



SEMINOLE COUNTY SHERIFF'S OFFICE  
**STRATEGIC PLAN**  
**2017-2022**  
SHERIFF DENNIS M. LEMMA







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## MISSION

To enhance the quality of life by reducing crime and the fear of crime throughout Seminole County.

## ORGANIZATIONAL PHILOSOPHY

The men and women of the Seminole County Sheriff's Office, believe in the dignity of man and the sanctity of human life. We are committed to maintain and promote community order and respect for the law; to protect the lives and property of the public served; to uphold the Constitution of the United States and the State of Florida; to enforce the laws of the State of Florida and the ordinances of Seminole County; to abide by the policies and procedures of the Seminole County Sheriff's Office, and to do so in a manner that is sensitive to all citizens. Recognizing that in a democracy all power and authority is derived from the people served, the Seminole County Sheriff's Office is steadfastly committed to fair, just and equal treatment for all citizens without regard to age, sex, race, creed, color, or position in life.

The Seminole County Sheriff's Office recognizes that it is a symbol of the law and government that it represents and is committed to the highest standards of organizational and personal professionalism, integrity, moral and ethical conduct while performing its functions. The Seminole County Sheriff's Office concept of community-oriented policing promotes innovative crime prevention measures, inter-agency cooperation and communication, and pledges to provide leadership within its ranks, within the community and within the criminal justice profession to fulfill the ideals of its mission.

The Seminole County Sheriff's Office considers our employees as our most important resource and will provide them the assistance to develop the skills, and the equipment necessary, to carry out our mission. The Seminole County Sheriff's Office understands the importance of incarceration within the Criminal Justice continuum. Detention will be provided in a constitutionally humane manner, which will support the dignity of the individual while protecting the public. The Seminole County Sheriff's Office is fully committed to upholding its mission and will do so with pride and dignity.

## ORGANIZATIONAL VALUES

The Seminole County Sheriff's Office is committed to protecting and preserving the rights of individuals as guaranteed by the Constitution.

- The Seminole County Sheriff's Office believes that the prevention of crime is its primary responsibility.
- The Seminole County Sheriff's Office is committed to the suppression of crime and the active pursuit of criminals.
- The Seminole County Sheriff's Office is committed to an open, honest and receptive relationship with all segments of the community, thereby strengthening police community relations by incorporating community values into a more responsive delivery of law enforcement service.
- The Seminole County Sheriff's Office believes that the suppression of crime is a shared responsibility between the Office and the community. The Office is committed to participating in and developing programs which further this concept.
- The Seminole County Sheriff's Office recognizes that its greatest resource is its employees and is committed to promoting a harmonious and productive environment for its diverse work force. We provide a fair and equitable process for employment, career development and the administration of discipline.
- The Seminole County Sheriff's Office is committed to the effective management of its resources. The Office will seek to provide modern, effective tools and support services for its personnel.
- The Seminole County Sheriff's Office is committed to excellence in all areas of operation. It is the intention of the Office to seek quality resources and to create an organizational climate in which excellence and innovation are pursued and rewarded.
- The Seminole County Sheriff's Office is committed to the implementation of programs at the John E. Polk Correctional Facility that facilitate the successful re-integration of offenders who display a desire to become productive members of our community.
- The Seminole County Sheriff's Office is committed to providing resources and oversight through innovative probation techniques to help those on supervision become productive, law-abiding citizens.
- The Seminole County Sheriff's Office is committed to achieving a reputation of excellence not only among the citizens it serves, but among other law enforcement agencies as well.

# SHERIFF

## SEMINOLE COUNTY



Dear Citizens of Seminole County:

The Seminole County Sheriff's Office strives to enhance the quality of life by reducing both crime and the fear of crime throughout Seminole County. We aim to provide the highest level of service by collaborating with the community to prevent, investigate, and solve crime, and implementing innovative and proactive policing methods.

Our long-term goals as expressed in this strategic plan are centered on delivering professional law enforcement and correctional services, harnessing the power of technology, developing a highly trained and qualified workforce, and ensuring accountability and transparency in our operations.

This plan outlines a guide for the development and direction of our agency over the next five years. We remain dedicated to seeking out ways to become more resourceful, imaginative, and aggressive in our approach to crime.

Sincerely,

A handwritten signature in black ink that reads "Dennis M. Lemma". The signature is written in a cursive, flowing style.

Sheriff Dennis M. Lemma

Seminole County Sheriff's Office  
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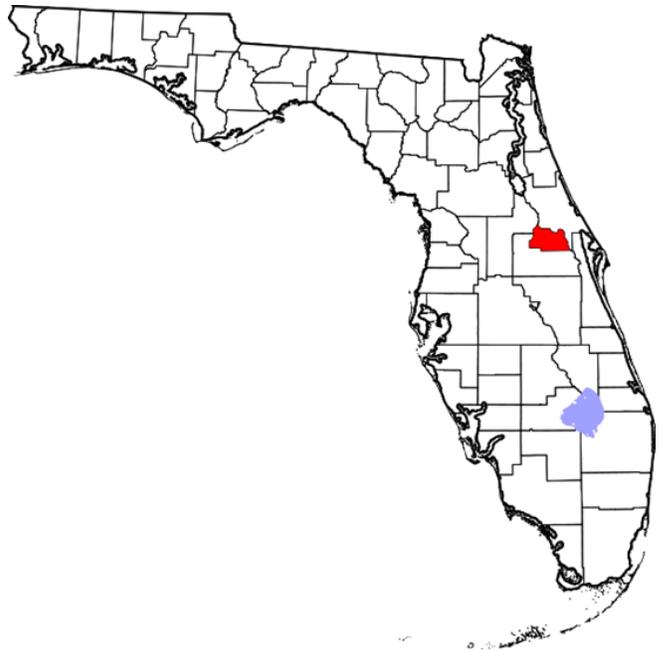
## Seminole County: Agency Overview

Seminole County was incorporated as a Florida county in 1913. The county seat is located in the City of Sanford, which has a population of approximately 57,248 persons. Sanford is one of seven incorporated cities within the county, which also includes Altamonte Springs, Longwood, Lake Mary, Winter Springs, Casselberry, and Oviedo. Geographically, Seminole County is one of Florida's smallest counties with a landmass of approximately 345 square miles and a population of 445,479 (approximately 216,000 of which reside in the unincorporated areas). Seminole County is the third most densely populated county, and one of the fastest growing, in Florida.

A century ago, the county's economy was predominantly based in agriculture and cattle. In the late 1950's and 1960's this emphasis began to shift to a suburban-based economy with the growth of the tourism, aerospace, and defense industries in neighboring counties. Currently, little agriculture and cattle industry remains, and the county has quickly moved into a series of upper-priced housing communities with supporting local businesses and social services.

Located between Orange County with its sports and entertainment venues, and Volusia County with its beaches and tourist attractions, Seminole County, with its lower tax rate, serves as a residential base for many persons working in Orange and Volusia Counties.

Between April 1, 2010 and April 1, 2020, state population growth is expected to average 220,033 new residents per year, representing a compound growth rate of 1.12% over this 10-year time period. As Florida's 13th most populous county with 2.2% of the state's population, Seminole County must be prepared to adjust services accordingly.



Seminole County's population consisted of 355,329 persons according to the 2000 census and increased to 445,479 persons according to the 2016 census, an increase of 33%. In accordance with the data presented by the Florida Bureau of Economic and Business Research (Florida Population Studies, Volume 44, Bulletin 178, June 2017) the following anticipated population levels are projected for Seminole County:

Year	2020	2025	2030	2035
Projected Population Levels	474,656	503,968	528,425	550,676

The Seminole County Sheriff's Office (SCSO) is a full service law enforcement agency, with functions ranging from neighborhood patrol, operating the county's correctional facility and juvenile detention center, administering misdemeanor probation, serving court process, investigating crimes, child protective services and handling court security services. The agency has 1227 full-time employees and 156 part-time employees. The Sheriff's Office is the largest law enforcement agency within the county and provides support to local and surrounding police jurisdictions.

The Sheriff has law enforcement jurisdiction throughout the county. The Sheriff is charged with the responsibility of maintaining the public peace and protecting the lives and property of all citizens in Seminole County. The Sheriff serves as the chief law enforcement officer of the county and his four main constitutional responsibilities while serving the public are: conservator of the peace, chief correctional officer, chief bailiff, and executive officer of circuit and county courts.

The Sheriff's Office is responsible for all warrant and court service, including the service of civil and legal process. In addition, the Technology Solutions Division provides computerized reporting functions (the Computer Aided Form Entry (CAFÉ) Program) for all local city police departments, which requires Sheriff's Office personnel to maintain and support. Furthermore, the Sheriff's Office currently provides dispatching services for five city police departments, which merged with the Sheriff's Office for fiscal benefit and enhanced interagency operability.

Eight police departments co-exist along with the Sheriff's Office in Seminole County. Law enforcement agencies within Seminole County include the Sheriff's Office, Sanford Police Department, Altamonte Springs Police Department, Longwood Police Department, Lake Mary Police Department, Winter Springs Police Department, Casselberry Police Department, Oviedo Police Department, and Orlando-Sanford International Airport Police Department.

The Sheriff's Office enjoys an excellent working relationship with each of the municipal police departments as well as the neighboring Sheriff's Offices of Orange, Brevard, Lake, and Volusia Counties, and the University of Central Florida Police Department, which borders part of Seminole County.

Based on service demand and call volume, the Sheriff's Office has strategically placed regional community service centers throughout the county so that deputies may be identified with those communities and have ownership of their areas of responsibility. This provides consistent, efficient response to, and prevention of, criminal activity. The service centers also provide community identity and convenient access by area residents in need of services.

The SCSO is a medium-sized law enforcement agency aligned along traditional Sheriff's Office models, with a Sheriff as chief executive officer, an upper level of command staff, mid and line level supervisors and managers overseeing organizational components. The Sheriff is a constitutional officer with sole responsibility of the administration and operation of the Sheriff's Office. The Seminole County Board of County Commissioners approves the Sheriff's budget.

The agency follows a central guiding philosophy that integrates Community Policing, Problem Oriented Policing, and Intelligence Led Policing. The Sheriff's Office was one of the first law enforcement agencies in the United States to embrace and incorporate the concept of community policing, and this remains the chief guiding principle in how the agency provides law enforcement and crime prevention service to our community.

The Sheriff's Office has continued its professional growth by establishing strong ties with the community, surrounding law enforcement agencies, and by voluntarily embracing risk management and professional management standards articulated by the Commission on Accreditation for Law Enforcement Agencies, the Public Safety Communications Accreditation program, the Commission for Florida Law Enforcement Accreditation, the Florida Corrections Accreditation Commission, the American Society of Crime Laboratory Directors, the National Commission on Correctional Health Care, the American Correctional Association, National Emergency Management Accreditation Program, and the Public Safety Aviation Accreditation Commission.

The agency's internal structure consists of the Sheriff and five chiefs who provide the overall leadership, strategic direction and management for the Sheriff's Office. The Office of the Sheriff includes the Chief of Staff and the General Counsel.

The Office of the General Counsel manages all legal issues associated with the agency's patrol, investigations, jail, juvenile and child protective services functions. The Office of General Counsel is responsible for agency representation, preparing legal opinions and legislative proposals, training, contract review, and monitoring civil litigation.

The Chief of Staff is an extension of the Office of the Sheriff and is responsible for leading agency-wide strategic initiatives, serving as a liaison to external stakeholders, and steering employee engagement and community outreach efforts. This office also oversees the Public Affairs and Professional Standards Division as well as manages the agency's non-profit organization and two community advisory boards. The division spearheads the agency's external communication and public outreach programs and delivers a variety of resources and support to the community. The division is responsible for ensuring compliance with the Sheriff's Office written directives by processing and investigating administrative complaints made against Sheriff's Office employees. It also ensures SCSO's workforce receives the training and instruction necessary to effectively carry out duties and maintain compliance with state training standards. The division houses the Public Information Unit, Code Enforcement Team, School Crossing Guard Program, Volunteer Services, Neighborhood Services Unit, Accreditation Section, Professional Conduct Review, Professional Development Section, and Digital Evidence and Records Section.

The four departments listed below, each managed by a chief, report directly to the Sheriff.

### **Department of Law Enforcement**

The Department of Law Enforcement includes the Seminole Neighborhood Policing Division, Diversified Investigative Services Division, Domestic Security Division, City-County Investigative Bureau, Forensics Services Division and the Special Operations Division. The Seminole Neighborhood Policing Division, provides all uniformed patrol activities, conducts general investigations, and delivers a variety of safety and prevention services.

SNP is sectioned into three regions, each commanded by a Lieutenant:

- SNP East Region (comprised of the Geneva/Oviedo and Casselberry/Winter Springs communities); and
- SNP North Region (comprised of Sanford and Longwood/Lake Mary)
- SNP South Region (comprised of the Altamonte Springs community).

A region identifies an area of the County, which may include both incorporated and unincorporated sections, and is identified by the city or community name that best describes its geographic proximity. Within the identified regions, there are smaller geographic areas identified as Community Service Areas (CSA). Each CSA is assigned several deputy sheriffs who share responsibility for safeguarding their respective service areas.

Each of the regions deliver direct support to the regions through two specialized service sections each commanded by a Lieutenant: the Traffic Safety Section and the General Assignment Investigations Section. Seminole Neighborhood Policing deputies are empowered to handle all law enforcement functions in their geographical areas with support from other divisions and departments within the Sheriff's Office.

The Diversified Investigative Services Division reports to a captain and is responsible for the investigation of complex, specialized crimes and augmenting law enforcement services with advanced technologies and support. This division includes the Major Crimes Unit, City County Auto Theft Bureau, the Seminole Financial Crimes Task Force, the Technical Support Unit, the Digital Forensics Unit, the Victim Services Unit, the Domestic Violence Unit and Elder Services.

The Domestic Security Division is responsible for investigating, collecting, analyzing and disseminating intelligence information concerning criminal activity, international and domestic terrorism, pawn, street gangs, outlaw motorcycle gangs, warrants, inmate telephone monitoring, registered felons and sexual offenders/predators. This division, headed by a captain, gathers criminal intelligence information for the purpose of tracking and identifying emerging crime patterns and developing enforcement and prevention strategies.

The City County Investigative Bureau is a full-time, multi-agency task force comprised of agents from the SCSO, seven of the police departments within Seminole County, Florida Department of Law Enforcement, the U.S Bureau of Alcohol, Tobacco, Firearms and Explosives and the Amtrak/Auto train and is headed by a captain. The Bureau works to aggressively identify arrest and prosecute drug traffickers, their couriers, and other individuals involved in the transportation and distribution of drugs, and vice and public disorder crimes such as prostitution and illegal gambling/gaming.

The Forensic Services Division provides timely, expert and professional examination of evidentiary materials to aid in the investigation and prosecution of criminal offenses. The forensic laboratory, headed by a director, uses proven scientific equipment and accepted scientific methods and procedures in the disciplines of crime scene processing, latent print analysis, and biological (DNA) screening and impression evidence (footwear) analysis. The lab provides services to the SCSO and the eight police departments within Seminole County.

The Special Operations Division is comprised of multiple units that provide a wide range of highly specialized services equipment and response capabilities for SCSO, as well as other Central Florida agencies as requested. Emergency Management provides leadership and guidance for both manmade and natural disasters, as well as conducts training exercises to keep the agency prepared. SWAT, the Special Weapons and Tactics Team, conducts high-risk search warrants, responds to barricaded suspects, and provides dignitary protection and other special details. The Crisis Negotiation Team is responsible for peacefully resolving conflicts through communication with people in crisis. The Explosive Ordnance Disposal Unit is responsible for rendering safe all suspicious packages or devices that may be potentially explosive or hazardous. The Rapid Deployment Force is trained to manage large demonstrations. The

Range and Water/Marine Patrol Unit patrols the county's lakes and rivers, as well as conducts off-road patrols in the various wilderness and preserve areas of the county. The Underwater Search and Recovery Team searches for, and recovers, evidence or drowning victims in bodies of water. The Canine Unit, which has full-service and single purpose tracking canines, provides suspect apprehension, drug and explosive detection and missing person searches. The Disaster Response Team is a mobile standalone response team to assist citizens both in and out of county with evacuations, debris clearing, security, and distribution of critical supplies. The Search and Rescue Team, comprised of specially trained SCSO volunteers assists in searches for missing persons and evidence. The Aviation Section conducts routine patrols, as well as assists in suspect apprehension, surveillance of fleeing vehicles, SWAT team deployment, searches for missing children and endangered adults, provides aerial photography and surveillance, and conducts disaster assessments. The Section also conducts search and rescue utilizing a rescue hoist, firefighting utilizing a Bambi Bucket, and other missions as directed.

### **Department of Youth Services**

The Department of Youth Services includes the Child Protective Services Division, the Juvenile Justice Division and the School Safety Division. SCSO is one of six Florida Sheriffs' Offices to contract with the Department of Children and Families to assume the responsibility for conducting child protective investigations. CPS includes a Crimes Against Children Unit which conducts criminal investigations including: sexual abuse against children, abuse and neglect, child pornography, child deaths, and parental interference with child custody.

The Juvenile Justice Division offers a broad-based spectrum of services to target and address the unique issues that perpetuate juvenile crime. This division includes the Juvenile Assessment Center, the Juvenile Detention Center, and the Youth Services Prevention and Enforcement Center.

The School Safety Division leads the safety and security initiatives for all schools throughout Seminole County, regardless of jurisdiction. The division is comprised of school resource deputies who serve in the county's elementary, middle, and high schools, acting as a liaison to parents and faculty, delivering educational programs, and adding layers of security on campuses.

### **Department of Administrative Services**

The Department of Administrative Services supports the human, fiscal, and business functions of the agency. Financial Services handles budget preparation and payroll, accounts payable, contracts maintenance, grants, facilities, fleet and purchasing. Human Resources coordinates employee hiring, records and benefits.

The Technology Solutions Division provides computer and technology support to members of the Sheriff's Office, as well as outside agencies using Sheriff's Office created systems. This division writes and maintains the agency's primary internal programs, including those used for records management, jail management and automated dispatch. This division maintains and enhances the agency's systems, networks and operates the agency "Help Desk" to provide assistance and support to agency members in their use of technology in day-to-day job functions.

The Communications Center handles all incoming calls for service for law enforcement within unincorporated Seminole County and five municipalities within the county. Dispatchers and call-takers answer emergency and non-emergency calls, and monitor 14 primary radio channels 24-hours a day, seven days a week. The Communications Center currently dispatches for unincorporated Seminole

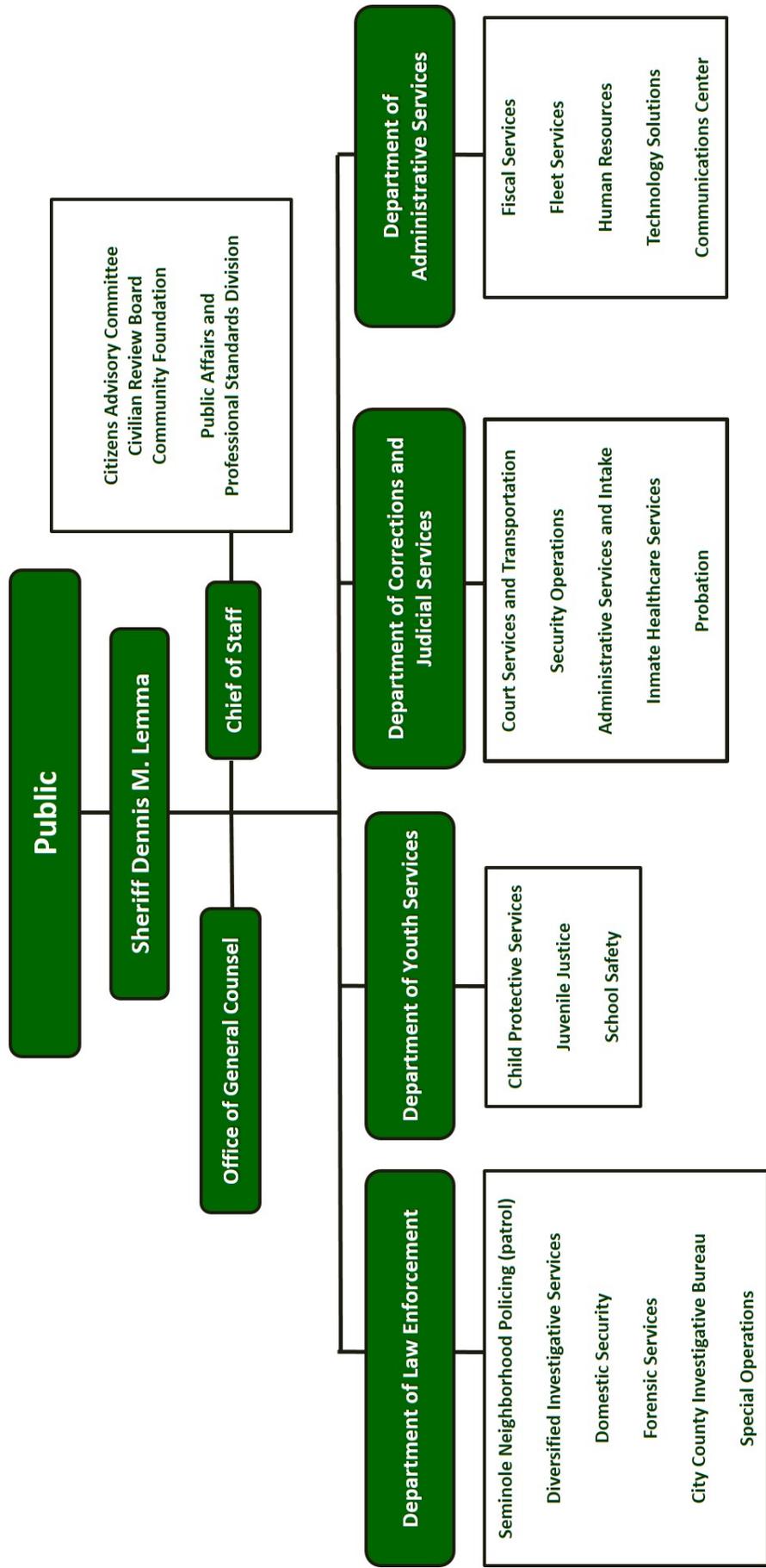
County and the cities of Altamonte Springs, Casselberry, Sanford, Oviedo and Longwood police departments.

### **Department of Corrections and Judicial Services**

The Department of Corrections and Judicial Services is divided into five divisions: Court Services, Administrative Services/Intake, Security Operations Services, Inmate Healthcare Services, and Probation.

The Court Services Division includes full law enforcement services for the three judicial facilities within Seminole County: the Criminal Justice Center, Juvenile Justice Center and Civil Courthouse. The division is charged with ensuring these facilities are secure and able to conduct court-related functions for the 18th Judicial Circuit of Florida. The division also houses the Civil Section which carries out the Sheriff's statutory responsibility for the service of process and execution of writs.

This department is responsible for detention services and manages the care, custody and control of inmates incarcerated at the county jail known as the John E. Polk Correctional Facility (JEPCF). The mission of JEPCF is to provide a secure facility that ensures the safety of the public, provides a safe working climate for employees, and offers humane and safe living conditions for inmates. Within the JEPCF is the Administrative Services/Intake Division that includes inmate classification, inmate programs and reentry, and intake/release, the Security Operations Division that includes security, special management, food services, and laundry, as well as the Inmate Healthcare Services Division that includes all inmate medical and mental health services. The Probation Division includes county probation, EMPACT monitoring and other probation functions.





## Long-Term Goals and Objectives

The Sheriff's Office developed its first strategic plan in 1994. A strategic plan defines priorities for future actions, including long-term goals and objectives. Goals are the heart of the plan because they describe the results toward which our efforts are directed. Objectives articulated in this plan, although not an exhaustive list, define a direction by which to achieve these goals. Together, they provide guidelines for future decisions about the nature, scope and priority of actions that are necessary to carry out the strategic plan.

The intent of a Strategic Plan is to provide a recommended blueprint for how the Sheriff's Office evaluates the quality of service it provides to the citizens and visitors of Seminole County. As public servants, we hold ourselves accountable to a high degree of scrutiny. Given community concerns for accountability, both fiscally and professionally, the Sheriff's Office has established specified long-term goals and objectives to complement the annual goals and objectives developed each year by our operational components.

Organizational components are held accountable for the attainment of their goals, which are given periodic review to determine their continued relevance. These five goals, and their subsequent operational objectives, are intended to improve community service, provide transparency in operations, and increase the agency's effectiveness.

1. Deliver the highest quality law enforcement and forensic services
2. Offer innovative educational and crime prevention programs
3. Provide effective rehabilitative and correctional services
4. Ensure a professional, highly trained, and qualified workforce
5. Leverage technology to produce business efficiencies and advanced capabilities



## Agency Goals

### GOAL #1: Deliver the highest quality law enforcement and forensic services

#### OBJECTIVES:

- A. Through the Law Enforcement Communications User Group comprised of all Seminole County agencies, ensure effective means of 911/dispatch service delivery to our citizens and ensure safety of first responders. (2017-2019) Assigned to: Communications Division**
- Hold User Group meetings at least quarterly with established agenda for discussion.
  - Review and revise when necessary policies, procedures and protocols related to 911 call taking, communications dispatch and response.
  - When requested, partner with surrounding jurisdictions on potential of consolidation.
- B. Consolidate dispatch services for all Seminole County law enforcement agencies under one combined Communications Center. (2017-2019). Assigned to: Communications Division**
- Provide dispatching services for Lake Mary Police Department. (2018 - 2019)
  - Provide dispatching services for Winter Springs Police Department. (2018-2019)
- C. Establish a Real Time Crime Center (RTCC). Assigned to: Domestic Security Division**
- Begin providing basic real-time crime support by using current crime analysis staff and schedule them to monitor calls for service during business hours. (2017)
  - Establish proposed procedures and guidelines for a RTCC and explore grant funding sources and space opportunities. (2018)
  - Hire part-time crime analysts to staff RTCC and operate extended hours/days. (2018-20)
  - Implement fully operational RTCC (full staffing and advanced equipment). (2020-22)
- D. Respond to the legalization of medical cannabis and the potential associated negative community impacts. (2017-2022) Assigned to: City County Investigative Bureau**
- Aggressively identify Drug Trafficking Organizations (DTOs) responsible for operating unlicensed/illegal marijuana grow houses.
  - Provide training to new deputies assigned to road patrol regarding the identification of cannabis grow houses, as well as the anticipated influx of drugs not commonly associated with our area.
  - Administer the agency utilization of the "Office of Compassionate Use" website and "Compassionate Use Registry" in order to identify qualified doctors and patients, as well as stay informed about legislative developments.
- E. Investigate heroin overdose deaths with the goal of arresting the "source of supply" for the death of the individual. (2017-2022) Assigned to: City County Investigative Bureau**

- Aggressively identify and investigate Drug Trafficking Organizations (DTOs) responsible for the sale of delivery of heroin within Seminole County.
  - Focus investigations on identifying and apprehending the suspected source of supply of heroin that results in a death.
- F. Aggressively identify and dismantle drug trafficking organizations operating within and/or effecting Seminole County. (2017-2022)** *Assigned to: City County Investigative Bureau*
- Remain current regarding technology updates for both the intercept equipment (wiretap room) and cellular telephone providers.
  - Cultivate additional confidential informants capable of infiltrating local DTOs.
  - Identify how DTOs are communicating other than conventional cellular communications, such as Snap Chat, the Dark Web and other social media applications that provide additional layers of anonymity and how to effectively infiltrate or intercept these communications.
  - Increase working relationship with the U.S Postal Service and become a working partner in their U.S Postal Inspector Task Force.
  - Increase working relationships and conduct K9 Interdiction operations with public storage facilities, hotel/motels, Orlando/Sanford International Airport, Amtrak and Sun Rail.
- G. Enhance response to child exploitation cases. (2017-2022)** *Assigned to: Child Protective Services Division*
- Improve proactive targeting of on-line offenders by dedicating one full time investigator to proactive investigations. Take advantage of reduction of cases per investigator to allow for more proactive investigation per member of the unit
  - Involve Judicial Investigators in co-responding with Protective Investigators during shelter cases when possible, and insert them into the regular on-call case assignment rotation.
  - Continue to investigate Peer to Peer sharing of child pornography cases by utilizing the established and emergent tools available.
- H. Enhance the investigative services provided by the Diversified Investigations Division. (2017-2022)** *Assigned to: Diversified Investigative Services Division*
- Develop domestic violence repeat offender program utilizing Café and internal databases.
  - Implement procedures to monitor repeat offenders and provide holistic services to victims of domestic violence.
  - Implement situational awareness notification system for first responders in the county utilizing Café, CAD (MiCAD), and general telecommunications notifications.
  - Explore options to allocate additional focus to cold case homicides to include: re-evaluating cases for forensic evidence or investigative leads, utilizing experienced volunteers to assist with VICAP entries, and proposing a full-time investigator.
- I. Improve the functionality and efficiency of the Offender Management Unit.** *Assigned to: Domestic Security Division*
- Add a dedicated Crime Analyst to work with OMU Investigators to reduce the in-office, data entry time of sworn investigators. (2017)

- Integrate a separate icon/color within the Sherlock program to designate a prolific offender with an active in county warrant. (2017)
- Expand jail intelligence to represent female inmates. (2017)
- Expand the use of TrackerPal GPS system within the region. (2017-19)
- Expand the Prolific Offender Program to a Taskforce status, including two investigators; one from the Sanford Police Department and one from the Altamonte Springs Police Department. Utilize the Taskforce to adopt cases that are multijurisdictional, with the same offender(s). (2018-22)
- Extend the Prolific Offender Program Taskforce to neighboring counties and state organizations (Orange, Volusia, OPD, State Probation) targeting Offenders that Impact our communities. (2018-22)

**J. Improve the abilities of the Counter Terrorism Unit (CTU).** *Assigned to: Domestic Security Division*

- Develop an improved intelligence records management system. (2017-18)
- Expand the CTU by one supervisor, one investigator, and one dedicated analyst. (2017-20)
- Have an investigator attain the designation of Certified Threat Manager through the Association of Threat Assessment Professionals (ATAP). (2017-22)
- Assess software that can assist in data research. (2017-22)
- Annually review vulnerable areas of the county and work with various entities to improve the security of these locations. (2017-22)

**K. Strengthen the Career Criminal and Sexual Offender program and monitoring, while utilizing the Fugitive Apprehension and Sex Offender Team (FAST) to address crime trends and reduce the amount of active warrants.** *Assigned to: Domestic Security Division*

- Consolidate, develop and improve the method used for offender checks (2017-18)
- Establish in-service training program for SNP personnel (2017-18)
- Conduct multi-jurisdictional investigations with FDLE and other law enforcement agencies (2017-22)
- Expand to two Sexual Offender investigators for increased proactive monitoring and investigations (2018-19)
- Conduct legal update of County Ordinance pertaining to Sexual Offenders (2018-19)
- Conduct quarterly, unannounced Sexual Offender checks (2017 -22)
- Conduct quarterly Operations focusing on reducing active warrants (2017-22)

**L. Ensure timely, expert and professional forensic services to the law enforcement community within the professional, scientific standards set forth by forensic laboratory accreditation.** *Assigned to: Forensic Services Division*

- Transition to the new International Accreditation standards set forth by the ANSI-ASQ National Accreditation Board (ANAB) by December 2018
- Attain re-accreditation with ANAB International Accreditation. (2020)
- Conduct annual proficiency testing of all analysts in all forensic disciplines in which they perform examinations. (2017 - 2022)
- Conduct annual quality audits to review the quality of work that is being produced within the laboratory and to make improvements where needed. (2017 - 2022)

- Conduct annual management reviews to review the quality system within the laboratory and make needed improvements where needed. (2017 - 2022)

**M. Improve efficiency within the forensic laboratory.** *Assigned to: Forensic Services Division*

- Acquire an additional drying cabinet for quick and efficient drying of evidence. (2018-2019)
- Replace aging equipment as needed, such as the Crimescope and/or camera kits (2019-2022)

**N. Improve the safety of all employees and visitors of the Seminole County Sheriff's Office by enhancing security measures in the lobby of 100 Eslinger Way.** *Assigned to: Judicial Services Division*

- Place elevators on key card access (2017)

**O. Provide more localized delivery of probation services to offenders.** *Assigned to: Probation*

- Pilot the decentralization of probation services by scheduling probation officers to operate out of SCSO regional offices at least three of five workdays per week to conduct fieldwork. (2017 – 2022)
- Plan and implement at least one annual regional compliance check operation for offenders in conjunction with state and local partners. (2017-2022)

**P. Ensure the safety and security of all students, staff and property in all K-12 schools throughout Seminole County.** *Assigned to: School Safety Division*

- Collaborate with the Seminole County Public Schools and partner police departments to provide a trained school resource officer/deputy in each Seminole County charter school. (2017-2018)
- Collaborate with the Seminole County Public Schools and partner police departments to provide a trained school resource officer/deputy in each Seminole County private school. (2017 – 2018)
- Assist in the identification of long-range security needs for Seminole County schools. (2017-2022 )

**Q. Make Seminole County roadways safer for vehicles, bicycles and pedestrians.** *Assigned to: Seminole Neighborhood Policing*

- Conduct more frequent traffic operations including aggressive driving and driving under the influence interdiction operations in conjunction with the Community Traffic Safety Team. (2017-2022)
- Establish a part time motor deputy position to supply additional, trained personal for events, escorts and organized traffic enforcement operations. (2017)
- Establish an Evening Traffic Unit to cover the evening rush hours or peak times and handle the traffic-related calls for service as well as DUI enforcement. (2019-2020).

**R. Enhance safety of Seminole County's waterways and parks.** *Assigned to: Special Operations*

- Participate in more frequent multi-jurisdictional enforcement operations with Volusia County, FWC, and Parks and Recreation. Schedule and conduct enforcement operations on the smaller lakes on weekends and holidays. (2017-2022)
- Schedule and conduct more frequent enforcement operations on Seminole County waterways to include idle speed, no wake and manatee zones, and boating under the influence operations with the Florida Wildlife Commission. (2017-2022)
- In conjunction with Seminole County Fire Department and the Florida Wildlife Commission, conduct Unified Command training for responding to lost or injured hikers and boaters. (2017-2018)
- Train deputies on ATVs so they can become familiar with the hiking trails in their areas of service. (2018-2019)

#### **PERFORMANCE INDICATORS:**

- Effect on the local drug market supplied by the targeted DTOs.
- Monthly briefings to the CCIB Board of Directors.
- HIDTA Annual Threat Assessment Report.
- Successful identification and prosecution of cannabis grow house operators.
- Monitoring the number of qualified physicians and patients in relation to licensed cannabis businesses.
- Passing of a Seminole County Ordinance addressing the implementation of Amendment 2 within Seminole County.
- Local and State surveys through the Department of Health.
- Number of successful indictments on murder charges stemming from the delivery of heroin, which resulted in a death.
- Decrease in reported overdoses within Seminole County.
- Monthly briefings to the CCIB Board of Directors.
- CDC annual statistics on Heroin Overdose deaths.
- Annual audit of Café to see increase in proactive cases
- Feedback from partner agencies involved in juvenile crime
- Feedback from Child Advocacy Center
- Monthly meetings with facilities and vendors for monitoring project
- Completion of projects or milestones that are applicable to each objective, coupled with end-user feedback
- Case solvability or final disposition
- Clearance rates evaluated annually to determine the effectiveness of overall enhancements.
- Evaluation of services provided by victims of crime and long-term monitoring.
- Annual statistics Reports (RTCC activity and impact on crime rate)
- Survey assessments to SNP
- Perform annual internal audits of program to improve and monitor results.
- Annual goals and objectives and/or annual Strategic Plan command reports describing progress made towards attaining goals and objectives
- Monthly and annual reports indicating the crime rate.
- Monitor the number of cases that could be shared through an efficient intel database

- Staffing level reviews
- Reports of progress delivered at TOPS meetings
- Annual goals and objectives
- SCPS evaluations
- Quarterly review of offender check process and road personnel feedback
- Semi-Annual reports indicating compliance or non-compliance by registered offenders
- Reduction in active warrants and crime stats.
- Review of annual ASCLD/LAB quality surveys, Proficiency Testing Results, Results of Annual Quality Audit and Annual Management Review, Transition to and reaccreditation by ANAB and successful annual on-site assessments
- Review monthly and yearly statistics of the various disciplines, Review of annual ASCLD/LAB quality surveys and Annual Quality Review
- Annual goals and objectives and/or annual Strategic Plan command reports describing progress made towards attaining goals and objectives
- Reports of progress delivered during Sheriff's Forums
- This goal can be assessed and measure via a bi annual report detailing goal progression, accomplishments, dates, and specified names and vehicle numbers if needed.
- School Safety Town Hall Meeting, School Safety Committee, Truancy, Focus on Safety validation, analytical reviews to include but not limited to; arrests, Baker Acts, violent incidents, and weapons on school grounds.
- Monitors community concerns and responses and documents statistics for monthly reports.
- Monitor crime prevention/community events and HOA requests compiling statistics for monthly reports.
- Weekly, monthly and annual traffic and enforcement analyses conducted by the Sheriff's Office Traffic Safety Section.
- Traffic Safety supervisors present statistical (temporal and/or geographical) comparisons of crash and enforcement data for the review of command staff personnel during Sheriff's T.O.P.S. meetings.
- Annual goals and objectives and/or annual Strategic Plan command reports describing progress made towards attaining goals and objectives.
- The amount of hours put on the vessels will directly correlate contact and visibility with the public. Most of these will be on weekends and holidays.
- Range and Water Unit supervisors present statistical data for vessel stops, safety stickers issued, hours spent on vessels, warnings and citations.
- Annual goals and objectives and/or annual Strategic Plan command reports describing progress made towards attaining goals and objectives.
- Responding quicker and locating lost or injured persons in a shorter amount of time.

**RESOURCES FOR DETERMINING PERFORMANCE INDICATORS:**

- Supervisors of CCIB
- Kids House of Seminole Facility
- Facilities Manager
- Administrative Services staff

- Communications Director
- DIS Supervisors
- Crime Analysis Supervisor(s)
- Domestic Security Lieutenant and Captain
- Domestic Security Command Staff and Prolific Offender Investigators
- Domestic Security Command Staff
- SCPS/Office of Emergency Management
- Domestic Security Captain and FAST Unit
- Judicial Security Lieutenant and Sergeants
- Forensic Laboratory Services Director
- Probation Manager and Probation Supervisors
- School Safety Director, School Resource Supervisors and School Resource Officers/Deputies
- Range and Water Unit Supervisor

## **GOAL #2: Offer innovative educational and crime prevention programs**

### **OBJECTIVES:**

- A. Deliver a public mobile device application that will deliver crime prevention and community service information to support our mission of reducing crime and the fear of crime throughout Seminole County. (2017-2018) Assigned to: Technology Solutions Division**
- B. Expand and enhance the safety programs the Sheriff's Office delivers to Seminole County students. Assigned to: School Safety Division, Public Affairs Division and Professional Standards Division**
- Add a delivery of the Youth Academy during spring break and continue providing summer deliveries of the program. (2017-2022)
  - Increase the delivery of Carl's Safety Program (bicycle and pedestrian safety for students) and implement a countywide safety patrol program. (2017-2022)
  - Implement additional comfort K9s in primary and/or specialty schools within the Seminole County Public Schools.
  - Secure an independent graduate student to review and validate the Focus on Safety Program (contemporary safety program taught to 5<sup>th</sup> graders). (2017-2018)
  - Conduct a review of the "Think First and Stay Safe-Child Lures Prevention and Personal Safety" curriculum for 3<sup>rd</sup> grade students and provide recommendations regarding potential implementation to Seminole County Public Schools.
  - Create a middle school subject matter committee to find a suitable youth safety prevention for middle school students or develop one that focuses on middle school specific contemporary personal safety issues. (2017- 2019)
- C. Utilize social and digital platforms to more effectively deliver safety and crime prevention information to the public. Assigned to: Public Affairs Division**
- Increase social media followers by 30% each year (2017-2022)
  - Allow agency employees to contribute directly to Sheriff's Office media platforms by designating ambassadors from each division (2017)
  - Increase the number of recipients of the community newsletter, The Dispatcher by 25% each year (2017-2022)
- D. Improve community awareness of child abuse and prevention of child related deaths. Assigned to: Child Protective Services Division**
- In collaboration with other community agencies and stakeholders, explore the opportunity of opening a community resource center in areas that are known to receive a larger number of child protective investigation cases. (2017-2022)
  - Collaborate with Seminole County Sheriff's Office Public Information Unit to reach out to the younger generation via social media with information on child abuse. (2017-2022)
  - Hold meetings/trainings with school teachers to detect warning signs and signs of abuse. (2017-2022)

- Inform City Commissioners through the quarterly Community Alliance meetings on abuse cases reporting in their cities to bring more awareness to city officials and how they can assist their communities. (2017-2022)

**PERFORMANCE INDICATORS:**

- Track report calls monthly and look for decreased or increased numbers as a result of training in the schools and social media posts
- Hold open discussions with city commissioners during quarterly meetings regarding actions they are taking within their communities.
- Track reports geographically to look for specific areas needing more attention.
- Hold open discussions with other partners to ascertain their perspectives.
- Social media metrics
- Number of recipients on our constant contact distribution list each year
- Number of youth academies held each summer
- Number of schools with countywide safety patrol programs
- Number of child safety programs offered each year
- Evaluations, comments or survey(s) obtained from staff, teachers, students and behavior counselors and professions.
- Seek an independent review on the program after the first year to assess and measure the success of the program. Potential data points for quantitative and qualitative analysis would include; referrals, action report data, discipline actions, ESE student performance, etc.
- The validation process is expected to take roughly six months to a year to complete. The process will include direct liaison with School Division administrators and Seminole County Public School research program experts. Throughout the process, the researcher will provide status updates on the project.

**RESOURCES FOR DETERMINING PERFORMANCE INDICATORS:**

- Monthly/Annual statistical reports
- Captain of Child Protective Services
- Public Affairs Division Manager
- Public Affairs Division Lieutenant
- School Crossing Guard Supervisor
- School Safety Director, School Resource Supervisors and School Resource Deputies assigned a Comfort K9 partner
- School Safety Division administrators

## **GOAL #3: Provide effective rehabilitative and correctional services**

### **OBJECTIVES:**

- A. Continue to deliver evidence based programming and services that reduce recidivism and contribute to successful re-entry. (2017 – 2020)** *Assigned to: Jail Administrative Services and Intake*
- Continue to train staff in evidence based programming (T4C – Thinking for Change) to provide specific tools to manage behavior and choices.,
  - Conduct evidence based assessments (Ohio Risk Assessment) to better utilize resources to those who need it most by identifying specific criminogenic risk factors.
  - Continue to build partnerships with the community to bolster efficiency and proficiency in delivering services.
  - Enhance relationships with State and County probation to offer wrap around services that will extend beyond the confines of the institution.
  - Continue to build on TABE and GED testing and education program. Facilitating the program independently will provide more customization to the inmate population allowing the best use of their time ultimately increasing the number of graduates.
  - Continue to educate staff on reentry principles and concepts to offer holistic approach to reduce recidivism.
- B. Assist probationers in successfully completing their probation. (2017 – 2022)** *Assigned to: Probation*
- Conduct risk assessments on individuals who need them.
  - Provide services based on the risks assessments.
  - Assist in finding employment for probationers who are unemployed to assist them in being able to complete special conditions of probation.
- C. Enhance public safety and strengthen compliance within the EMPACT program. (2017-2022)** *Assigned to: Probation Division*
- Conduct one planned proactive operation a month with the Offender Management Unit to check on prolific offenders residing within Seminole County.
  - Conduct one planned proactive operation a month with the Domestic Violence Unit to check on domestic violence offenders, monitor that they are not with the victim and ensure equipment is functioning appropriately.
  - Conduct one planned operation per month to check on GPS offenders with no alcohol or drug conditions and conduct urinalysis.

### **PERFORMANCE INDICATORS:**

- Annually analyze individual re-arrest information to determine frequency of recidivism
- Annually review successful terminations of probation
- Track recidivism to see if proactive field visits reduces current recidivism rates

### **RESOURCES FOR DETERMINING PERFORMANCE INDICATORS:**

- A dedicated correctional crime analyst, statistician or intern who will be responsible for analyzing data to gauge our efforts at reducing recidivism
- CAFÉ (local records management system)

## **GOAL #4: Ensure a professional, highly trained, and qualified workforce**

### **OBJECTIVES:**

- A. Implement comprehensive leadership and professional training (classroom and online) that addresses contemporary topics and is designed to meet the needs of sworn, certified, and civilian personnel. (2017 – 2019) Assigned to: Public Affairs Division and Professional Development Division**
- Augment the staff at the Professional Development Center with civilian support positions.
  - Increase the number and variety of new and relevant leadership and other specialized training programs offered on an ongoing basis to Sheriff's Office employees.
  - Evaluate our current web based training programs to obtain maximum efficiency
- B. Review and revise the application and governance process for Certified Process Servers of the 18th Judicial Circuit working in Seminole County. (2017) Assigned to: Judicial Services Division**
- C. Provide expanded training resources for all deputy sheriffs and detention deputies.**
- Expand the number of Field Training Deputies to 50. (2017-2020)
  - Transition all Court Security Deputies to Deputy Sheriffs trained through the Department of Law Enforcement.
  - Continuously evaluate the quality and content of the FTO programs
- D. Implement a paid reserve deputy sheriff program. (2018) Assigned to: Public Affairs Division and Professional Development Division**
- E. Develop and implement a robust strategy to recruit and retain Communications Center employees, a traditionally high turnover area. Assigned to: Communications Division**
- Research pre-testing options to enhance qualified applicants for Communications Center vacancies. (2017-2022)
  - Attend local job fairs and conduct agency open house. (2017-2022)
  - Reclassify job positions, revise job descriptions, and implement a career path plan to include opportunities for advancement. (2017-2018)
- F. Develop a cross-trained Corrections and Judicial Services Accreditation Section with a completely integrated internal electronic process for document management amongst Accreditation software. Assigned to Public Affairs Division and Professional Standards Division**
- Continued conversion of printed documents to electronic process for all forms related to Corrections.
  - Successfully complete annual Fire Safety, Florida Model Jail Standards, Marshal's and Department of Justice inspections
  - Schedule PREA assessment (2017)
  - Schedule FCAC mock and onsite (2018)
  - Assist with NCCHC mock and onsite (2018)
  - Schedule ACA mock and onsite (2019)

**G. Prepare for the eventual replacement of two specialized pilot positions.** *Assigned to: Special Operations Division*

- Train at least one flight officer to the commercial helicopter pilot level while building sufficient flight hours and experience to fill the next pilot vacancy (2017-2018)

**H. Evaluate and anticipate needed staffing.** *Assigned to: Human Resources Division*

- Continuously recruit for selected vacancies (2017-2022)
- Conduct application screening, testing, interviews and background investigations for positions as they become available (2017-2022)
- Perform Computer Voice Stress Analyzer (CVSA) on all new hires, including volunteers and interns (2017-2022)
- Continued review and evaluation of the Recruitment team to ensure quality applicants are received and processed

**I. Implement a computerized applicant data base that will increase efficiency (2017-2022)** *Assigned to: Technology Solutions Division and Human Resources Division*

**J. Enhance information available to employees.** *Assigned to: Human Resources Division and Technology Solutions Division*

- Provide communications gateway for employees through Sharepoint (2017-2022)
- Improve and enhance the materials offered to new hires and present employees (2017-2022)
- Conduct yearly open enrollment meetings (2017-2022)

**PERFORMANCE INDICATORS:**

- Communications Division #2- Monitor progress of new hires in Communications Center
- Document successful completion of each step of career path
- Annual goals and objectives report describing progress made towards attaining goals and objectives
- Annual EEO Plan which is a self-evaluation of the employment practices of the Seminole County Sheriff's Office
- Audit of dependent coverage for compliance with Federal/State regulations and contractual agreement with United Healthcare.
- Increase or decrease in amount of personnel changing benefits.
- Concerns of employees brought to HR's attention
- Reports of progress delivered during Sheriff's Forums
- Quicker turnaround time for Supervisor concurrence and resolution of high liability concerns.
- Status reports by Information Technology
- Continue to be re-accredited and re-certified.
- General Order, Policy and Post Order updates
- Number of paid reserve deputies

**RESOURCES FOR DETERMINING PERFORMANCE INDICATORS:**

- Civil Sergeant
- Human Resource recruitment team
- Training Coordinator (Communications Center)
- Communications Director
- Communications Manager
- Human Resources Division Director
- Professional Development Lieutenant
- The Professional Standards Division Captain, Human Resources Division Director and Early Intervention System Database
- Accreditation Manager
- Corrections and Judicial Accreditation Unit
- Field Training Section Lieutenant/Sergeants
- Seminole Neighborhood Policing Field Training Deputies
- Department of Corrections Field Training Deputies
- Professional Development Lieutenant
- Public Affairs Division Manager or Lieutenant

## **GOAL #5: Leverage technology to produce business efficiencies and advanced capabilities**

### **OBJECTIVES:**

- A. Implement an integrated body worn and in car camera system to more effectively capture evidentiary video by enforcement personnel. (2017 – 2018).** *Assigned to: Technology Solutions Division/Public Affairs Division and Professional Standards Division*
- B. Create a mobile application for use by law enforcement to precisely identify location information during significant call for service or emergency. (2018)** *Assigned to Technology Solutions Division*
- C. Maximize data storage systems.** *Assigned to: Technology Solutions Division*
- Ensure all agency systems are completely paperless, utilizing various document imaging and storage systems, and electronic signatures. (2018-2019)
  - Obtain access to FBI CJIS compliant cloud based storage to support an anticipated explosion of digital storage. (2019)
- D. Implement a web based visitation system at JEPCF. This will allow family members to conduct visits from their home and will reduce inmate movement inside the facility. (2018)**
- E. Expedite work flow in the Civil Section (2017 – 2019)** *Assigned to: Civil Division and Technology Solutions Division*
- Research and incorporate new technology for the electronic submission and dissemination of subpoenas to all agencies within Seminole County.
  - Implement electronic signatures / internal document enhancements to provide the most efficient process for Returns of Service (ROS) concerning ex-parte orders and injunctions.
- F. Implement new financial systems for the Sheriff's Office to improve tracking of agency assets, enhance budget management, and provide advancements in financial analysis and reporting.** *Assigned to: Fiscal Services Division and Technology Solutions Division*
- Implement a new financial accounting/budget system due to limitations and issues experienced with the current Microsoft Dynamics system, which was implemented in 2001. (2018-2019)
  - Implement an inventory system to better track items issued to agency personnel (including non-capital items), and to accurately reflect items on hand system in the Material Control area and Correctional Facility warehouse. (2017-2018)
  - Evaluate and implement efficiencies in timekeeping and payroll processes. (2018-2019)
- G. Enhance the procurement process to streamline and bring consistency to purchases made throughout the agency.** *Assigned to: Fiscal Services Division*
- Implement a new Procurement General Order to bring about clarity and consistency in procurement across the agency. (2017)

- Reduce and/or eliminate the current inefficient manual processes related to purchase requisitions and check requests. (i.e. Replace the current triplicate requisition book with a pdf fillable form.) (2017)
- H. Continue replacement of patrol vehicles with safer, more fuel efficient patrol vehicles, including hybrids. Assigned to: *Fleet Services Division***
- Continue replacement of V8 powered patrol vehicles (2017-2022)
  - Continue to replace less fuel efficient vehicles through normal attrition. (2017-2022)
  - Add hybrid vehicles only where they are cost effective and mission matched. (2017-2022)
- I. Implement advanced forensic systems to improve accuracy and turnaround time of forensic analysis. Assigned to: *Forensic Services Division***
- Research Morpho Trak Biometric Identification System's capabilities and secure next system upgrade when it becomes available. (2017 – 2022)
  - Procure the CSIPix software, or comparable software, to increase accuracy and improve turnaround time for latent print analysis. (2017 – 2022)
- J. Enhance camera system coverage at the Criminal Justice Center, the Juvenile Justice Center and the Civil Courthouse (2017 -2022). Assigned to: *Judicial Services Division and Technology Solutions Division***
- Repair or replace an aging camera system as needed
  - Relocate cameras at multiple locations.
  - Add cameras to provide complete coverage of interior and exterior of buildings and surrounding parking lots.
  - Explore the latest technology in camera technology such as facial recognition and biometrics.
- K. Implement a new public records management system to effectively manage and track workflow and requests (2018). Assigned to: *Professional Standards Division***
- L. Transition from summary based reporting to National Incident Based Reporting System (NIBRS) for reporting Uniform Crime Reports. (2021) Assigned to: *Professional Standards Division and Technology Solutions Division***
- Upgrade local records management system (Café) with necessary fields to accommodate NIBRS reporting. (2020)
- M. More effectively manage evidence inventory. Assigned to: *Forensic Services Division***
- Annually increase the number of items disposed each year, streamlining processes where possible while at the same time maintaining quality assurance measures. (2017-2022)

- Collaborate with investigative units regarding the types of property submitted for long-term storage and seek alternatives to submitting large numbers of items to the Evidence Unit when the items will likely never be needed for court. (2017-2022)

**N. Establish a helicopter fleet and associated equipment replacement rotation cycle.** *Assigned to: Special Operations Division*

- Conduct comprehensive review and evaluation of the cost to replace Alert 1 in Fiscal Year 2017-2018 verses completing required overhaul/upgrade of Alert 1 in 2018. The current helicopter fleet date of manufacture is 2013 for Alert 2 and 2006 for Alert 1. (2017)
- Establish service life for technology systems installed in helicopter to include the thermal imager/color camera system and moving map systems. (2018)

**O. Explore the employment of sensors such as voice and facial recognition in wearable technology. This could enable personnel to gain secure access to agency systems without passwords. Such technology could also be used for automated identification of wanted persons, or to alert a deputy of a crime pattern in their vicinity without device involvement (2020-2021).** *Assigned to: Technology Solutions Division*

**PERFORMANCE INDICATORS:**

- Annual goals and objectives
- Monitoring of numbers of subpoenas (and reissued subpoenas) received for process by the Sheriff's Office
- Annual review of goals and objectives.
- Annual Strategic Plan reports describing progress made towards attaining goals and objectives.
- Review monthly and annual vehicle report to indicate transition of vehicles
- Track crash history year to year
- Fuel expenditure reports
- Feedback from deputies using V8 and hybrid vehicles
- Annual Forensic Quality Audit
- Review of annual Forensic Quality Audit Surveys provided by customers
- Annually measure and track the ratio of evidence items taken in to the items disposed
- Annual Forensic Quality Review and evidence audits
- Assessment of the percent of enforcement action documented through BWC system
- Ability to accurately track/log public record requests
- Successful compliance with NIBRS reporting
- Progress reports and technology presentations during weekly Division Commander's meeting and quarterly updates to Chiefs
- SCSONet Technology Project tracking chart
- Triennial CJIS audits by the Florida Department of Law Enforcement

**RESOURCES FOR DETERMINING PERFORMANCE INDICATORS:**

- Civil Section Lieutenant/Manager
- Civil Section Sergeant/Supervisor
- Chief of Administrative Services, Director of Fiscal Services, Facilities Manager, Accounting Manager, Procurement/Agreements Manager, Payroll Manager
- Director of Fiscal Services, Accounting Manager, Payroll Manager, Procurement/Agreements Manager
- Fleet Services Director
- Forensics Laboratory Services Director
- Jail Security Staff
- Judicial Security Lieutenant and Sergeants
- Records Supervisor
- Chief Pilot
- Technology Solutions Director



## Anticipated Workload

As Seminole County approaches a half-million residents, increasing service demands will be placed on the Sheriff's Office as well as on other government services.

Figures compiled by FDLE for 2016 show the Seminole County Sheriff's Office has one of the lowest ratios of law enforcement officers within the Central Florida area, with a ratio of 1.94 sworn Deputy Sheriffs per 1,000 residents. This ratio is lower than four of the seven cities within Seminole County. Of the four contiguous counties, the Lake County Sheriff's Office and the Orange County Sheriff's Office has a lower ratio. During the last six calendar years (2011 to 2016), the Sheriff's Office Communications Center has exceeded more than 700,000 calls for service from citizens and law enforcement. These two factors, combined with the anticipated growth in the county's population (see next section on anticipated personnel levels), suggest that the anticipated workload for service delivery across the agency will continue to grow.

Uniform Crime Reports for unincorporated Seminole County reflect crime at historical lows. The volume of index crime (the number of reported murders, forcible sex offenses, robberies, aggravated assaults, burglaries, larcenies, and motor vehicle thefts) was 3,861 in 2016. Although this was 138 more reported offenses than the previous year, crime trends show that since 1976, despite the population having tripled, the crime rate in Seminole County has declined 75%. This trend mirrors statewide trends.

### Workload Assessment

A comprehensive workload assessment was completed in 2017 by all divisions in the agency. Each division evaluated current staffing, growth potential and workload to determine the need for additional personnel, a reduction of personnel or if staffing was adequate. The following is a summary of staffing needs by division. These needs will be considered on an ongoing basis as the agency evaluates and fills vacancies.

#### *Office of the Sheriff*

General Counsel does not anticipate any additional staffing needs.

The Professional Development Section continues to meet the increasing demands for training and services but it is recommended that two additional deputy sheriff trainers be added to the staff. Additionally, it is recommended that a civilian training coordinator position be added to this section to facilitate additional training opportunities, as well as an additional training support specialist to aid with the continuing increased workload.

The Digital Evidence and Records Section does not currently have a designated video redactor to process the foreseeable increase in public records requests due to the upcoming implementation of body worn cameras. This section is seeking a position(s) to assist with this growth.

The Law Enforcement Accreditation Section is in need of two additional persons: one to monitor, revise, and update the agency's 453 policies, and a second to serve as the Accreditation

Coordinator for CALEA Communications. This would allow the Law Enforcement Accreditation Section to resume staff inspections. Currently, this duty falls to the Law Enforcement Accreditation Coordinator as a collateral duty. The number of updates to written directives annually has risen to a level where there is a need to have a full-time position devoted to the task. The Corrections-Judicial Accreditation Section is also in need of at least one additional person to assist with policy and post order development, updates and revisions. There are currently 197 corrections policies that must be reviewed and updated annually. This current job function is the responsibility of the lieutenant. The additional person will assist with probation policies and obtaining probation accreditation, proof gathering for all accreditations, and annual inspections. With the addition of ACA, PREA and Probation another full-time position has been requested.

#### *Department of Law Enforcement*

The Forensic Services Division has indicated a need to increase the unit with one Evidence Specialist, one Latent Print Analyst, one Crime Scene Analyst and one Quality Assurance Manager.

Seminole Neighborhood Policing would like to staff road patrol with eight additional deputy sheriffs, to assist with future growth in the north end of the county. The General Assignment Investigation Unit within the Seminole Neighborhood Policing Division would like to add three more general assignment investigators and an additional sergeant to handle the additional case load and to assist with Pawn Inspections. The addition to the General Assignment Investigation Unit would be able to proactively conduct operations to assist with the prevention of crime and/or the capture of outstanding suspect(s). The Traffic Safety Section within the Seminole Neighborhood Policing Division would like to proactively pursue the implementation of a nighttime traffic unit to handle traffic complaints, crashes and DUIs. A night time traffic unit would be comprised of one traffic sergeant and six traffic deputies. This unit would not only lessen traffic burdens on the NSA deputies, but could more effectively target aggressive drivers and traffic complaints that occur at night.

The Aviation Section would benefit from the addition of one full-time aircraft mechanic.

To keep pace with technological/internet changes and continue to conduct high priority criminal investigations, the Organized Crime Unit in the City County Investigative Bureau seeks one additional agent. The Interdiction Unit within the City County Investigation Bureau also seeks an additional agent to keep up with the increase of illegal parcels.

The Technical Support Unit in Diversified Investigative Services will require an additional deputy sheriff/investigator position in order to maintain mission readiness and to keep up with technological advances.

The Domestic Security Division indicated it would benefit by expanding the Counter Terrorism Unit by one supervisor, one investigator and one emergency management coordinator.

#### *Department of Administrative Services*

The Human Resource Division, Recruiting and Applicant Intake Section is looking to phase out the use of part-time personnel. To do so, the section would need to change the current part time civilian investigator to full time status.

To improve operational efficiency within the sections, the Employee Benefit & Relations (ERB) Section will request one part time position to offset the workload increase in scanning (Employee Benefits & Relations), and the reclassification of the part-time Senior Civilian Investigator to fulltime to assist with background investigation workload (Recruiting & Applicant Intake).

The Communications Center plans to consolidate with the Winter Springs Police Department and Lake Mary Police Department. The increase in calls for service will greatly influence current operations, requiring the Division to add another training coordinator, a quality assurance operator or supervisor and an additional manager.

No additional FTEs are recommended at this time for the Technology Solutions Division as resources must be focused on filling the existing vacancies. However if the agency is not able to attract and retain excellent software development talent, a recommendation will be made to create a new position for *senior* software developer.

Based on the volume of uniforms and equipment issued through the materials store room, there is a need for additional personnel in the Procurement and Materials Management Unit. There needs to be a minimum of two, optimally three staff members, to operate this area.

The requirement for additional staff for the Facilities Maintenance Section may be necessary in the near future due to the constant maintenance needed for the Correctional Facility and the additional of agency-wide leased space.

#### *Department of Corrections and Judicial Services*

Judicial Services is requesting one sergeant and eight deputy sheriffs to keep up with increasing demands and additional staffing needs.

Through a recent restructuring, the Civil Division lost an investigator position. With an increase in enforceable process, there is a need for another investigator to maintain operations at current levels with minor impact to response times.

#### *Department of Youth Services*

The Youth Intervention Services – Enforcement Services would like a civilian position (JDO) to handle the EMPACT-GPS program to free up an investigator who can help with other programs. The Youth Intervention Services – Community Interventions section stated that to maximize services they need to add one JDO as the Truancy Coordinator and one JDO for CASU/SWEAT/EGMYA programs.

Child Protective Services (CPS) has adequate staffing to handle the current workload.

The School Safety Division is requesting one additional sergeant, six additional school resource deputies and a program specialist. Two Seminole County charter schools and one private school have expressed an interest a full time school resource deputy on their campuses. Winter Springs Police Department will be deferring school resource services to the Sheriff's Office beginning the 2017/2018 school year. Beginning in August 2017, this will require two additional full time school resource deputies for high school. Currently, the School Safety Division has two sergeants with a span on control of approximately twenty school resource deputies each. The division is in need of a third supervisor to manage staffing. Furthermore, for the 2018/19 school year, the agency is interested in staffing two deputies in each high school due to the size of the student population and the unique risks and hazards associated. The County's high schools are averaging over 3,000 students and approximately 200 faculty/staff. For the 2018-19 school year, this would be an additional four full time school resource deputy(s) equivalents. A program specialist is also required to assist with daily projects required within the division for optimal efficiency. Currently the division does not have any clerical or analytical support.



## Anticipated Personnel Levels

The Seminole County Sheriff's Office dispatches for five of the seven city police departments within the county and anticipates potentially dispatching for the remaining two in the upcoming years. Should SCSO assume additional police department communications services, staffing will increase and funding for the positions will be provided via contract with the cities for whom the service is provided.

In late 2017 and early 2018, the agency plans to outfit enforcement personnel with body worn cameras. To meet the demand, a lieutenant has already been assigned to the Professional Development Section as the digital evidence manager to oversee and coordinate all body-worn and in-car camera processes in use within the Sheriff's Office. Additional resources will likely be needed to meet the corresponding anticipated demand for records (requests for body-worn and in-car camera footage).

In 2016, the Sheriff's Office increased the number of deputy sheriffs with dedicated assignments to schools and created a new School Safety Division. The division is headed by a captain who is co-located with Seminole County Public Schools' administrative offices, ensuring close communication with district leadership and effective coordination of all safety and security issues. Working in partnership with the County's police departments the Sheriff's Office led an effort to place a school resource deputy or officer (from a municipal agency) on every elementary, middle and high school campus in the county. Regardless of the agency of employment, all law enforcement personnel assigned to schools are managed through the SCSO School Safety Division in order to provide consistency in policies and response protocols. As noted in the "Anticipated Workload" section, in the years ahead, SCSO seeks to expand the presence of law enforcement to private and charter schools throughout the county and to better serve a large high school population. Such an expansion will have additional resource needs.

With pending retirements and other terminations from employment, maintaining an effective strength of deputies, detention deputies, and civilian support personnel remain in the forefront. In 2016, SCSO launched a new deputy sheriff and detention deputy sponsorship program to more effectively recruit and hire top candidates. The program enables SCSO to hire and compensate detention deputies and deputy sheriffs while they attend the basic correctional or law enforcement academy. SCSO has also begun to "overhire" for these two core positions, bringing small quantities of personnel on board above the authorized personnel.

Deputy sheriffs assigned to Seminole Neighborhood Policing (patrol) are frequently tapped for promotion to sergeant as well as reassignment to investigative roles. Such movement often results in reduced staffing levels on patrol. SCSO is also researching the potential for implementing a paid reserve deputy sheriff program which will provide additional support and relief for road personnel.

It is anticipated that future applicant pools will be well-educated and technologically-oriented. The Sheriff's Office also recognizes that in order to recruit high caliber candidates, the agency must offer more competitive compensation. In 2015, the Sheriff's Office increased base pay for deputy sheriffs and detention deputies which at the time resulting in the agency's starting salary being among the highest in the central Florida region. The Sheriff's Office has also worked to provide salary adjustments that address compression between personnel. Recruitment of personnel, competitive compensation, and retention of high performers will continue to be an agency priority in the years ahead. Funds for personnel costs has

historically been, and will continue to be, the top funding request item for the agency’s annual budget request.

A study by the Federal Bureau of Investigation comparing crime in the United States and the demographics of law enforcement agencies (Department of Justice, 2004) stated that of all law enforcement agencies surveyed, 30.4% of their personnel were civilians. As of FY 17/18, the Seminole County Sheriff’s Office civilian staff comprised approximately 47% of its full-time workforce, or 587 full-time employees (this does not include detention deputies), which is exceptional when considering the cost of using sworn personnel to fill positions not requiring law enforcement authority. In order to maximize the use of law enforcement and correctional officers, whenever possible the Sheriff’s Office will continue to reclassify positions and place the duties and responsibilities under civilian classifications. By doing so, the agency is embracing a method by which the Sheriff’s Office can continue to provide communities with cost-effective service while maintaining a high standard of service delivery.

Historical data on agency personnel size indicates that the number of full-time positions have increased each year in order to keep up with the corresponding growth in the county’s population. It is anticipated that personnel levels may increase accordingly in future years as projected below.

	<i>Actual</i>			<i>Projected</i>				
	<b>FY 14/15</b>	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>SCSO Full Time Employees</b>	1184	1254	1254	1258	1262	1266	1270	1274
<b>Population</b>	437,086	442,903	449,124	455,143	461,162	467,181	473,200	479,219

*\*NOTE: Population data for FY15 and FY16 were provided by FDLE’s Uniform Crime Reports. Population data for FY17 was provided by the Florida Bureau of Economic and Business Research. Population data for FY18 through FY22 are Seminole County Sheriff’s Office estimates based on historical averages and a projected growth of 6,019 residents annually.*

The staffing of any new, future positions will require requesting commanders to empirically demonstrate the need for a new position, while also demonstrating how the new position will benefit the Sheriff’s Office and the community. The decision to approve new positions ultimately rests with the Sheriff, who will evaluate the current and future needs of the agency and make the proper determination. In order to maximize the knowledge, skills and abilities and training of new deputy sheriffs and detention deputies, whenever possible the Sheriff’s Office will consider reclassifying positions and place the duties and responsibilities under a civilian classification.

The Sheriff’s Office grant component remains aware of agency needs, and researches and applies for grants that might affect various agency programs or lead to an increase in staffing to support those programs.



## Anticipated Capital Improvement and Equipment Needs

To adequately prepare for the provision of capital improvements and/or equipment needs, the Sheriff's Office has attempted to forecast anticipated needs based on two factors: the known attrition or deterioration rate of certain equipment that must be replaced, and the expectation of providing for upgrades to existing systems and physical plants. It should be noted that this section of the Sheriff's Office Strategic Plan is not intended to serve as a budget document, although it can be used to help supplement that need.

All capital improvement funds budgeted are for the normal scheduled replacement of vehicles, vehicle equipment, radios, office equipment, weapons, and computer equipment (hardware and software). The methodology used by Sheriff's Office staff to forecast capital improvement or equipment needs is based on the following criteria:

- Urgency - Capital improvements or equipment needs that cannot reasonably be postponed due to the potential effect on partially completed projects or projects deemed essential to maintain minimum, presently established Sheriff's Office programs, or to meet emergency situations;
- Necessity - Capital improvements or equipment needs affecting projects that should be carried out within a few years to meet anticipated needs of current Sheriff's Office programs, or for the replacement of unsatisfactory or deteriorating facilities or equipment;
- Desirability - Projects needed for the proper expansion of Sheriff's Office existing programs, or that can be temporarily postponed without impacting current service levels.

Command staff forwards their division's recommendations to the Chief of the Department of Administrative Services to ensure that an appropriate review and evaluation of anticipated capital expenditures and/or the replacement of equipment requiring a capital outlay takes place.

By maintaining an equipment and property list with depreciation and life expectancy estimates, the Sheriff's Office plans the purchase of new equipment on an annual basis. When new equipment is necessary for initial purchase, upgrade, and replacement, we can estimate our future needs annually. By doing so, we maximize the use of every item we purchase and provide reasonable estimates of our future needs while minimizing the financial impact to the community.

The following list of projected equipment needs is based on two factors: items that fall under normal replacement cycles and growth in existing equipment needs.

- Computers (vehicle laptops, desktops and tablets), data center infrastructure (servers, storage, network), and Communications Division equipment
- Vehicles, including aircraft
- Portable and vehicular radios, weapons, bullet resistant vests and other tactical gear
- Radar and laser speed measuring instruments
- Portable traffic safety speed trailers and a crime scene response vehicle

Specifically, projected needs over the next 5 years are as follows:

	<b>FY Ending 09/30/2018</b>	<b>FY Ending 09/30/2019</b>	<b>FY Ending 09/30/2020</b>	<b>FY Ending 09/30/2021</b>	<b>FY Ending 09/30/2022</b>
Fleet, including aircraft	1,325,000	1,365,000	1,406,000	1,448,000	1,491,000
Capital equipment, including radios, radars, weapons, tasers and tactical gear	625,000	644,000	663,000	683,000	703,000
Technology requirements, including computers, network infrastructure, cameras and data storage	600,000	618,000	637,000	656,000	676,000
<b>Total</b>	<b>2,550,000</b>	<b>2,627,000</b>	<b>2,706,000</b>	<b>2,787,000</b>	<b>2,870,000</b>

NOTE: Estimated annual increase of 3% rounded to the nearest 1000

There are several recommended facility improvements identified as desirable for the next five years. The agency envisions relocating the Juvenile Assessment Center to a new facility collocated with Juvenile Detention Center. The Juvenile Assessment Center has outgrown the available space it its current location. Relocating the Juvenile Assessment Center to a new facility collocated with the Juvenile Detention Center offers an opportunity to obtain adequate space for facility operations, streamline staffing in both facilities, and merge the facilities' intake operations. The merger of the two facilities offers an opportunity to achieve significant cost savings due to better deployment of personnel and reduced transportation demands.

Additionally, the John E. Polk Correctional Facility has sections of the facility that are in excess of 30 years of age. Portions of the facility have experienced plumbing and electrical deterioration and there are structural components that must be upgraded to maintain a safe and secure correctional environment. These improvements need to be addressed.



## Review of Sheriff's Office Strategic Plan

The Sheriff's Office intends to develop new 5-year strategic plans biennially. The next plan will be developed for the period 2019-2024. In developing each plan, the agency will:

- Measure the progress of the strategic plan against the mission statement, vision, and goals of the Sheriff's Office; and
- Identify possible external influences such as legislation, economic climate, population trends, or significant community concerns that may require revisions to existing priorities or the creation of new strategic initiatives; and
- Review the goals, objectives and strategies and revise them if necessary to accommodate the changing needs of the community and the Sheriff's Office.

On an ongoing basis, the Chiefs of the Departments will review the strategic plan to evaluate the progress made towards Sheriff's Office long-term operational goals and objectives. The Chiefs of the Departments currently meet two to four times per month to discuss current initiatives, potential policy changes, and long-term plans.

On an annual basis, the Sheriff's Office develops goals and objectives for the calendar year. At the end of each calendar year, each division captain reports on progress toward goals, and re-establishes goals for the subsequent year. The most significant annual goals are included in the 5-year plan.

The Chief of Staff is responsible for ensuring the Strategic Plan is reviewed and revised as required.

**SHERIFF**  
**SEMINOLE COUNTY**

