

***Carmine Marceno***  
**Sheriff**



***"Proud to Serve"***

**State of Florida**  
**County of Lee**

June 10, 2020

Honorable Member of the Board  
Of Lee County Commissioners  
Post Office Box 398  
Fort Myers, FL, Florida 33902

Dear Commissioners:

The Sheriff's Office respectfully submits a proposed budget for FY 20/21 in the amount of \$197,855,246. This proposed budget represents a 2.88% increase of \$5,541,805 over the adopted FY 19/20 budget.

The FY 20/21 function increases are the following:

- |                                 |        |
|---------------------------------|--------|
| • Law Enforcement General Fund  | 2.83 % |
| • Corrections General Fund      | 2.83 % |
| • Court Services General Fund   | 3.01 % |
| • MSTU-School Resource Officers | 5.78 % |

This proposed budget includes the funding for 1,617 positions, of which 1,114 are certified personnel assigned to Law Enforcement, Corrections and Court Services. The Lee County Sheriff's Office continues to work with County Commissioners and County Administrators during both years of economic growth and uncertainty to ensure fiscal responsibility and accountability on behalf of the taxpayers of Lee County.

**This year's funding increase includes**

- The Safe Kids Safe Schools initiative, which mandates a school resource officer on every campus in Lee County. The County has agreed to continue funding a portion of the School Resource Officers in the unincorporated areas of Lee County from the Unincorporated Municipal Services Taxing Unit. The total amount to fund 60 School Resources Officers in the unincorporated schools is \$6,329,560 of which the County will split this cost with the School District of Lee County. The County's share is \$3,164,780, \$173,024 over FY19/20.
- Florida Retirement System (FRS) increased the percentage of employer contribution that will result in an additional expenditure of approximately \$900,000 over FY19/20.
- A wage increase is included in continuation of our multi-year agreement with the county that started in FY 16/17 to adjust starting and existing wages of certified staff to reduce a documented salary disparity with competing agencies. A 3% increase for all full time members with greater than 1 year of service is requested at a cost of \$3,383,292.



*"The Lee County Sheriff's Office is an Equal Opportunity Employer"*  
**14750 Six Mile Cypress Parkway • Fort Myers, Florida 33912-4406 • (239) 477-1000**

- Operational expenses representing less than 20% of our total budget are necessary to cover core services. The requested increase in operations for all components is \$1,012,805 and is required to cover contractual increases ranging from 3-5% for inmate medical, inmate food services, radio service fees and existing operational maintenance agreements.

**Additional revenue required:**

- As requested by County Administration, we are requesting \$5,000,000 for critical capital items to be paid from the County's excess reserves and not be included in the Sheriff's base operating budget.
- As discussed with County Administration, the county has agreed to provide \$1,408,870 each year for the next seven years in a lease to own agreement with Motorola Solutions for 1,553 handheld and 1,000 dash mount digitally equipped radios. These radios are being implemented agency wide in preparation of the countywide rollout of the P25 Public Safety System. This purchase agreement will be fully paid in FY26/27.

We will continue to be good stewards and utilize our resources and funding fiscally, but as cost of goods and services continue to rise so must our budget in order to sustain the law enforcement services that our constituents expect.

Proposed future policies for consideration:

1. All future pay increases for employees who are eligible would be calculated on a cost of living increase based on the Consumer Price Index and a proposed merit increase of 2% - 5% based on performance and available funds.
2. A 10 - 15% vehicle replacement of our fleet assets each fiscal year.
3. Technology Equipment will be replaced or upgraded based on anticipated lifespan of the specific item (i.e., radios, computers laptops, servers, software upgrades, etc).

You will find attached:

- Our notarized proposed budget summary letter, a comparative summary of this year's budget request to authorized totals by component for the fiscal years of FY 17/18, 18/19 and 19/20, an authorized position allocation report by department , 2019 Annual Report, 2019 Scorecard, and the agency's FY 20/21– FY 24/25 Five Year Strategic Plan

Respectfully submitted,



Sheriff Carmine Marceno  
Lee County

CC:

Commissioner John Manning, District 1  
Commissioner Cecil Pendergrass, District 2  
Commissioner Ray Sandelli, District 3  
Commissioner Brian Hamman, District 4

Commissioner Frank Mann, District 5  
County Manager Roger Desjarlais,  
Assistant County Manager Pete Winton  
Delivery Address: 2120 Main St. Fort Myers FL 33901

June 10, 2020

Honorable Member of the Board  
Of Lee County Commissioners  
Post Office Box 398  
Fort Myers, FL 33902

Dear Commissioners:

Pursuant to the requirements of the Florida Statute Chapter 30.49 (2) (a), I do hereby certify the proposed budget for fiscal year 2020-2021 as being reasonable and necessary for the proper and efficient operations of the Office of Sheriff, Lee County. The proposal is to maintain the same level of service. Summarized below, the appropriation requirements of the Office are as follows:

Type of Expenditures	Law Enforcement	Corrections	Courts	Total
Salary of the Sheriff	\$171,000			\$171,000
Personnel Services	\$102,746,060	\$45,765,241	\$9,199,067	\$157,710,368
Operating Expenses	\$21,582,186	\$17,306,184	\$240,508	\$39,128,878
Capital Outlay	\$600,000	\$100,000		\$700,000
Investigations	\$145,000			\$145,000
<b>Total before Reserves</b>	<b>\$125,244,246</b>	<b>\$63,171,425</b>	<b>\$9,439,575</b>	<b>\$197,855,246</b>
Grant and Aids	\$328,206	\$120,965		\$449,171

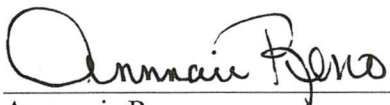
Reserves to be budgeted in the County's *General Fund Reserves for Contingency* based on 3.0% of the Sheriff's Operating Budget in the General Fund, which equates to \$5,935,658.

Respectfully submitted,



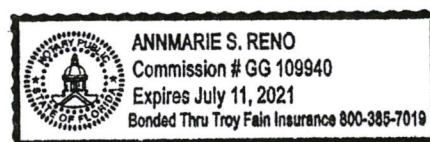
Carmine Marceno  
Sheriff, Lee County

Before me, this 10<sup>th</sup> of June, 2020, appeared Carmine Marceno Sheriff of Lee County, Florida, who is personally known to me, who states that to the best of his knowledge and belief, the above-established amounts are both reasonable and necessary for the proper and efficient operation of the Office of the Sheriff, Lee County for the 2020-2021 fiscal year.



Annmarie Reno  
NOTARY PUBLIC AT LARGE  
STATE OF FLORIDA

My Commission Expires:



**Lee County Sheriff's Office  
FY 20/21 Proposed Budget**

	Approved Budget FY 16/17	Approved Budget FY 17/18	Approved Budget FY 18/19	Approved Budget FY19/20	Requested Budget FY20/21
<b>Law Enforcement</b>					
Sheriff's Salary	\$ 160,000	\$ 160,000	\$ 166,000	\$ 171,000	\$ 171,000
Personnel	\$ 80,947,767	\$ 85,313,872	\$ 89,877,233	\$ 96,821,965	\$ 99,581,280
Operating	\$ 19,111,319	\$ 19,399,952	\$ 20,363,830	\$ 20,986,385	\$ 21,582,186
Investigations	\$ 150,000	\$ 140,000	\$ 140,000	\$ 145,000	\$ 145,000
Capital	\$ 2,100,000	\$ 3,000,000	\$ 3,600,000	\$ 600,000	\$ 600,000
<b>LE Total</b>	<b>\$ 102,469,086</b>	<b>\$ 108,013,824</b>	<b>\$ 114,147,063</b>	<b>\$ 118,724,350</b>	<b>\$ 122,079,466</b>
<b>Corrections</b>					
Personnel	\$ 39,610,697	\$ 40,710,251	\$ 42,151,477	\$ 44,444,686	\$ 45,765,240
Operating	\$ 14,854,824	\$ 16,084,469	\$ 16,920,330	\$ 16,889,180	\$ 17,306,184
Capital		\$ 100,000	\$ 500,000	\$ 100,000	\$ 100,000
<b>Corrections Total</b>	<b>\$ 54,465,521</b>	<b>\$ 56,894,720</b>	<b>\$ 59,571,807</b>	<b>\$ 61,433,866</b>	<b>\$ 63,171,424</b>
<b>Courts</b>					
Personnel	\$ 9,341,115	\$ 9,357,818	\$ 9,588,897	\$ 8,922,961	\$ 9,199,068
Operating	\$ 224,278	\$ 225,233	\$ 230,403	\$ 240,508	\$ 240,508
Capital				\$	-
<b>Courts Total</b>	<b>\$ 9,565,393</b>	<b>\$ 9,583,051</b>	<b>\$ 9,819,300</b>	<b>\$ 9,163,469</b>	<b>\$ 9,439,576</b>
General Fund	\$ 166,500,000	\$ 174,491,595	\$ 183,538,170	\$ 189,321,685	\$ 194,690,466
MSTU Fund	\$ -	\$ -	\$ 2,777,488	\$ 2,991,756	\$ 3,164,780
<b>Sheriff's Office Total</b>	<b>\$ 166,500,000</b>	<b>\$ 174,491,595</b>	<b>\$ 186,315,658</b>	<b>\$ 192,313,441</b>	<b>\$ 197,855,246</b>
<b>Sheriff's Office Total</b>					
Sheriff's Salary	\$ 160,000	\$ 160,000	\$ 166,000	\$ 171,000	\$ 171,000
Personnel	\$ 129,899,579	\$ 135,381,941	\$ 144,395,095	\$ 153,181,368	\$ 157,710,368
Operating	\$ 34,190,421	\$ 35,709,654	\$ 37,514,563	\$ 38,116,073	\$ 39,128,878
Investigations	\$ 150,000	\$ 140,000	\$ 140,000	\$ 145,000	\$ 145,000
Capital	\$ 2,100,000	\$ 3,100,000	\$ 4,100,000.00	\$ 700,000.00	\$ 700,000.00
<b>TOTAL</b>	<b>\$ 166,500,000</b>	<b>\$ 174,491,595</b>	<b>\$ 186,315,658</b>	<b>\$ 192,313,441</b>	<b>\$ 197,855,246</b>

5/26/2020

# Authorized Manpower for FY 20/21

## Authorized Positions

Account	Cost Center	Certified	Non-Cert	Total
<b>Office of the Sheriff</b>				
10001	Office of the Sheriff	3	1	4
<b>Bureau Total:</b>		<b>3</b>	<b>1</b>	<b>4</b>
<b>Operations Executive Bureau</b>				
10401	Public Affairs	4	11	15
10601	Legal	1	9	10
20502	Administration Bureau	10	7	17
70101	Community Response Unit	17	13	30
<b>Bureau Total:</b>		<b>32</b>	<b>40</b>	<b>72</b>
<b>Professional Standards Bureau</b>				
20802	Professional Standards Division	4	4	8
30103	Records	0	46	46
30703	Communications	0	91	91
78007	Training-LE	16	6	22
<b>Bureau Total:</b>		<b>20</b>	<b>147</b>	<b>167</b>
<b>Support Services Bureau</b>				
10301	Planning & Research	0	2	2
20102	Human Resources	0	12	12
20202	Finance	0	6	6
20302	Purchasing	0	7	7
20602	Personnel Services Division	0	7	7
30303	Software Support/Development	0	6	6
30503	Fleet Management	0	10	10
31303	Technical Services	2	19	21
91009	Alarm Unit	0	1	1
99109	Details	0	2	2
<b>Bureau Total:</b>		<b>2</b>	<b>72</b>	<b>74</b>
<b>Corrections Bureau</b>				
11111	Inmate Services	1	15	16
30002	Admissions and Release	0	16	16
40003	Services Division	20	4	24
40004	Jail	106	48	154
40007	Security & Inspections	24	3	27
40105	Community Programs Unit	42	0	42
40106	Core	187	41	228
80908	Juvenile Assessment Center	0	3	3
<b>Bureau Total:</b>		<b>380</b>	<b>130</b>	<b>510</b>
<b>Court Operations</b>				
30603	Civil	20	15	35
50104	Court Services	75	4	79
<b>Bureau Total:</b>		<b>95</b>	<b>19</b>	<b>114</b>

5/26/2020

# Authorized Manpower for FY 20/21

		<b>Authorized Positions</b>			
<b>Account</b>	<b>Cost Center</b>		<b>Certified</b>	<b>Non-Cert</b>	<b>Total</b>
<b>Criminal Investigation Bureau</b>					
31403	Special Investigations (RTIC)		12	14	26
80108	Major Crimes Unit		56	6	62
80208	Narcotics		23	2	25
80308	Forensics		3	28	31
80708	Economic Crimes Division		12	4	16
<b>Bureau Total:</b>			<b>106</b>	<b>54</b>	<b>160</b>
<b>Patrol Bureau</b>					
70100	Tactical Support Division		12	0	12
70107	Watch Commanders		6	0	6
71007	North District		48	6	54
71107	Gulf / Island Coastal District		24	1	25
72007	South District		56	6	62
72507	Central District		56	6	62
73007	East District		71	8	79
74007	West District		49	6	55
76007	Traffic Unit		16	2	18
76107	K-9 Unit Operations		14	0	14
77007	Air Operations		11	2	13
77107	Marine Operations		8	0	8
77307	Agriculture Unit		3	0	3
80508	Youth Services		12	3	15
80608	School Resources		74	0	74
90808	South Bonita Springs		16	0	16
<b>Bureau Total:</b>			<b>476</b>	<b>40</b>	<b>516</b>
<b>Grand Totals:</b>			<b>1114</b>	<b>503</b>	<b>1617</b>



# **5-YEAR STRATEGIC PLAN**

**FY 2020/21 - FY 2024/25**

**(239) 477-1000  
WWW.SHERIFFLEEFL.ORG**

**14750 SIX MILE CYPRESS PKWY.  
FORT MYERS, FL 33912**



**Office of the Sheriff Executive Bureau, Sheriff Carmine Marceno, Undersheriff Eric Smith, Chief of Operations and Legal Bureau John Holloway**

Community Response Unit, Capt. Andrew Prisco

Community Outreach, Sgt. Rich Castellon; Community Response, Sgt. Alan Canfield, Crime Prevention and Victim Advocates, Manager Beth Schell, SWFL Crime Stoppers, Manager Trish Route; Public Affairs, Lt. Anita Ariarte; Special Enforcement, Sgt. Nate Hankins

**Corrections Executive Bureau, Colonel Thomas Eberhardt, Colonel Scott Hall**

Facilities, Commander Holly Christiano

Clerical, Director Rhonda Sewell; Inmate Programs, Sgt. LaDonna Brady; Honor Guard/ Training, Sgt. Melinda Parsley; Inspections, Lt. Gene Irvine; Services, Capt. Scott Brock  
Special Operations, Commander Scott Ciresi

Civil, Capt. Robert Gizzi; Court Operations, Capt. Joe Bass; Security, Capt. Kevin Koller  
Support Services, Commander Mia Rodgers

Core and CPU, Capt. Craig Bennetti; Juvenile Assessment Center, Director Bill Naylor;  
Main Jail, Capt. Chris Velez

**Law Enforcement Executive Bureau, Colonel James Rankine**

Criminal Investigations Bureau, Major James Amrich and Commander Matthew Sands

Economic Crimes, Capt. Bill Murphy; Forensics, Lt. Leslie Faccilonga; Major Crimes, Capt. Kevin Ferry and Capt. John Desrosiers; Narcotics, Capt. Michael Tamulionis;  
Special Investigations, Capt. Mark Shelly

Patrol Bureau, Major Richard Snyder and Commander Chris Reeves

North District, Capt. Joe More; East District, Capt. Mark Mallard; West District, Capt. Brian Jakacki; South District, Capt. Blake Lee; Central District, Capt. John Haberman; Gulf District, Capt. Tim Lalor; Air Operations, Commander Michael Tomisich; Tactical Support, Capt. Rob Casale; Watch Commanders, Capt. Pete Hedrick; Youth Services, Commander Mike Miller

**Professional Standards Bureau, Major Traci Estep**

CALEA Accreditation, Manager Tanya Tanner; Central Records and Warrants, Director Cherrie McAbee; Communications, Director Karen Ciofani; Internal Affairs, Capt. Felicia Riley; Staff Inspections, Lt. Scott Lineberger; Training, Capt. Matt Herterick

**Support Services Executive Bureau, Executive Director Annmarie Reno**

Budget, Manager Jill Jones; Facilities Management, Director Kathi Adamcik; Employee Benefits and Star Care, Director Dawn Heikkila; Finance, Director Crystal Kelly-Gambino; Fleet Management, Administrator Jim Jones; Human Resources, Director Dawn Heikkila; Planning and Research, Director Stan Nelson; Purchasing, Director Jenna Clark; Software Support and Development, Administrator Michele Vellela; Technical Support, Director Tara Thrower





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

Motto

“Proud to serve”

Code of Ethics

Provide a safe and secure environment in partnership with the community. Adhere to a high degree of integrity and compassion while upholding the laws of the State of Florida.



## 2020 GOALS

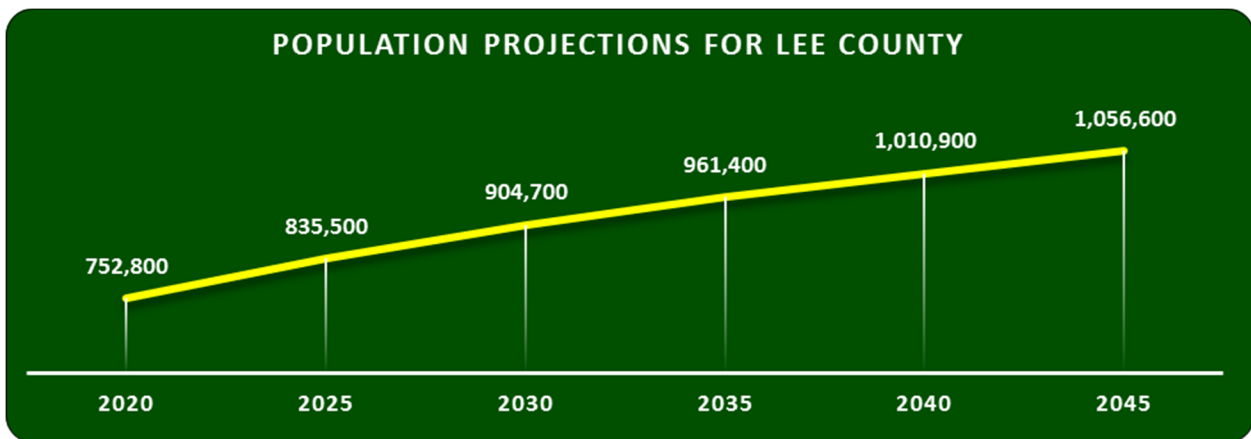
1. ***Uphold Agency integrity through decisive leadership, efficient allocation of resources and community engagement.*** The Office of the Sheriff is committed to strong leadership, organizational excellence and sound fiscal management. Extensive community outreach provides valuable feedback to better address community issues. Office of the Sheriff includes Community Response, Legal Services/Operations and Public Affairs.
2. ***Enhance Corrections operations, facilities, court security and service of civil process.*** The Corrections Bureau provides fair and equitable treatment to all people in its custody; operates facilities in a safe, secure and cost-effective manner; and, offers programs necessary to assist inmates' successful reintegration into the community. Corrections personnel not only monitor the average daily inmate population but also provide voluntary educational and life-skills programs and opportunities to inmates as well as security for judges and the Justice Complex Center. The Corrections Bureau includes the Downtown Jail, Ortiz Site, Court Operations, Juvenile Assessment Center and Civil.
3. ***Maintain Agency effectiveness through specialized investigations.*** The Criminal Investigations Bureau conducts investigations on all referred offenses through Economic Crimes, Forensics, Major Crimes, Narcotics and Special Investigations. The bureau also oversees all death investigations.
4. ***Ensure public safety through coordinated law enforcement efforts.*** The Patrol Bureau enforces county ordinances as well as state and federal law; protects life and property; ensures public safety and public order in our community and schools; prevents and deters criminal activity; and, conducts proactive patrol through aggressive law enforcement and community policing efforts. Patrol includes six district substations, Air Operations, Tactical Support, Watch Commanders and Youth Services.
5. ***Maintain the professional standards of all Agency personnel.*** The Professional Standards Bureau ensures that only the most qualified employees are hired, and that once hired, they uphold this Agency's commitment to excellence. The Professional Standards bureau includes CALEA Accreditation, Central Records and Warrants, Communications, Internal Affairs and Training.
6. ***Employ sound fiscal management to meet the challenges of aging capital, infrastructure and technology.*** The Support Services Bureau will explore all options available to meet the agency's operational needs. It includes Budget, Facilities Management, Finance, Fleet Management, Human Resources, Personnel Services, Planning and Research, Purchasing and Technical Support.



## POPULATION & SERVICE TRENDS

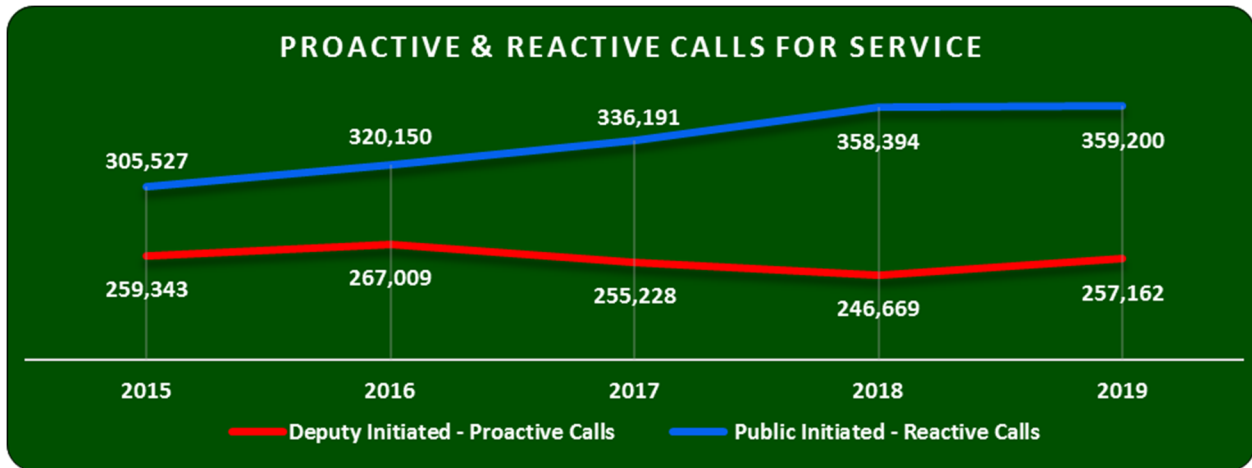
The lure of warm weather, job availability and relatively low cost of living continues to attract new residents to Southwest Florida. Lee County’s population grew 3.0% in 2019 to reach 735,138, according to estimates from the Bureau of Economic and Business Research (BEBR). This growth shows no signs of slowing.

BEBR estimates that at this rate, Lee County will exceed 1 million residents by 2040. The report suggests that the influx will change Lee County’s population demographics, with residents growing significantly older and more diverse. Residents 80 years and older are projected to increase 123%, from 43,706 to 97,608, with all senior citizens rising 61%, from 177,331 to 295,982, in the next two decades. Hispanics will help drive diversity. By 2040, Lee’s Hispanic population is set to grow 85%, from 166,301 to 307,904 residents. The non-Hispanic black population is growing as well, with a projected 54% increase, from 60,325 to 92,785. Both groups exceed the 40% projected population growth for the entire county in that time period.



Rapid population growth and demographic changes significantly impacted agency operations and are likely factors in the disproportionate increase in calls for service relative to the county’s total population growth. While the total population has risen 10.4% between 2015 and 2019, citizen-initiated calls for service rose by 17.6%, from 305,527 to 359,200. At the same time, deputy-initiated or proactive calls for service fell slightly, from 259,343 to 257,162. Citizen-initiated or reactive calls for service now constitute 58% of all deputy calls for service, outpacing deputy-initiated activity.

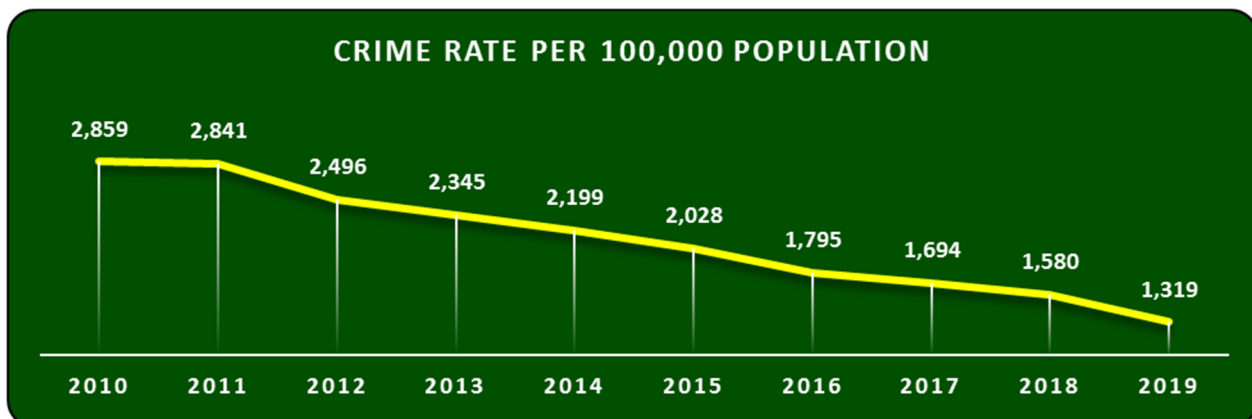
The high number of reactive calls has limited the ability of deputies to engage in proactive patrol, a highly visible and proven criminal deterrent. Since 2014, LCSO has been unable to maintain an equal balance between proactive and reactive duties due to increased service calls. This is best illustrated by Lehigh Acre’s East District, where 77% of all calls for service in 2019 were citizen-initiated. North District in North Fort Myers and Central District in Fort Myers also had high levels of citizen-initiated calls in 2019, at 67% and 66%, respectively.



The creation of the Community Response Unit, an innovative alternative to traditional proactive patrol, offers a solution to this imbalance. CRU members operate in all districts and serve as a front-line early warning system for emerging criminal trends and community concerns while establishing and maintaining direct community contacts. CRU’s Special Enforcement Team supports patrol districts and monitors high crime areas, apprehending criminal offenders and eliminating crime or other problems during a particular time span or location. This team also gathers, evaluates, disseminates and acts on intelligence information. CRU’s Community Policing Team helps establish community safety teams and fosters grass root partnerships to resolve quality of life issues. It also provides service and support through interaction and effective communication with homeowners’ associations. CRU’s Crime Prevention Team focuses on educating and training our community through programs, partnerships and initiatives. The unit formed in August 2019 and has demonstrated immediate positive outcomes.

CRU reflects Sheriff Carmine Marceno’s commitment to community outreach. Other efforts to make access to the Lee County Sheriff’s Office easier and more convenient is the creation of two new community outreach centers at Miromar Outlets and the Bell Tower Shops.

## CRIME TRENDS





- Crime rate:** The Lee County Sheriff’s Office conducts aggressive enforcement operations to combat identified threats – and those operations along with diligent patrol have helped contribute to year-over-year declines in Part 1 crimes, the most serious of crimes seen below. Over the past 10 years, unincorporated Lee County has seen a 53.9% drop in its crime rate, which includes last year’s 16.6% decline. The crime rate is determined by dividing the number of Part 1 crimes reported in unincorporated Lee County and Bonita Springs, Estero and Fort Myers Beach (which do not have municipal law enforcement agencies) by the unincorporated population, then multiplying the sum by 100,000.

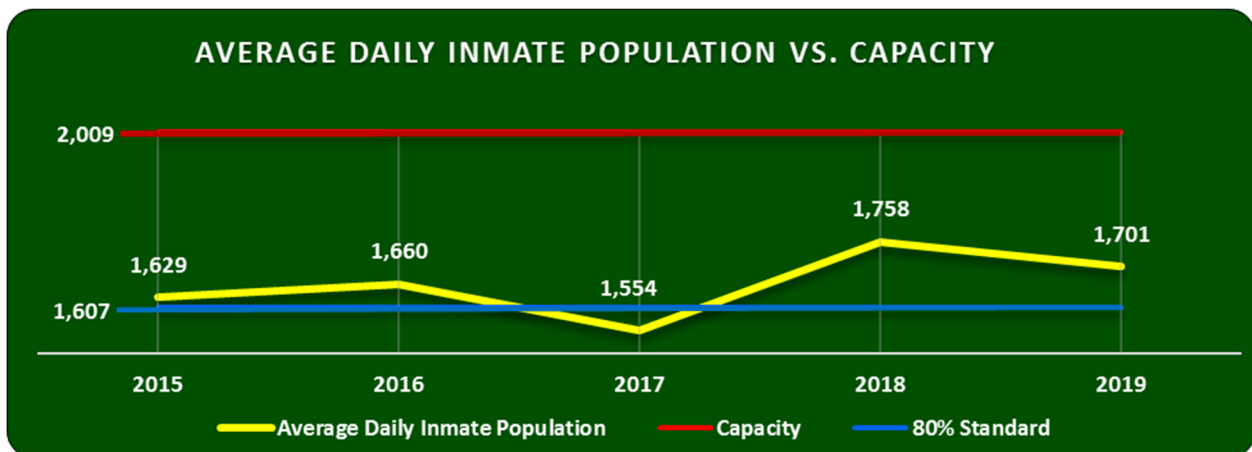
Crimes Against Persons								
Incident Type	2015	2016	2017	2018	2019	5-year average	% change from 2018	% change, 5-year average
Murder	17	21	32	26	9	21	-65.38%	<b>-57.14%</b>
Forcible Sex Offenses	249	270	288	318	320	289	0.63%	10.73%
Robbery	340	252	313	257	256	284	-0.39%	<b>-9.73%</b>
Aggravated Assault/Stalking	916	931	780	787	780	839	-0.89%	<b>-7.01%</b>
Violent Crimes	1,522	1,474	1,413	1,388	1,365	1,432	-1.66%	<b>-4.71%</b>
Crimes Against Property								
Incident Type	2015	2016	2017	2018	2019	5-year average	% change from 2018	% change, 5-year average
Burglary Residence	1,594	1,248	1,124	848	653	1,093	-23.00%	<b>-40.28%</b>
Burglary Non-Residence	221	179	215	152	153	184	0.66%	<b>-16.85%</b>
Theft	4,667	4,336	4,108	4,023	3,398	4,106	-15.54%	<b>-17.25%</b>
Motor Vehicle Theft	524	433	555	624	428	513	-31.41%	<b>-16.54%</b>
Property Crimes	7,006	6,196	6,002	5,647	4,632	5,897	-17.97%	<b>-21.45%</b>

- Growing opioid and prescription drug abuse:** There were 262 accidental prescription drug deaths last year in Medical Examiner District 21, which includes Lee, Glades and Hendry Counties – a 20.2% increase from the prior year, according to the 2018 report “Drugs Identified in Deceased Persons by Florida Medical Examiners.” Fentanyl alone was responsible for 183 of those deaths. This agency recorded 2,384 drug arrests in 2019. Members of the Narcotics Section and Highway Interdiction Unit in 2019 seized 4.26 kilograms of fentanyl and 836 grams of heroin. Public support also has played a part in effective enforcement. Narcotics detectives increased the use of confidential informants and Southwest Florida Crime Stoppers tips to develop intelligence on drug traffickers and offenders by 60%, with 453 total calls/tips. In addition, Lee County Sheriff’s Office detectives are charging drug dealers with contributing to a death when they can establish a link between the seller and the drug used that caused an overdose death. This often results in an enhanced sentence for the dealer.



## INMATE POPULATION TRENDS

After reaching a 13-year low in 2017, Lee County’s average daily inmate population spiked dramatically in 2018, rising from 1,554 to 1,758. It has since fallen back to an average daily population of 1,701 inmates but it remains above the profession’s capacity standard for inmate average daily population. In order to absorb any unanticipated increase in population, LCSO Corrections strives to keep its population at a minimum of 80% of capacity – or 1,607 inmates – at its three facilities. Because of the upswing in inmate populations, Corrections was compelled to reopen its final unoccupied housing of North 1 in July 2018. If the average daily inmate population continues to rise, LCSO will need additional staffing to meet mandated staff-to-inmate ratios, which vary based on inmate classifications. High-risk inmates require additional attention and can increase staffing requirements.



LCSO’s average daily population peaked at 2,218 in 2008, greatly exceeding the current total capacity of 2,009 beds. Because it takes an average eight months to hire, train and deploy new Corrections personnel, it is imperative that LCSO and County Administration come up with a solution to meet overcrowding and personnel-shortage challenges, including the option of new correctional facilities. Advance planning is required to avoid operational inefficiencies and ensure employee and inmate safety.

Nearly 15% of men and 30% of women booked into jails have a serious mental health condition, according to estimates from the National Alliance on Mental Illness. LCSO helps mitigate this threat through Crisis Intervention Team training as well as ongoing training for all new certified members to help de-escalate inmate confrontations and use of force in Correctional facilities. In July 2018, it created a new Mental Health Stabilization Unit, which allows the Corrections Bureau and contracted Medical/Mental Health Staff to assist inmates identified with mental illness with reintroduction into the general population. Since its inception through 2019, the unit has helped stabilize 517 inmates. Without this stabilization, it would be nearly impossible for an inmate with untreated mental illness to gain admittance to a community-housing program post-release.



Corrections used the stabilization unit’s success to build community support and cooperation for its inmate re-entry program and reduce recidivism. This initiative added 69 partner agencies in 2019, including a broad range of public and private service providers. Partners recognized that in order to be successful, it needed to broaden its efforts to stop all inmates from reoffending. Members identified three main obstacles to the re-entry process: housing, medications and identification. They concluded that if the community can help inmates meet these basic needs upon their release, recidivism will drop and former inmates’ quality of life will increase.

## EMPLOYMENT TRENDS

### Hiring

LCSO recruits both locally and regionally at on-site job fairs, with emphasis on attracting local high school JROTC members and technical school graduates. LCSO also recruits from local colleges and military organizations. The agency has reinstated its sponsorship program for the Southwest Florida Criminal Justice Academy for promising candidates.



Applicants for certified positions are required to undergo an initial screening, polygraph examination, thorough background check, psychological and medical evaluations and oral board interviews before receiving an offer of employment. Because of these stringent requirements, it takes approximately 100 days for a certified deputy to be hired. The hiring process for civilians and volunteers is less stringent, and subsequently requires less time to complete. On average, it takes approximately 90 days to process and hire civilians and volunteers. For new hires who are not Florida law enforcement certified, the next step in the employment process is either the 21-week law enforcement class or 13-week basic corrections officer class at the Southwest Florida Criminal Justice Academy.

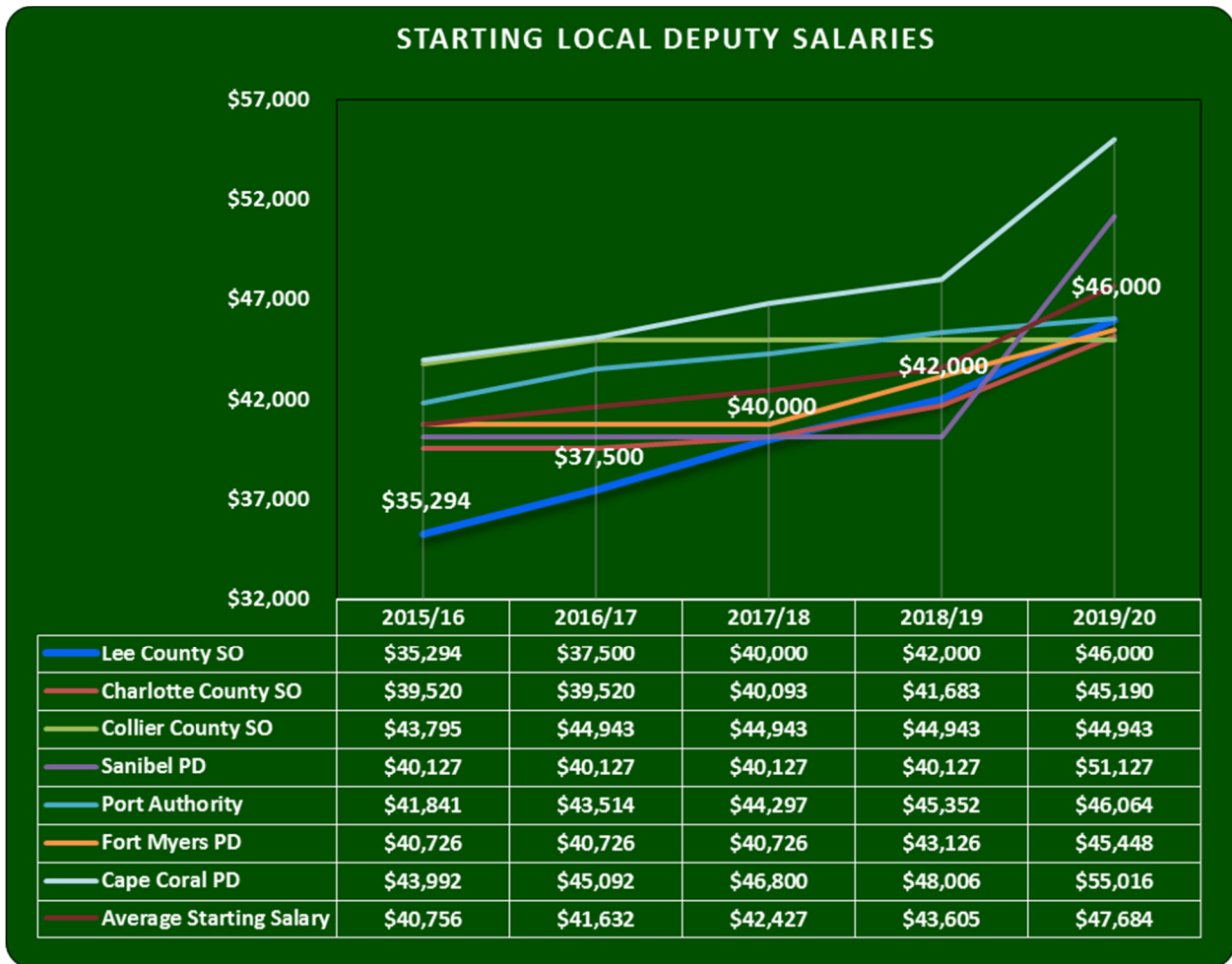
Upon completion, corrections and law enforcement deputies receive 10 days, or 120 hours, of pre-deployment orientation with the LCSO Training Division before being assigned to a Field Training Officer. Law enforcement deputies receive 48 days, or 504 hours, of one-on-one training before being able to operate independently, while new correctional officers receive 34 days, or 357 hours, of one-on-one training before being able to operate independently.



## SALARY DISPARITY

Salary disparity at the Lee County Sheriff’s Office has been a long-term agency concern, growing more pronounced as the economy has rebounded. This has prompted other Florida law enforcement agencies to raise starting salaries and provide additional cost of living increases, making it increasingly difficult for LCSO’s Human Resources Division to compete for new recruits and retain existing certified deputies seeking higher take home pay.

This agency implemented a five-year plan in FY 16/17 to adjust starting wages and existing wages of certified deputies to account for documented salary disparities, increasing the average starting deputy wage from \$35,294 to \$46,000 in FY 19/20. Despite this increase, LCSO still falls below the average starting wage of \$47,684 for law enforcement in Southwest Florida. Sheriff Carmine Marceno is committed to raising the starting wages for new deputies as well as the wages of all existing certified members.







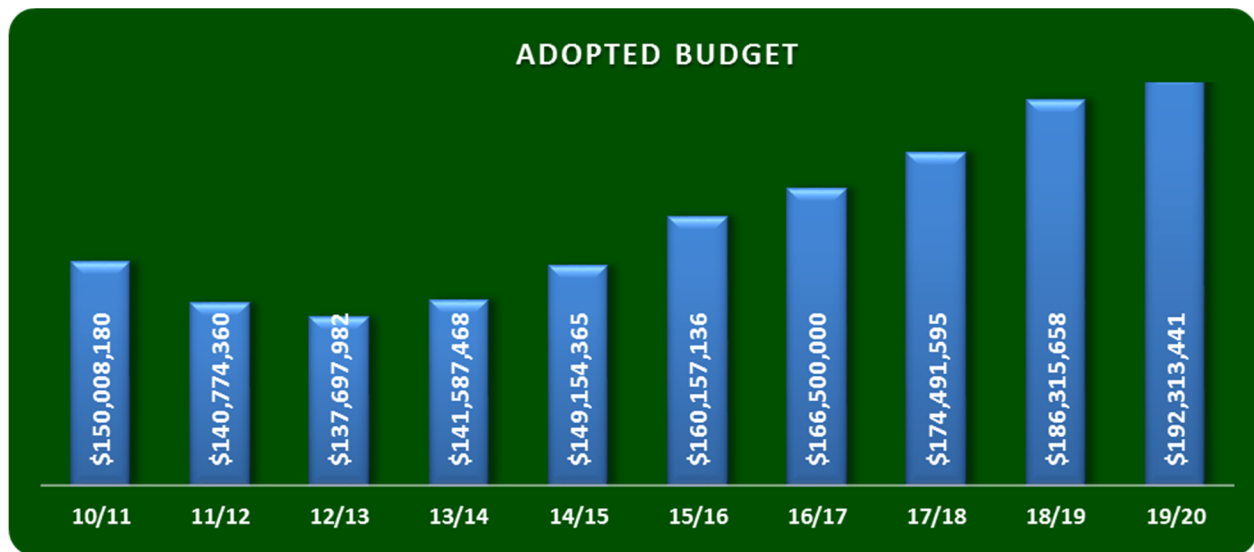
## TECHNOLOGY TRENDS

The Lee County Sheriff’s Office implemented a Real Time Intelligence Center to capitalize on the wide range of technology, intelligence and data available to law enforcement. Consolidation of this information is intended to improve deputies’ ability to respond immediately to crimes in progress or to those crimes that have recently occurred. The center allows personnel to monitor high-crime areas, crimes in progress, large-scale public events that may require law enforcement presence or response, and/or high-profile or high-risk, repeat community offenders. Analysts and detectives currently operate the center from 7 a.m. to 2 a.m., giving this agency the ability to access many countywide video feeds, both in real time and archived. Certified and civilian personnel will eventually staff the center around the clock.

In Corrections, new technology has eliminated hand recording of critical inmate data in logbooks. CorreTrak hardware and software now consolidates all record keeping associated with security checks, meal delivery, inmate location, service provisions, daily activities, head count and more with a touchscreen system accessible throughout the facility. Corrections personnel can identify inmates by scanning their identification bar code to access real-time information on the person. This new system enhances staff mobility and reduces the amount of time previously required for documentation of inmate-related activities.

## OPERATING BUDGET TRENDS

Capital needs as well as staffing shortfalls are creating long-term operational challenges as existing personnel are reassigned to support Youth Services, the Community Response Unit and the Special Investigation Division’s Real Time Intelligence Center.

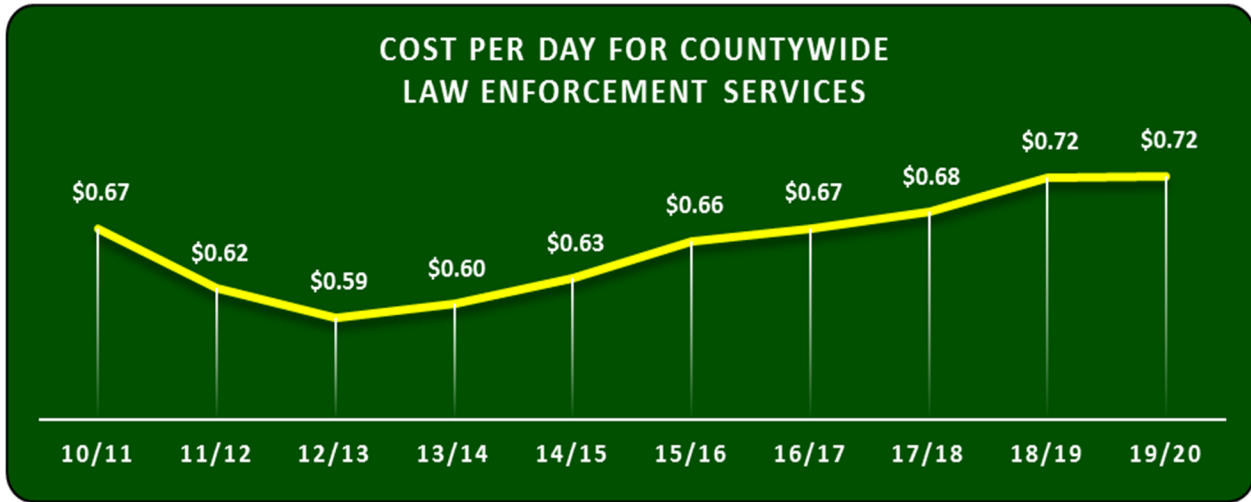




- **Personnel:** There currently are 1,617 budgeted positions: 1,114 certified and 503 civilian employees. The state of Florida requires at least one School Resource Officer at every public and charter school in Lee County. In addition, the Lee County School District requires two SROs at every high school regardless of size. As a result, LCSO significantly increased the number of its SROs to manage the increased responsibility of providing law enforcement, education and mentoring services in its jurisdiction. LCSO has 60 SROs in Lee County's unincorporated public schools, where the school district and the county split the funding obligation for those positions 50/50. LCSO has an additional 14 SROs in charter, parochial and public schools within county and municipal boundaries of Bonita Springs, Estero and Fort Myers Beach. Because the school district does not pay for SRO costs in charter schools or for public schools in those municipalities, funding this mandate has been difficult and has required annual contract negotiations with third parties to provide coverage in the remaining schools.
- **Operating:** LCSO will work with Lee County Administration and budget for future operational costs based on the county's continuation budget philosophy. Command Staff will identify and discuss unanticipated needs arising outside of traditional operations to determine how best to address the needs. Examples of this may include unfunded county and state mandates, enhanced FBI Criminal Justice Information Services security requirements upgrade/conversions in communications systems and equipment and costs associated with LCSO's COVID-19 response and impact on care for inmates in custody.
- **Capital:** LCSO has been in constant catch-up mode, accommodating county growth and replacing delayed capital improvements and other needed projects. For FY 20/21, it has identified \$5.7 million in priority capital projects, and is requesting \$3.34 million for non-priority capital improvements and \$2.3 million in Lee County Capital Improvement Plan funding for needed upgrades to Correctional facilities, bringing the total capital request in the upcoming fiscal year to \$11.3 million. This funding is required to replace delayed capital improvements and other needed projects.

## OPERATING COSTS

The Lee County Sheriff's Office provides cost-effective services to the residents and visitors of Lee county. The 72 cent cost per day for countywide law enforcement services in 2019 is only five cents more than what those costs were a decade ago.



**PROPOSED FIVE-YEAR CONTINUATION BUDGET  
FY 20/21 – FY 24/25**

The Lee County Sheriff’s Office multi-year budget is consistent with the Board of County Commissioners and the County Manager’s continuation budget philosophy, intended to hold funding to the same service levels as the prior year. During FY 16/17 budget negotiations between the Sheriff’s Office and County Administration, both parties agreed that deputy pay disparity and starting wage adjustments would need to occur over several years rather than in one fiscal year. This required cuts in capital funding to pay for higher starting wages, which reduced FY 16/17’s capital funding to \$2.1 million (from \$6.5 million the prior year) and further reduced capital funding to \$700,000 in FY 19/20. LCSO partially offset this deficit in capital funding with \$4.4 million in county reserve funding.

	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<b>Personnel</b>	\$153,352,368	\$157,881,368	\$165,775,436	\$174,064,208	\$182,767,419	\$191,905,790
<b>Operating</b>	\$38,261,073	\$39,273,878	\$41,237,572	\$43,299,450	\$45,464,423	\$47,737,644
<b>Capital</b>	\$700,000	\$700,000	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000
<b>Total</b>	<b>\$192,313,441</b>	<b>\$197,855,246</b>	<b>\$212,113,008</b>	<b>\$222,463,659</b>	<b>\$233,331,842</b>	<b>\$244,743,434</b>
<b>% increase</b>	3.22%	2.88%	7.21%	4.88%	4.89%	4.89%

**CAPITAL AND EQUIPMENT PROJECTIONS**

The Lee County Sheriff’s Office must maintain a vigorous capital equipment replacement cycle to upgrade existing technology. Over the next five years, several large-ticket capital improvements are required to maintain maximum operational readiness, including:



- **Vehicle replacements:** The average age of a marked patrol vehicle has risen to 77.6 months as of December 31, 2019, and now includes 533 vehicles with more than 100,000 miles – nearly half of the entire fleet. A five-year replacement cycle to bring Fleet Management back to the national standard of discarding vehicles at 5 years or 120,000 miles would require more than \$15.7 million with the following estimated costs: Year one, \$3,103,259 (75 Interceptor SUVs, 7 Administration SUVs, 3 K9 trucks, 4 transit vans, 1 sedan). Year two, \$2,930,000. Year three, \$3,050,000. Year four, \$2,954,000. Year five, \$3,700,000.
- **Communication upgrades:** Lee County's conversion to the P25 Public Safety System required this agency to upgrade its 1,553 hand held radios and 1,000 car radios from analog to digital. This conversion will cost nearly \$10 million over a seven-year period. Recurring annual cost: \$1.4 million a year through FY 26-27. Estimated one-time Flash upgrade for radios: \$271,947 in FY 20/21. Estimated VOIP phone system upgrade: \$350,000 in FY 20/21. Development of a backup 911 Communications Center also has been requested. Estimated cost: to be determined.
- **IT upgrades:** Tech Support has five-year replacement cycle estimates for Agency equipment, storage, server and subscription software needs. Estimated Toughbook 5-year replacement cycle cost: \$1.2 million annually; related software upgrade to Microsoft 365: \$200,000 annually. Estimated storage upgrade cost: \$2.25 million in FY 20/21 and then \$920,000 annually. Estimated server upgrade cost: \$335,947 in FY 20/21, then \$200,000 annually. Estimated investigative subscriptions costs: \$255,737 in FY 20/21; \$252,887 in FY 21/22; \$302,455 in FY 22/23; \$307,250 in FY 23/24; and \$312,286 in FY 24/25. Estimated subscription software costs: \$235,000 in FY 20/21; \$206,500 in FY 21/22; \$191,500 in FY 22/23; \$191,500 in FY 23/24; and \$191,500 in FY 24/25. Estimated network switch subscription cost: \$400,000 annually. Estimated battery backups: \$100,000 annually. Estimated fiber/bandwidth upgrades: \$260,000 in FY 20/21 and then \$60,000 annually thereafter.
- **Taser replacement:** The Training Division is upgrading LCSO's Tasers over a multi-year period. Estimated replacement costs: \$165,000 in FY 20/21; \$165,000 in FY 21/22; \$165,000 in FY 22/23; and, \$145,000 in FY 24/25.
- **Bomb Squad:** The Bomb Squad requires a replacement bomb robot, portable x-ray replacement system, regular bomb suit replacements and a burn trailer that can be used with Evidence and. Estimated cost: \$616,000 in FY 20/21; \$36,000 in FY 21/22 and \$36,000 in FY 23/24.
- **Special Operations/SWAT:** Special Operations/SWAT requires an armored vehicle replacement and utility van replacement. Estimated cost: \$320,000 and \$120,000, respectively, in FY 20/21. Estimated additional capital needs: \$143,500 in FY 20/21.



- **Corrections/inmate support:** The Corrections Bureau requires frequent replacement of capital equipment for the kitchen and laundry facilities to meet the needs of inmates in its custody. Estimated replacement costs: \$250,503 in FY 20-21; \$202,115 in FY 21-22; and, \$204,200 in FY 22-23. Corrections receives federal reimbursement for housing illegal aliens that meet certain requirements. Those funds can be used to replace operational equipment. Additional costs include Access Control and Control Room upgrades: Estimated cost: \$2.3 million in requested Lee County Capital Improvement Plan funding in FY 20/21, with \$65,000 in annual recurring maintenance costs.



## Multi-Year Projections

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

EQUIPMENT & TECHNOLOGY								
Objective	Strategy	Owner	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	6+ Yrs
Track maintenance expenses of marked vehicles to establish a baseline for replacement in Fleet.	Implement replacement cycle for marked patrol vehicles.	Fleet Management, Administrator Jim Jones	X	X	X	X	X	X
Monitor major projects.	Track and prioritize completion of projects, including the P25 Public Safety System.	Technical Services, Director Tara Thrower	X	X	X	X	X	X
Continue to implement a disaster recovery plan.	Maintain hardware replacement cycle.	Technical Services, Director Tara Thrower	X	X	X	X	X	X
Provide support to districts and specialty units as well as other agencies throughout Lee County.	Use investigative tools and RTIC resources to disrupt gang activities and enhance prosecution.	Special Investigations, Captain Mark Shelly	X	X	X	X	X	X
Enhance the Digital Forensics Section's highly specialized and technical capabilities.	Upgrade one Digital Forensics workstation biannually to keep pace with tech advancements.	Evidence Division, Captain John Long		X		X		X
Implement four-year replacement cycle for Agency Tasers.	Research and develop strategy to implement Taser replacement cycle.	Training Division, Captain Matt Herterick	X	X	X		X	
Maintain replacement cycle for Corrections capital equipment.	Replace Corrections kitchen and laundry equipment that is nearing end of life.	Corrections Bureau, Colonel Thomas Eberhardt	X	X	X	X	X	X
Improve Aviation's overall mission effectiveness and provide more accurate and timely information.	Implement a ten-year aircraft fleet replacement plan, including Airbus AS350 helicopter purchase.	Air Operations, Commander Mike Tomisich		X				

# Strategic Plan FY 2020 / 21 – FY 2024 / 25



FACILITIES								
Objective	Strategy	Owner	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	6+ Yrs
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Upgrade the Corrections Jail control rooms.	Corrections Bureau, Colonel Scott Hall	X					
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Upgrade the Corrections Core control rooms.	Corrections Bureau, Colonel Thomas Eberhardt	X					
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Upgrade the Corrections Court Ops control room.	Corrections Bureau, Colonel Scott Hall	X					
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Update recording system in Court Operations to the Ocularis System.	Corrections Bureau, Colonel Scott Hall	X					
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Implement backup Communications Center.	Facilities, Director Kathi Adamcik	X					
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Add double wide modular office with restrooms at Gun Range and Fleet.	Facilities, Director Kathi Adamcik	X					
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Build out second floor of Evidence Building	Facilities, Director Kathi Adamcik		X				
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Remodel Fleet Administration Building for future offices.	Facilities, Director Kathi Adamcik		X				
Work with facility planners and vendors to meet Lee County's infrastructure needs.	Facility construction at the Ortiz Site to accommodate anticipated growth.	Corrections Bureau, Colonel Thomas Eberhardt						X

# Strategic Plan FY 2020 / 21 – FY 2024 / 25



OPERATIONAL								
Objective	Strategy	Owner	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	6+ Yrs
Conduct crime prevention and intervention initiatives targeted toward youth.	Involve parents/guardians, teachers and school administrators in substance use, abuse education and gang prevention.	Youth Services, Commander Michael Miller	X	X	X	X	X	X
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.	Juvenile Assessment Center, Director Bill Naylor	X	X	X	X	X	X
Establish and maintain partnerships with residents, community associations and business organizations.	Actively participate in community-based and business-based associations or organizations.	Community Response Unit, Captain Andrew Prisco	X	X	X	X	X	X
Establish and maintain partnerships with residents, community associations and business organizations.	Provide active shooter & personal safety education and training to residents, businesses and organizations.	Community Response Unit, Captain Andrew Prisco	X	X	X	X	X	X
Enhance agency productivity through the use of V.O.I.C.E. volunteers and auxiliary and part-time deputies.	Match the talents, training and desires of the volunteer with the needs of the agency.	Ancillary Services, Lieutenant Angelo Vaughn	X	X	X	X	X	X
Increase narcotics enforcement through training, interagency cooperation and enhanced use of electronic technology.	Partner with other law enforcement and agency personnel to enhance intelligence collection, sharing and dissemination.	Narcotics Section, Captain Michael Tamulionis	X	X	X	X	X	X
Ensure the safety of deputies and the efficiency of staff through adequate staffing.	Adjust starting wages and existing salary to account for a documented salary disparity, merit raises and increases in cost of living.	Budget, Manager Jill Jones	X	X	X	X	X	X
Assist the Agency's efforts to reduce turnover.	Review exit interviews and communicate to Command Staff areas of concern.	Human Resources, Director Dawn Heikkila	X	X	X	X	X	X
Continue work toward expansion and enrichment of the Corrections Inmate Programs section.	Expand Life Skills Programs enrollment and GED participation in all Correctional Facilities.	Corrections Bureau, Colonel Thomas Eberhardt	X	X	X	X	X	X





# **AGENCY SCORECARD 2019**

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FORT MYERS, FL 33912**

## 2019 SCORECARD

### OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Carmine Marceno

*Uphold Agency integrity through decisive leadership, efficient allocation of resources and community engagement. The Office of the Sheriff is committed to strong leadership, organizational excellence and sound fiscal management. Extensive community outreach provides valuable feedback to better address community issues. Operations and Outreach includes the Community Response Unit, Legal Services/Operations Bureau and Public Affairs Division.*

#### 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.	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.	√	
	Participate and oversee mediation and other litigation related activities for Risk Management litigation.	√	
The Legal Services Division will identify and implement new technology to increase operational efficiencies.	Provide legal assistance, training and evaluation in support of agency operations.	√	
	Obtain case management software, develop electronic signature and paperless system to streamline workflow and improve processes as to record retention requirements.	√	

**Notable:**

- Active civil litigation cases as of January 1, 2020: 60
- New civil cases: 30, a 67% increase from 2018
- Closed civil cases: 23, a 117% increase from 2018
- Participation in Risk Management issues and litigation: 146, a 19% decrease from 2018
- New technology implementation: Ongoing

## 2019 SCORECARD

### OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Carmine Marceno

Community Response Unit, Captain Andy Prisco			
Objectives	Strategies	Met	Not Met
The Community Response Unit will establish and maintain partnerships with residents, community associations and business organizations in Lee County.	Actively participate in community-based and business-based associations or organizations. Provide active shooter & personal safety education and training to residents, businesses and organizations. Enhance community policing and communication in private communities.	√	
The Community Response Unit will apprehend criminal offenders and eliminate crime or other problems in a targeted location or specific time span to enhance the safety and quality of life for the citizens of Lee County.	Identify neighborhood/community conditions and issues that promote street level criminal activity and arrest those involved.  Gather, evaluate, disseminate and act on intelligence information.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• Neighborhood Watch &amp; Business Watch programs: 128, measurement criteria changed with program reorganization</li> <li>• Fraud &amp; scam presentations: 126, measurement criteria changed with program reorganization</li> <li>• Active Shooter and personal safety presentations: 224, a 97% increase from 2018</li> <li>• Total presentations: 1,276, measurement criteria changed with program reorganization</li> <li>• Private community checks: 478, measurement criteria changed with program reorganization</li> <li>• Felony arrests: 82, new measure</li> <li>• Misdemeanor arrests: 60, new measure</li> <li>• Marijuana seizures: 2,098 grams, new measure</li> <li>• Hydrocodone seizures: 2,965 grams, new measure</li> </ul>			
Public Affairs Division, Lieutenant Anita Iriarte			
Objectives	Strategies	Met	Not Met
The Public Information Office will provide accurate and timely information of events and issues of concern to members of the agency and the general public.	Maintain cohesive relationships with local media.	√	
	Expand the use of social media including Facebook, Twitter, smart phone applications and the public website to disseminate information.	√	
	Maintain training for Public Information Office personnel.	√	
	Increase community involvement and outreach through the Deputy Dogs, Pets on Patrol program.	√	
	Promote and implement the ReUnite program in partnership with the United Way of Lee Hendry Glades and Okeechobee Counties.	√	
Increase community outreach, involvement and assistance through community outreach centers.	Increase community outreach, involvement and assistance through community outreach centers.	√	

## 2019 SCORECARD

### OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Carmine Marceno

#### Public Affairs Division, Lieutenant Anita Iriarte (continued)

Objectives	Strategies	Met	Not Met
<p>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.</p>	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.	√	
<p>The Victim and Senior Response Unit will provide direct services and referrals to crime victims and seniors identified as needing service.</p>	Track the number of direct services and referrals given to crime victims.	√	
	Offer assistance and referrals to seniors identified as needing service.	√	
<p><b>Notable:</b></p> <ul style="list-style-type: none"> <li>• Media requests: 8,004, a 9% decrease from 2018</li> <li>• Press releases generated: 56, a 79% decrease from 2018</li> <li>• LCSO Facebook: 67,750 followers, new measure; 65,800 likes, new measure</li> <li>• LCSO Missing Persons Facebook: 9,093 followers, new measure; 8,982 likes, new measure</li> <li>• LCSO Explorers Facebook: 717 followers, a 25% increase from 2018; 697 likes, new measure</li> <li>• Twitter: 29,900 followers, a 6% increase from 2018</li> <li>• Instagram: 8,976 followers, a 69% increase from 2018</li> <li>• Number of Deputy Dogs, Pets on Patrol presentations: 66, new measure (Program began in April 2019)</li> <li>• Number of Deputy Dogs, Pets on Patrol registered participants: 600, new measure</li> <li>• Number of ReUnite community meetings/presentations: 27, new measure (Program began in July 2019)</li> <li>• Miromar and Bell Tower outreach centers opened in June 2019 and October 2019, respectively</li> <li>• Crime Stoppers press releases: 263, a 23% decrease from 2018</li> <li>• Crime Stoppers news coverage, not including spot news: 2,412, a 4% increase from 2018</li> <li>• Crime victim referrals: 820, new measure</li> <li>• Senior service referrals: 178, a 39% decrease from 2018 due to discontinuation of project</li> </ul>			

## 2019 SCORECARD

### CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt, Colonel Scott Hall

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

**Corrections Downtown Jail, Major James Barraco**

**Corrections Ortiz Core Site, Commander Holly Christiano**

Objectives	Strategies	Met	Not Met
Continue work toward expansion and enrichment of the Corrections Inmate Programs Section.	Expand Life Skills Programs enrollment in all Correctional Facilities. Increase inmate enrollment level within the General Equivalency Diplomas (GED) programs.	√	
Monitor facility population.	Monitor recidivism rate of inmates who have completed inmate programs while incarcerated. Work with the county on implementation of diversion programs.	√	
Maintain replacement cycle for Corrections capital equipment.	Replace Corrections kitchen, laundry and medical equipment that is nearing end of life. Maintain, update or replace constitutionally required communication devices between inmates and the general public.	√	

**Notable:**

- Total Life Skills enrollment: 1,417, a 0.5% decrease from 2018
- GED enrollment: 945, a 15% increase from 2018
- GEDs earned: 57, a 16% increase from 2018
- Overall recidivism rate: 19%, an increase of 8 percentage points from 2018

**Court Operations Division, Commander Scott Ciresi**

Objectives	Strategies	Met	Not Met
Monitor usage of Court Operations staffing to increase operational efficiency.	Track the number of prisoners handled and transported.	√	

**Notable:**

- Prisoners moved: 18,926, an 11% decrease from 2018
- Total: 169,080, a 4% decrease from 2018

## 2019 SCORECARD

### CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt, Colonel Scott Hall

Juvenile Assessment Center, Director Bill Naylor

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

**Notable:**

- Total meetings held or attended: 88, an 18.9% increase from 2018
- Civil citation diversions: 260, a 10% increase from 2018

**Civil Section, Captain Edward Ahlquist, Captain Robert Gizzi**

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.	Monitor and balance assigned service of orders to ensure even distribution.	√	
	Monitor and balance assigned service of injunctions to ensure even distribution.	√	
	Monitor and balance assigned service orders to ensure even distribution.	√	
	Track all subpoenas received from entities within the 20th Judicial Circuit relative to the Lee County Sheriff's Office.	√	

**Notable:**

- Civil orders received: 42,033; Civil orders served: 30,472; success rate, 73%, new measure
- Risk Protection orders received: 53; Risk Protection orders served: 24; success rate: 45%, new measure
- Subpoenas received: 1,725; Subpoenas served: 1,486; success rate: 86%, new measure
- 20th Judicial subpoenas received: 30,259, a 7% decrease from 2018

## 2019 SCORECARD

### PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

*Ensure public safety through coordinated law enforcement efforts. The Patrol Bureau enforces county ordinances as well as state and federal law; protects life and property; ensures public safety and public order in our community and schools; prevents and deters criminal activity; and, conducts proactive patrol through aggressive law enforcement and community policing efforts. Patrol includes six district substations, Air Operations, Tactical Support, Watch Commanders and Youth Services.*

North District, Captain Joe More			
Objectives	Strategies	Met	Not Met
North District will monitor juveniles who are on home detention and court ordered probation.	Conduct bi-weekly and quarterly probation checks with the Juvenile Probation officer at North District as well as street enforcement. Conduct multiple home and school checks to ensure compliance.	√	
North District commanders 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. Increase the number of pedestrian crosswalk operations conducted in the district where traffic concerns have been developed.	√	
North District will continue strict traffic enforcement.	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. Partner with Narcotics and Auto Theft Unit in joint operations within the district hot spot areas of criminal activity.	√	
North District will improve internal communications with Patrol.	Provide daily district crime tracking reports to roll call briefings, to update deputies on crime trends and persons of interest in their zones and 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.	√	

## 2019 SCORECARD

<b>PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves</b>			
<b>North District, Captain Joe More (continued)</b>			
		Met	Not Met
North District will use community service aides 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.	√	
<b>Notable:</b>	<ul style="list-style-type: none"> <li>• Home JAM checks: 4,075, an 18% decrease from 2018</li> <li>• JAM arrests: 72, a 27% decrease from 2018</li> <li>• Traffic operations: 68, no change from 2018</li> <li>• Calls for service handled by CSAs: 2,362, a 23% decrease from 2018</li> </ul>		
<b>East District, Captain Brian Jakacki</b>			
Objectives	Strategies	Met	Not Met
East District will aggressively monitor juveniles within the district who are on court ordered probation.	Conduct home and school checks of juveniles on probation.	√	
East District will continue to combat crime and ensure public safety by implementing Intelligence-Led Policing strategies and methodology.	Increase the number of BAR crime related operations conducted in the district high crime areas as determined by Directed Patrol, district intelligence and the tracking of crime patterns.	√	
East District will continue to combat the increasing number of burglaries.	Conduct proactive patrol activity utilizing district personnel to decrease the number of burglaries in high crime areas as determined by Directed Patrol, district intelligence and the tracking of crime patterns. Utilize social media to inform citizens of current crime trends and safety measures they can take to protect their vehicles and property, and to request information regarding suspicious persons or incidents.	√	
East District will continue to improve internal and external communications with district personnel and the community.	Attend/conduct neighborhood/community meetings through crime practitioners, public services deputies and district personnel. Conduct district intelligence meetings. Hold supervisor meetings. Use DCR/Watch Commander Reports as well as Directed Patrol information.	√	



## 2019 SCORECARD

<b>PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves</b>			
<b>East District, Captain Brian Jakacki (continued)</b>			
East District will use community service aides to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• JAM checks conducted: 3,406, a 37% increase from 2018</li> <li>• Hotspot area checks: 3,136, a 72% increase from 2018</li> <li>• Community meetings attended: 110, a 20% decrease from 2018</li> <li>• CSA calls for service: 3,533, a 2% decrease from 2018</li> </ul>			
<b>West District, Captain Matt Herterick</b>			
<b>Objectives</b>	<b>Strategies</b>	<b>Met</b>	<b>Not Met</b>
West District will continue to combat crime and ensure public safety by furthering traffic enforcement.	Increase 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.	√	
West District will continue accountability and efficiency for deputies and clerks.	Conduct traffic operations at crosswalks on Fort Myers Beach. Conduct proactive patrol and gather intelligence in the Pine Manor community by utilizing Lee County Human Services grant funding.	√	
West District will use community service aides to reduce the workload of patrol officers.	Complete Field Interrogation Reports and monitor calls for service handled. Monitor Status 8 reports taken as well as district juvenile and adult arrests. CSAs will be used to supplement deputy workload.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• Traffic operations: 37, no change from 2018</li> <li>• Crosswalk traffic operations: 2, a decrease of one from 2018</li> <li>• Pine Manor Total nonviolent crimes: 75, a 12% increase from 2018</li> <li>• Pine Manor Total violent crimes: 50, a 52% increase from 2018</li> <li>• Field Interrogation Reports: 817, a 12% decrease from 2018</li> <li>• CSA calls for service: 4,087, a 2% decrease from 2018</li> </ul>			

## 2019 SCORECARD

### PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

South District, Captain Blake Lee			
Objectives	Strategies	Met	Not Met
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.	√	
South District will aggressively monitor juveniles within the district on court ordered probation.	Conduct home and school checks of juveniles on probation.	√	
South District will use community service aides to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	
<b>Notable:</b>			
	<ul style="list-style-type: none"> <li>• Pedestrian cross-walk operations: 5, a 50% decrease from 2018</li> <li>• Number of home and school checks: 8,086, new measure</li> <li>• CSA calls for service: 3,235, a 27% increase from 2018</li> <li>• CSA total reports: 1,181, a 26% increase from 2018</li> </ul>		
Central District, Captain John Haberman			
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 to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	

## 2019 SCORECARD

<b>PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves</b>			
<b>Central District, Captain John Haberman (continued)</b>			
Central District will aggressively monitor juveniles within the district who are on court ordered probation.	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.	√	
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 and distribute fliers to inform citizen of the increase in crime in their area.	√	
<b>Notable:</b>			
	<ul style="list-style-type: none"> <li>• Traffic operations: 16,762, a 21% decrease from 2018*</li> <li>• CSA calls for service: 2,924, a decrease of one from 2018</li> <li>• CSA reports taken: 451, a 62% decrease from 2018</li> <li>• JAM checks: 2,306, a 10% decrease from 2018</li> <li>• Community meetings attended: 130, a 6% increase from 2018</li> </ul>		
<b>Gulf District, Captain Mike Rakestraw</b>			
Objectives	Strategies	Met	Not Met
Gulf District will continue to combat crime and ensure public safety by furthering traffic enforcement.	Conduct traffic operations 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.	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.	√	

## 2019 SCORECARD

### PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

#### Gulf District, Captain Mike Rakestraw (continued)

Gulf District commanders 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.	√	

**Notable:**

- Traffic operations: 618, a 6% decrease from 2018
- LPRs utilized: 347, a 6% increase from 2018
- Community meetings attended: 7, an increase of one from 2018

#### Ancillary Services, Lieutenant Angelo Vaughn

Objectives	Strategies	Met	Not Met
The Ancillary Services Unit will enhance agency productivity through the use of V.O.I.C.E. volunteers and auxiliary 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 for V.O.I.C.E.	√	
	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.	√	
	Encourage V.O.I.C.E. members to participate in traffic-related initiatives.	√	

**Notable:**

- Volunteers: 102, an 18% decrease from 2018
- Functions attended: 241, a 14% increase from 2018
- Volunteer hours worked: 41,102, a 2% decrease from 2018
- Estimated cost savings: \$1,045,223.86, a 0.8% increase from 2018 (\$25.43/hr.)
- Traffic control hours: 2,114, a 17% decrease from 2018

## 2019 SCORECARD

### PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

#### Aviation Division, Commander Michael Tomisich

Objectives	Strategies	Met	Not Met
The Aviation Division 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.	√	
The Aviation Division 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 the Aviation Division at seven full-time LCSSO pilots and three full-time LCSSO tactical flight officers. Nurture relationships with Cape Coral Police Department, Fort Myers Police Department and Florida Fish and Wildlife Conservation Commission to ensure that they continue to provide personnel support. Make improvements to the Aviation Division's hangar facilities (Flight Operations) at Buckingham Airfield.	√	

**Notable:**

- Obtaining upgrades to current equipment is an ongoing strategy.

#### Agricultural Crimes, Sergeant Randy Hodges

Objectives	Strategies	Met	Not Met
Agricultural Crimes Unit will provide personnel with specialized training to deal with agricultural crimes and livestock-related calls for service by responding to all livestock related calls for service.	Attend regular meetings with the Agricultural Task Force Unit, Florida Agricultural Crimes Intel Unit, Cattlemen's Association and Beekeepers Association of SWFL. Enhance ongoing job-specific training. Partner with businesses, community and governmental agencies, i.e. Florida Fish and Wildlife Conservation Commission. Respond to all at-large livestock cases to increase contacts with local livestock owners.	√	

**Notable:**

- Job-specific training: 0, a decrease of three from 2018
- Active partnerships: 7, a 17% increase from 2018

## 2019 SCORECARD

<b>PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves</b>			
<b>Details Unit, Supervisor Jen Hillery</b>			
<b>Objectives</b>	<b>Strategies</b>	<b>Met</b>	<b>Not Met</b>
The Details Unit will coordinate and monitor off-duty security services requested by members of the general public, agencies and local businesses.	Track the number of details and hours worked.	√	
<b>Notable:</b> <ul style="list-style-type: none"> <li>• Number of details worked: 12,433, a 5% increase from 2018</li> <li>• Number of hours worked: 100,323.73, a 2% increase from 2018</li> </ul>			
<b>Fugitive Warrants, Lieutenant James Heuglin</b>			
<b>Objectives</b>	<b>Strategies</b>	<b>Met</b>	<b>Not Met</b>
Locate and apprehend fugitives wanted for felony offenses within Lee County as well as assist specialty units with located subjects wanted on felony open booking sheet charges.	Work fugitive cases when warrant packets are received from the Warrants Division. Detectives will utilize all resources available to them to locate their assigned fugitives and bring them into custody.  Work closely with LCSO specialty units and the U.S. Marshals Task Force to increase the unit's effectiveness.	√	
<b>Notable:</b> <ul style="list-style-type: none"> <li>• Number of fugitive cases assigned: 2,026, a 5% increase from 2018</li> <li>• Closure rate: 89%, an increase of one percentage point from 2018</li> </ul>			
<b>K9 Unit, Lieutenant Bryan Perera</b>			
<b>Objectives</b>	<b>Strategies</b>	<b>Met</b>	<b>Not Met</b>
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.	√	
<b>Notable:</b> <ul style="list-style-type: none"> <li>• Patrol usages: 475, a 17% decrease from 2018</li> <li>• Narcotic usages: 616, a 12% decrease from 2018</li> <li>• K-9 demos: 112, a 26% increase from 2018</li> </ul>			

## 2019 SCORECARD

<b>PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves</b>			
Marine Unit, Lieutenant Chris Nyce	Strategies	Met	Not Met
<b>Objectives</b>			
The Marine Unit will promote marine safety and conservation while providing law enforcement services in Lee County waterways.	Conduct patrols to enforce laws, encourage safety and deter illegal smuggling. Track hours of patrol on waterways. Partner with other governmental agencies, businesses and the community.	√ √ √	
<b>Notable:</b>	<ul style="list-style-type: none"> <li>• Citations: 242, a 56% increase from 2018</li> <li>• Warnings: 417, a 19% increase from 2018</li> <li>• Vessel inspections: 921, a 60% increase from 2018</li> <li>• Waterway patrol hours: 10,130, a 56% increase from 2018</li> </ul>		
<b>Part-Time Specialty Units, Captain J.D. Loethen</b>			
<b>Objectives</b>	<b>Strategies</b>	<b>Met</b>	<b>Not Met</b>
The Lee County Sheriff's Office will utilize specialty units in high-risk situations.	The Special Operations Unit (SWAT) will provide specialized services in support of law enforcement that require the use of specialized weapons, techniques, surveillance and protection.	√	
	The Field Force Commander will activate and deploy Field Force members during emergencies to coordinate an integrated response to the threat, emergency or disaster.	√	
	The Explosive Operations Unit (Bomb Unit) will respond to callouts, maintain necessary equipment to perform its responsibilities and continue ongoing and advanced job-specific training.	√	
	The Incident Management Team will activate Incident Command System (ICS) protocols during emergencies to coordinate an integrated response to the threat, emergency or disaster.	√	
The Lee County Sheriff's Office will utilize specialty units in high-risk situations.	The Hostage Negotiations Team will lead efforts to de-escalate hostage situations through the safe return of hostage(s) and safety of all persons involved, and the surrender to the offender(s). If necessary, the team also will assist in the completion of a tactical assault to end the threat.	√	
	The Underwater Operations Section (Dive Team) will provide investigative assistance through underwater searches for evidence, stolen articles, explosives and submerged vehicles and vessels.	√	

## 2019 SCORECARD

<b>PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves</b>			
<b>Part-Time Specialty Units, Captain J.D. Loethen (continued)</b>			
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• Number of SWAT callouts: 3, an increase of one from 2018</li> <li>• Number of SWAT dignitary protections: 8, a 20% decrease from 2018</li> <li>• Number of Bomb Unit callouts: 21, a 19% decrease from 2018</li> <li>• Number of Hostage Negotiations Team callouts: 2, no change from 2018</li> <li>• Number of Dive Team activations: 18, a 38% decrease from 2018</li> </ul>			
<b>Traffic Unit, Lieutenant Dennis Petracca</b>			
<b>Objectives</b>	<b>Strategies</b>	<b>Met</b>	<b>Not Met</b>
The Traffic Unit will plan, analyze, inspect and coordinate the agency's traffic activities.	Enforce traffic laws to reduce the number of traffic crashes and DUI-related offenses.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• UTTs: 11,389, an 11% decrease from 2018</li> <li>• Warnings: 696, a 13% increase from 2018</li> <li>• DUI arrests: 325, a 12% decrease from 2018</li> <li>• Crash investigations: 1,767, a 2% decrease from 2018</li> <li>• Saturation patrols: 136, a 189% increase from 2018</li> </ul>			
<b>Youth Services Division, Commander Mike Miller</b>			
<b>Objectives</b>	<b>Strategies</b>	<b>Met</b>	<b>Not Met</b>
The Youth Services Division will conduct crime prevention and intervention initiatives targeted toward youth.	Assist in building and supporting the Lee County Sheriff's Office Explorer and Cadet Programs.	√	
	Continue to attend educational training and certification classes.	√	
	Involve parents/guardians and educators in substance use, abuse education and gang prevention.	√	
	SROs to provide education, counseling and law enforcement at Lee County schools.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• Cadets in program at year end: 155, a 13% increase from 2018</li> <li>• Explorers in program at year end: 35, a 25% increase from 2018</li> <li>• Total presentations and classes: 1,458, an 88% decrease from 2018</li> </ul>			



## 2019 SCORECARD

### SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

*Employ sound fiscal management to meet the challenges of aging capital, infrastructure and technology. The Support Services Bureau will explore all options available to meet the agency's operational needs. It includes Budget, Facilities Management, Finance, Fleet Management, Human Resources, Personnel Services, Planning and Research, Purchasing and Technical Support.*

#### Alarm Unit, Manager Deanna Denning

Objectives	Strategies	Met	Not Met
Maintain false alarm registration program in an effort to reduce false alarms.	Educate alarm holders of their responsibilities.	√	
	Enroll unregistered alarm holders.	√	

**Notable:**

- New alarm registrations created: 1,836, a 20.7% increase from 2018
- Current alarm permits registered: 52,969, a 2.8% increase from 2018
- False alarm activations: 12,040, a 2.4% increase from 2018

#### Budget Division, Manager Jill Jones

Objectives	Strategies	Met	Not Met
The Budget Division will 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.	√	
Ensure the safety of deputies and the efficiency of staff through adequate staffing.	Implement a five-year plan to adjust starting wages and existing salary to account for a documented salary disparity, merit raises and increases in cost of living.	√	

**Notable:**

- Budget submitted to BoCC
- Starting wages for Deputies and Correctional officers adjusted to \$46,000

## 2019 SCORECARD

### SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Facilities Division, Director Kathleen Adamcik			
Objectives	Strategies	Met	Not Met
Work collaboratively with facilities planners and vendors to meet the infrastructure needs of Lee County.	Meet and communicate with Lee County facilities and other government entities. Work with Command Staff to prioritize and complete major facility projects by fiscal year.	√	
<b>Notable:</b> <ul style="list-style-type: none"> <li>Completed infrastructure projects: 26, a 189% increase from 2018</li> <li>Infrastructure projects prioritized by year and shared with Lee County facilities and other government entities</li> </ul>			
Finance Division, Director Crystal Gambino			
Objectives	Strategies	Met	Not Met
Ensure proper compliance for annual comprehensive financial audit	Complete all financial reporting within proper fiscal years.	√	
<b>Notable:</b> <ul style="list-style-type: none"> <li>Finance achieved clean audit/exit interview with no findings.</li> </ul>			
Fleet Management Division, Administrator James Jones			
Objectives	Strategies	Met	Not Met
Track maintenance expenses of marked vehicles to establish a baseline for replacement.	Implement replacement cycle for marked patrol vehicles.	√	
Minimize the cost of maintenance for aging vehicles (over 100,000 miles).	Monitor the number of agency vehicles with greater than 100,000 miles.	√	
Monitor the percentage of maintenance completed within 24 hours with a target of maintaining 90% or greater.	Schedule preventative maintenance appointments on vehicles.		√ *
<b>Notable:</b> <ul style="list-style-type: none"> <li>Average age of marked patrol units: 77.56 months, an increase of 3.21 months from 2018</li> <li>Marked Crown Vic: 160; vehicles over 100,000 miles: 156</li> <li>Unmarked Crown Vic: 165; vehicles over 100,000 miles: 153</li> <li>Total vehicles: 1,078; vehicles over 100,000 miles: 533</li> <li>Maintenance completed within 24 hours: 80.61%, a decrease of 1.28 percentage points from 2018 *</li> </ul>			

## 2019 SCORECARD

### SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

Human Resources Division, Director Dawn Heikkila			
Objectives	Strategies	Met	Not Met
Assist in the Agency's effort to reduce turnover.	Identify training needs and opportunities, and train HR personnel to increase efficiency.	√	
	Proactively recruit through various events.	√	
	Review exit interviews and communicate to Command Staff areas of concern.	√	
Review terminations and Internal Affairs investigations through its Background Case Management Section to improve hiring practices.	Monitor terminations and IA investigations to improve hiring standard policy.	√	
<b>Notable:</b> <ul style="list-style-type: none"> <li>• FTEs hired: 181, a 43% increase from 2018</li> <li>• FTEs separated: 126, a 2% increase from 2018</li> <li>• Annual turnover ratio: 126/1,614 = 7.8%, a decrease of 0.1 percentage points from 2018</li> </ul>			
Personnel Services Division, Director Dawn Heikkila			
Objectives	Strategies	Met	Not Met
The Personnel Services/Risk Management Division will reduce risk liability by reducing the exposure, frequency and severity of losses.	Monitor Safety Committee outcomes.	√	
	Monitor lost time.	√	
<b>Notable:</b> <ul style="list-style-type: none"> <li>• Total losses reviewed: 240, a 9% decrease from 2018; Preventable: 125, a 40% increase from 2018; Non-preventable: 115, a 35% increase from 2018</li> <li>• Lost time injuries: 28, a 4% increase from 2018</li> <li>• Lost time total days: 342, a 38% decrease from 2018</li> </ul>			

## 2019 SCORECARD

### SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno

SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
Planning and Research Division, Director Stan Nelson			
Objectives	Strategies	Met	Not Met
Maintain outreach efforts with agencies and the community that strengthen working relationships between LCSO and the groups.	Partner with agencies on grants, special projects and initiatives that share common objectives.	√	
Conduct research and analysis in support of agency operations and effectiveness.	Provide self-initiated and requested analytical research information to agency personnel and produce guiding documents, recommendations and reports upon request.	√	
Obtain alternative funding sources to support the Five Year Strategic Plan.	Research, apply for and administer grants supporting the LCSO Strategic Plan. Forward grant requests to Command Staff and assess the likelihood of funding.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• Special projects and initiatives: 28, no change from 2018</li> <li>• Completed projects: 54, a 59% increase from 2018</li> <li>• Grants awarded: 8, a 43% decrease from 2018</li> <li>• Total award amount: Total award amount: \$1,094,533, a 2% decrease from 2018</li> </ul>			
Purchasing Section, Director Jenna Clark			
Objectives	Strategies	Met	Not Met
Improve the procurement process through a new software module (Munis), which will improve the physical inventory process and the organization of the purchasing warehouse.	Track number of purchase orders processed.  Maintain efficiency in inventory control.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• Total purchase orders processed: 6,641, a 19% increase from 2018</li> </ul>			
Technical Support Division, Director Tara Throver			
Objectives	Strategies	Met	Not Met
Track work orders completed by technicians.	Track all work orders submitted to Help Desk.	√	
Monitor major projects.	Track and prioritize completion of projects.	√	
Continue to implement a disaster recovery plan.	Ensure functionality of hardware, software and connectivity in multiple locations.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• Tasks: 29,910, a 27% increase from 2018</li> <li>• Projects completed: 22, a 27% decrease from 2018</li> <li>• Major disaster recovery projects completed: 8, a 33% increase from 2018</li> </ul>			

## 2019 SCORECARD

### CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

*Maintain Agency effectiveness through specialized investigations. The Criminal Investigations Bureau conducts investigations on all referred offenses through Criminal Investigations, Economic Crimes, Forensics and Major Crimes. The bureau also oversees all death investigations.*

#### Economic Crimes Unit, Captain William Murphy

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.	√	
	Track the number of Fraud Line calls/emails from the public.	√	

#### Notable:

- Closure rate 85.65%, a decrease of 8.8 percentage points from 2018
- Total closures (from all years): 1,086, a 16% decrease from 2018
- Cases closed by arrest: 84, an 18% decrease from 2018
- Total cases worked (from current year): 1,268, an 8% decrease from 2018
- Total physical arrests: 86 (not used in closure rate), a 23% decrease from 2018
- Fraud Line calls/emails: 4,598, 11.8% decrease from 2018

#### Forensics Division, Captain John Long

#### AFIS/Latents, Supervisor Tina Carver

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

#### Notable:

- Total cases: 3,868, a 30% decrease from 2018.

## 2019 SCORECARD

### CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Crime Scene Section, Supervisor Elaine Flaherty			
Objectives	Strategies	Met	Not Met
<p>The Crime Scene Section will assist Criminal Investigations by processing crime scenes and evidence from crime scenes (submitted by others).</p> <p><b>Notable:</b></p> <ul style="list-style-type: none"> <li>• Crime scenes responded to: 111, a 51% decrease from 2018</li> <li>• In-house cases: 1,625, a 19% decrease from 2018</li> </ul>	<p>The Crime Scene Section will process crime scenes as requested.</p>	√	
Digital Forensics Section, Supervisor KC Stout			
Objectives	Strategies	Met	Not Met
<p>The Digital Forensics Section will enhance the agency's investigative units to gather evidence using the highly specialized and technical capabilities.</p> <p><b>Notable:</b></p> <ul style="list-style-type: none"> <li>• Requests for assistance: 1,151, a 7% decrease from 2018</li> <li>• A new digital forensics workstation was purchased in 2019</li> </ul>	<p>Maintain a CFCE-certified staff and remaining current on the new techniques and systems in use.</p> <p>Upgrade one Digital Forensics workstation bi-annually to keep pace with technological advances.</p>	√	
Evidence Section, Manager Ron Ralls			
Objectives	Strategies	Met	Not Met
<p>The Evidence Section will effectively identify and purge property no longer needed for investigative purposes.</p> <p><b>Notable:</b></p> <ul style="list-style-type: none"> <li>• New cases received: 19,282, a 37% decrease from 2018</li> <li>• Cases purged: 10,600, a 3% decrease from 2018</li> </ul>	<p>Continually evaluate property/evidence currently in storage and purge as authorized.</p>	√	

## 2019 SCORECARD

### CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Major Crimes Division, Captain Kevin Ferry			
Objectives	Strategies	Met	Not Met
The Homicide Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Homicide Unit, closure rates and arrest rate to ensure criminals are apprehended and investigations are thorough and complete. In addition, track the number of non-homicide deaths, including natural, suicide and accidental deaths.	√	
The Innocent Images Section will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by Innocent Images investigators and the closure rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The Cold Case Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Cold Case Unit, closure rates and arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The Missing Persons Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Missing Persons coordinator, closure rate and the number of closed cold cases.	√	
<b>Notable:</b>			
<ul style="list-style-type: none"> <li>• <b>Homicide Unit:</b> <ul style="list-style-type: none"> <li>Closure rate: 94.3% (352/373), a decrease of 3.9 percentage points from 2018</li> <li>Death investigation cases worked: 373, a 7% decrease from 2018</li> <li>Total cases closed: 352, an 11% decrease from 2018</li> <li>Closed by arrest: 5, a 55% decrease from 2018</li> <li>Total non-homicide death investigations: 362, a 4% decrease from 2018</li> </ul> </li> <li>• <b>Innocent Images Unit:</b> <ul style="list-style-type: none"> <li>Number of cases worked: 114, a 50% increase from 2018</li> </ul> </li> <li>• <b>Cold Case Unit:</b> <ul style="list-style-type: none"> <li>Cold Case homicides actively worked: 10, a 23% decrease from 2018</li> </ul> </li> <li>• <b>Missing Persons Unit:</b> <ul style="list-style-type: none"> <li>Total cases: 605, a 3% increase from 2018</li> </ul> </li> </ul>			

## 2019 SCORECARD

### CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Major Crimes Division, Captain John Desrosiers			
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 Risk Protection Order Unit will review agency reports and, when necessary, conduct additional investigations to determine if a Risk Protection Order is warranted.	Track the number of cases reviewed, investigated and completed to ensure potential threats are identified and addressed.	√	
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 Unit will provide direct services and referrals to crime victims.	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.	√	
The Violent Crime 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.	√	



## 2019 SCORECARD

### CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

#### Major Crimes Division, Captain John Desrosiers (continued)

**Notable:**

- **Auto Theft Unit**  
Stolen vehicle cases: 415, a 32% decrease from 2018  
Recovered vehicle cases: 463, a 30% decrease from 2018
- **Risk Protection Order Unit**  
Total cases reviewed: 231, a 98% decrease from 2018 due to new procedures  
Cases worked: 143, a 13% decrease from 2018
- **Sexual Offender/Predator Unit**  
New cases: 50, a 6% decrease from 2018  
Arrests: 14, a 22% decrease from 2018  
Total sex offender checks: 6,601, a 25% decrease from 2018
- **Special Victims Unit**  
Sex crime closure rate: 96.56%, an increase of 3.2 percentage points from 2018  
Sex crime cases worked: 755, an increase of two from 2018  
DCF intake closure rate: 92.67%, a decrease of 6.55 percentage points from 2018  
DCF intake reports: 982, a 10% increase from 2018  
SVU closure rate: 94.36%, a decrease of 2.18 percentage points from 2018  
SVU total cases worked: 1,737, a 5% increase from 2018
- **Violent Crime Unit**  
Cases worked: 476, a 30% increase from 2018  
Closure rate: 83.6%, an increase of 8.82 percentage points from 2018

#### Gang Unit, Sergeant Ryan Poklemba

**Objectives**

The Gang Unit will identify and document gang members and their organizations.

**Strategies**

Use whatever investigative tools are available to disrupt gang activities and enhance prosecution through documentation.

**Met**

√

**Not Met**

**Notable:**

- Criminal investigations: 21, a 59% decrease from 2018
- Non-criminal investigations/documentations: 47, an 80% decrease from 2018
- Operations: 210, a 69% increase from 2018
- Assists to other units: 120, a 60% increase from 2018

## 2019 SCORECARD

### CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

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.	√	
<b>Notable:</b>	<ul style="list-style-type: none"> <li>• Total investigations/cases: 148, a 6% decrease from 2018</li> <li>• Intel operations: 210, a 69% increase from 2018</li> <li>• Businesses investigated: 2, an increase from 1 in 2018</li> </ul>		
Narcotics Section, Captain 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 and agency personnel to enhance intelligence collection, sharing and dissemination.  Use confidential informants, Crimestopper tips and hotline leads to develop intelligence on drug traffickers and offenders.	√	
<b>Notable:</b>	<ul style="list-style-type: none"> <li>• Total cases: 550, a 1% decrease from 2018</li> <li>• Arrests: 320, a 14% decrease from 2018</li> <li>• Cash forfeitures: \$170,308.40, an 86% decrease from 2018</li> <li>• Pharmaceuticals: 1,419 pills, a 63% decrease from 2018</li> <li>• Cocaine: 3,365.7 grams, a 49% decrease from 2018</li> <li>• Marijuana: 210,739.5 grams, a 43% decrease from 2018</li> <li>• Marijuana plants: 189, a 62% decrease from 2018</li> <li>• Heroin: 811.1 grams, a 53% decrease from 2018</li> <li>• Methamphetamine: 3,335.6 grams, a 711% increase from 2018</li> <li>• Fentanyl: 3,174.7 grams, a 197% increase from 2018</li> <li>• Total Crimestopper calls/tips received: 453, a 60% increase from 2018</li> </ul>		

## 2019 SCORECARD

### CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Highway Interdiction Unit, Lieutenant Daniel Cote			
Objectives	Strategies	Met	Not Met
<p>The Highway Interdiction Team will increase criminal interdictions by targeting illegal activity associated with Lee County highways and parcel deliveries.</p>	<p>Conduct proactive criminal patrol on county highways and roadways to combat criminal activity.</p> <p>Use physical inspection, confidential informants and partnerships with the parcel delivery business community to interdict contraband and disrupt illegal parcel deliveries.</p> <p>Establish a working relationship with the Lee County Port Authority and airlines at the Southwest Florida International Airport.</p>	<p>√</p> <p>√</p> <p>√</p>	
<p>Note: The Highway Interdiction Unit disbanded on October 1; members were reassigned to other duties.</p> <ul style="list-style-type: none"> <li>• Total cases: 106</li> <li>• Arrests: 54</li> <li>• Marijuana: 121,403.6 grams (267.6 lbs.)</li> <li>• Heroin: 25.8 grams</li> <li>• Ecstasy: 514.6 grams</li> <li>• Parcel Intercepts: 30</li> </ul>			
Special Investigations, Captain Mark Shelly			
Objectives	Strategies	Met	Not Met
<p>Support the districts and specialty units within the Lee County Sheriff's Office, as well as other agencies throughout Lee County.</p>	<p>Deploy, construct and repair highly specialized equipment that will assist investigative units in gathering evidence.</p>	<p>√</p>	
<p><b>Notable:</b></p> <ul style="list-style-type: none"> <li>• Devices deployed: 739, a decrease of 7% from 2018</li> <li>• Devices constructed: 20, a decrease of 67% from 2018</li> <li>• Devices repaired: 168, an increase of 664% from 2018</li> <li>• Assist other agency: 25, an increase of 39% from 2018</li> </ul>			

## 2019 SCORECARD

### PROFESSIONAL STANDARDS BUREAU, Major Traci Estep

*Maintain the professional standards of all Agency personnel. The Professional Standards Bureau ensures that only the most qualified employees are hired, and that once hired, they uphold this Agency's commitment to excellence. The Professional Standards Bureau includes CALEA Accreditation, Central Records and Warrants, Communications, Internal Affairs and Training.*

#### Accreditation Division, Manager Tanya Tanner

Objectives	Strategies	Met	Not Met
Maintain Commission for Florida Law Enforcement Accreditation (CFA), Florida Corrections Accreditation Commission (FCAC) and provide agency representation within the commissions.	Conduct on-site assessments for other agencies.	√	
	Continue to participate in training seminars and conferences.	√	
	Continue to use Blue/Green Folder system and individual standard status reports to monitor compliance with accreditation standards.	√	
	Maintain CFA and FCAC accreditation and compliance.	√	
	Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance.	√	
	Conduct on-site assessments for other agencies.	√	
Maintain national law enforcement accreditation and provide Agency representation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).	Continue to participate in national training seminars and conferences.	√	
	Continue to use Red Folder system and individual standard status reports to monitor compliance with accreditation standards.	√	
	Maintain CALEA accreditation.	√	
	Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance.	√	

**Notable:**

- Assessments conducted: 2, no change from 2018
- Accreditation has maintained compliance with all CFA and FCAC standards
- Accreditation status: Accredited

## 2019 SCORECARD

### PROFESSIONAL STANDARDS BUREAU, Major Traci Estep

**Communications Division, Director Karen Ciofani**

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

**Notable:**

- Maintain Emergency Police Dispatch (EPD) certification: 94 certified members as of December 31, 2019, a 2% increase from 2018
- Achieve 80% compliance with EPD standards: 89%, a decrease of 2% from 2018
- Calls taken from other agencies: 9,044, a 4% decrease from 2018
- Training provided to members of other agencies: 145, a 31% increase from 2018
- Total 911 & administrative calls: 760,343, a slight 0.6% decrease from 2018

**Internal Affairs Division, Captain Felicia Riley**

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

**Notable:**

- Substantiated cases: 30, a 58% increase from 2018
- Unsubstantiated cases: 9, an increase of nine from 2018
- Unfounded cases: 1, a 75% decrease from 2018
- Justified Officer Involved Shooting reviews: 1, a 75% decrease from 2018
- Total PEWS: 10, an 11% increase from 2018

## 2019 SCORECARD

### PROFESSIONAL STANDARDS BUREAU, Major Traci Estep

#### Central Records and 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.	√	
The Central Records Division will record and maintain Lee County Warrants records.	Act as a central depository of warrant information.	√	
The Central Records Division will record and maintain Uniform Crime Report information.	Receive, review and report arrest information to provide accurate data for statistical and analytical purposes.	√	
The Central Records Division will improve the integrity and reliability of agency records.	Merge/Update data within the agency's records management systems (Aegis, Spillman and OMS).	√	

**Notable:**

- Microfilm cassettes reviewed and purged or retained as PDF files: 9, no change from 2018
- Warrants entered: 9,997, a 6% decrease from 2018
- Merge/update requests completed: 4,762, a 48% decrease from 2018

#### Training Division, Captain Michael Tamulionis

Objectives	Strategies	Met	Not Met
Provide specialized professional training to the members of the Lee County Sheriff's Office, as well as other law enforcement agencies.	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-deployment for new deputies.	√	
	Track out of county training attended.	√	
	Track public gun range memberships.	√	
	Provide video production services for the Agency.	√	
Implement four-year replacement cycle for agency Tasers.	Research and develop strategy to implement Taser replacement cycle.	√	
Staff Inspector(s) will review all units within the Agency at least once every three years.	Conduct and complete staff inspections in a timely manner.	√	

**Notable:**

- In-house training classes: 93, a 77% decrease from 2018
- Outside training classes: 249, an 11% decrease from 2018
- Total online courses released: 30, a 33% increase from 2018
- Public usage: 6.5%, an increase of 2.4 percentage points from 2018
- Number of X26 Tasers replaced: 175, a 42% increase from 2018; Tasers remaining: 399, a 31% increase from 2018



# **ANNUAL REPORT 2019**

**(239) 477-1000  
WWW.SHERIFFLEEFL.ORG**

**14750 SIX MILE CYPRESS PKWY.  
FORT MYERS, FL 33912**

# MESSAGE TO THE COMMUNITY

I am humbled and grateful that you trust this agency with the safety and security of Lee County. I am also proud to say that my dedicated LCSO team excelled in its mission to protect and serve you: Unincorporated Lee County experienced a 16.6 percent drop in reported crime in 2019, according to the Florida Department of Law Enforcement.



We intend to build on those gains in 2020 by attracting the best and brightest deputies and civilian employees in order to provide the highest level of professional law enforcement service. We have conducted in-depth reviews to increase operational efficiencies and to absorb unfunded state mandates. Additionally, we have faced skyrocketing inmate medical expenses.

My budget management team and I worked closely with County Commissioners and County Administration to successfully address these costs. This allowed us to implement our progressive, proactive policing policies and modernize equipment while operating in a fiscally responsible manner.

One such example is our Real Time Intelligence Center, designed to identify threats and combat crimes

through integrated local, state and federal data sharing. This advanced data collection will allow us to act quickly and effectively in today's high tech social media environment. The result: reduced crime, increased productivity and improved neighborhood safety.

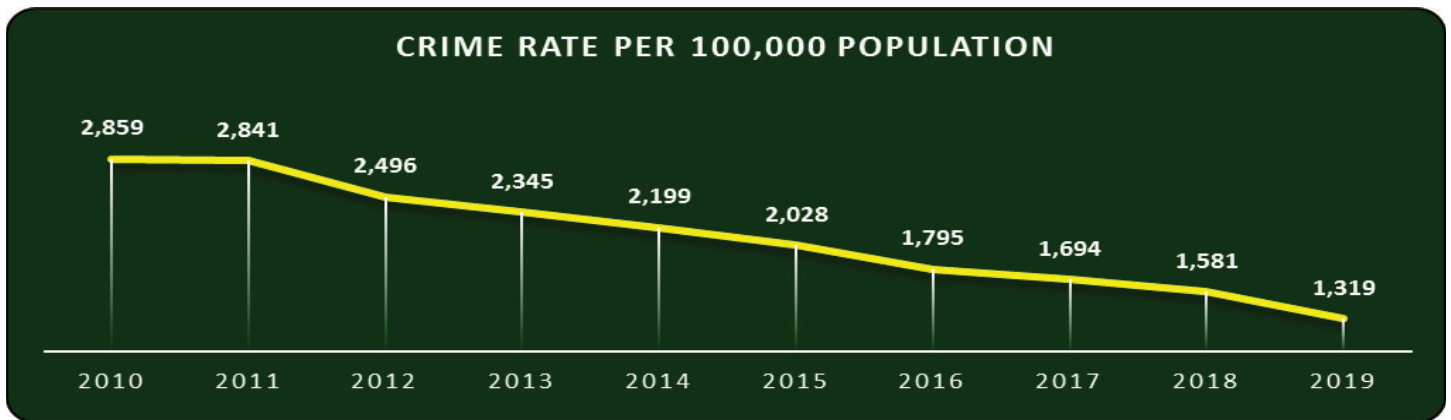
While we implement new plans, we have not lost sight of the importance of community relationships. Our newly formed Community Response Unit interacts extensively with residents, religious leaders, community associations, businesses and organizations, including the local United Way – our proud partner in the ReUnite Program.

CRU is our “early warning system,” looking for indicators of potential problems within a community, so we can rapidly identify and take action against crimes such as abuse in any form, shoplifting rings, burglaries and other quality of life issues.

Other progressive programs include our Community Outreach Centers as well as the Deputy Dogs Program, which enhances our “See it, Say it, Make the Call” initiative. Looking ahead, we will continue to implement progressive, proactive policing policies with even greater focus on our schools. We will use every resource at our disposal, no matter the cost, to ensure the safety and security of our children.

I look forward to serving the citizens of Lee County in 2020, and beyond.

– Sheriff Carmine Marceno



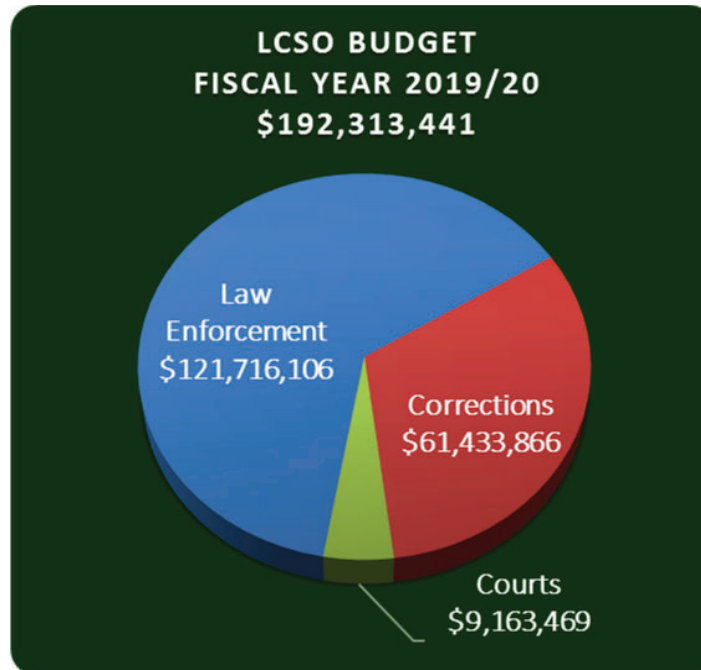


# BUDGET

The Lee County Sheriff's Office Budget is divided into three distinctive functions: Law Enforcement, Corrections and Courts

## LAW ENFORCEMENT

Law Enforcement is the largest component of the Sheriff's Office and includes everything from traditional Patrol responsibilities to Support Services, the Criminal Investigations Bureau and many specialized units such as Youth Services, Communications and Marine. Law enforcement has 997 authorized positions.



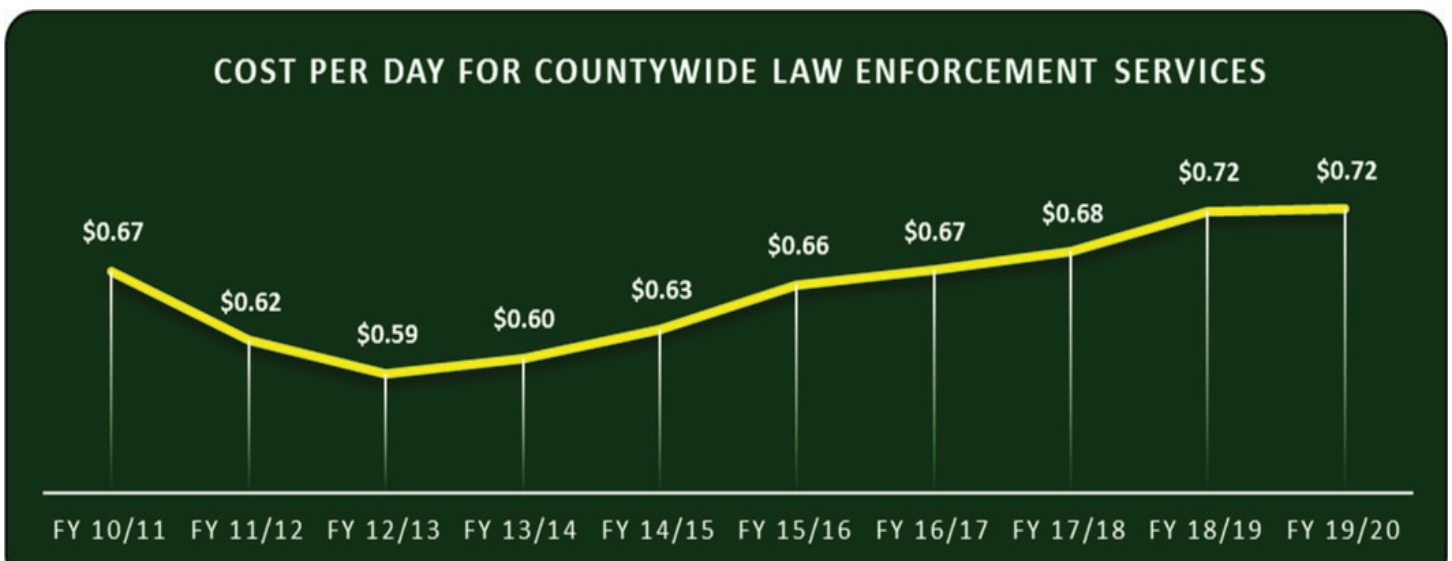
## CORRECTIONS

The Corrections Bureau is responsible for the care and control of inmates as well as the operation and maintenance of all county jail facilities. This includes the Maximum Security Downtown Jail and Core Facility, which includes the Community Programs Unit. The Juvenile Assessment Center also is part of this bureau. Corrections has 495 authorized positions.

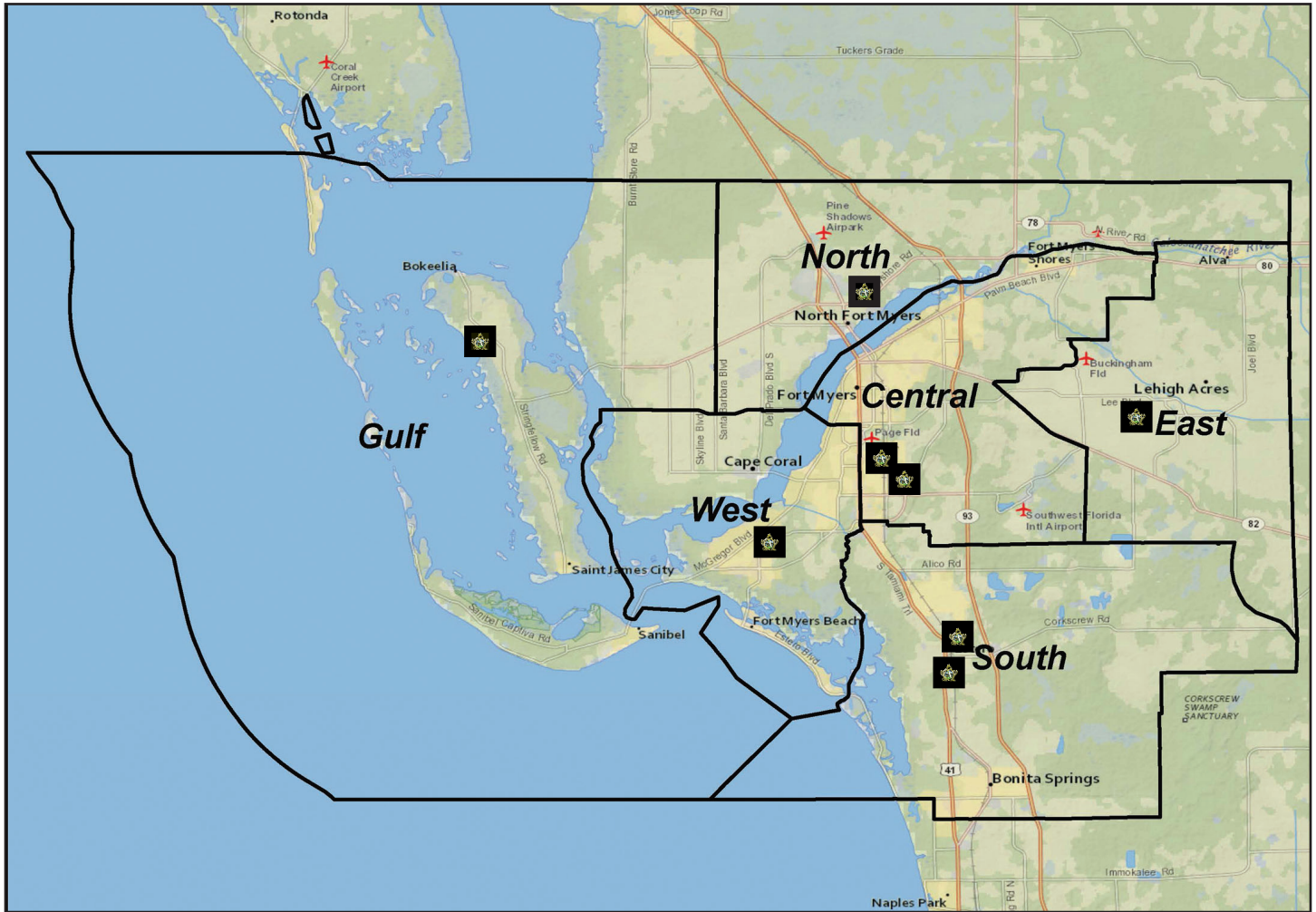
## COURTS

Members of Court Operations are responsible for security at the Lee County Justice Complex. Members also coordinate the transfer of inmates to and from trials as well as screen visitors of the complex. Court Operations has 115 authorized positions, which also includes the Civil Division. Civil is responsible for process service that originates in the Supreme Court, Circuit Court, County Court and Board of County Commissioners.

## COST PER DAY FOR COUNTYWIDE LAW ENFORCEMENT SERVICES



# PATROL DISTRICTS / OUTREACH CENTERS



## NORTH DISTRICT

121 Pondella Road  
 N. Fort Myers (239) 477-1810  
 Hours: M-F 7:30 a.m. to 5 p.m.

## WEST DISTRICT

15650 Pine Ridge Road  
 Fort Myers (239) 477-1830  
 Hours: M-F 7:30 a.m. to 5 p.m.

## HEADQUARTERS AND CENTRAL DISTRICT

14750 Six Mile Cypress Pkwy.  
 Fort Myers (239) 477-1850  
 Hours: M-F 7 a.m. to 5 p.m.

## EAST DISTRICT

1301 Homestead Road  
 Lehigh Acres (239) 477-1820  
 Hours: M-F 7:30 a.m. to 5 p.m.

## SOUTH DISTRICT

8350 Hospital Drive, Suite 114  
 Bonita Springs (239) 477-1840  
 Hours: M-F 7:30 a.m. to 5 p.m.

## GULF DISTRICT

13921-4 Waterfront Drive  
 Pineland (239) 282-5766  
 Hours: M-F 8 a.m. to 4 p.m.

## COMMUNITY OUTREACH CENTERS

Miromar Outlets (239) 676-7971  
 10801 Corkscrew Road Suite 190, Estero  
 Hours: M-SAT noon to 10 p.m., SUN noon to 7 p.m

Bell Tower Shops (239) 699-0291  
 13499 S. Cleveland Avenue Suite 151, Fort Myers  
 Hours vary

# CRIME ANALYSIS

In 2019, unincorporated Lee County experienced a **16.6%** decline in its crime rate.

This is the 12th consecutive year that the rate has dropped.

Since 2010, the crime rate has fallen **53.9%**.

Crimes Against Persons								
Incident Type	2015	2016	2017	2018	2019	5-year ave.	% change from 2018	% change, 5-year average
Murder	17	21	32	26	9	21	-65.38%	-57.14%
Forcible Sex Offenses	249	270	288	318	320	289	0.63%	10.73%
Robbery	340	252	313	257	256	284	-0.39%	-9.73%
Agg. Assault/Stalking	916	931	780	787	780	839	-0.89%	-7.01%
Violent Crimes	1,522	1,474	1,413	1,388	1,365	1,432	-1.66%	-4.71%
Crimes Against Property								
Burglary Residence	1,594	1,248	1,124	848	653	1,093	-23.00%	-40.28%
Burglary Non-Residence	221	179	215	152	153	184	0.66%	-16.85%
Theft	4,667	4,336	4,108	4,023	3,398	4,106	-15.54%	-17.25%
Motor Vehicle Theft	524	433	555	624	428	513	-31.41%	-16.54%
Property Crimes	7,006	6,196	6,002	5,647	4,632	5,897	-17.97%	-21.45%
Larceny-Theft Analysis								
Incident Type	2015	2016	2017	2018	2019	5-year ave.	% Change from 2018	% change, 5-year ave.
Pocket Picking	9	4	9	7	2	6.2	-71.43%	-67.74%
Purse Snatching	3	1	1	3	3	2.2	0.00%	36.36%
Shoplifting	982	888	899	1040	1067	975.2	2.60%	9.41%
From Motor Vehicle	1,327	1,346	1,145	1,187	853	1,171.6	-28.14%	-27.19%
Motor Vehicle Parts	262	176	126	110	79	150.6	-28.18%	-47.54%
Bicycles	213	169	217	160	158	183.4	-1.25%	-13.85%
From Building	847	860	808	676	527	743.6	-22.04%	-29.13%
From Coin Machine	9	4	5	28	76	24.4	171.43%	211.48%

# IN MEMORY OF OUR FALLEN HEROES

Law enforcement requires a special kind of person, someone who is willing to accept the associated risks and who finds satisfaction serving the community. There were 128 officer fatalities nationwide in 2019, an 18 percent decrease from last year's line of duty deaths, according to preliminary data compiled by the National Law Enforcement Officers Memorial Fund.

There also are nearly 50,000 assaults on law enforcement officers annually.

Eight deputies have made the ultimate sacrifice at the Lee County Sheriff's Office.

