

Carmine Marceno
Sheriff



"Proud to Serve"

State of Florida
County of Lee

May 31, 2019

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

Dear Commissioners:

The Sheriff's Office is pleased to submit a proposed budget for FY 19/20 in the amount of \$192,313,441. This proposed budget represents a 3.2% increase of \$5,997,783 over the adopted FY 18/19 budget.

The FY 18/19 function increases are the following:

- Law Enforcement General Fund 6.4 %
- Corrections General Fund 3.1 %
- Court Services General Fund -6.7 %
- MSTU-School Resource Officers 5.9 %

This proposed budget includes the funding of 1,626 positions, of which 1,117 are certified personnel with Law Enforcement, Corrections and Court Services. The funding includes the amount for one additional officer due to school population growth and a 4% increase for School Resource Officers based on the Governors enactment of "Keep Students Safe" which mandates a School Resource Officer in every campus in Lee County. The County has agreed to fund a portion of the School Resource Officers in the unincorporated areas of Lee County funded from Unincorporated MSTU Funds (Municipal Services Taxing Unit). The total amount to fund 56 School Resources Officers in the unincorporated areas of Lee County is \$5,910,108 in which the County will split the cost with the School District of Lee County. The County's share is \$2,991,662.

The Lee County Sheriff's Office continued to work with County Commissioners and County Administrators during the years of economic uncertainty, but the realization is that our economy has now rebounded, new home & business construction has increased, property values have risen, the population is growing and tourism has reached a new high. Lee County Sheriff's Office employees are still one of the lowest paid in the area. This fiscal year, the Lee County Sheriff's Office Budget is including a 4% increase for all full-time members with 1 year of service. The cost of this increase will be \$3.5 million.

Additional increases are due to the following:



"The Lee County Sheriff's Office is an Equal Opportunity Employer"
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1. This Fiscal Year the County Administration has requested that we finish building in the retirees health care premiums (OPEB) which is an estimated cost of an additional \$1.7 million.
2. Florida Retirement System (FRS) has increased the percentage of employer contribution that will increase our FY 19/20 by an additional \$1 million.
3. Overtime has increased due to special request of guarding dignitaries, bomb sweeps for special events, extra weeks added to spring break, and special events throughout the county.
4. As discussed with County Administration, we are requesting \$4.4 million of capital, non-recurring items that would be paid from the County's excess reserves and not be included in the Sheriff's base operating budget.

We will continue to be good stewards and utilize our resources and funding fiscally, but as our economy, population and number of visitors continue to increase 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 the Fleet each fiscal year.
3. Technology Equipment will be replaced or upgraded based on lifespan of the specific item (i.e., radios, computers laptops, servers, software upgrades, etc).
4. LCSO Strategic Plan will include an estimate of the approximate cost by Fiscal Year.

You will find attached a copy of the proposed notarized budget request summary of our proposed budget compared to the adopted fiscal years of FY 16/17, 17/18, 18/19, position allocations by component, the 2018 Annual Report, 2018 Scorecard and the Five Year Strategic Plan for FY 19/20– FY 23/24.

Respectfully submitted,



Sheriff Carmine Marceno
Lee County

CC:

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

Commissioner Frank Mann, District 5
County Manager Roger Desjarlais
Assistant County Manager Pete Winton

May 31, 2019

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 2019-2020 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	\$99,813,721	\$44,444,686	\$8,922,961	\$153,181,368
Operating Expenses	\$20,986,385	\$16,889,180	\$240,508	\$ 38,116,073
Capital Outlay	\$ 600,000	\$ 100,000		\$ 700,000
Investigations	\$ 145,000			\$ 145,000
Total before Reserves	\$ 121,716,106	\$61,433,866	\$9,163,469	\$ 192,313,441
Grant and Aids	\$ 722,464	\$ 84,642		\$ 807,016

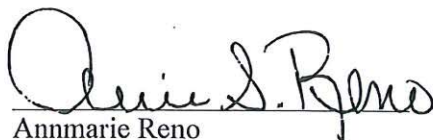
Reserves to be budgeted in the County's *General Fund Reserves for Contingency* based on 3% of the Sheriff's Operating Budget in the General Fund, which equates to \$5,769,403.

Respectfully submitted,



Carmine Marceno
Sheriff, Lee County

Before me, this 3 of June, 2019, 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 2019-2020 fiscal year.



Annmarie Reno
NOTARY PUBLIC AT LARGE
STATE OF FLORIDA

My Commission Expires:



**Lee County Sheriff's Office
FY 18/19 Proposed Budget**

	Adopted Budget FY 15/16	Approved Budget FY 17/18	Approved Budget FY 18/19	Rquested Budget FY 19/20
Law Enforcement				
Sheriff's Salary	\$ 160,000	\$ 160,000	\$ 166,000	\$ 171,000
Personnel	\$ 75,338,919	\$ 85,313,872	\$ 89,877,233	\$ 99,813,721
Operating	\$ 18,391,035	\$ 19,399,952	\$ 20,363,830	\$ 20,986,385
Investigations	\$ 165,000	\$ 140,000	\$ 140,000	\$ 145,000
Capital	\$ 6,500,000	\$ 3,000,000	\$ 3,600,000	\$ 600,000
LE Total	\$ 100,554,954	\$ 108,013,824	\$ 114,147,063	\$ 121,716,106
Corrections				
Personnel	\$ 35,961,089	\$ 40,710,251	\$ 42,151,477	\$ 44,444,686
Operating	\$ 14,699,845	\$ 16,084,469	\$ 16,920,330	\$ 16,889,180
Capital	\$ -	\$ 100,000	\$ 500,000	\$ 100,000
Corrections Total	\$ 50,660,934	\$ 56,894,720	\$ 59,571,807	\$ 61,433,866
Courts				
Personnel	\$ 8,744,103	\$ 9,357,818	\$ 9,588,897	\$ 8,922,961
Operating	\$ 197,145	\$ 225,233	\$ 230,403	\$ 240,508
Capital				
Courts Total	\$ 8,941,248	\$ 9,583,051	\$ 9,819,300	\$ 9,163,469
General Fund	\$ 160,157,136	\$ 174,491,595	\$ 183,538,170	\$ 189,321,685
MSTU Fund	\$ -	\$ -	\$ 2,777,488	\$ 2,991,756
Sheriff's Office Total	\$ 160,157,136	\$ 174,491,595	\$ 186,315,658	\$ 192,313,441
Sheriff's Office Detail				
Sheriff's Salary	\$ 160,000	\$ 160,000	\$ 166,000	\$ 171,000
Personnel	\$ 120,044,111	\$ 135,381,941	\$ 144,395,095	\$ 153,181,368
Operating	\$ 33,288,025	\$ 35,709,654	\$ 37,514,563	\$ 38,116,073
Investigations	\$ 165,000	\$ 140,000	\$ 140,000	\$ 145,000
Capital	\$ 6,500,000	\$ 3,100,000	\$ 4,100,000.00	\$ 700,000
TOTAL	\$ 160,157,136	\$ 174,491,595	\$ 186,315,658	\$ 192,313,441

05/31/2019

Manpower for FY 19/20

Authorized Positions

Account	Cost Center	Certified	Non-Cert	Total
Office of the Sheriff				
10001	Office of the Sheriff	3	2	5
Bureau Total:		3	2	5
Operations Executive Bureau				
10401	Public Affairs	4	7	11
10601	Legal	0	8	8
20502	Administration Bureau	11	6	17
30803	Community Outreach	0	15	15
Bureau Total:		15	36	51
Professional Standards Bureau				
10403	Public Services Division	6	1	7
20802	Professional Standards Division	5	4	9
30002	Corrections Records	0	15	15
30103	Records	0	46	46
30703	Communications	0	90	90
78007	Training-LE	15	9	24
Bureau Total:		26	165	191
Support Services Bureau				
10301	Planning & Research	0	2	2
20102	Human Resources	0	14	14
20202	Finance	0	8	8
20302	Purchasing	0	7	7
20602	Personnel Services Division	0	7	7
30503	Fleet Management	0	9	9
31303	Technical Services	3	23	26
91009	Alarm Unit	0	1	1
99109	Details	0	2	2
Bureau Total:		3	73	76
Corrections Bureau				
11111	Inmate Services	0	16	16
40003	Services Division	20	5	25
40004	Jail	105	48	153
40007	Security & Inspections	24	3	27
40105	Community Programs Unit	42	0	42
40106	Core	187	41	228
80908	Juvenile Assessment Center	1	3	4
Bureau Total:		379	116	495
Court Operations				
30603	Civil	20	14	34
50104	Court Services	77	3	80
Bureau Total:		97	17	114

Criminal Investigation Bureau				
31403	Real Time Crime Center	5	0	5
80108	Major Crimes Unit	55	11	66
80208	Narcotics	33	6	39
80308	Forensics	3	28	31
80708	Economic Crimes Division	13	7	20
Bureau Total:		109	52	161
Patrol Bureau				
70100	Tactical Support Division	14	2	16
70107	Watch Commanders	6	0	6
71007	North District	51	7	58
71107	Gulf / Island Coastal District	24	2	26
72007	South District	57	7	64
72507	Central District	57	7	64
73007	East District	72	9	81
74007	West District	51	7	58
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	13	3	16
80608	School Resources	72	0	72
90808	South Bonita Springs	16	0	16
Bureau Total:		485	48	533
Grand Totals:		1117	509	1626



5-YEAR STRATEGIC PLAN

FY 2019/20 - FY 2023/24

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

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FORT MYERS, FL 33912**



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

Public and Community Affairs, Capt. Robert Gizzi

Community Relations, Director Stacey Payne; Crime Stoppers, Manager Trish Route; Planning & Research, Director Stan Nelson; Public Information, Lt. Anita Ariarte; Video Production, Lt. Donnie Fewell

Corrections Executive Bureau, Colonel Thomas Eberhardt, Colonel Thomas Ellegood

Corrections Bureau Core Site, Major Scott Hall

Core, Capt. Craig Bennetti; CPU, Capt. Chris Velez; Services/Inmate Programs, Capt. Scott Brock; Support, Director Rhonda Sewell

Corrections Bureau Downtown Site, Major James Barraco

Civil, Capt. Edward Ahlquist; Court Operations, Commander Scott Ciresi; Juvenile Assessment Center, Director Bill Naylor; Main Jail, Capt. Kevin Koller; Security & Inspections, Capt. Mia Rodgers

Law Enforcement Executive Bureau, Colonel James Rankine

Criminal Investigations Bureau, Major James Amrich and Commander Matthew Sands

Economic Crimes, Capt. Kevin Ferry; Forensics, Capt. John Long; Highway Interdiction, Capt. Keith Day; Major Crimes, Capt. Bill Murphy and Capt. John Desrosiers; Real Time Crime Center, Capt. Mark Shelly; Special Investigations, Capt. Rob Casale

Patrol Bureau, Major Richard Snyder and Commander Chris Reeves

North District, Capt. Joe More; East District, Capt. Brian Jakacki; West District, Capt. Matt Herterick; South District, Capt. Blake Lee; Central District, Capt. John Haberman; Gulf District, Capt. Mike Rakestraw; Air Operations, Capt. Michael Tomisich; Tactical Support, Capt. J.D. Loethen; Watch Commanders, Capt. Scott Lucia; Youth Services, Commander Mike Miller

Professional Standards Bureau, Major Traci Estep

Professional Standards Commander Paul Cummins

CALEA Accreditation, Manager Tanya Tanner; Central Records and Warrants, Director Cherrie McAbee; Communications, Director Karen Ciofani; Internal Affairs, Capt. Felicia Riley; Public Services, Commander Morgan Bowden; Training, Capt. Michael Tamulionis

Support Services Bureau, Executive Director Anmarie Reno

Budget, Senior Analyst Jill Jones; Facilities Management, Director Kathi Adamcik; Finance, Director Crystal Kelly-Gambino; Fleet Management, Administrator Jim Jones; Personnel Services, Director Dawn Heikkila; Purchasing, Director Jenna Clark; 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;
- 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.



2019 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. Operations and Outreach includes the Legal Services/Operations Bureau, Planning & Research Division and the Public & Community Affairs Division.
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 Ortiz Site, Downtown Jail, Court Operations, Juvenile Assessment Center and Civil Division.
3. ***Maintain Agency effectiveness through specialized investigations.*** The Criminal Investigations Bureau conducts investigations on all referred offenses through Economic Crimes, Forensics, Highway Interdiction, Major Crimes 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, Public Services 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, Personnel Services, 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 2.2% in 2018 to reach 713,618, 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 132%, from 42,485 to 98,776, with all senior citizens rising 67%, from 177,331 to 295,982, in the next two and a half decades. Hispanics will help drive diversity. By 2040, Lee’s Hispanic population is set to grow 95%, from 156,691 to 304,637 residents. The non-Hispanic black population is growing as well, with a projected 61% increase, from 58,875 to 94,792. Both groups exceed the 44% projected population growth for the entire county in that time period.

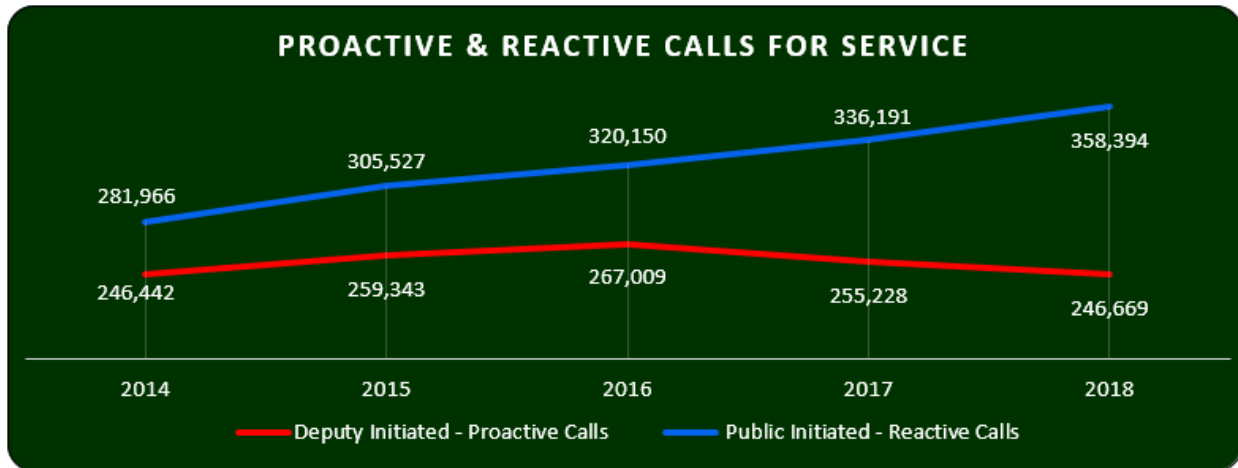


Sheriff Carmine Marceno has identified enhanced outreach and involvement with Lee County’s Spanish speaking community as a top priority for his new administration. Over the upcoming year this agency will increase the number of programs and materials offered in Spanish by its Public Services Division and Community Relations Unit as well as build on existing partnerships with the Southwest Florida Hispanic Chamber of Commerce and other business and civic organizations. Community policing remains an important tool for deputies at the street level to build trust and partnerships with all members of our community.

These rapid population and demographic changes have important implications for public policy and law enforcement. A notable change already occurring is a disproportionate increase in calls for service relative to the county’s total population growth. While the total population has risen 9.2% between 2014 and 2018, all calls for service rose 14.5%. Citizen-initiated or reactive calls for service now constitute 59% of all deputy calls for service, drastically outpacing deputy-initiated activity. Between 2014 and 2018, citizen-initiated calls for service rose by more than 75,000 calls – or 27.1% – from 281,996 to 358,394, while proactive or deputy-initiated calls for service were largely flat, rising 0.1% from 246,442 to 246,669. The increasing number of reactive calls has limited the ability of deputies to engage in proactive patrol, a highly visible and

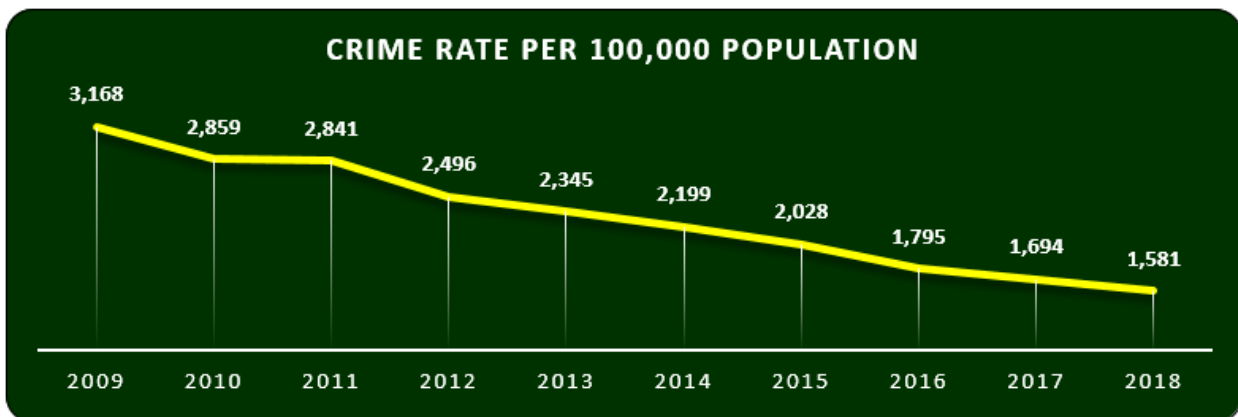


proven criminal deterrent. Since 2014, LCSO has been unable to maintain an equal balance between proactive and reactive duties due to increased service calls. This is best illustrated by Lehigh Acre’s East District, where 79% of all calls for service in 2018 were citizen-initiated.



CRIME TRENDS

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. These include murders, forced sex crimes, robbery, aggravated assault/stalking, burglary, larceny-theft and motor vehicle theft and arson.



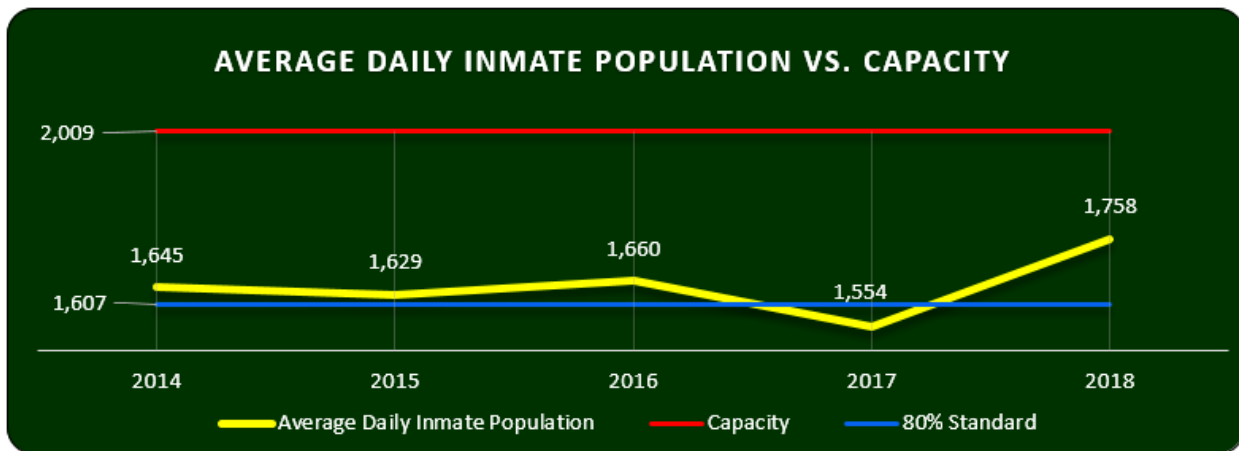
- Crime rate:** Over the past 10 years, unincorporated Lee County has seen a 50% drop in its crime rate, which includes last year’s 6.7% decline. The crime rate is determined by dividing the number of Part 1 crimes reported in unincorporated Lee County and Bonita Springs, Estero and Fort Myers Beach (which do not have municipal law enforcement agencies) by the unincorporated population, then multiplying the sum by 100,000.



- **Growing opioid and prescription drug abuse:** There were 218 accidental prescription drug deaths last year in Medical Examiner District 21, which includes Lee, Glades and Hendry Counties – a 58% increase from the prior year, according to the 2017 report “Drugs Identified in Deceased Persons by Florida Medical Examiners.” Fentanyl alone was responsible for 109 of those deaths, with 34 additional deaths caused by heroin. LCSO is combating this threat through increased arrests, seizures and overdose investigations. This agency recorded 2,997 drug arrests in 2018, a 9% increase from the prior year. Members of the Narcotics Section and Highway Interdiction Unit in 2018 seized 1.07 kilograms of fentanyl and 2.96 kilograms of heroin. 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 10-year low, Lee County’s average daily inmate population in 2018 spiked dramatically, rising from 1,554 to 1,758. This was no mere aberration, but part of an emerging concern. For six consecutive quarters beginning in April 2017, the average daily population increased. This upswing required Corrections 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, exceeding the current total capacity of 2,009 beds. The correction profession’s capacity standard for inmate average daily population is 80% minimum, or 1,607 for Lee County’s three facilities. Because it takes on average eight months to hire, train and deploy new Corrections personnel, it is imperative that LCSO and County Administration begin discussions on how 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. It also has 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.

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. As of April 8, 2019, LCSO had two open positions.

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.

Employee staffing

Due to new staffing requirements mandated by the Marjory Stoneman Douglas High School Public Safety Act, this agency reallocated 20 new School Resource Officers and five Youth Services personnel in FY 18/19 to handle the increased responsibility of providing law enforcement, education and mentoring services to elementary, middle and high schools in unincorporated Lee County plus Bonita Springs, Estero and Fort Myers Beach. Three parochial schools also contracted with LCSO for services.



LCSO has the capacity to provide additional law enforcement services to Lee County municipalities and agencies, but it requires municipal support and a formal agreement. The City of Bonita Springs currently contracts with LCSO for enhanced law enforcement services because costs are lower than creating its own police department. LCSO currently is exploring a service agreement to provide primary law enforcement services for off-site Lee County Port Authority facilities, including Page Field.

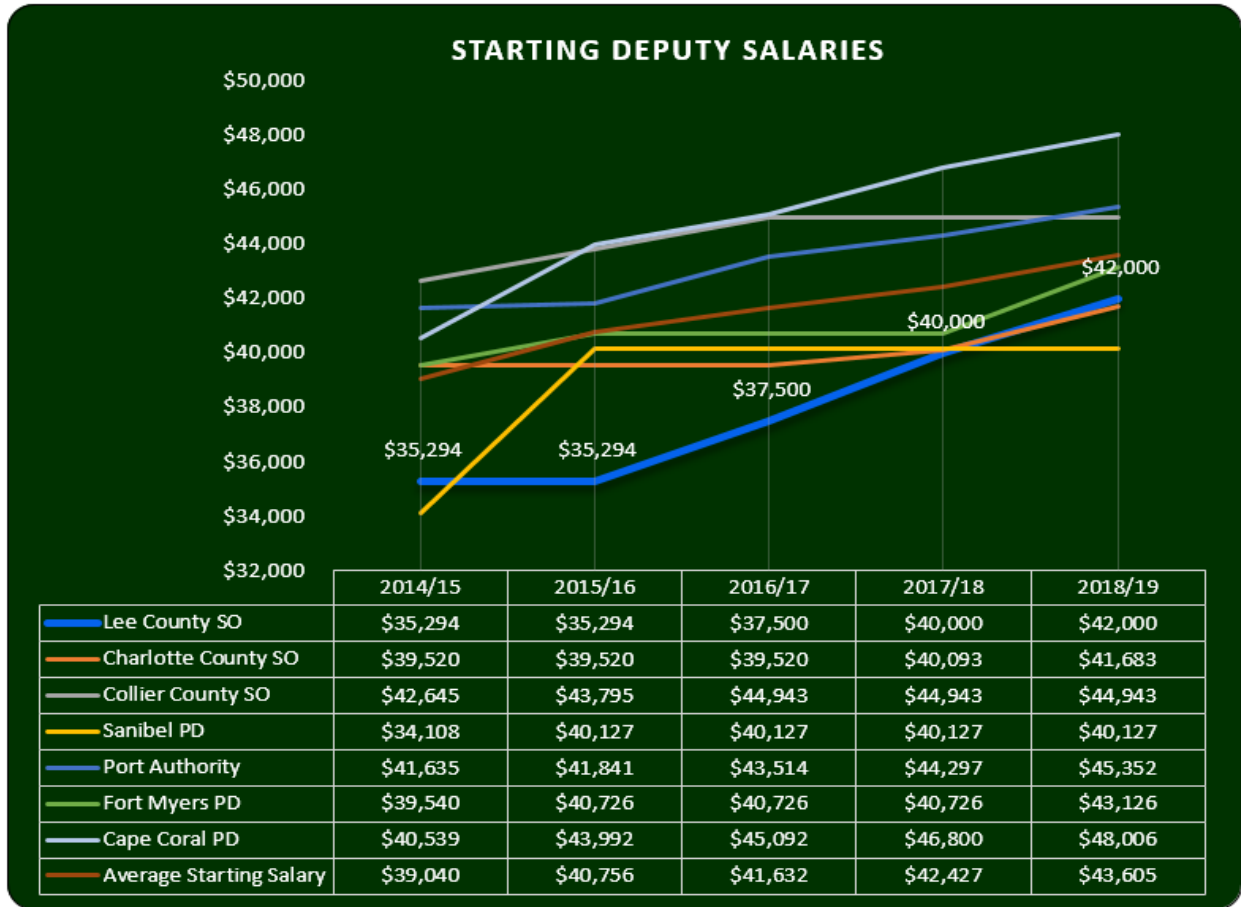
Supplemental staffing assistance comes from a dedicated group of 125 VOICE Unit volunteers who perform a diverse array of duties in support of agency operations. Volunteers provided nearly 42,000 hours of service in 2018.



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 \$42,000 in FY 18/19. Despite this increase, LCSO still falls below the average starting wage 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 is creating a Real Time Crime Center to capitalize on the wide range of technology, intelligence and data that is available. Consolidation of this information is expected to improve deputies’ ability to respond more quickly or even immediately to crimes in progress or to those that have recently occurred.

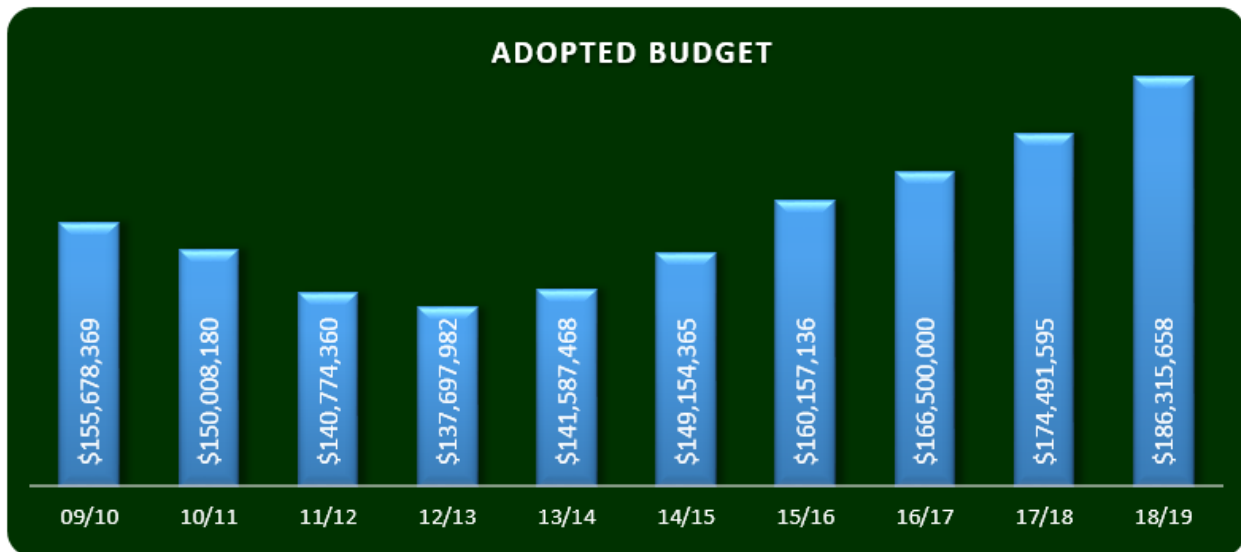
To make room for the center, LCSO must first relocate the Central Patrol District out of its Headquarters. A search for a new office location currently is under way. Once district personnel are moved, build-out of the center is expected to take 12 months. The center will have the ability to monitor high-crime 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. It is anticipated that both certified and civilian personnel will staff the center around the clock.

The estimated cost is \$1.5 million. It will be funded primarily through LCSO civil asset forfeiture proceeds, resulting from cases where deputies have seized cash and property determined to be related to criminal activity.



OPERATING BUDGET TRENDS

Delayed replacement cycles resulting from insufficient capital funding are creating long-term problems as technology, transportation and communications equipment approach end of life.

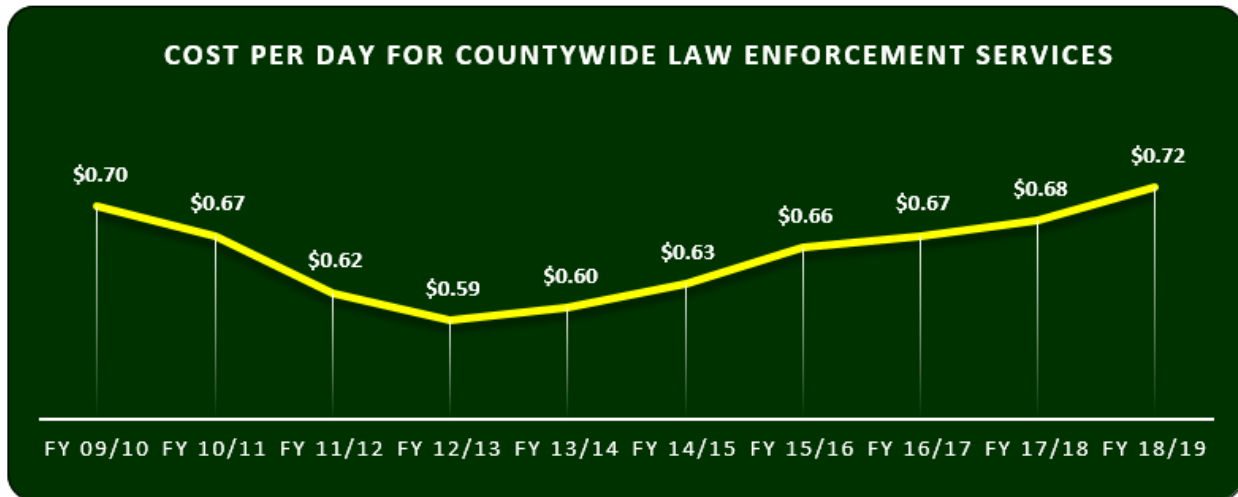


- Personnel:** There currently are 1,625 budgeted positions: 1,116 certified and 509 civilian employees. Student safety remains a top concern, and at least one SRO in every public and charter school is required to meet this obligation. LCSO will continue to meet with the Lee County School District and Lee County Administration to determine how best to comply with this state requirement.
- Operating:** LCSO will work with Lee County Administration and plan future operational costs based on the county’s continuation budget philosophy. Any unanticipated needs that arise outside of ongoing operations will be identified and discussed with Lee County Administration to determine how best to address the need. Examples of this may include unfunded county and state mandates, enhanced FBI Criminal Justice Information Services security requirements and upgrade/conversions in communications systems and equipment.
- Capital:** LCSO has been in constant catch-up mode, accommodating additional county growth and replacing delayed capital improvements and other needed projects. Total capital expenditure needs are \$5.1 million in FY 19/20, and adjusted in subsequent years to meet specific capital project needs. Continuation funding is used to maintain a replacement cycle for patrol vehicles, aviation equipment, laptop computers, computer hardware and software, and food service equipment in our correctional facilities.



OPERATING COSTS

The Lee County Sheriff’s Office provides cost-effective services to the residents and visitors of this county. The 72 cent cost per day for countywide law enforcement services in 2018 is only two cents more than what those costs were a decade ago.



PROPOSED FIVE-YEAR CONTINUATION BUDGET FY 19/20 – FY 23/24

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 adjustments would need to occur over several years rather than in one fiscal year. This required a cut in capital funding to pay for the higher starting wages. That reduced FY 16/17’s capital funding to \$2.1 million (from \$6.5 million the prior year). In FY 19/20, LCSO is seeking further pay disparity adjustments to boost starting deputy pay and retain highly skilled certified employees who are at risk of leaving this agency for higher wages at a competing law enforcement organization. LCSO’s deputies are the strength of this agency, and Command Staff has made staff retention its top priority. For this reason, it chose to apply additional resources to Personnel and request \$4.4 million in county reserve funding to supplement this agency’s Capital funding needs.

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Personnel	\$144,561,095	\$153,352,368	\$161,019,986	\$169,070,986	\$177,524,535	\$186,400,762
Operating	\$37,654,563	\$38,261,073	\$40,174,127	\$42,182,833	\$44,291,975	\$46,506,573
Capital	\$4,100,000	\$700,000	\$6,000,000	\$6,500,000	\$7,000,000	\$7,500,000
Total	\$186,315,658	\$192,313,441	\$207,194,113	\$217,753,819	\$228,816,510	\$240,407,335
% increase		3.22%	7.74%	5.10%	5.08%	5.07%



CAPITAL AND EQUIPMENT PROJECTIONS

Current capital improvement needs

The Lee County Sheriff's Office must maintain a capital equipment replacement cycle to sustain Agency operations. Total capital expenditure outlay requests are \$5.1 million in continuation budget funding in FY 19/20 as outlined below:

Fleet replacement cycle

- Purchase vehicles to replace existing high-mileage vehicles in Fleet.

Technology upgrades

- Maintain general software, hardware and equipment acquisition and upgrades;
- Upgrade data storage;
- Core networking refresh;
- Edge networking (wireless/switches) refresh;
- Enhanced encryption of county-owned fiber-optic network;
- Recurring capital replacement costs;
- Infrared camera system and mapping system for Air Operations;
- Radio repeaters for Corrections.

Note: In addition to identified capital improvement needs, there also is the threat of additional capital costs resulting from the unexpected failure of equipment nearing end of life. For instance, the estimated cost to replace this agency's 16-year-old bomb robot is \$350,000, while the 12-year-old armored personnel vehicle used in SWAT callouts is \$420,000. Delayed replacement of high-cost, specialized equipment until it no longer is repairable threatens the operational readiness of this agency.

Deferred capital improvements

The Lee County Sheriff's Office has seen its budget for capital purchases decline from a high of more than \$7 million in FY 05/06 to a low of \$504,000 in FY10/11. Since that time, the capital budget has partially recovered but deferred capital needs remain. Capital improvements can only be delayed for so long before systems reach their end of life or equipment is no longer reliable, increasing work order time and maintenance related expenses. Deputy safety is a top priority. Over the next five years, several critical capital improvements are required, including:

- **Vehicle replacements:** The average age of a marked patrol vehicle has risen to 74.4 months as of December 31, 2018, and now includes 517 vehicles with more than 100,000 miles – nearly half of the entire fleet. This likely is responsible for the significant increase in agency vehicle repair costs per mile driven – up 56% for Expeditions, 48% for Interceptor Tauruses and 21% for Tahoes. 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 the



following estimated costs: Year one, \$2,930,000 (75 SUVs, 3 K9 trucks, 5 Fusions). Year two, \$2,930,000 (75 SUVs, 3 K9 trucks and 5 Fusions). Year three, \$3,050,000 (75 SUVs, 3 K9 trucks, 4 vans and 5 Fusions). Year four, \$2,954,000 (75 SUVs, 3 K9 trucks, 4 vans and 4 ATVs). Year five, \$2,954,000 (75 SUVs, 3 K9 trucks, 4 vans and 4 ATVs). Note: Estimates do not include an additional \$12,000 to \$14,000 per vehicle for required operating equipment.

- **Communication upgrades:** LCSO's radios will reach end of life when the county transitions from analog to digital radio transmissions with its P25 Public Safety System communications upgrade. This change will require the immediate replacement of all in-car radios and hand-held radios. Consolidation and replacement of the Agency's phone system also is required. Estimated cost: \$10 million for digital radios and \$300,000 for a replacement phone system. 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 projection estimates for most of this Agency's equipment. Estimated Toughbook 5-year replacement cycle cost: \$350,000 annually. Estimated desktop/monitor 5-year replacement cycle: \$200,000 annually. Estimated server and storage 5-year replacement cycle cost: \$250,000 annually. Estimated core networking 5-year replacement cycle: \$150,000. Estimated edge networking 5-year replacement cycle: \$60,000. Estimated one-time upgrade for radio repeaters for the Core, Jail and Court Operations: \$570,000. Estimated one-time upgrade for fiber encryption equipment: \$100,000-\$500,000.
- **Real Time Crime Center:** LCSO is developing a Real Time Crime Center primarily with forfeiture funding to improve deputies' ability to respond more quickly or even immediately to crimes in progress or to those that have recently occurred. Estimated startup cost: \$1.5 million.
- **Taser replacement:** The Training Division is upgrading LCSO's Tasers over a multi-year period. Estimated replacement costs: FY 19/20, \$160,000; FY 20/21, \$165,000; FY 21/22, \$165,000 and FY 22/23, \$165,000.
- **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. This includes kitchen equipment such as stoves. Estimated replacement costs, \$228,094 in FY 19-20, \$99,538 in FY 20-21, \$202,115 in FY 21-22 and \$204,200 in FY 22-23.



Multi-Year Projections

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

EQUIPMENT& TECHNOLOGY								
Objective	Strategy	Owner	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	6+ Yrs
Provide the Agency with hardware/software systems required to accomplish Agency goals.	Replace Agency phone system.	Technical Services, Director Tara Thrower	X					
Provide the Agency with hardware/software systems required to accomplish Agency goals.	Replace Agency radio system.	Technical Services, Director Tara Thrower	X					
Implement four-year replacement cycle for Agency Tasers.	Research and develop strategy to implement Taser replacement cycle.	Training Division, Captain Mike Tamulionis	X	X	X		X	
Enhance the Digital Forensics Section's highly specialized and technical capabilities.	Upgrade one Digital Forensics workstation annually to keep pace with tech advancements.	Evidence Division, Captain John Long	X	X	X	X	X	X
Provide the Agency with hardware/software systems required to accomplish Agency goals.	Maintain hardware replacement cycle.	Technical Services, Director Tara Thrower	X	X	X	X	X	X
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
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

Strategic Plan FY 2019-20 – FY 2023-24



FACILITIES								
Objective	Strategy	Owner	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	6+ Yrs
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Develop and implement Real Time Crime Center at LCSO Headquarters	Real Time Crime Center Division, Capt. Mark Shelly	X					
Work with Command Staff to prioritize and complete major facility projects by fiscal year.	Upgrade the Corrections Jail control rooms.	Corrections Bureau, Colonel Thomas Ellegood	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 Thomas Ellegood	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 Thomas Eberhardt	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 facilities 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 2019-20 – FY 2023-24



OPERATIONAL								
Objective	Strategy	Owner	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	6+ Yrs
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, Senior Analyst Jill Jones	X	X	X	X	X	X
Human Resources will assist the Agency's efforts to reduce turnover.	Review exit interviews and communicate to Command Staff areas of concern.	Human Resources, Manager Cari Turner	X	X	X	X	X	X
Implement cost savings through renegotiation of contracts and professional business relationships.	Collaborate with vendors to reduce ongoing agency cost.	Technical Support, Director Tara Thrower	X	X	X	X	X	X
Increase the number of prevention and intervention initiatives in the community.	Provide prevention and intervention programs for the public.	Community Relations, Director Stacey Payne	X	X	X	X	X	X
Provide support and referral services to Lee County senior citizens.	Continue home visits and referrals to seniors identified as needing service.	Community Relations, Director Stacey Payne	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 Odilia Diogo	X	X	X	X	X	X



AGENCY
SCORECARD
2018

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FORT MYERS, FL 33912

2018 SCORECARD

OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Carmine Marceno			
<p><i>Uphold Agency integrity through decisive leadership, employee accountability and transparency. The Office of the Sheriff provides the organizational structure of the Agency and ensures unity of command, delineated responsibility, delegation of authority and good management principles. The Office of the Sheriff includes Legal Services/Operations and Public Affairs.</i></p>			
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.	√	
	The Legal Services Division will participate and oversee mediation and other litigation related activities for Risk Management litigation.	√	
	The Legal Services Division will provide legal assistance, training and evaluation in support of agency operations.	√	
<p>Notable:</p> <ul style="list-style-type: none"> • Active cases as of Dec. 31: 55, a 36.8% decrease from 2017 • New civil cases: 18, a 5.3% decrease from 2017 • Closed civil cases: 50, a 61.2% increase from 2017 • Participation in Risk Management issues and litigation: 181, a 331% increase from 2017 			
Public Affairs Division, Capt. Robert Gizzi			
Public Information Office, 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. Visit local newsrooms quarterly to make contact with producers, reporters, etc. Encourage new reporters to meet with members of the Public Affairs Office to create a good working relationship.	√	
	Expand the use of social media including Facebook, Twitter, smart phone applications and the public website to disseminate information.	√	
	Maintain training for Public Information Office personnel.	√	

2018 SCORECARD

OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Carmine Marceno			
Public Information Office, Lieutenant Anita Iriarte			
Notable: <ul style="list-style-type: none"> Media requests: 8,767, a 553% increase from 2017 Private constituent requests: 2,884, a 710% increase from 2017 Law firm requests: 546, a 41% decrease from 2017 Total requests: 12,197, a 364% increase from 2017 Press releases generated: 269, a 38% decrease from 2017 LCSO Facebook: 56,134 followers/likes, a 23% increase from 2017 LCSO Missing Persons Facebook: 8,101 followers/likes, a 7% increase from 2017 LCSO Explorers Facebook: 572 followers, a 25% increase from 2017 Twitter: 28,136 followers, a 14% increase from 2017 Instagram: 5,321 followers, a 76% increase from 2017 			
SW Florida Crime Stoppers Unit, Manager Trish Routte			
Objectives	Strategies	Met	Not Met
The Southwest Florida Crime Stoppers Unit will maintain or increase call volume to the Southwest Florida Crime Stoppers tip hotline that results in criminal arrests of wanted persons.	Continue weekly Crime Stoppers television outreach and episode features.	√	
	Coordinate and promote partnerships in the five county region for both Crime Stoppers and Student Crime Stoppers.	√	
	Coordinate efforts on behalf of the Board of Southwest Florida Crime Stoppers Program, Inc.	√	
Notable: <ul style="list-style-type: none"> Press releases: 341, a 24% decrease from 2017 News coverage, not including spot news: 2,325, a 3% increase from 2017 Presentations/meetings attended: 202, an 8% decrease from 2017 School administrative discipline actions: 97, a 259% increase from 2017 			
Community Relations Section, Director Stacey Payne			
Objectives	Strategies	Met	Not Met
Increase the number of prevention and intervention initiatives in the community.	Actively pursue instituting and maintaining Neighborhood Watch and Business Watch groups.	√	
	Actively pursue team projects.	√	
	Continue working with the county's planning and zoning department as a CPTED adviser; review and comment on development applications.	√	
	Provide prevention and intervention programs for the public.	√	

2018 SCORECARD

OFFICE OF THE SHERIFF EXECUTIVE BUREAU, Sheriff Carmine Marceno			
Community Relations Section, Director Stacey Payne			
Objectives	Strategies	Met	Not Met
Maintain the Do The Right Thing Program as a student recognition effort to reinforce positive student behavior.	Conduct monthly awards ceremonies.	√	
	Conduct special school recognitions.	√	
	Organize fund-raisers and encourage community support.	√	
Provide support and referral services to Lee County senior citizens.	Continue home visits to seniors identified as needing service.	√	
	Evaluate Project Lifesaver program and determine whether GPS-based alternative is feasible.	√	
	Expand Senior Services referrals to other support agencies.	√	
Notable: <ul style="list-style-type: none"> Community programs: 1,691, a 3% increase from 2017 Neighborhood and Business Watch meetings: 91, a 47% decrease from 2017 Senior Services home visits: 2,883, a 7% increase from 2017 New Project Lifesaver clients: 26, a 28% decrease from 2017 Do The Right Thing Events: 26, an increase of one from 2017 			
Video Production Unit, Lieutenant Donnie Fewell			
Objectives	Strategies	Met	Not Met
The Video Production Unit will provide prompt and courteous audio/visual services to the Agency, other law enforcement agencies and community partners.	Produce promotional videos for the Agency.	√	
Notable: <ul style="list-style-type: none"> SWFL Crimestoppers: 45, a 35% decrease from 2017 Requests for other services completed: 97, a 94% decrease from 2017 			

2018 SCORECARD

CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt, Colonel Thomas Ellegood

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

Corrections Downtown Jail, Major James Barraco

Corrections Ortiz Core Site, Major Scott Hall

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

Notable:

- Total Life Skills enrollment: 1,424, a 25% increase from 2017
- GED enrollment: 820, a 38% decrease from 2017 *
- GEDs earned: 49, a 2% increase from 2017
- Overall recidivism rate: 11%, an increase of three percentage points from 2017

Court Operations Division, Captain Holly Christiano

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

2018 SCORECARD

CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt, Colonel Thomas Ellegood

Court Operations Division, Captain Holly Christiano

Notable:

- Prisoners moved: 21,300, a 22% increase from 2017
- Total cases: 176,415, a 3% increase from 2017

CORRECTIONS EXECUTIVE BUREAU, Colonel Tom Eberhardt, Colonel Thomas Ellegood

Juvenile Assessment Center, Director Bill Naylor

Objectives	Strategies	Met	Not Met
Provide law enforcement, parents/guardians and juveniles with links to available services and programs.	Promote programs and services by developing referral documents, educational initiatives and related service.	√	
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: 74, an 8% decrease from 2017
- Civil citation diversions: 237, a 33% decrease from 2017

Civil Section, Captain Edward Ahlquist

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.	√	
	Serve DV injunctions at a minimum ratio of 90%.	√	
	Track number of vacate orders executed.	√	

Notable:

- Injunctions: 3,338, a 4% decrease from 2017
- Served: 2,940, a 3% increase from 2017
- Success rate: 88%, an increase of four percentage points from 2017
- Ex Parte/Baker Act transports: 108, a 66% increase from 2017
- Firearms taken into safekeeping: 66, a 43% decrease from 2017

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

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

North District, Captain Joe More

Objectives	Strategies	Met	Not Met
North District will monitor juveniles who are on home detention and court ordered probation.	Conduct bi-weekly and quarterly probation checks with the Juvenile Probation officer at North District as well as street enforcement.	√	
	Conduct multiple home and school checks to ensure compliance.	√	
North District 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.	√	
North District will continue strict traffic enforcement.	Increase the number of pedestrian crosswalk operations conducted in the district where traffic concerns have been developed.	√	
	Increase the number of traffic operations conducted in the district's high crime areas and where traffic concerns have been developed as determined by directed patrol, district intelligence and tracking of traffic patterns.	√	
North District will improve internal communications with Patrol.	Partner with Narcotics and Auto Theft Unit in joint operations within the district hot spot areas of criminal activity.	√	
	Provide daily district crime tracking reports to roll call briefings, to update deputies on crime trends and persons of interest in their 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.	√	
North District will use Community Service Aides (CSAs) to reduce the workload of Patrol Officers.	CSAs will be used to supplement deputy workload.	√	
	Distribute fliers to inform citizens that there has been an increase in crime in their area and they should secure their property/valuables and request any information on suspicious persons or incidents.	√	

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
North District, Captain Joe More			
Notable:			
<ul style="list-style-type: none"> • Home JAM checks: 4,982, an 11% decrease from 2017 • JAM arrests: 98, a 4% decrease from 2017 • Traffic operations: 68, a 74% increase from 2017 • Calls for service handled by CSAs: 3,064, a 20% decrease from 2017 			
East District, Captain Brian Jakacki			
Objectives	Strategies	Met	Not Met
East District will aggressively monitor juveniles within the district who are on court ordered probation.	Conduct home and school checks of juveniles on probation.	√	
East District will continue to combat crime and ensure public safety by implementing Intelligence-Led Policing strategies and methodology.	Increase the number of BAR crime related operations conducted in the district high crime areas as determined by Directed Patrol, district intelligence and the tracking of crime patterns.	√	
East District will continue to combat the increasing number of burglaries.	Conduct proactive patrol activity utilizing district personnel to decrease the number of burglaries in high crime areas as determined by Directed Patrol, district intelligence and the tracking of crime patterns.	√	
	Utilize social media to inform citizens of current crime trends and safety measures they can take to protect their vehicles and property, and to request information regarding suspicious persons or incidents.	√	
East District will continue to improve internal and external communications with district personnel and the community.	Attend/conduct neighborhood/community meetings through crime practitioners, public services deputies, and district personnel.	√	
	Conduct district intelligence meetings.	√	
	Hold supervisor meetings.	√	
	Use DCR/Watch Commander Reports as well as Directed Patrol information.	√	
East District will use Community Service Aides (CSAs) to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
East District, Captain Brian Jakacki			
Notable: <ul style="list-style-type: none"> JAM checks conducted: 2,489, a 34% decrease from 2017 Hotspot area checks: 1,826, 38% decrease from 2017 Community meetings attended: 138, a 6% decrease from 2017 CSA calls for service: 3,610, a 7% increase from 2017 			
West District, Captain Matt Herterick			
Objectives	Strategies	Met	Not Met
West District will continue to combat crime and ensure public safety by furthering traffic enforcement.	Increase traffic operations conducted in district high crime areas and where traffic concerns have been developed as determined by directed patrol, district intelligence and tracking of traffic patterns.	√	
	Utilize license plate readers to enhance traffic operations and gather intelligence to combat crime.	√	
	Conduct traffic operations at crosswalks on Fort Myers Beach. Increase awareness of dangerous behaviors exhibited by pedestrians and motorists at approaching crosswalks.	√	
	Conduct proactive patrol and gather intelligence in the Pine Manor community by utilizing Lee County Human Services grant funding.	√	
West District will continue accountability and efficiency for deputies and clerks.	Complete Field Interrogation Reports and monitor calls for service handled.	√	
	Monitor Status 8 reports taken as well as juvenile and adult arrests in the district.	√	
West District will use Community Service Aides (CSAs) to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	
Notable: <ul style="list-style-type: none"> Traffic operations: 37, a 40% decrease from 2017 License plate reader usage: 142, a 36% decrease from 2017 Crosswalk traffic operations: 3, a 63% decrease from 2017 Pine Manor Total nonviolent crimes: 67, a 41% decrease from 2017 Pine Manor Total violent crimes: 33, a 25% decrease from 2017 Field Interrogation Reports: 926, a 34% decrease from 2017 CSA calls for service: 4,162, a 29% decrease from 2017 			

2018 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. Violators will also be given informational literature on the laws as they pertain to pedestrian cross-walks.	√	
South District will reduce crime in the most problematic zone in the district. (Zone 2)	Increase the number of crime reduction operations. Better utilize available resources. Distribute intelligence quickly. Work at identifying crime trends quicker. Utilize Intelligence Led Policing.	√	
South District will use Community Service Aides to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	
Notable: <ul style="list-style-type: none"> • Pedestrian cross-walk operations: 10, a 25% increase from 2017 • CSA calls for service: 2,540, a 42% decrease from 2017 • CSA total reports: 936, a 22% decrease from 2017 			
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 (CSAs) to reduce the workload of patrol officers.	CSAs will be used to supplement deputy workload.	√	
Central District will aggressively monitor juveniles within the district who are on court ordered probation.	Conduct home and school checks of juveniles on probation.	√	

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
Central District, Captain John Haberman			
Objectives	Strategies	Met	Not Met
Central District will continue to improve internal and external communications with district personnel and the community.	Attend/conduct neighborhood/community meetings.	√	
	Conduct district intelligence meetings.	√	
	Hold supervisor meetings.	√	
	Use DCR/Watch Commander Report as well as Directed Patrol information.	√	
Central District will continue to combat the increasing number of conveyance burglaries.	Conduct proactive operations utilizing district personnel to decrease the number of conveyance burglaries.	√	
	Distribute fliers to inform citizens that there has been an increase in crime in their area and they should lock their vehicle doors and request any information on suspicious persons or incidents.	√	
	Utilize message boards to advise citizens to lock their vehicles.		√ *
Notable: <ul style="list-style-type: none"> • CSA calls for service: 2,925, a 16% decrease from 2017 • CSA reports taken: 1,194, a 3% decrease from 2017 • JAM checks: 2,566, an 11% increase from 2017 • The agency no longer has message boards. The boards have been ordered and will be added back to each district to combat crime. * 			
Gulf District, Captain Mike Rakestraw			
Objectives	Strategies	Met	Not Met
Gulf District will continue to combat crime and ensure public safety by furthering traffic enforcement.	Increase the number of traffic operations conducted in district high crime areas and where traffic concerns have been developed as determined by Directed Patrol, district intelligence and tracking of traffic patterns.	√	
Gulf District will improve communication and interaction with the community and district personnel.	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.		√*

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
Gulf District, Captain Mike Rakestraw			
Objectives	Strategies	Met	Not Met
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: <ul style="list-style-type: none"> • Traffic operations: 657, a 30% decrease from 2017 • LPRs utilized: 329, a 54% increase from 2017 • Community meetings attended: 6, a 65% decrease from 2017* 			
Air Operations, Captain Michael Tomisich			
Objectives	Strategies	Met	Not Met
Air Operations will improve its overall mission effectiveness and provide more accurate and timely information to units on the ground.	Explore the possibility of utilizing Unmanned Aerial Systems (UASs) in certain tactical scenarios.	√	
	Implement a ten-year aircraft fleet replacement plan.	√	
	Obtain upgrades to current mission equipment.	√	
Air Operations will provide aviation support for the citizens of Lee County 24 hours a day, 7 days a week and 365 days a year without interruption or need for outside assistance.	Grow and then maintain manning for Air Operations at seven full-time LCSO pilots and three full-time LCSO tactical flight officers (TFOs). Nurture relationships with Cape Coral Police Department (CCPD), Fort Myers Police Department (FMPD) and Florida Fish and Wildlife Conservation Commission (FWC) to ensure that they continue to provide personnel support.	√	
	Make improvements to the Air Operations' hanger facilities (Flight Operations) at Buckingham Airfield and renew the lease with the Lee County Mosquito Control District.	√	
Notable: <ul style="list-style-type: none"> • Obtaining upgrades to current equipment is an ongoing strategy. 			

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
Communications Division, Director Karen Ciofani			
Objectives	Strategies	Met	Not Met
Enhance the Communications Division's overall performance through quality assurance.	Monitor calls to ensure Emergency Police Dispatch protocols are being followed.	√	
	Enhance performance through continuing education.	√	
	Provide assistance to other agencies.	√	
	Track types of calls for service.	√	
Notable: <ul style="list-style-type: none"> • Maintain Emergency Police Dispatch (EPD) certification: 92 certified as of December 31, 2018, a 5% increase from 2017 • Conduct random sample of calls: 4,174, a 25% increase from 2017 • Achieve 80% compliance with EPD standards: 91%, an increase of 10 percentage points from 2017 • Calls taken from other agencies: 9,422, a slight 0.6% decrease from 2017 • Training provided to members of other agencies: 111, an 8% decrease from 2017 • Total 911 & administrative calls: 764,809, an 11% decrease from 2017 			
Tactical Support Division, Captain JD Loethen			
Agricultural Crimes, Sergeant Randy Hodges			
Objectives	Strategies	Met	Not Met
Agricultural Crimes Unit will provide personnel with specialized training to deal with agricultural crimes and livestock-related calls for service by responding to all livestock related calls for service.	Attend regular meetings with the Agricultural Task Force Unit, Florida Agricultural Crimes Intel Unit, Cattlemen's Association and Beekeepers Association of SWFL.		√*
	Enhance ongoing job-specific training.	√	
	Partner with businesses, community and governmental agencies, i.e. Florida Fish and Wildlife Conservation Commission.	√	
	Respond to all at-large livestock cases to increase contacts with local livestock owners.	√	
Notable: <ul style="list-style-type: none"> • Meetings attended: 2, a 50% decrease from 2017* • Active partnerships: 6, no change from 2017 			

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
Ancillary Services, Lieutenant DeDe Diogo			
Objectives	Strategies	Met	Not Met
Enhance agency productivity through the use of Volunteer Observers Impacting Community Effort (V.O.I.C.E.) volunteers, auxiliary deputies and part-time deputies.	Conduct two or more training courses per quarter for current V.O.I.C.E. members.	√	
	Improve the on the job training program so volunteers do not have to wait for a large group of other volunteers to start in the program.	√	
	Increase recruitment program.	√	
	Match the talents, training and desires of the volunteer with the needs of the agency and monitor the savings afforded to the LCSO of the volunteer program.	√	
	Encourage V.O.I.C.E. members to participate in traffic-related initiatives.	√	
Notable: <ul style="list-style-type: none"> • Volunteers added: 11, a 35% decrease from 2017 • Functions attended: 212, a 30% decrease from 2017 • Volunteer hours worked: 41,997, a slight 1% decrease from 2017 • Estimated cost savings: \$1,036,905.93, a 1% increase from 2017 • Traffic control hours: 2,554.5, an 18% decrease from 2017 			
Fugitive Warrants, Lieutenant James Heuglin			
Objectives	Strategies	Met	Not Met
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.	√	
Notable: <ul style="list-style-type: none"> • Felony Physical arrests: 604, a 28% increase from 2017 • Directed arrests: 310, a 78% increase from 2017 • US Marshals Task Force number of physical arrests: 202, a 27% decrease from 2017 			

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves			
K9 Unit, Lieutenant Frank Glover			
Objectives	Strategies	Met	Not Met
The K9 Unit will enhance agency productivity through the use of trained canines.	Respond to crimes that have recently occurred and use trained canines when feasible to locate suspects or evidence. Conduct public demonstrations to promote a good public image.	√	
Notable: <ul style="list-style-type: none"> • Patrol usages: 574, a 23% decrease from 2017 • Apprehensions: 121, a decrease of 1 from 2017 • Patrol usages: 574, a 23% decrease from 2017 • Explosive/evidence: 102, a 13.5% decrease from 2017 			
Traffic Unit, Lieutenant Dennis Petracca			
Objectives	Strategies	Met	Not Met
The Traffic Unit will plan, analyze, inspect and coordinate the agency's traffic activities.	Enforce traffic laws to reduce the number of traffic crashes and DUI-related offenses.	√	
Notable: <ul style="list-style-type: none"> • UTTs: 12,861, a 16% increase from 2017 • Warnings: 618, a 12% increase from 2017 • DUI arrests: 368, an 11% increase from 2017 • Crash investigations: 1,810, a 16% increase from 2017 • Saturation patrols: 47, an 18% increase from 2017 			
Youth Services Section, Commander Mike Miller			
Objectives	Strategies	Met	Not Met
The Youth Services Section will conduct crime prevention and intervention initiatives targeted toward youth.	Assist in building and supporting the Lee County Sheriff's Office Explorer and Cadet Programs.	√	
	Continue to attend educational training and certification classes.	√	
	Involve parents/guardians and educators in substance use, abuse education and gang prevention.	√	
	SROs to provide education, counseling and law enforcement at Lee County schools.	√	

2018 SCORECARD

PATROL BUREAU, Major Richard Snyder, Commander Chris Reeves

Youth Services Section, Commander Mike Miller

Notable:

- Cadets in program at year end: 137, a 57% decrease from 2017
- Explorers in program at year end: 28, no change from 2017
- Total presentations and classes: 6,845, new measure

2018 SCORECARD

SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
<p><i>Promote personal and professional improvement through sound fiscal management and employee health and wellness. The Support Services Bureau continues to promote sound fiscal management, strong leadership and organizational excellence to increase Agency efficiency and wellness. Members will work to strengthen inter-governmental relations, community relations, and internal and external communications. These tasks are accomplished through the Budget, Data Integrity, Facilities, Finance, Fleet, Personnel Services, Planning and Research, Purchasing, Star Care Clinic and Technical Support divisions.</i></p>			
Budget Division, Senior Budget Analyst Jill Jones			
Objectives	Strategies	Met	Not Met
Develop, produce and implement a budget that meets the goals and objectives of the Lee County Sheriff's Office.	Attend and present at workshops and public hearings as needed.	√	
	Discuss new goals and objectives with Sheriff and Bureau Commanders for fiscal year.	√	
	Prepare and distribute budget worksheets to all components by March 15 of the current fiscal year.	√	
	Present budget to BoCC as required by Florida Statutes by May 1 of the current fiscal year.	√	
Ensure the safety of deputies and the efficiency of staff through adequate staffing.	Implement a five-year plan to adjust starting wages and existing salary to account for a documented salary disparity, merit raises and increases in cost of living.	√	
<p>Notable:</p> <ul style="list-style-type: none"> Budget submitted to the BoCC by May 1, 2018 Prepared and distributed budget worksheets: Completed Starting wages for Deputies and Correctional officers adjusted to \$42,000 			
Facilities, 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.	√	
<p>Notable:</p> <ul style="list-style-type: none"> Completed infrastructure projects: 9, new measure Infrastructure projects prioritized by year and shared with Lee County facilities and other government entities 			

2018 SCORECARD

SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
Finance Division, Director Crystal Gambino			
Alarm Unit, Manager Deanna Denning			
Objectives	Strategies	Met	Not Met
Ensure proper compliance for annual comprehensive financial audit.	Complete all financial reporting within proper fiscal years.	√	
Explore development and implementation of electronic timesheets to increase payroll efficiencies.	Work with Technical Support Division and Planning and Research to develop and implement electronic timesheets.	√	
Maintain false alarm registration program in an effort to reduce false alarms.	Educate alarm holders of their responsibilities.	√	
	Enroll unregistered alarm holders.	√	
Notable: <ul style="list-style-type: none"> • Finance achieved clean audit/exit interview with no findings • Electronic timesheets are being processed through VCS • New alarm registrations created: 1,521, an 8% decrease from 2017 • Current alarm permits registered: 51,534, a 2% increase from 2017 • False alarm activations: 11,757, an 8% decrease from 2017 			
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.		√ *
Notable: <ul style="list-style-type: none"> • Average age of marked patrol units: 74.35 months, an increase of 1.84 months from 2017 • Marked Crown Vic: 185; vehicles over 100,000 miles: 174 • Unmarked Crown Vic: 170; vehicles over 100,000 miles: 155 • Total vehicles: 1,064; vehicles over 100,000 miles: 517 • Maintenance completed within 24 hours: 81.89%, a decrease of 4.22 percentage points from 2017 * 			

2018 SCORECARD

SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
Personnel Services Division, Director Dawn Heikkila			
Objectives	Strategies	Met	Not Met
Create a risk management culture.	Monitor premiums and claims experienced in all programs.	√	
	Monitor Safety Committee outcomes.	√	
	Monitor lost time.	√	
	Include safety and risk management factors in new employee orientations.	√	
Notable: <ul style="list-style-type: none"> • Total losses reviewed: 265; Preventable: 89, a 35% increase from 2017. Non-preventable: 176, a 7% increase from 2017 • Lost time injuries: 27, a 10% decrease from 2017 • Lost time total days: 547, a 10% decrease from 2017 			
Planning and Research Division, Director Stan Nelson			
Objectives	Strategies	Met	Not Met
Assess Agency needs through semi-annual meetings with division commanders.	Meet with division commanders to identify capital and training needs during the budget development phase in the spring and prior to implementation of the new fiscal year.	√	
Increase and maintain outreach efforts with agencies in the community that strengthen working relationships between LCSO and the groups.	Partner with agencies on grants, special projects and initiatives that share common objectives.	√	
Conduct research and analysis in support of agency operations and effectiveness.	Provide self-initiated and requested analytical research information to agency personnel and produce guiding documents, recommendations and reports upon request.	√	
Obtain alternative funding sources to support the Five Year Strategic Plan.	Research, apply for and administer grants supporting the LCSO Strategic Plan.	√	
	Forward grant requests to Command Staff and assess the likelihood of funding.	√	
Notable: <ul style="list-style-type: none"> • New and existing project partnerships: 3, a 50% decrease from 2017 • Special projects and initiatives: 28, a 17% increase from 2017 • Completed projects: 34, no change from 2017 • Grants awarded: 14, a 27% increase from 2107 • Total award amount: \$1,090,420, a 22% increase from 2017 			

2018 SCORECARD

SUPPORT SERVICES BUREAU, Executive Director Annmarie Reno			
Purchasing Section, Director Jenna Clark			
Objectives	Strategies	Met	Not Met
Improve the procurement process time for operational resources and organize in-house inventory (supplies/uniforms) according to allowable space.	Track number of purchase orders processed.	√	
	Maintain efficiency in inventory control.	√	
Notable: <ul style="list-style-type: none"> • Total purchase orders processed: 5,570, a 38% decrease from 2017 			
Security Technology, Lieutenant Ken Sonier			
Objectives	Strategies	Met	Not Met
Support the units within our agency and the Regional Electronic Surveillance Task Force with specialized electronic equipment and training.	Deploy, construct and repair highly specialized equipment that will assist investigative units in gathering evidence.	√	
Notable: <ul style="list-style-type: none"> • Devices deployed: 792, a 105% increase from 2017 • Devices constructed: 60, a 122% increase from 2017 • Devices repaired: 22, a 77% decrease from 2017 • Assists to other agency: 18, a 36% decrease from 2017 			
Technical Support Division, Director Tara Thrower			
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.	√	
Implement disaster recovery plan.	Ensure functionality of hardware, software and connectivity in multiple locations.	√	
Implement cost savings through renegotiation of contracts and professional business relationships.	Collaborate with vendors to reduce ongoing agency cost.	√	
Notable: <ul style="list-style-type: none"> • Completed work orders: 23,578, a 70% increase from 2017 • Estimated savings: \$578,326, new measure • Projects completed: Over \$100,000 per year 			

2018 SCORECARD

CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands			
<p><i>Maintain Agency effectiveness through specialized investigations . The Criminal Investigations Bureau conducts investigations on all referred offenses through the Economic Crimes, Forensics, Highway Interdiction, Major Crimes and Special Investigations divisions.</i></p>			
Economic Crimes Unit, Captain Kevin Ferry			
Objectives	Strategies	Met	Not Met
The Economic Crimes Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track total number of cases worked, closure rate and arrest rate by the Economic Crimes Unit to ensure criminals are apprehended and investigations are thorough and complete.	√	
	Track the number of Fraud Line calls/emails from the public.	√	
<p>Notable:</p> <ul style="list-style-type: none"> • Closure rate (all closures/new cases worked): 93.5% • Total closures (from all years): 1,290, a 32% decrease from 2017 • Cases closed by arrest: 103, a 24% decrease from 2017 • Total cases worked (from current year): 1,380, a 4% decrease from 2017 • Closure rate (all closures/new cases worked): 93.5% • Fraud Line calls/emails: 5,215, a 27% decrease from 2017 			
Forensics Division, Captain John Long			
AFIS/Latents, Manager Linda Crosbie			
Objectives	Strategies	Met	Not Met
The AFIS/Latents Unit will assist criminal investigations through the collection and examination of latent fingerprints.	The Forensic Division will accept, collect and/or examine latent print evidence as requested.	√	
<p>Notable:</p> <ul style="list-style-type: none"> • Total cases: 4,143, a 135% increase from 2017 			
Crime Scene Section, Supervisor Elaine Flaherty			
Objectives	Strategies	Met	Not Met
The Crime Scene Section will assist Criminal Investigations by processing crime scenes and evidence from crime scenes (submitted by others).	The Crime Scene Section will process crime scenes and/or evidence from crime scenes as requested.	√	

2018 SCORECARD

CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands			
Crime Scene Section, Supervisor Elaine Flaherty			
Notable:			
<ul style="list-style-type: none"> • Crime scenes responded to: 228, a 28% increase from 2017 • In-house cases: 2,013, a 79% increase from 2017 			
Digital Forensics Section, Supervisor KC Stout			
Objectives	Strategies	Met	Not Met
The Digital Forensics Section will enhance the agency's investigative units to gather evidence using the highly specialized and technical capabilities.	Further develop and maintain Digital Forensic capabilities by maintaining a CFCE-certified staff and remaining current on the new techniques and systems in use.	√	
	Upgrade one Digital Forensics workstation annually to keep pace with technological advances.		√ *
Notable:			
<ul style="list-style-type: none"> • Requests for assistance: 1,235, a 32% decrease from 2017 • A new digital forensics workstation was not purchased in 2018 * 			
Evidence Section, Manager Ron Ralls			
Objectives	Strategies	Met	Not Met
The Evidence Section will effectively identify and purge property no longer needed for investigative purposes.	Continually evaluate property/evidence currently in storage and purge as authorized.	√	
Notable:			
<ul style="list-style-type: none"> • New cases received: 30,369, a 3% increase from 2017 • Cases purged: 10,911, a 36% decrease from 2017 			
Major Crimes Division, Captain William Murphy Jr.			
Objectives	Strategies	Met	Not Met
The Homicide Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Homicide Unit, closure rates and arrest rate to ensure criminals are apprehended and investigations are thorough and complete. In addition, track the number of non-homicide deaths, including natural, suicide and accidental deaths.	√	
The Innocent Images Section will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by Innocent Images investigators and the closure rate to ensure criminals are apprehended and investigations are thorough and complete.	√	

2018 SCORECARD

CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands			
Major Crimes Division, Captain William Murphy Jr.			
Objectives	Strategies	Met	Not Met
The Cold Case Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Cold Case Unit, closure rates and arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The Missing Persons Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Missing Persons coordinator, closure rate and the number of closed cold cases.	√	
The Victim Advocates Unit will provide direct services and referrals to crime victims.	Track the number of victim transports, translations, 911 phones assigned, phone attempts, phone contacts, letters/email, home visits, call outs, hospital visits, Court/SAO and other assists, along with the number of meetings/trainings.	√	
The Violent 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.	√	
<p>Notable:</p> <ul style="list-style-type: none"> • Homicide Unit: <ul style="list-style-type: none"> Closure rate: 98.2% (396/403), an increase of 0.7 percentage points from 2017 Death investigation cases worked: 403, a 1% decrease from 2017 Total cases closed: 396, a slight 0.5% increase from 2017 Closed by arrest: 11, a 38% increase from 2017 Total non-homicide death investigations: 378, a decrease of one from 2017 • Innocent Images Unit: <ul style="list-style-type: none"> Number of cases worked: 76, an increase of three from 2017 • Cold Case Unit: <ul style="list-style-type: none"> Cold Case homicides actively worked: 13, a 19% decrease from 2017 • Missing Persons Unit: <ul style="list-style-type: none"> Total cases: 788, a 21% increase from 2016 • Violent Crime Unit: <ul style="list-style-type: none"> Closed by arrest: 113, a decrease of one from 2017 Closure rate: 74.79%, a decrease of 9.21 percentage points from 2017 			

2018 SCORECARD

CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands			
Major Crimes Division, Captain John Desrosier			
Objectives	Strategies	Met	Not Met
The Auto Theft Unit will investigate crime, apprehend criminals and complete thorough criminal investigations that result in successful prosecutions.	Track the total number of cases worked by the Auto Theft Unit, its closure rate and its arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
The 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 child abuse and sex crime cases, closure rate and arrest rate to ensure criminals are apprehended and investigations are thorough and complete.	√	
Notable: <ul style="list-style-type: none"> • Auto Theft Stolen vehicle cases: 612, an 8% increase from 2017 Recovered vehicle cases: 662, a 45% increase from 2017 • Risk Protection Order Unit Total cases reviewed: 13,044, new measure Cases worked: 165, new measure • Sexual Offender/Predator New cases: 53, a 32% decrease from 2017 Arrests: 18, a 25% decrease from 2017 A Child is Missing notifications: 146, a 38% decrease from 2017 			

2018 SCORECARD

CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands			
Major Crimes Division, Captain John Desrosier			
Notable: <ul style="list-style-type: none"> • Special Victims <ul style="list-style-type: none"> Sex crime closure rate: 96.54%, a decrease of 0.96 percentage points from 2017 Sex crime cases worked: 753, a 33% increase from 2017 Sex crime cases closed: 703, a 30% increase from 2017 DCF intake reports: 896, a 19% increase from 2017 DCF intake reports closed: 889, a 21% increase from 2017 DCF intake closure rate: 99.22%, an increase of 1.34 percentage points from 2017 Total cases worked by SVU: 1,649, a 5% increase from 2017 Total cases closed by SVU: 1,592, a 4% increase from 2017 SVU closure rate: 96.54%, a decrease of 0.96 percentage points from 2017 			
Special Investigations, Captain Rob Casale			
Gang Unit, Sergeant Ryan Poklemba			
Objectives	Strategies	Met	Not Met
The Gang Unit will identify and document gang members and their organizations.	Use whatever investigative tools are available to disrupt gang activities and enhance prosecution through documentation.	√	
Notable: <ul style="list-style-type: none"> • Criminal investigations: 51, a 629% increase from 2017 • Non-criminal investigations/documentations: 239, a 27% increase from 2017 • Operations: 124, a 13% increase from 2017 • Assists to other units: 75, a 15% increase from 2017 			
Intelligence Section, Lieutenant Karl Albenga			
Objectives	Strategies	Met	Not Met
The Intelligence Section will monitor and assess information pertinent to local, state and international concerns.	The Intelligence Unit will share information with appropriate personnel.	√	
	The Intelligence Section will monitor businesses for illegal activities.		√ *
Notable: <ul style="list-style-type: none"> • Total investigations/cases: 158, a 143% increase from 2017 • Intel operations: 124, a 13% increase from 2017 • Businesses investigated: 1, a decrease of 7 from 2017 * 			

2018 SCORECARD

CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands			
Narcotics Section, Lieutenant Ryan Lowe			
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.	√	
Notable: <ul style="list-style-type: none"> • Total cases: 555, a 5% decrease from 2017 • Cash forfeitures: \$1,182,126, a 31% decrease from 2017 • Pharmaceuticals: 3,830 pills, a 79% decrease from 2017 • Cocaine: 6,585.5 grams, a 66% increase from 2017 • Marijuana: 368,835 grams, a 65% decrease from 2017 • Marijuana plants: 494, a 737% increase from 2017 • Heroin: 1,718.6 grams, a 47% increase from 2017 • Methamphetamine: 411.5 grams, a 71% decrease from 2017 • Weapons: 77, a 40% increase from 2017 • Total Crimestopper calls/tips received: 284, a 23% decrease from 2017 			
Highway Interdiction Division, Captain Keith Day			
Objectives	Strategies	Met	Not Met
The Highway Interdiction Team will increase criminal interdictions by targeting illegal activity associated with Lee County highways and parcel deliveries.	Conduct proactive criminal patrol on county highways and roadways to combat criminal activity.	√	
	Use physical inspection, confidential informants and partnerships with the parcel delivery business community to interdict contraband and disrupt illegal parcel deliveries.	√	
	Establish a working relationship with the Lee County Port Authority and airlines at the Southwest Florida International Airport.	√	

2018 SCORECARD

CRIMINAL INVESTIGATIONS BUREAU, Major James Amrich, Commander Matthew Sands

Highway Interdiction Division, Captain Keith Day

Notable:

- Total cases: 119, a 27% decrease from 2017
- Arrests: 109, a 16% decrease from 2017
- Marijuana: 234,390.8 grams (516.7 lbs.), a 48% decrease from 2017
- Heroin: 1,239.0 grams, a 100% increase from 2017
- Ecstasy: 6,723.0 grams, a 100% increase from 2017
- Parcel Intercepts: 42, a 48% decrease from 2017

2018 SCORECARD

PROFESSIONAL STANDARDS BUREAU, Major Traci Estep			
<p><i>Maintain the professional standards of all Agency personnel. The Professional Standards Bureau ensures that only the most qualified employees are hired, and that once hired, they uphold this Agency's commitment to excellence. The Professional Standards bureau includes Accreditation, Central Records, Human Resources, Internal Affairs, Public Services, Staff Inspections and Training.</i></p>			
Staff Inspections, Director William C. Bergquist			
Objectives	Strategies	Met	Not Met
Staff Inspections will review all units within the Agency at least once every three years.	Conduct and complete at least one formal staff inspection per month.		√ *
<p>Notable:</p> <ul style="list-style-type: none"> • Units inspected: 6, no change from 2017. * 			
Accreditation, Manager Tanya Tanner			
Objectives	Strategies	Met	Not Met
Maintain Commission for Florida Law Enforcement Accreditation (CFA), Florida Corrections Accreditation Commission (FCAC) and provide agency representation within the commissions.	Conduct on-site assessments for other agencies.	√	
	Continue to participate in training seminars and conferences.	√	
	Continue to use Blue/Green Folder system and individual standard status reports to monitor compliance with accreditation standards.	√	
	Maintain CFA and FCAC accreditation and compliance.	√	
	Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance.	√	
Maintain national law enforcement accreditation and provide Agency representation with the Commission on Accreditation for Law Enforcement Agencies (CALEA).	Conduct on-site assessments for other agencies.	√	
	Continue to participate in national training seminars and conferences.	√	
	Continue to use Red Folder system and individual standard status reports to monitor compliance with accreditation standards.	√	
	Maintain CALEA accreditation.	√	
	Work in conjunction with Staff Inspectors to obtain required documentation for standard files and confirm compliance.	√	

2018 SCORECARD

PROFESSIONAL STANDARDS BUREAU, Major Traci Estep			
Accreditation, Manager Tanya Tanner			
Notable:			
<ul style="list-style-type: none"> • Assessments conducted: 2, a decrease of one from 2017 • Accreditation has maintained compliance with all CFA and FCAC standards • Accreditation status: Accredited 			
Human Resources, 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 to improve hiring practices.	Monitor terminations and IA investigations to improve hiring standard policy.	√	
Notable:			
<ul style="list-style-type: none"> • Total open FTEs: 60, a 30% increase from 2017 • FTEs hired: 127, a 14% increase from 2017 • FTEs separated: 124, a 25% increase from 2017 • Annual turnover ratio: $124/1,567 = 7.9\%$, an increase of 1.6 percentage points from 2017 			
Internal Affairs, Captain Felicia Riley			
Objectives	Strategies	Met	Not Met
The Internal Affairs Section will conduct thorough, complete and professional investigations of complaints filed with the LCSO Professional Standards Division that may be classified as any of the four (4) types; 1) Internal Affairs complaints, 2) written reprimands, 3) Administrative reviews and 4) grievances.	Conduct analysis of all complaints to identify possible training deficiencies and exposure to liability.	√	
	Ensure all investigators receive continuing training/education.	√	
	Monitor and track findings of internal affairs complaints and administrative reviews.	√	
	Monitor and track total cases received.	√	
	Use the Personnel Early Warning System to identify potential problems in the early stages.	√	

2018 SCORECARD

PROFESSIONAL STANDARDS BUREAU, Major Traci Estep			
Internal Affairs, Captain Felicia Riley			
Notable:			
<ul style="list-style-type: none"> • Substantiated cases: 19, a 35% decrease from 2017 • Unsubstantiated cases: 0, a decrease of 4 from 2017 • Unfounded cases: 4, an increase of 4 from 2017 • Justified Officer Involved Shooting reviews: 4, a 33% increase from 2017 • Total PEWS: 9, a 31% decrease from 2017 			
Sheriff's Youth Activities League, Lieutenant Larry King			
Objectives	Strategies	Met	Not Met
Build relationships between law enforcement and area youths by organizing athletic and education based programs through community partnerships and the Sheriff's Youth Activities League Board.	Partner with SYAL Board of Directors citizens, businesses and civic organizations	√	
	Provide youth proactive alternatives to idle time, which can lead to disruptive or criminal behavior.	√	
Notable:			
<ul style="list-style-type: none"> • Partnerships: 226, a 10% decrease from 2017 • Fund-raising events: 35, an 8% decrease from 2017 • Total youth activities: 264, a 41% decrease from 2017 • Total youth participants: 3,345, a 20% decrease from 2017 			
Central Records and Warrants, Director Cherrie McAbee			
Objectives	Strategies	Met	Not Met
The Central Records Division will increase efficiency through the use of technology.	Archive Microfilm data into PDF files.	√	
	Provide online access to crash reports. Target access by purchases to exceed 40% of uploads.	√	
The Central Records Division will record and maintain Lee County Warrants records.	Act as a central depository of warrant information.	√	
The Central Records Division will improve the integrity and reliability of agency records.	Merge/Update data within the agency's records management systems (Aegis, Spillman and OMS).	√	

2018 SCORECARD

PROFESSIONAL STANDARDS BUREAU, Major Traci Estep

Central Records and Warrants, Director Cherrie McAbee

Notable:

- Crash reports uploaded to the FIRES portal: 12,243, an 11% increase from 2017
- Reports sold through FIRES: 13,045, a 23% increase from 2017
- Percentage of crash reports sold: 107%, an increase of 11 percentage points from 2017
- Warrants served : 9,527, a 3% increase from 2017
- Data Integrity requests completed: 5,291 in second half of 2017. Note: The Data Integrity Unit was reassigned to Central Records in February 2017.

Training, Commander Paul Cummins, 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 participation in higher education programs.	√	
	Continue to develop and host regional training.	√	
	Continue to explore and develop alternate methods for delivering training	√	
	Continue to provide additional training for law enforcement.	√	
	Maintain pre-academy for new deputies.	√	
	Track out of county training attended.	√	
	Track outside LE agency gun range usage.	√	
	Track public gun range memberships.	√	
	Track public gun range usage.	√	
Implement four-year replacement cycle for agency Tasers.	Research and develop strategy to implement Taser replacement cycle.	√	

Notable:

- College participation: 197, a 4% decrease from 2017
- In-house training classes by agency members: 409, a 45% increase from 2017
- Outside training classes by agency members: 281, a 58% increase from 2017
- Academy training: 28,794 hours, a 46% decrease from 2017
- Outside law enforcement agency gun range usage: 217 days, a 58% increase from 2017
- Number of X26 Tasers replaced: 123, a 32% increase from 2017; 574 remain to be replaced



ANNUAL REPORT 2018

(239) 477-1000
WWW.SHERIFFLEEFL.ORG

14750 SIX MILE CYPRESS PKWY.
FORT MYERS, FL 33912

Carmine Marceno was appointed Lee County Sheriff by Governor Rick Scott on September 25, 2018 ...



... making him just the 13th sheriff in Lee County's history.

MOTTO

"Proud to serve."

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.

MESSAGE TO THE COMMUNITY

I can't tell you how excited and humbled I am to serve as your Sheriff.

Keeping you safe is my No. 1 priority. That means having only the best law enforcement team you can find. We are forward thinkers, innovative and effective in every aspect of this agency.

As you know, school safety has become a top priority across the country. Here in Lee County, I can assure you along with the Lee County School District, we are working to keep the 94-thousand plus students in Lee County safe while in their classrooms. It's my belief that if students don't feel safe, they can't learn. Investing in our children today is what will continue to make this growing county so great.

Speaking of growth, Lee County has become one of the fastest growing areas in the state of Florida. More and more families are choosing to raise their children here, open businesses here and vacation here. We are dedicated to staying ahead of the needs that come with a booming and diverse population. Cutting edge technology, more SRO's and the highest degree of constant training are just a few ways we work to protect you and your family in this day and age.

The Lee County Sheriff's Office remains proactive in offering FREE classes to the public, including an Active Shooter and situational-awareness programs. Turn

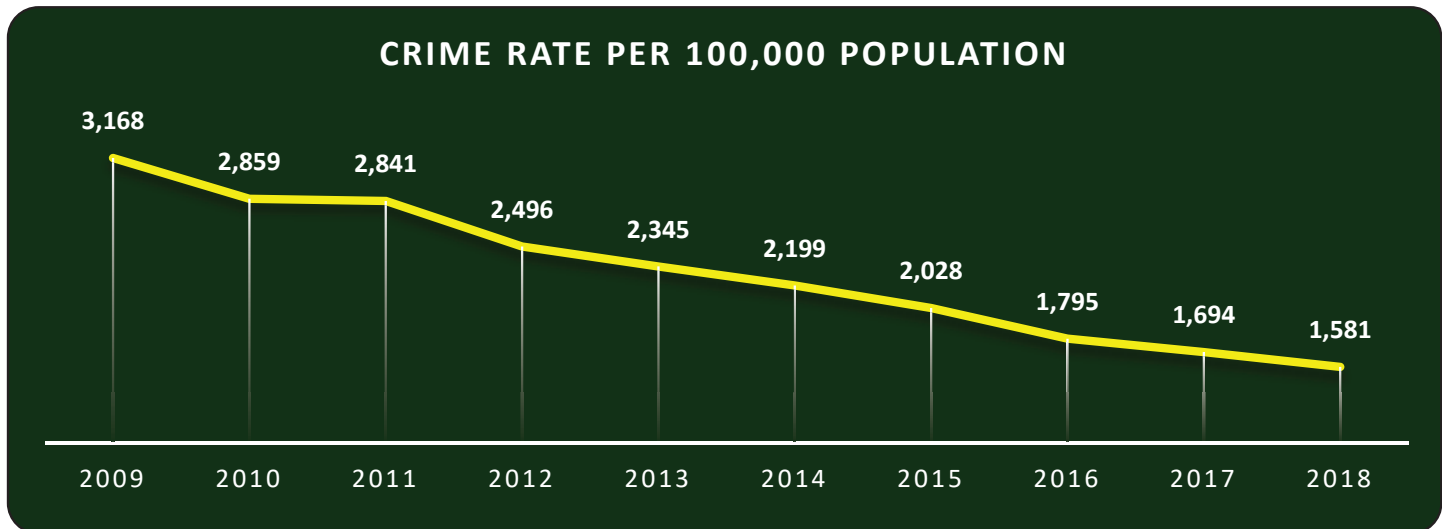


to Page 13 to find more about those programs.

I believe close relationships and strong leadership are woven into the fabric of this community and it is my honor to serve you by keeping the streets of Lee County safe.

By working together, our opportunities are endless. I am laser focused and look forward to keeping us moving in the right direction.

-- Sheriff Carmine Marceno



COMMAND STAFF



OPERATIONS & LEGAL
CHIEF JOHN HOLLOWAY



UNDERSHERIFF
ERIC SMITH



CORRECTIONS CORE
COL. THOMAS EBERHARDT



CORRECTIONS JAIL
COL. THOMAS ELLEGOOD



LAW ENFORCEMENT
COL. JAMES RANKINE



CORRECTIONS CORE
MAJOR SCOTT HALL



CORRECTIONS JAIL
MAJOR JAMES BARRACO



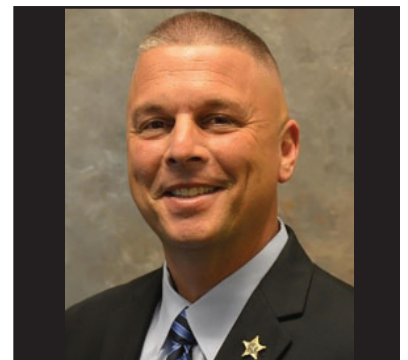
PATROL
MAJOR RICH SNYDER



PROFESSIONAL STANDARDS
MAJOR TRACI ESTEP



SUPPORT SERVICES
DIRECTOR ANNMARIE RENO



CRIMINAL INVESTIGATIONS
MAJOR JAMES AMRICH

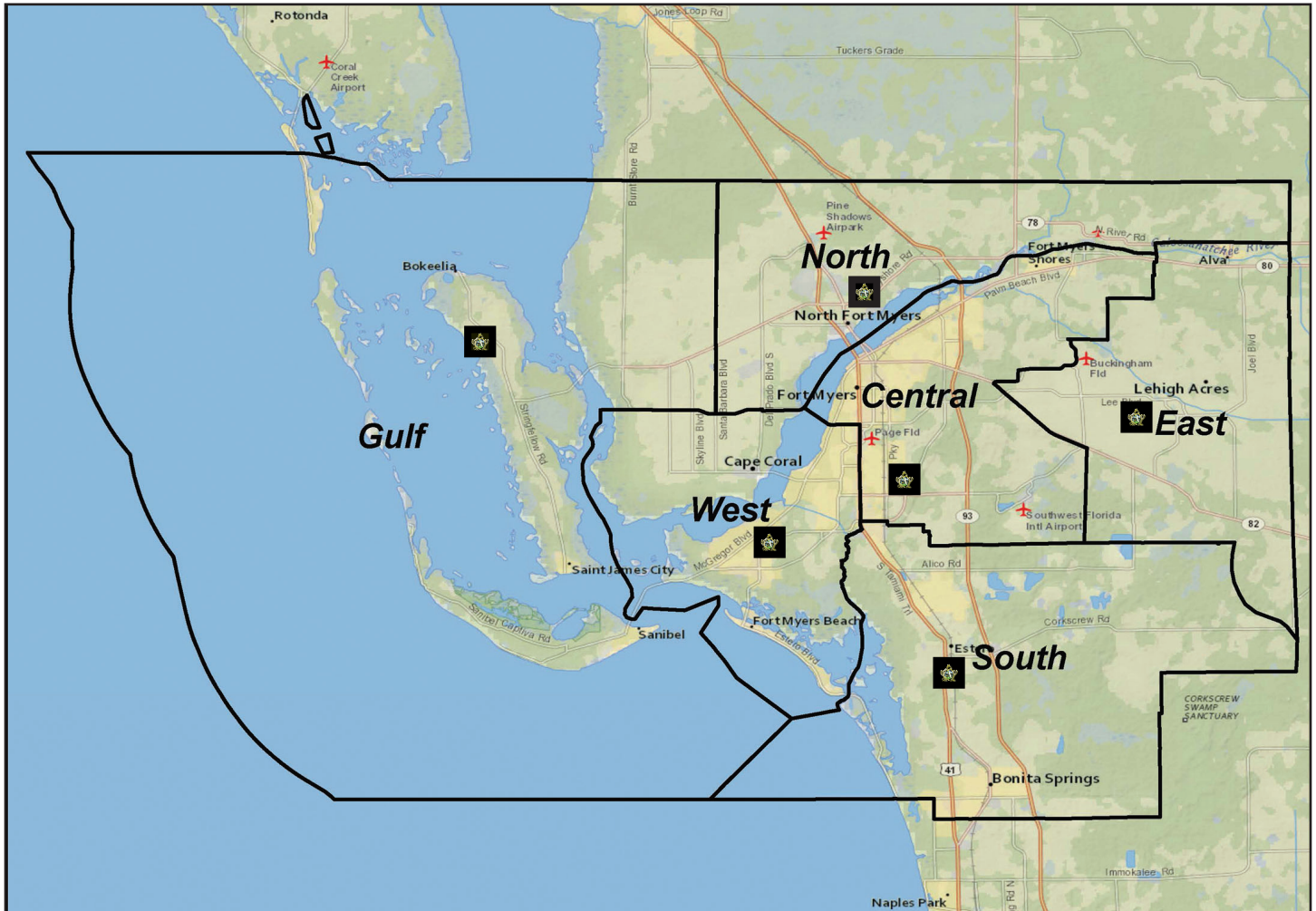
CRIME ANALYSIS

In 2018, unincorporated Lee County experienced a 6.7% decline in its crime rate This is the 11th consecutive year that the rate has dropped. (See crime rate chart on Page 3).

Since 2007, the crime rate has fallen 61%. Go to www.sheriffleefl.org to see the full report that LCSO submitted to the Florida Department of Law Enforcement.

Crimes Against Persons								
Incident Type	2014	2015	2016	2017	2018	5-year ave.	% change from 2017	% change, 5-year ave.
Murder	19	17	21	32	26	23	-18.75%	13.04%
Forcible Sex Offenses	180	249	270	288	318	261	10.42%	21.84%
Robbery	343	340	252	313	257	301	-17.89%	-14.62%
Agg. assault/stalking	733	916	931	780	787	829	0.90%	-5.11%
Violent Crimes	1,275	1,522	1,474	1,413	1,388	1,414	-1.77%	-1.87%
Crimes Against Property								
Burglary Residence	1,831	1,594	1,248	1,124	848	1,329	-24.56%	-36.19%
Burglary Non-Residence	203	221	179	215	152	194	-29.30%	-21.65%
Theft	5,234	4,667	4,336	4,108	4,023	4,474	-2.07%	-10.07%
Motor Vehicle Theft	562	524	433	555	624	540	12.43%	15.64%
Property Crimes	7,830	7,006	6,196	6,002	5,647	6,536	-5.91%	-13.60%
Larceny-Theft Analysis								
Incident Type	2014	2015	2016	2017	2018	5-year ave.	% Change from 2017	% change, 5-year ave.
Pocket Picking	6	9	4	9	7	7.0	-22.22%	0.00%
Purse Snatching	7	3	1	1	3	3.0	200.00%	0.00%
Shoplifting	879	982	888	899	1040	937.6	15.68%	10.92%
From Motor Vehicle	1,407	1,327	1,346	1,145	1,187	1,282.4	3.67%	-7.44%
Motor Vehicle Parts	623	262	176	126	110	259.4	-12.70%	-57.59%
Bicycles	221	213	169	217	160	196.0	-26.27%	-18.37%
From Building	909	847	860	808	676	820.0	-16.34%	-17.56%
From Coin Machine	8	9	4	5	28	10.8	460.00%	159.26%

PATROL DISTRICTS



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

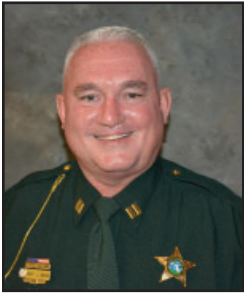
8350 Hospital Drive, Suite 114
 Bonita Springs (239) 477-1840
 Hours: M-F 7:30 a.m. to 5 p.m.

GULF DISTRICT

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

DISTRICT COMMANDERS

NORTH DISTRICT



CAPT. MORE

North District is responsible for the northeast portion of the county, including North Fort Myers and Alva. It has 59 authorized positions: 1 commander, 50 deputies and 8 civilian support members. The district had a 7.5 percent increase in crime between 2017 and 2018.

Captain Joe More is the North District commander.

SOUTH DISTRICT



CAPT. LEE

South District is responsible for areas south of Alico Road to Collier County, including Bonita Springs. It has 81 authorized positions: 1 commander, 72 deputies and 8 civilian support members. The district had a 6.7 percent decrease in crime between 2017 and 2018. Captain

Blake Lee is the South District commander.

EAST DISTRICT



CAPT. JAKACKI

East District is responsible for Lehigh Acres east to the Hendry County border and north to the Caloosahatchee River. It has 82 authorized positions: 1 commander, 71 deputies and 10 civilian support members. The district had a 5.2 percent decrease in crime between 2017 and 2018.

Captain Brian Jakacki is the East District commander.

CENTRAL DISTRICT

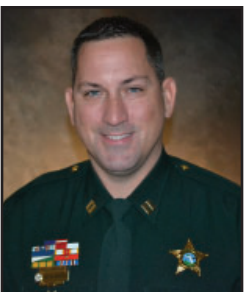


CAPT. HABERMAN

Central District is responsible for the Fort Myers area east of Fowler Avenue, including Buckingham and the Gateway communities south of SR 82. It has 65 authorized positions: 1 commander, 56 deputies and 8 civilian support members.

The district had a 5.7 percent increase in crime between 2017 and 2018. Captain John Haberman is the Central District commander.

WEST DISTRICT



CAPT. HERTERICK

West District is responsible for the McGregor/Iona area of Fort Myers and Fort Myers Beach as well as southwest Cape Coral. It has 59 authorized positions: 1 commander, 50 deputies and 8 civilian support members.

The district had a 23.9 percent decrease in crime between 2017 and 2018. Captain Matthew Herterick is the West District commander.

GULF DISTRICT



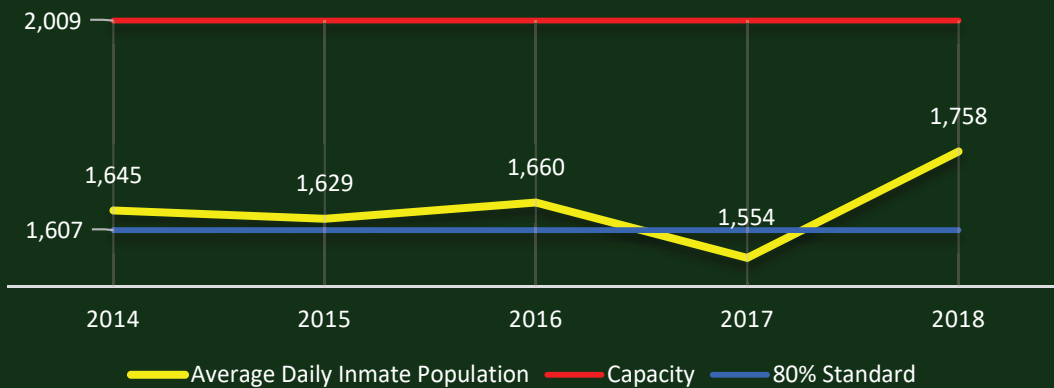
CAPT. RAKESTRAW

Gulf District is responsible for Lee County's barrier islands, including Pine Island, as well as northwest Cape Coral east to Santa Barbara Boulevard. It has 26 authorized positions: 1 commander, 23 deputies and 2 civilian support members. The district had a 6.3 percent decrease in crime

between 2017 and 2018. Captain Mike Rakestraw is the Gulf District commander.

CORRECTIONS

AVERAGE DAILY INMATE POPULATION VS. CAPACITY



The Corrections Bureau offers many programs and services designed to prepare inmates for re-entry into the community. Programs include:

- Alcoholics, Cocaine & Narcotics Anonymous
- Anger Management
- Bible Study & Ministry
- Day Worker Program
- Domestic Violence Awareness
- Exceptional Student Education
- General Educational Development Program (GED)



- Juvenile Education Program
- Life Skills Programs
- New Directions
- Residential Substance Abuse Program

2018 HIGHLIGHTS

Bookings:	25,741
Releases:	25,536
Inmate GEDs earned:	31
Inmate cost/day (FY 17-18):	\$88.50
Inmate medical costs:	\$10,724,046
Inmate food costs:	\$3,043,383
Inmate meals served:	1,949,100
Inmate transport miles:	203,463

DAY WORK PROGRAM

The Day Work Program provides an alternative for individuals who otherwise might be sentenced to serve weekends in the Lee County Jail. Program participants saved Lee County taxpayers an estimated \$998,239 in 2018 by not having to be incarcerated and by providing 48,681 hours of supervised labor to the county.

FACILITIES

DOWNTOWN JAIL

The Jail is a maximum security facility with 457 beds. It serves as the central intake and booking facility for all people arrested within Lee County.

CORE FACILITY

The Core Facility is a medium/maximum facility with 1,216 beds. This facility is also the primary housing facility for female inmates. The Core facility provides the main operating services such as food, medical and laundry for Corrections.

COMMUNITY PROGRAMS UNIT (CPU) AT THE CORE

The CPU is a minimum security facility with 336 beds. It offers a wide array of programs to assist inmates with re-entry skills, and alcohol and drug treatment.

COURT OPERATIONS / JAC



The Court Operations Division is charged with the daily security of the Lee County Justice Center Complex.

The division provides uniformed officers and civilian personnel to maintain the orderly operation of all court proceedings and ensures the safety and dignity of the courts. It has 99 authorized members.

In the 1990s the staff number coincided with the 12 judges who were on the bench. But over the years as additional judicial positions were created and incidents around the country involving attacks on judges and court participants increased, staffing increased to two court deputies per judge.

Many cases eventually are settled out of court, with only 270 proceedings to trial in 2018.

BY THE NUMBERS

Court Operations personnel are responsible for the safety and control of the following:

Circuit court judges:	18
County judges:	8
Magistrates / hearing officers:	9
Senior judges:	17
Jury trials resulting in trial proceedings:	270
Inmates moved:	21,301
Juvenile cases:	2,498
Civil cases:	15,957
Traffic / Cape Coral:	893
Felony cases:	21,132
Misdemeanor cases:	27,839

Note: Cases are from calendar year 2018

JUVENILE ASSESSMENT CENTER AT A GLANCE

The Juvenile Assessment Center (JAC) received 2,501 arrested youth in 2018. This figure includes Lee County youth who were arrested more than one time as well as youth who were screened as eligible for secure detention in Charlotte, Glades and Hendry counties.

The Juvenile Assessment Center of Lee County, also called the “JAC,” was founded in 2003 in downtown Fort Myers through a collaborative community planning process. The JAC houses various agencies, which serves to streamline the local juvenile justice system, promote timely case processing and reduce duplicate services.

The JAC assists both “at risk” youth and arrested youth and their families. The JAC is operated by the Lee County Sheriff’s Office in partnership with the Lee Board of County Commissioners and the Florida Department of Juvenile Justice.

The facility and the JAC’s management is funded by the county commission. The JAC receives no state funding, although it indirectly benefits from state resources through its co-located partners.

YOUTH SERVICES



The Lee County Sheriff's Office Youth Services Division plays an essential role in ensuring the safety of Lee County's public and charter schools.

Its 85-member School Resource Officer (SRO) team provides law enforcement, education and mentoring services to elementary, middle and high schools in unincorporated Lee County plus Bonita Springs, Estero and Fort Myers Beach. It also contracts with three parochial schools.

In FY 18-19, the Cape Coral, Fort Myers and Sanibel Police Departments assumed SRO responsibilities for schools within their respective municipalities.

Youth Services, in partnership with the Lee County School District, has implemented significant new safeguards in the year after the Marjory Stoneman Douglas High School shooting.

A mental health service provider now offers on-campus services through its mobile crisis unit to

identify, evaluate and offer assistance to students who may be subject to an involuntary Baker Act commitment. The district also has added extra counselors and social workers.

Threat assessment teams composed of SROs, principals and district personnel are creating safety plans for schools.

SROs and district personnel have trained together to respond to emergency situations. Youth Services also conducted emergency response training with principals and staff with mindset training, which involves responding to worst-case scenarios acted out in the classroom to make the experience seem more real.

In addition, district staff have received response to mass casualty event first aid training.

Youth Services offers the Explorer Program for students ages 14-21 to learn about law enforcement, and the Cadet Program for students ages 10-13.

SRO ACTIVITY

Youth Services is responsible for more than 94,000 students. SROs made 234 arrests and issued 65 civil citations in the 2017-18 school year. They also handled the following incidents or violations:

- Juvenile Arrest and Monitoring (JAM) checks of students on probation: 14,811
- School area checks: 7,010
- K9 demo/deployments: 198
- Baker Act: 177
- Threat of violence: 164
- Drugs: 119
- Assault/battery: 101
- Sex crimes: 68
- Theft/grand theft: 57
- Tobacco/nicotine: 51
- Disturbance: 40
- Disruption of school function: 28
- Weapon: 24

HUMAN RESOURCES



The Lee County Sheriff's Office has exciting career opportunities in law enforcement and support roles.

We offer excellent benefits, which includes 100% paid medical and dental insurance premiums and eye examinations for the employee and family; paid life insurance for the employee; free use of our healthcare clinic for employee and family; and a generous retirement plan.

In addition, LCSO offers college tuition reimbursement for qualified and approved education after one year of full-time service.

Annual paid time off includes three weeks of vacation for new employees as well as sick and personal hours. Certified

personnel are fully equipped with all the tools necessary to perform their job, including uniforms, Tasers, firearms, tactical boots and radios. Law enforcement certified also receive a mobile computer and take home vehicle after completing field training.

Becoming an employee is a very competitive process. It is not unusual for the agency to receive substantially more applications than the number of positions available. LCSO is an equal opportunity employer with veterans preference.

Go to www.sheriffleefl.org to view open positions and download the application prescreen. Contact Human Resources at (239) 477-1323 for more information.

JOIN OUR TEAM

Applicants face stringent requirements to be a LCSO employee, including:

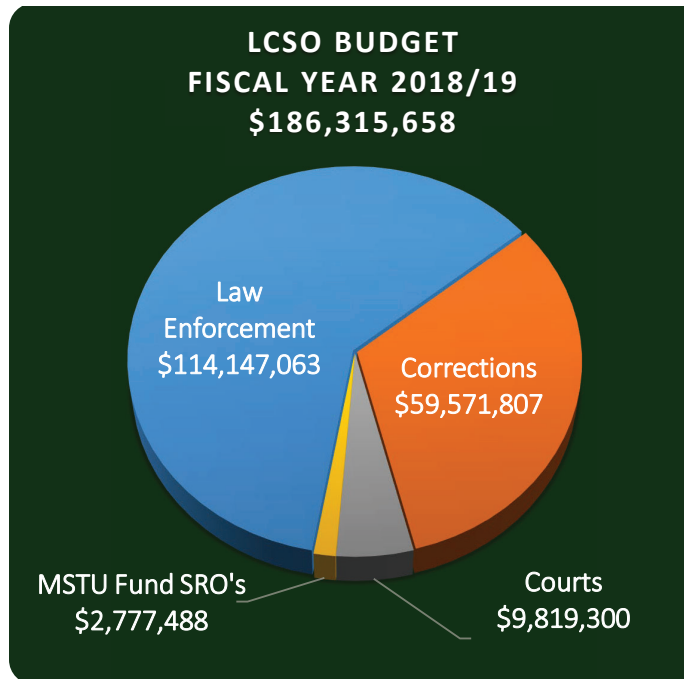
- Be of good moral character; have no felony convictions or misdemeanor convictions involving moral character, perjury or false statement as outlined in Florida State Statute;
- Be able to meet our restrictive drug use standard;
- Certified Deputy applicants must successfully complete our hiring process to include polygraph, medical and psychological examinations, oral interview and full background investigation;
- Certified Deputy positions also require passing a Criminal Justice Basic Abilities Test (CJBAT) and a Physical Abilities Test (PAT). Volunteer positions require a polygraph, oral interview and full background investigation;
- Minimum age requirements: 18 for Civilian positions, 19 for Certified Corrections and 21 for Certified Law Enforcement;
- Certified Law Enforcement or Certified Corrections deputies must be U.S. citizens;
- A Civilian must be a U.S. citizen or legal resident of the United States;
- Be a U.S. high school graduate or equivalent;
- If previously a member of the Armed Forces of the United States, service and discharge must be honorable or under honorable conditions.

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 1,005 authorized positions.



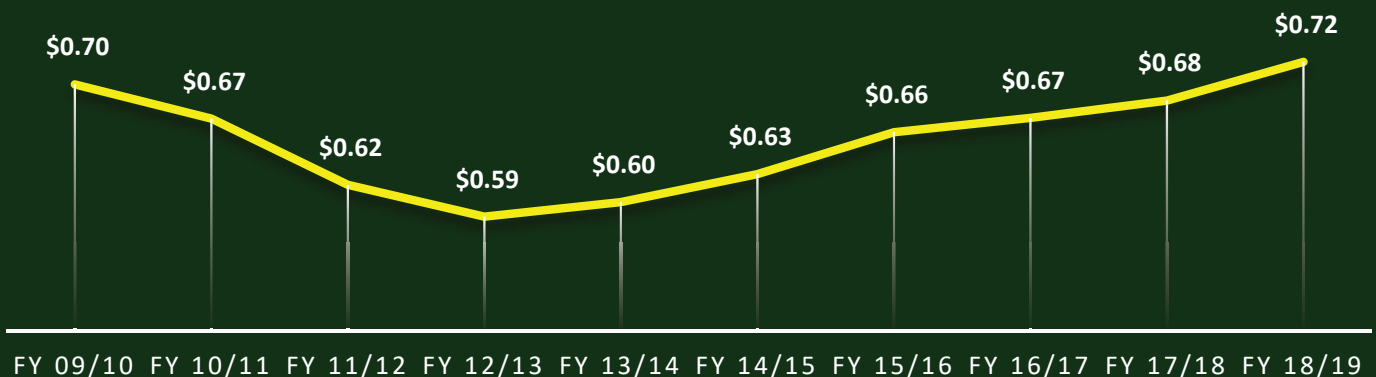
CORRECTIONS

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 508 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 113 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



COMMUNITY PROGRAMS

The Lee County Sheriff's Office provides a wide range of community services. Go to www.sheriffleefl.org. Below are some program highlights:

ALZHEIMER'S SUPPORT

The Senior Services Unit offers public outreach, training and referral services for care givers. It also runs Project Lifesaver, where individuals with Alzheimer's, autism and Related Mental Dysfunction Disorders can be fitted with a wristband to track a participant who has wandered. Call **(239) 258-3280**.

BUSINESS CRIME PREVENTION PARTNERSHIP

This program encourages businesses to become partners in crime prevention by joining BizWatch. Benefits include: employee training, security assessments, being watchful and reporting of suspicious activity. Call **(239) 258-3280**.

COMMUNITIES AGAINST SENIOR EXPLOITATION

This program combats telemarketing and other fraud through community alliances. C.A.S.E. educates, empowers, protects, and assists older adults. Call **(239) 258-3280**.

CRIME PREVENTION PROGRAMS

Lee County Crime Prevention Specialists offer crime prevention and safety programs at no cost to



citizens and businesses within Lee County. Programs include Active Shooter, Workplace Violence Prevention, Bank Safety, Business Crime Awareness, Residential and Business Security Assessments, Identity Theft Prevention, Stranger Danger for Children and many more. Call **(239) 258-3280** to schedule a speaker.

DO THE RIGHT THING

This program encourages children grades K-12 to help the community by performing positive acts, which are reinforced through recognition and rewards. Call **(239) 258-3215** to nominate a child.

NEIGHBORHOOD WATCH

This program involves a partnership between LCSO and the community. Citizens learn how to organize and participate in protecting their neighborhood. Call **(239) 258-3280**.

SHERIFF'S YOUTH ACTIVITIES LEAGUE

This program partners with LCSO to provide recreational,

educational, cultural and social activities for youth ages 7 to 17. The program instills leadership, good sportsmanship, high morals and character through diverse program offerings. Call **(239) 258-3285**.

SOUTHWEST FLORIDA CRIME STOPPERS


This program fights crime with the help of concerned citizens by gathering leads that may assist in bringing criminals face to face with justice. Individuals supplying information leading to an arrest are eligible for a reward of up to \$1,000. A similar program, Student Crime Stoppers, operates in Lee County schools. Call **(800) 780-8477**.

TEEN DRIVER CHALLENGE

This program for permitted or licensed teens ages 15 to 19 provides free hands-on classroom and vehicle operation instruction by deputies. It's designed to help new drivers learn how to drive safely and reduce the chances of being in a crash. Call **(239) 561-TEEN**.

SOCIAL MEDIA

Download our mobile app

We have a new app that combines the best of this agency's social media. To download, go to your smart phone's app store, type in "Lee County Sheriff, FL" and click on the  icon.

Features include:

- Sheriff's Welcome
- Crime Prevention Tips
- Traffic Advisories
- Crime Mapping
- Jail Info
- **And Much More!**

Other LCSO social media options

sheriffleefl.org

nextdoor.com

twitter.com/leesheriff

facebook.com/sheriffleefl

instagram.com/leesheriff

youtube.com/leecountysheriffsoffice



FACEBOOK

The LCSO Public Information Office posts all agency press releases, traffic enforcement notices and useful safety tips in conjunction with the LCSO Community Relations Unit. The site also re-posts many items from the Fort Myers and Cape Coral Police Departments to offer comprehensive law information for Southwest Florida. This site can be likened to the agency's diary. The LCSO Criminal Investigations Division also manages a Facebook page on missing person cases.



TWITTER

LCSO's Twitter account can be viewed as a place to chat for residents and citizens on the go. Most information is in a consolidated format, with links to the complete story. We follow hundreds of other law enforcement agencies to offer a broad perspective.



YOUTUBE

If you missed a live LCSO streaming event, you still have the opportunity to view it on LCSO's YouTube account. There you also can find videos that show topical, day-to-day activities at this agency, even a deputy ride-along.



NEXTDOOR

This site provides a free, private social network for neighborhoods. The brilliance of this site is that administrators can provide targeted, geographical information to participants. Community Relations and Southwest Florida Crime Stoppers personnel regularly update content on personal safety, crime awareness and upcoming events.



INSTAGRAM

This site is visually driven, with emphasis on historical photos of the agency. It has more than 1,000 followers.



AGENCY ACCOLADES

DEPUTIES OF THE YEAR

Deputy Ryan Lynn conducted a traffic stop in which a passenger fled. Deputy Lynn did not immediately pursue the passenger, and detained the driver and additional passenger until more units arrived.



LYNN

Central District deputies responded to the scene and established a perimeter along with Deputy Brian Walkowiak and his K-9 partner Jak. Deputy Lynn assisted Deputy Walkowiak with the canine track to locate the fleeing passenger, while Sergeant

Brian Gunn remained with the two detained subjects from the vehicle.

Responding deputies and nearby witnesses noticed the fleeing passenger was armed with a handgun. As deputies closed in on his location, they gave multiple orders for him



WALKOWIAK

to drop the firearm, which he did not do. At one point, he pointed the firearm at his own head, then turned the firearm and pointed it at Deputy Lynn and Deputy Walkowiak.

Fearing for their own lives, and the lives of fellow deputies, Deputy Lynn and Deputy Walkowiak bravely engaged and fired their weapons, striking the passenger multiple times. Deputies were then able to disarm and detain him before administering first-aid until Lee County Emergency Medical Services arrived.

During the subsequent investigation, it was revealed the passenger was about to be sentenced to prison. He also made comments in the vehicle about how he would rather die than go back to prison.

CIVILIAN OF THE YEAR

Crime Scene Technician Christine Althoff responded to a residential fire in Bonita Springs in October 2018 in which a body was found inside. A scene examination revealed that the decedent was the victim of a homicide and the fire was set to cover up the crime.



ALTHOFF

She noticed some of the victim's expensive personal items may be missing. As the investigation progressed Christine sorted through thousands of photographs that were recovered on a suspect's phone to determine that some of the personal items viewed on the phone matched receipts of the victim's personal property collected from the scene. Christine notified the MCU case detective.

Christine also provided valuable help with identifying skeletal remains located in Lehigh Acres. She examined the skull and found defects in the teeth that appeared visually unique. She conducted research into unreported missing persons in Lee County and found a possible match. She then found Facebook photographs of the missing person and compared them to the photographs of the teeth from the skeletal remains as well as the sketch.

She found many similarities and provided her findings to the lead detective. The investigation is ongoing.

CORRECTIONS DEPUTY OF THE YEAR

While off-duty in late 2018, Deputy Javier Rosa observed an altercation at a business between two customers who had become verbal with employees after they were unhappy with their service. The verbal argument escalated when one of the customers physically battered an employee. The second customer also became physical and armed herself with a pair of scissors. Deputy Rosa quickly identified himself and ordered the female customer to drop the scissors. The female refused to comply. Deputy Rosa drew his off-duty weapon, de-escalating the situation until deputies could get on scene and secure the two suspects.



ROSA

VOLUNTEER OF THE YEAR

Roger Gillis became a VOICE member in 2014 and worked out of Central District, where he volunteered more than 1,500 hours. Gillis was diagnosed with terminal cancer in 2018, but he did not let that stop him. Even when the end seemed to be near he fought his way back to coming in at least one day a week to help at Headquarters. He is now deceased. He is an example to all of us to never give up.



GILLIS

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 144 officer fatalities nationwide in 2018, an 12 percent increase from last year's line of duty deaths, according to 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.

