toward expansion and enrichment of the Corrections Inmate Programs section.	o Increase inmate enrollment level within the GED programs. o Increase the total number of earned diplomas. o Expand Life skills Programs enrollment in all Correctional Facilities. o Collaborate with community partners on a Discharge Re-entry Plan for inmates returning in to the community to include the hiring of a re-entry coordinator.	X	

Objective 2A: Juvenile Assessment Section will provide specialized services for the community and youth to reduce juvenile related crime and recidivism.	o Assist law enforcement in identifying and monitoring high risk juvenile offenders. o Expand diversion and prevention initiatives by meeting monthly with various groups and committees that review utilization, capacity and prevention opportunities.	**X**	
Objective 2B: Juvenile Assessment Section will provide law enforcement, parents/ guardians and juveniles with links to available services and programs.	o Promote programs and services by developing referral documents and reports and by attending meetings, community events and educational initiatives.	**X**	

Division Highlights:

- Implementation of Key Control Boxes and video recording suspended due to budget constraints.
- The recidivism rate of inmates who have completed programs while incarcerated declined to 4 percent from 17 percent in 2011.
- The juvenile recidivism rate fell to 13.1 percent from 15.5 juvenile in 2011.
- Gang identification within the inmate population is being handled on a case by case basis.
- 94 inmates earned GEDs, a 33 percent reduction from the 140 who earned GEDs in 2011.

COURT OPERATIONS DIVISION, Commander Jim Jones

Objectives	**Strategies**	**Met**	**Not met**
Objective 1: Maintain the service of subpoenas effectively and efficiently.	o Track all subpoenas received from the entities within the 20th Judicial Circuit relative to the Lee County Sheriff's Office.	X	
Objective 2: Monitor Court Operations staffing usage to increase operational efficiency.	o Track the number of prisoners handled and transported.	X	

Division Highlights:

- Court Operations received 20,084 subpoenas, a 2.4 percent decrease from 20,584 in 2011.
- Court Operations worked 18,524 prisoner transports, a 1.2 percent reduction from 18,749 in 2011.
- Court Operations worked 41,007 felony cases, a 1.4 percent increase from 40,431 felony cases in 2011.
- Court Operations worked 77,123 misdemeanor cases, a 5.6 percent increase from 72,994 misdemeanor cases in 2011.

Agency highlights

LAW ENFORCEMENT

Total calls for service
2012: 518,808 calls
2011: 497,497 calls

Closing ratio of Part 1 crimes
2012: 22.84 percent
2011: 21.49 percent

Traffic Tickets
2012: 33,634 citations
2011: 30,741 citations

2012: 75,105 warnings
2011: 64,343 warnings

Arrests
2012: 14,583 total
2011: 15,797 total

2012: 838 DUI
2011: 763 DUI

2012: 1,576 drug
2011: 1,519 drug

Auto crashes
2012: 6,213
2011: 6,190

Auto fatalities
2012: 62
2011: 72

CORRECTIONS

Average daily inmate population
2012: 1,637
2011: 1,719 inmates

Inmate housing capacity
2012: 2,009 inmates
2011: 2,003 inmates

Number of inmates processed
2012: 29,245 booked
2011: 30,133

2012: 29,299 released
2011: 30,232

Average cost per day to house inmate
2012: $77.83/day
2011: $78.12

Day Labor Hours Completed:
2012: 59,288 hours
2011: 64,172

Inmate labor savings based on min. wage
2012: $454,739 (min. wage $7.67/hour)
2011: $492,199 (min. wage $7.67/hour)

General Education Diplomas issued:
2012: 94
2011: 140

COURT OPERATIONS

Prisoners handled
2012: 18,013 moved
2011: 18,740

Felony cases handled
2012: 41,007 cases
2011: 40,431

Misdemeanor cases handled
2012: 77,123 cases
2011: 72,994

Juvenile cases handled
2012: 18,524 Cases
2011: 18,304

Civil cases handled
2012: 55,079 Cases
2011: 77,203