




SEMINOLE COUNTY SHERIFF'S OFFICE

# STRATEGIC PLAN 2025 - 2030

SHERIFF DENNIS M. LEMMA





**SEMINOLE COUNTY SHERIFF'S OFFICE**  
**100 ESLINGER WAY**  
**SANFORD, FL 32773**

**[HTTP://WWW.SEMINOLESHERIFF.ORG](http://www.seminolesheriff.org)**



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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, and that protecting the lives of our citizens is our primary responsibility and concern. 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 are 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 our most important resource. It will provide them with 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 preventing crime and protecting and preserving human lives are its primary responsibilities.
- The Seminole County Sheriff's Office is committed to suppressing crime and actively pursuing 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 that 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 workforce. 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, practical tools and support services for its personnel.
- The Seminole County Sheriff's Office is committed to excellence in all areas of operation. The Office intends 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 implementing programs at the John E. Polk Correctional Facility that facilitate the successful reintegration of offenders who desire to become productive community members.
- 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 among the citizens it serves and other law enforcement agencies.
- The Seminole County Sheriff's Office recognizes that crime is an underlying symptom of another problem, and at the top of that list are often substance use disorders and mental health disorders, which is why tools are in place to combat those issues and their associated stigmas.

## MESSAGE FROM THE SHERIFF

The Seminole County Sheriff's Office is dedicated to enhancing the quality of life in our community by reducing both crime and the fear of crime throughout Seminole County. We are committed to providing the highest level of service by working collaboratively with the community to prevent, investigate, and solve crime, while implementing innovative and proactive policing strategies.

As this strategic plan outlines, our long-term goals focus on the agency's key priorities: pay and compensation, staffing, leadership, career development, equipment, and community investments. This plan addresses both the most pressing needs of a modern criminal justice organization and the most significant concerns of the citizens we serve.

These priorities are central to our shared success. They strengthen our agency, support the well-being and professional growth of our team members, and enhance the safety and quality of life for the residents of Seminole County. Through these goals and initiatives, we are building long-term value—as an agency, as a profession, and as one united community.

Sincerely,



Sheriff Dennis M. Lemma



## AGENCY OVERVIEW

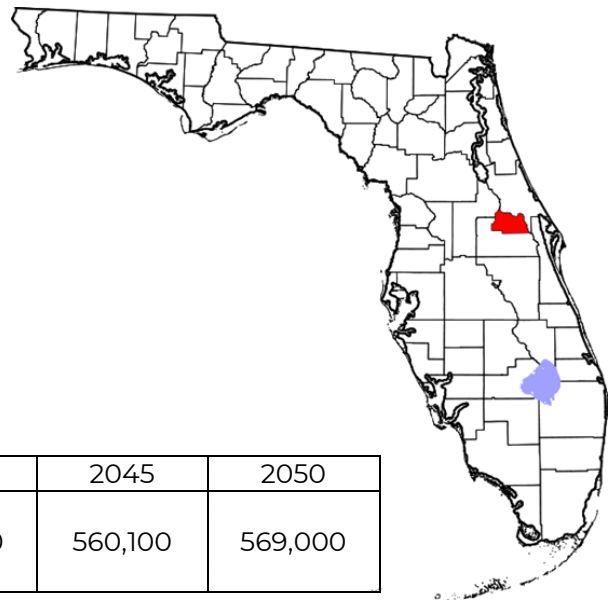
Seminole County was incorporated as a Florida county in 1913. The county seat is located in the City of Sanford, with a population of approximately 66,000 persons as of 2024 census estimates. Sanford is one of seven incorporated cities within the county, including Altamonte Springs, Longwood, Lake Mary, 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 495,000 as of 2025 census estimates (about 255,000 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 on agriculture and cattle. In the late 1950s and 1960s, this emphasis shifted to a suburban-based economy with the growth of neighboring counties' tourism, aerospace, and defense industries. Little agriculture and cattle industry remain, 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 people working in Orange and Volusia Counties.

Between April 1, 2025, and April 1, 2030, state population growth is expected to average 319,00 new residents per year, representing a compound growth rate of 1.18% over this five-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.

According to the 2020 census, Seminole County's population consisted of 470,856 persons and is estimated to increase to 520,200 in 2030. This is an increase of 9.4% in ten (10) years. In 2025, Seminole County's estimated population is 495,00. Per the data presented by the Florida Bureau of Economic and Business Research (Florida Population Studies, Volume 57, Bulletin 198, January 2024), the following anticipated population levels are projected for Seminole County:



YEAR	2030	2035	2040	2045	2050
PROJECTED POPULATION LEVELS	520,200	537,200	549,700	560,100	569,000



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/county probation, serving court process, investigating crimes, providing youth wraparound services, and handling court security services. The agency has 1,225 full-time employees, 148 part-time employees, and a volunteer workforce of approximately 308. The Sheriff's Office is the county's largest law enforcement agency and supports local and surrounding police jurisdictions.

The Sheriff has law enforcement jurisdiction throughout the county. He is responsible for 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 primary 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 services, including the service of civil and legal processes. 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 seven 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 and offices 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 for area residents needing services. Those offices are located in Altamonte Springs (South Region), Lake Mary (North Region), and Oviedo (East Region).



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 the sole responsibility for the administration and operation of the Sheriff's Office. The Seminole County Board of County Commissioners approves the Sheriff's budget annually. Budget requests can be found on [SeminoleSheriff.org](http://SeminoleSheriff.org).

The agency follows a central guiding philosophy integrating 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 services to our community.

The Sheriff's Office has continued its professional growth by establishing strong ties with the community, and 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, the Public Safety Aviation Accreditation Commission, the Florida Pretrial and Probation, and the ANSI National Accreditation Board.

The agency's internal structure consists of the Sheriff, Undersheriff, six department chiefs, the Chief of Staff, and the Chief Counsel. Chiefs provide the overall leadership, strategic direction, and management for the Sheriff's Office through individual Departments. The Office of the Sheriff includes the Chief of Staff and the Chief Counsel.

- Office of the Chief Counsel

This office manages all legal matters related to the agency's law enforcement, corrections, and juvenile functions. Responsibilities include legal representation, drafting legal opinions and legislation, contract review, training, and oversight of civil litigation. It also manages the agency's Risk Management Program, proactively identifying, evaluating, and mitigating risks to personnel, operations, and public safety.

- Office of the Chief of Staff

An extension of the Sheriff's Office, the Chief of Staff leads agency-wide strategic initiatives, legislative efforts, stakeholder relations, employee engagement, and community outreach. This office also oversees the public information unit, government affairs, the agency's non-profit Community Foundation, and citizen advisory committees. It plays a significant role in guiding external communications and delivering resources to the community.

The six departments listed below, each managed by a chief, report directly to the Undersheriff, who reports directly to the Sheriff.

## DEPARTMENT OF LAW ENFORCEMENT

This department encompasses the Seminole Neighborhood Policing Division, Community Engagement Division, Judicial Services, and Forensic Services.

- Seminole Neighborhood Policing provides all uniformed patrol activities, conducts general investigations, and delivers various safety services.
  - This Division is organized by three regions: North, South, and East. A region identifies an area of the County. Within the identified regions, deputy sheriffs are assigned a smaller geographic area called a Community Service Area (CSA). Several deputy sheriffs share the responsibility of safeguarding their respective CSAs.
- Community Engagement coordinates public event participation, community programs, the Police Athletic League, and the Explorers program.
- Judicial Services provides law enforcement services for Seminole County's judicial facilities, ensuring the four judicial facilities are secure and able to conduct court-related functions for the 18<sup>th</sup> Judicial Circuit. It also oversees prisoner transport and service of civil process per statutory requirements.
- Forensic Services delivers expert analysis of evidence to support criminal investigations and prosecutions.

## DEPARTMENT OF INVESTIGATIVE SERVICES

This department leads complex criminal investigations and intelligence operations.

- The Criminal Investigations Division handles major crimes and specialized investigations using advanced tools and technology.
- The Special Services Division includes aviation, special operations, offender management, an intelligence section, and the real-time crime center with crime analysis.
- The City-County Investigative Bureau (CCIB) is a multi-city drug enforcement division that includes the Seminole Collaborative Opioid Response Effort (SCORE), which investigates fatal drug poisonings and provides services to victims of non-fatal drug overdoses, as well as our human trafficking efforts.
- The Professional Development Division oversees agency personnel career development, recruitment, and the Seminole County Law Enforcement & Corrections Academy.
- The Accreditation Section maintains compliance and quality assurance throughout the agency.
- The Professional Standards Section ensures that all agency personnel uphold the highest standards of integrity, professionalism, and accountability.

## DEPARTMENT OF SCHOOL SAFETY & SECURITY

This department ensures the safety and security of all schools in Seminole County. School Resource Deputies are assigned to each school, providing security, building relationships with students and staff, and delivering educational programming. The department adapts to evolving school safety needs, prioritizing a secure environment for students, faculty, and staff. The department also houses the School Crossing Guard Program with over 130 crossing guards who serve 180 posts at 48 different schools each school day.

## DEPARTMENT OF FAMILY & COMMUNICATION SERVICES

This department focuses on family services, juvenile education, prevention, enforcement, and 9-1-1 communications.

- Juvenile Assessment Center serves as a location to bring all arrested, truant, and runaway juveniles. The JAC provides a secure environment where assessments are administered to determine whether the juveniles will be detained for prosecution or released with referral to a social service agency.
- Juvenile Detention Center is a 56-bed, secure facility that serves pre-adjudicated youth. The JDC provides mental health, religious, and health care services.
- Juvenile Enforcement Center houses multiple youth intervention services, including in-home services to minimize misbehaviors and law enforcement contact, the Stop Now And Plan program to learn coping mechanisms, and the Eugene Gregory Memorial Youth Academy, an alternative school with services to at-risk youth in middle and high school.
- Prosecution Alternatives for Youth provides an alternative to pre-adjudicated youth charged with misdemeanors or non-violent third-degree felony offenses. This program intends to reduce the possibility of juveniles becoming repeat offenders while preserving a conviction-free record.
- 9-1-1 Communications manages all law enforcement emergency calls for unincorporated areas and the county's seven municipalities.

## DEPARTMENT OF ADMINISTRATIVE SERVICES

This department manages the agency's human resources, finances, technology, building services, and fleet services.

- Fiscal Services oversees budgeting, payroll, purchasing, and grants.
- Human Resources manages employee hiring, benefits, and wellness.
- Technology Solutions provides IT support for internal operations and external partners.
- Building Services oversees maintenance and facility projects.
- Fleet Services maintains all vehicles utilized by agency personnel.

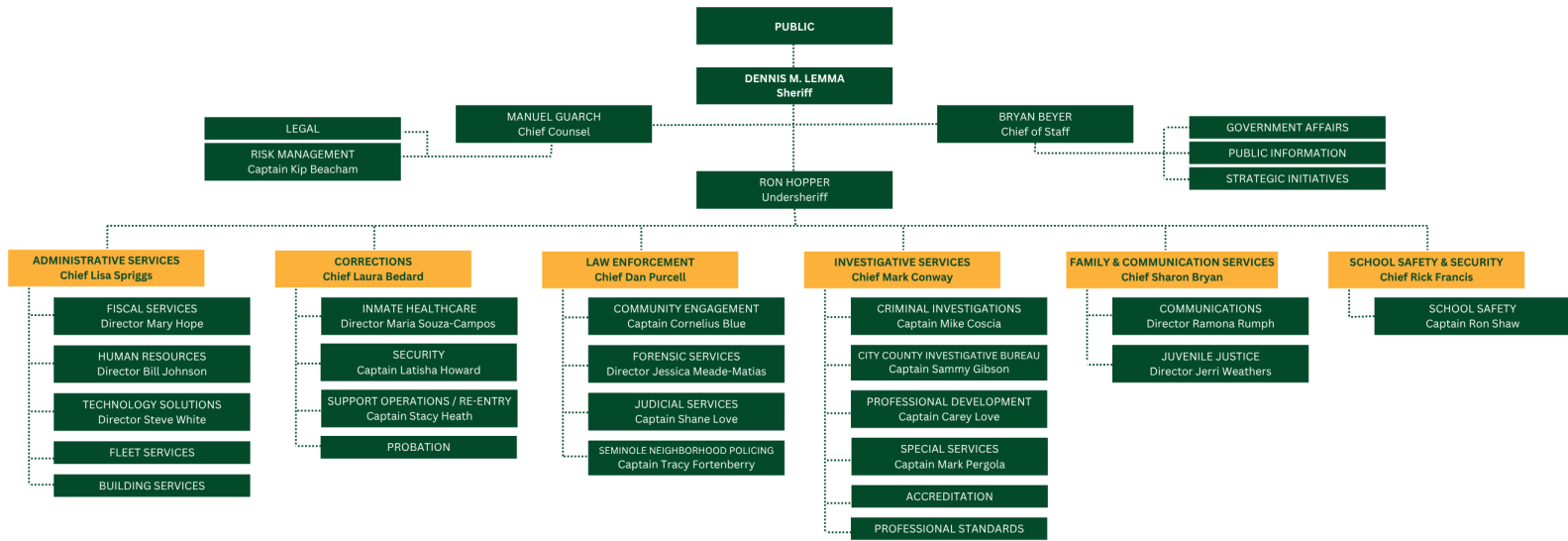


## DEPARTMENT OF CORRECTIONS

This department is responsible for inmate custody and care at the John E. Polk Correctional Facility (JEPCF). It focuses on safety, security, and support programs for re-entry into the community, as well as Probation services.

- Security Operations manages facility security, food services, and laundry.
- Support operations and re-entry oversee inmate classification, intake/release, and re-entry programs.
- Inmate Healthcare Services provides medical and mental health care for the incarcerated population.
- Probation Services works with individuals regarding court-ordered supervision including specific rules and conditions.

# ORGANIZATIONAL CHART



Updated November 4, 2025

## 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. Although not an exhaustive list, this plan's objectives 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 offers to Seminole County's citizens and visitors. 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 attaining their goals, which are periodically reviewed 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. People First – Recruit, train, and develop a highly skilled and diverse workforce.
2. Leadership & Growth – Build career pathways and empower future leaders.
3. Modernization – Invest in technology, equipment, and facilities that enhance safety and efficiency.
4. Safety & Well-Being – Advance innovative approaches to public safety, including mental health services.
5. Community Partnership – Strengthen relationships with residents, schools, and businesses.

## PERFORMANCE INDICATORS

As listed below, these are high-level agency goals to meet agency-wide objectives. Captains and Directors then have strategic goals for each division to meet the agency goals. Each division commander is responsible for determining how to measure the performance of their division's individual goals, whether quantitative or qualitative. Additionally, Department Chiefs can review goals and progress on an ongoing basis.

## RESOURCES FOR DETERMINING PERFORMANCE INDICATORS

Captains and Directors meet regularly to discuss goals, community and agency trends, and other factors that may affect the goals. Captains and Directors achieve the below goals, typically utilizing their respective chain of command, and report to their Department Chief and ultimately to the Sheriff. At times, the agency conducts forums, remote sessions, and/or skip meetings to go over crime trends, topics related to the mission and organization, and other factors that would affect the goals, including collaboration between units and divisions to accomplish agency goals and individual goals set at the division level.



## AGENCY GOALS

### GOAL #1: RECRUIT AND RETAIN TALENT

#### OBJECTIVES

1. Develop innovative recruitment campaigns to attract high-quality candidates from diverse backgrounds.
2. Strengthen partnerships with schools, colleges, and military programs to create career pipelines.
3. Continuously evaluate pay, benefits, and wellness programs to remain competitive.
4. Enhance employee recognition programs and create new opportunities for engagement and morale-building.

### GOAL #2: LEADERSHIP AND PROFESSIONAL DEVELOPMENT

#### OBJECTIVES

1. Expand leadership training and mentoring programs across all ranks.
2. Develop a structured succession planning framework to identify and prepare future leaders.
3. Offer specialized training in emerging areas.
4. Provide more cross-training opportunities across divisions to strengthen versatility and knowledge-sharing.
5. Leverage partnerships with academic and professional organizations for advanced certifications and leadership development.

## **GOAL #3: MODERNIZE INFRASTRUCTURE AND TECHNOLOGY**

### **OBJECTIVES**

1. Complete major facility projects, including several John E. Polk Correctional Facility updates.
2. Implement updated dispatch management systems to streamline operations.
3. Invest in next-generation technology, including data analytics, CAD mapping, and drones.
4. Establish ongoing review processes to ensure equipment and fleet remain safe, reliable, and cost-effective.

## **GOAL #4: ADVANCE PUBLIC SAFETY AND WELL-BEING**

### **OBJECTIVES**

1. Expand specialized response teams and diversion programs to reduce reliance on incarceration for individuals with behavioral health needs.
2. Continue overdose prevention efforts, including investigation, education, and community-based interventions.
3. Enhance reentry programs that provide returning citizens with housing, job placement, and life skills.
4. Emphasize prevention strategies that address the root causes of crime and reduce victimization.
5. Collaborate with community partners on homeless initiatives, focusing on outreach, resources, and sustainable housing solutions that reduce the intersection of homelessness and law enforcement.

## **GOAL #5: STRENGTHEN COMMUNITY PARTNERSHIPS**

### **OBJECTIVES**

1. Evaluate, improve, and expand community outreach programs, including the Community Law Enforcement Academy, the Outreach Neighborhood Engagement Initiative, youth programs, and presentations.
2. Continue transparency through proactive communication, social media engagement, and community forums.
3. Partner with healthcare providers, nonprofits, and schools to enhance prevention and intervention efforts.
4. Collaborate with municipalities and regional agencies to improve interoperability and joint responses.
5. Advocate for legislation and resources that strengthen law enforcement and community safety.



## ANTICIPATED WORKLOAD

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

During the last five calendar years (2020-2024), the Sheriff's Office 9-1-1 Communications Center has received more than 4,000,000 calls, comprised of emergency and non-emergency calls, averaging over 870,000 calls a year into the communication center from citizens and law enforcement. These two factors, combined with the anticipated growth in the county, suggest that the anticipated workload for service delivery across the agency will continue to grow.

Uniform Crime Reports for unincorporated Seminole County reflect that crime remains at historic lows. The total volume of index crime (the number of reported murders, forcible sex offenses, robberies, aggravated assaults, burglaries, larcenies, and motor vehicle thefts - the items that directly affect the quality of life) was 1,810 in 2024. This number equates to a 20% decrease in what we refer to as Part I Crimes. This is a positive trend that is similarly reflected in statewide reporting.

The Seminole County Sheriff's Office will routinely review workload, including demands placed on staffing, and plan for changes accordingly.

## WORKLOAD ASSESSMENT

Staffing remains a top priority of the Seminole County Sheriff's Office in all divisions, including sworn, certified, and civilian positions.

To accomplish our mission of reducing crime and the fear of crime, we recognize that we must have adequate resources and employees to meet the changing needs and size of the county and be adequately staffed to meet the community's most pressing needs.

Each division is tasked with evaluating current staffing, growth potential, and workload to determine the ongoing need for additions to personnel, reduction of personnel, or if each respective division has adequate staffing. The members of the agency command staff are regularly tasked to make personnel moves based on these needs, without adding any full-time equivalent personnel to the agency roster.

As the Seminole County Sheriff's Office continues to evolve based on the needs of the community and state, reorganizing divisions and creating divisions, units, or task forces remain essential elements to adequate staffing. The needs of each division are considered on an ongoing basis as the agency evaluates and fills vacancies.

In early 2025, the Sheriff's Office conducted an internal reorganization and workload assessment to ensure our structure and staffing align with the evolving needs of our community. This process allowed us to evaluate how resources are deployed, identify opportunities to enhance efficiency, and position the agency for continued growth.

The results affirmed the importance of adapting to changes in population, service demand, emerging public safety challenges, and succession planning. The Sheriff's Office remains committed to reviewing workload and organizational structure regularly to ensure resources are used effectively and services are delivered at the highest standard.

## ANTICIPATED PERSONNEL LEVELS

To further strengthen staffing, in 2024, the Sheriff's Office established the Seminole County Law Enforcement and Corrections Academy, allowing the agency to train deputy sheriffs and detention deputies locally. This academy shortens the time from recruitment to deployment and provides instruction tailored to the needs of Seminole County. By developing a pipeline of well-prepared candidates, the agency is able to respond more quickly to staffing needs while reinforcing a culture of excellence from the very start of an employee's career.

The Seminole County Sheriff's Office provides dispatch services for all seven municipal police departments in the county, underscoring our role as the primary hub for public safety. As the county continues to grow, staffing will remain one of the agency's most critical priorities.

We anticipate that future applicant pools will be increasingly well-educated and technologically skilled. To attract and retain top talent, the Sheriff's Office has updated its compensation strategy in recent years to remain competitive with the market and responsive to economic conditions. Recruitment, retention, and comprehensive benefits will continue to be central to sustaining a high-performing workforce.

Recognizing the value of both sworn and civilian staff, the agency has strategically increased the proportion of civilian positions to maximize efficiency and allow law enforcement deputies to focus on core public safety responsibilities. This approach ensures cost-effective service delivery while maintaining the highest standards of professionalism.

Personnel levels are expected to grow in alignment with Seminole County's population increases. Any new positions will be carefully evaluated to ensure they are essential, justified, and directly benefit the community. The Sheriff's Office will also continue to leverage grant opportunities and external funding sources to support staffing needs and specialized 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 specific equipment that must be replaced and the expectation of providing for upgrades to existing systems and infrastructure. 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 if necessary.

All capital improvement funds budgeted are for the typical replacement of vehicles, vehicle equipment, radios, office equipment, weapons, and computer equipment (hardware and software). The methodology used by the 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 emergencies;
- 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 to expand the Sheriff's Office's existing programs properly or that can be temporarily postponed without impacting current service levels.

Command staff forwards their Division's recommendations to and meets with 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, or replacement, we can estimate our future needs on an annual basis. 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 on the community.

The following list of projected equipment needs is based on items that fall under regular 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 and maintenance;



- Portable and vehicular radios, firearms, bullet-resistant vests, and other tactical gear;
- Radar and laser speed measuring instruments.

Projected equipment needs for the next two to four years include:

1. NOVA Platform (Network Operations Vital Applications)
  - a. Develop a unified application platform to consolidate systems, data, and services across all agency operations.
  - b. Estimated Timeline: 2–4 years (phased implementation).
2. Electronic Warrants (E-Warrants) System
  - a. Purpose: Implement a countywide electronic warrant system for all CJIS-related agencies, improving speed, accuracy, and accountability throughout the warrant lifecycle
  - b. Estimated Timeline: 1–2 years (pending BCC appropriations).
3. Cloud Migration & Intranet Modernization
  - a. Purpose: Continue transitioning from on-premises systems to Microsoft 365 Cloud to enhance reliability, security, and collaboration.
  - b. Estimated Timeline: 1–2 years.
4. Artificial Intelligence (AI) Integration
  - a. Purpose: Introduce AI capabilities to enhance—not replace—human workflows, such as report analysis, transcription, and data search.
  - b. Estimated Timeline: Ongoing, integrated across all major initiatives.
5. Wi-Fi Expansion for Facilities
  - a. Purpose: Expand reliable, secure Wi-Fi coverage to the Jail, Juvenile Detention Center (JDC), Juvenile Assessment Center (JAC), and other underserved facilities.
  - b. Estimated Timeline: 1–2 years (phased by facility priority).

The John E. Polk Correctional Facility has sections of the facility over 30 years of age. Portions of the facility have experienced plumbing and electrical deterioration, and structural components must be upgraded. These improvements will be addressed over the long term.

## REVIEW OF SHERIFF'S OFFICE STRATEGIC PLAN

The Sheriff's Office will develop new five-year strategic plans biannually. The next plan will cover the period from 2027 to 2032. In developing each plan, the agency will:

- Measure progress against the mission statement, vision, and goals of the Sheriff's Office.
- Identify potential external influences, such as legislation, economic conditions, population trends, or significant community concerns, which may require revisions to existing priorities or the creation of new strategic initiatives.
- Review goals, objectives, and strategies, and revise them as necessary to address the evolving needs of the community and the Sheriff's Office.

The Department Chiefs will monitor the strategic plan on an ongoing basis to evaluate progress toward the Sheriff's Office's long-term operational goals and objectives. The Chiefs meet twice to four times monthly to discuss current initiatives, potential policy changes, and long-term plans.

The Sheriff's Office establishes goals and objectives for the calendar year annually. At year-end, each division captain or director reports on progress toward these goals and sets objectives for the following year. These annual goals take into account organizational changes, population and crime trends, impacts on external stakeholders, and potential risks or opportunities that may affect the division or the agency as a whole. The most significant annual goals are typically incorporated into the five-year strategic plan and may include objectives carried over from previous years.

Through the Sr. Administrator of Strategic Initiatives, the Chief of Staff, is responsible for ensuring that the Strategic Plan is reviewed and updated as needed.



