
LEE COUNTY SHERIFF'S OFFICE

FIVE-YEAR STRATEGIC PLAN FY 2013-14 - FY 2017-18



Mike Scott
Sheriff
"Proud to Serve"

Strategic Plan FY 2013-14 – FY 2017-18



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



Contents:

Bureau goals.....	4
Population and service trends.....	5
Crime trends.....	6
Operating Budget & Staffing Levels...	6
Inmate population	7
Funding Obligations.....	7
Current Capital & Equipment needs...	9
Multi-Year Projections	
Technological Upgrades.....	10
Operational Upgrades.....	11
Facility Upgrades.....	12

The Mission, Vision and Motto of the Lee County Sheriff's Office

Mission

To safeguard lives and property; respectfully enforce the laws of the land; and work cooperatively to lessen the impact of crime on the lives of residents and visitors in Lee County.

Vision

The Lee County Sheriff's Office will work collaboratively with members of the community in order to improve and enhance the quality of life for everyone in Lee County. Our vision is consistent with the following principles:

- Respect for human rights;
- Economic well-being and high quality of life;
- Reduction of crime, disorder and the fear of crime;
- Community safety;
- High standards for excellence and continuous improvement;
- Sound fiscal management to ensure accountability to the public.

Motto

“Proud to serve”

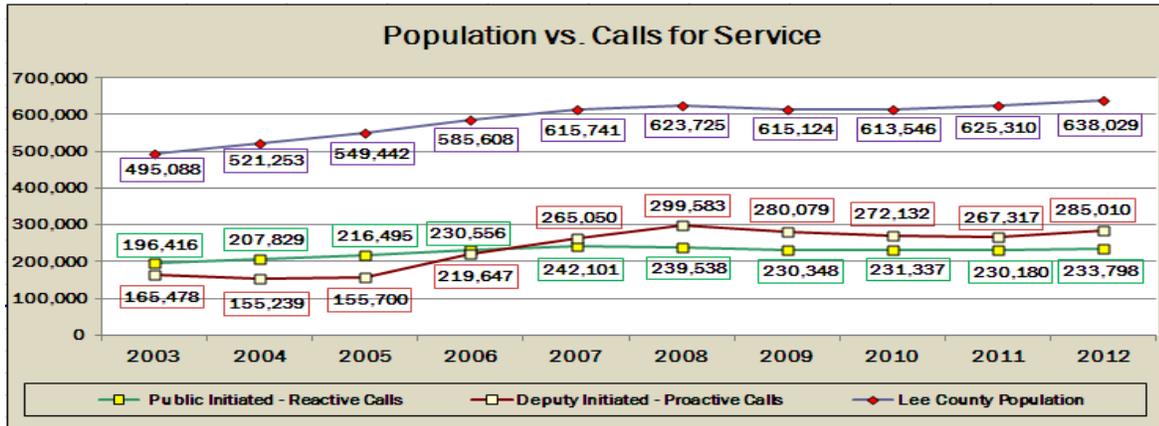


2013 Goals

1. *Ensure public safety.*
The **Patrol Bureau** will enforce the laws of the land to ensure public safety and deter criminal activity through aggressive law enforcement and community policing efforts by its deputies.
2. *Promote sound fiscal management to ensure public accountability.*
The **Civilian Operations Bureau** will continue to promote sound fiscal management, strong leadership and organizational excellence to increase agency efficiency. Members will work to strengthen inter-governmental relations, community relations, and internal and external communication.
3. *Provide specialized investigative services.*
The **Criminal Investigations Bureau** will investigate and prepare felony and narcotics cases for successful prosecution through its Major Crimes, Special Investigations, Criminal Apprehension and Investigative, and Forensics Divisions.
4. *Ensure emergency preparedness and readiness within the agency and community.*
The **Special Operations Bureau** will routinely train to strengthen operational readiness and recovery protocols and provide specialized services to agency members and the community through its Operational and Tactical Support, Public Services, Central Records, Communications and Civil Divisions.
5. *Enhance Corrections operations, facilities, and services.*
The **Corrections Bureau** will provide fair and equitable treatment to all people in its custody; operate facilities in a safe, secure, and cost-effective manner; and, offer programs necessary to assist inmates' successful reintegration into the community. Corrections will monitor the average daily inmate population, develop programs and facilitate inmate needs.
6. *Maintain agency integrity and accreditation*
The **Office of the Sheriff** will provide thorough legal representation and ensure agency high standards through the Professional Standards, Legal Services and Public Information Divisions.



Population & Service Trends

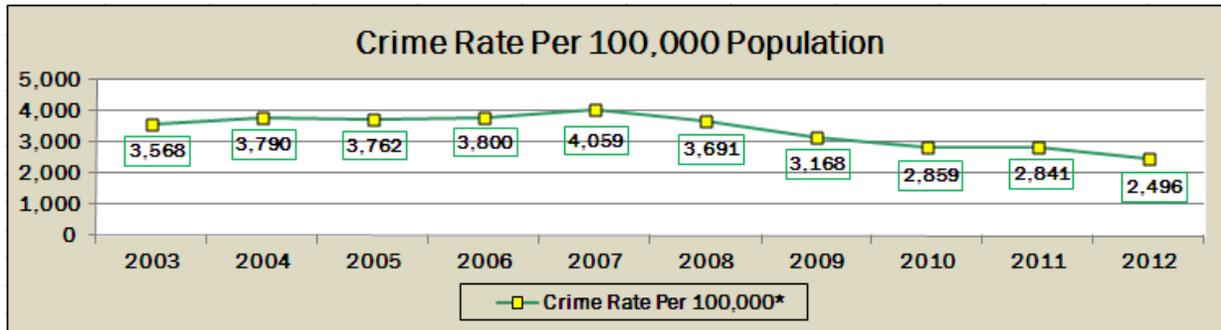


The number of Lee County residents grew 28.9 percent between 2003 and 2012 – from 495,088 to 638,029, according to the University of Florida’s Bureau of Economic and Business, while Florida’s Office of Economic and Demographic Research projects renewed population growth beginning in 2012 that will result in 44,793 new residents by 2015, (http://edr.state.fl.us/Content/population-demographics/data/Medium_Projections.pdf).

Calls for service are tracked as either deputy or public initiated. In that way, deputy activity can be tracked as either obligated (reactive) time responding to public calls or unobligated (proactive) time necessary for directed patrol, area checks and other proactive functions. Proactive policing results in a better working relationship with the community while providing residents with the problem solving tools they need to keep their neighborhoods safe. Calls for service from the public grew 19.0 percent between 2003 and 2012 – from 196,416 to 233,798 – while deputy initiated calls increased 72.2 percent in the same time period – from 165,478 to 285,010.

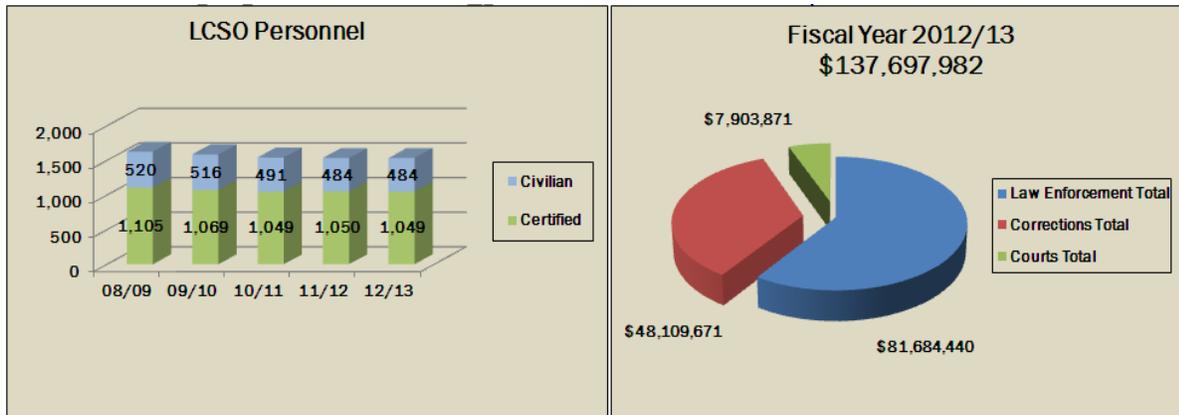


Crime Trends



Last year's crime rate was down 12.1 percent, on top of a 30 percent cumulative decline since 2007. The crime rate is determined by dividing the number of crimes reported in unincorporated Lee County (including Fort Myers Beach and Bonita Springs, which contract with the Lee County Sheriff's Office) by the unincorporated population, then multiplying the sum by 100,000.

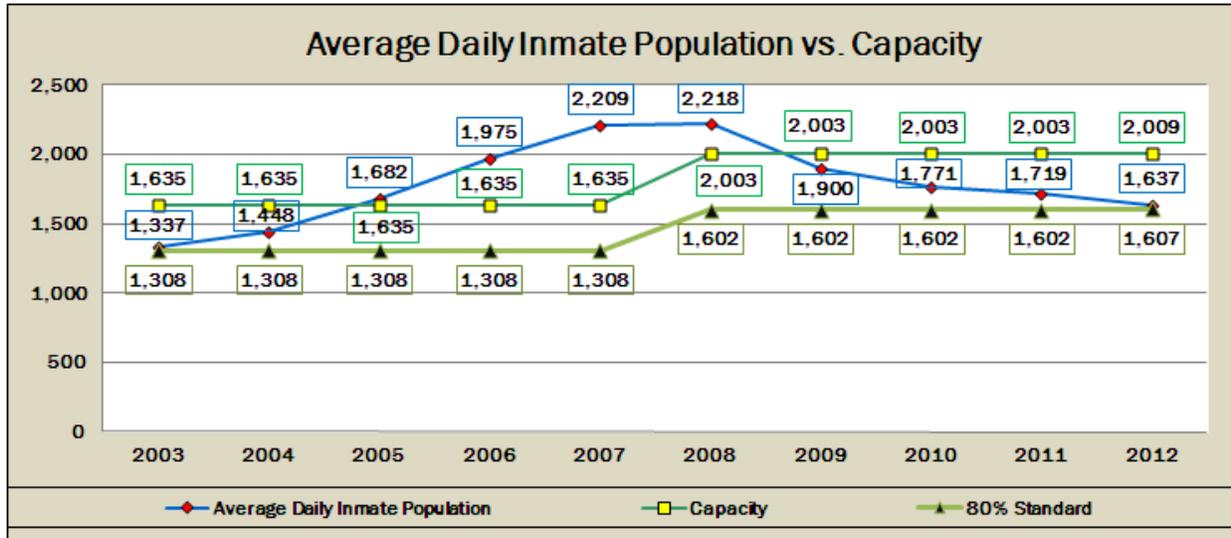
Operating Budget & Staffing Levels



The Lee County Sheriff's Office and other first responders face significant budgetary shortfalls as the Lee County Board of County Commissioners tackles another deficit in FY 2013-14. In response to this financial challenge, LCSO has reduced its operating budget by \$22.9 million since FY 2008-09 and reduced the work force by 92 authorized positions. Cumulative budget reductions were realized through voluntary separation retirement buyouts, a reduction in replacement patrol vehicles, contract negotiations, reduction in inmate costs, reduction in allocated assets, automated services and self-insured insurance plan changes.



Inmate Population Trends



The number of Lee County inmates increased 22.4 percent between 2003 and 2012 – from an average daily population of 1,337 to 1,637 – after peaking at 2,218 in 2008. Over the past several years, the Corrections Bureau has consolidated housing at the CORE facility and closed four inmate pods, which reduced required staffing and lowered operating costs. Since FY 07-08, the Corrections Bureau has eliminated 88 positions due to this decline in inmate population.

Additional Funding Obligations

There are additional factors that may significantly impact the Sheriff’s Office operating budget. These factors are being monitored closely.

School Security: School Resource Officer Program

The Lee County Sheriff’s Office is responding to the call of the Lee County School Board to “secure our schools.” This responsibility includes a student population of more than 82,000. Through its partnership with the school board, school resource officers were provided in middle and high schools in FY 2011-12 school year. Expansion of this program is likely and is expected to include school resource officers in each of the county’s 45 elementary schools for the FY 2013-14 school year.

PREA Compliance

The federal Prison Rape Elimination Act of 2003 was designed to “provide for the analysis of the incidence and effects of prison rape in Federal, State and local institution and to provide information, resources, recommendations and funding to protect individuals from prison rape” (PREA 2003). Following the creation of this act the



National Prison Rape Elimination Commission developed standards that went into effect August 2012. In order to be in complete compliance with these standards, the Corrections Bureau requires additional training hours. The penalty for non-compliance is a reduction in federal funding.

Shifting Inmate Burdens

A proposal by the Florida Department of Corrections to make counties responsible for inmates who have less than a year to serve at the time of their sentencing could cost counties as much as \$100 million annually, according to the Florida Association of Counties. The proposal, part of a 2012 Department of Corrections budget reduction exercise, would save the state an estimated \$47.7 million by shifting a projected 5,600 inmates from state prisons to county jails but more than double counties' financial burden. County facilities typically are more expensive to run due to their smaller size, boosting potential county costs to \$100 million, a Florida Association of Counties analysis concluded. If implemented, the change would have a \$2 million a year impact on LCSO Corrections operating costs based on 2011 inmate population figures. The estimate does not take into account increased medical costs, staffing and additional jail facilities. Current guidelines require anyone sentenced to more than a year be sent to in a state prison, where time served in a local jail prior to trial and sentencing is then applied. Under the proposal, if time served reduces the balance of the sentence to less than a year, the inmate would stay in a county jail.

Juvenile Detention Costs

The issue of who pays for housing the state's juvenile offenders continues to be an ongoing dispute between the Florida Department of Juvenile Justice and counties. Multiple counties and the Florida Association of Counties have pending administrative litigation with DJJ over implementation of a 2004 law that shifted part of DJJ's costs for state-operated juvenile detention centers to counties. The fight focuses on the requirement that counties pay for detention costs of juveniles prior to court disposition and how DJJ determines those costs. DJJ has filed an appeal that disputes the argument that it has improperly shifted extra costs to counties. A First District Court of Appeals administrative law judge recommended in August 2012 that DJJ use actual costs for the final reconciliation on a county by county basis rather than the Legislature's appropriation to the Shared Trust Fund, according to reports by the Florida Association of Counties. However, the final order disagreed, prompting the counties to appeal. The Legislature and Gov. Rick Scott in 2011 passed legislation that gives counties the option to independently operate their own juvenile detention centers and become exempt from sharing costs for state-operated juvenile detention. The Lee County Sheriff's Office believes it is not in the best interest of this agency to pursue this option.



Current Capital and Equipment Outlay FY 2013-14

The Lee County Sheriff's Office is responsible for the following capital items critical to achievement of the Strategic Plan:

Capital items	Cost	Note	Year
Fleet replacement	\$400,000	Purchase of new and replacement vehicles	Annual
Technology upgrades	\$300,000	Software, hardware acquisition and upgrades	Annual

Projected Priority Capital Improvement needs FY 2013-14- FY17-18

The Lee County Sheriff's Office has responded to declining county revenue over the past several years by reducing its operating budget by 14.3 percent since FY 2008-09. The Sheriff has maximized savings through staff reductions, bulk item negotiations, and maximization of capital resources.

The cost to the agency was realized by maximizing work force capacity and aging out the department's software systems, equipment and fleet.

Over the next five years capital expenditure requirements will include:

- Expansion of personnel, involving additional work force positions and major shifts in internal restructuring. The internal changes to maximize resources already has started in the current fiscal year.
- Communications upgrades, including Switchboard technology and NextGeneration technology software.
- Equipment upgrades, including but not limited to, warrants terminals, movable storage units and ammunition rubber for the range.
- Physical space expansions, including a new Communications Center, Fleet maintenance facility, Digital Forensics build out, and relocation of a district substation.
- Facility upgrades, including replacement of the Community Programs Unit coverings (skins) at the Core Facility.
- Replacement of Fleet vehicles.

Strategic Plan FY 2013-14 – FY 2017-18



Specific Objectives and Strategies across the organization have been established with these factors in mind.

Five Year Plan- Technological Upgrades			FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Objectives	Strategies	Owner					
Fully Integrate CAD, Mobile CAD and RMS systems.	Research project began in August 2011 to determine upgrade and/or replacement options	Communications Director, Sherry Groff		X			
Improve the accounting system and processing time for financial transactions.	Work with the Technical Support Division to assist in acquisition of new financial software for purchasing, accounts payable and payroll.	Finance Division, Crystal Gambino			X		
Collaborate with Programming to automate warrants and warrants backlog to NCIC/FCIC and to store all pertinent records electronically.	Maintain interactive records retrieval system available to the public.	Central Records & Warrants Division, Cherrie McAbee	X				
Collaborate with Programming to automate warrants and warrants backlog to NCIC/FCIC and to store all pertinent records electronically.	Scan all backlog of Records and Warrants documents and convert to PDF format.	Central Records & Warrants Division, Cherrie McAbee	X				
Build, redesign or implement applications and databases to properly gather and disseminate data.	Incorporate interactive mapping of data from existing system to new CAD Mobile CAD and RMS System.	Technical Services Director Kathi Murray	X				
Build, redesign or implement applications and databases to properly gather and disseminate data.	Successful conversion of existing databases to New CAD/Mobile CAD and RMS system.	Technical Services Director Kathi Murray	X				

Strategic Plan FY 2013-14 – FY 2017-18



Five Year Plan- Operational Upgrades			FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Objectives	Strategies	Owner					
Conduct crime prevention and intervention initiatives targeted toward youth.	Double the number of School Resource Officers in area schools.	Patrol Bureau, Major Kathryn Rairden		X			
Assist criminal investigations through the collection and examination of latent fingerprints.	Expand Forensics Division to include DNA testing.	AFIS/Latents Section, Linda Crosbie		X			
Expand hours of operation for the Forensics Division.	Expand Evidence Section operations to 24 hours a day.	Evidence Section, Ronald Ralls					X
Obtain state certification for the Communications training program, which will allow in-house certification of Communications employees as required by law.	Develop a strong quality assurance program. Submit curriculum to Florida Board of Health for approval. Provide training opportunity for other agencies to obtain state communications certification.	Communications Director, Sherry Groff	X				
Reduce deputy workload through the use of Community Service Aides.	Increase the number of CSAs.	Tactical Support Section, Capt. Scott Lucia		X			
Provide specialized professional training to Lee County Sheriff's Office personnel and other law enforcement agencies.	Support Agency Wellness Program to encourage improved overall employee fitness.	Training Section, Lt. Ed. Ahlquist	X				
The Traffic Unit will plan, analyze, inspect and coordinate LCSO traffic activities.	Increase Motorcycle Unit deputies for traffic enforcement. Add commercial vehicle enforcement.	Traffic Section, Lt. Donnie Fewell					X
Continue to maintain health care cost trends between 2% and 5% per year.	Enhance wellness program and require annual physicals for all certified employees.	Employee Benefits Section, Heidi Baer	X				



Five Year Plan- Facility Upgrades			FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Objectives	Strategies	Owner					
Provide the same or better level of service of judicial process throughout Lee County.	Expand office space for the Civil Section.	Civil Section, Capt. Mark Cohen			X		
Enhance overall performance of the Communication Division.	Move to new Communications Center.	Communications Director, Sherry Groff				X	
Minimize the number of spare vehicles required in reserve.	Expand available fleet parking and workshop space to accommodate a growing need for spare vehicle parking and maintenance on aging vehicles.	Fleet Division, Rusty Hillman	X				
Ensure safety of Deputies/Civilians through equipment and technology.	Complete installation and implementation of key control boxes at all facilities.	Corrections Bureau, Major Thomas Eberhardt		X			