




SEMINOLE COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN 2019 - 2024

SHERIFF DENNIS M. LEMMA





SEMINOLE COUNTY SHERIFF'S OFFICE
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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 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 and protecting and preserving human lives is its primary responsibilities.
- 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 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, 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 reintegration 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.

MESSAGE FROM THE SHERIFF

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,



Sheriff Dennis M. Lemma



AGENCY OVERVIEW

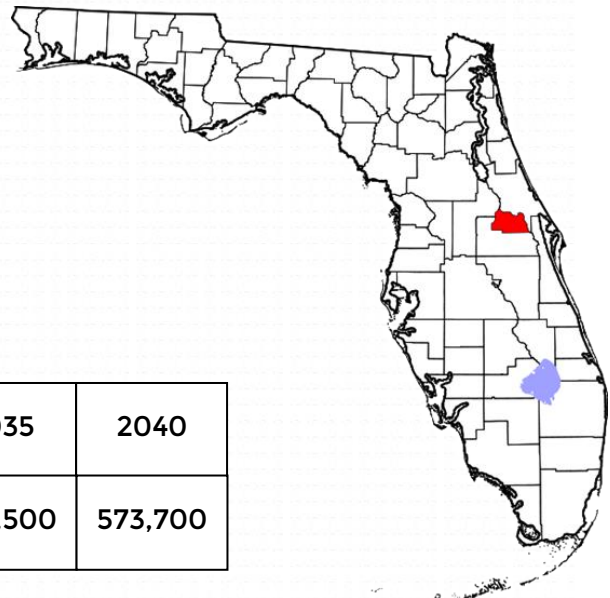
Seminole County was incorporated as a Florida county in 1913. The county seat is located in the City of Sanford, which has a population of approximately 60,035 persons as of 2018 census estimates. Sanford is one of seven incorporated cities within the county, which also includes Altamonte Springs, Longwood, 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 467,832 as of 2018 census estimates (approximately 220,000 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 1950s and 1960s, 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%. Per the data presented by the Florida Bureau of Economic and Business Research (Florida Population Studies, Volume 52, Bulletin 183, April 2019) the following anticipated population levels are projected for Seminole County:



Year	2020	2025	2030	2035	2040
Projected Population Levels	477,800	508,500	533,500	555,500	573,700

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, child protective services, and handling court security services. The agency has 1,277 full-time employees and 163 part-time employees, and a volunteer workforce of approximately 200. 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 six city police departments which merged with the Sheriff's Office for fiscal benefit and enhanced interagency operability. The only municipal police department not dispatched for is Winter Springs.

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 by area residents in need of 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 of the administration and operation of the Sheriff's Office. The Seminole County Board of County Commissioners approves the Sheriff's budget on an annual basis. Budget requests can be found on SeminoleSheriff.org.

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, 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, legislative tracking and 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 Office of the Sheriff division also houses the Public Information Unit, Accreditation Section, Professional Conduct Review, Professional Development Section, Government & Community Affairs, and the Opioid Response Division.

The four departments listed below, each managed by a chief, report directly to the Undersheriff, who reports 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, Judicial Security Division, Communications 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);
- SNP North Region (comprised of Sanford and Longwood/Lake Mary); and
- SNP South Region (comprised of the greater-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 delivers direct support to the CSA's through four specialized service sections: the Traffic Safety Unit, the Crime Prevention Unit, the Code Enforcement Unit, and the General Assignment Investigations Unit. 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, the Seminole Financial Crimes Task Force, 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 Judicial Security 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.

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 human-made 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 that assists citizens both in and out of the 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.

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, Lake Mary, Sanford, Oviedo, and Longwood police departments.

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 seven 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 addresses 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

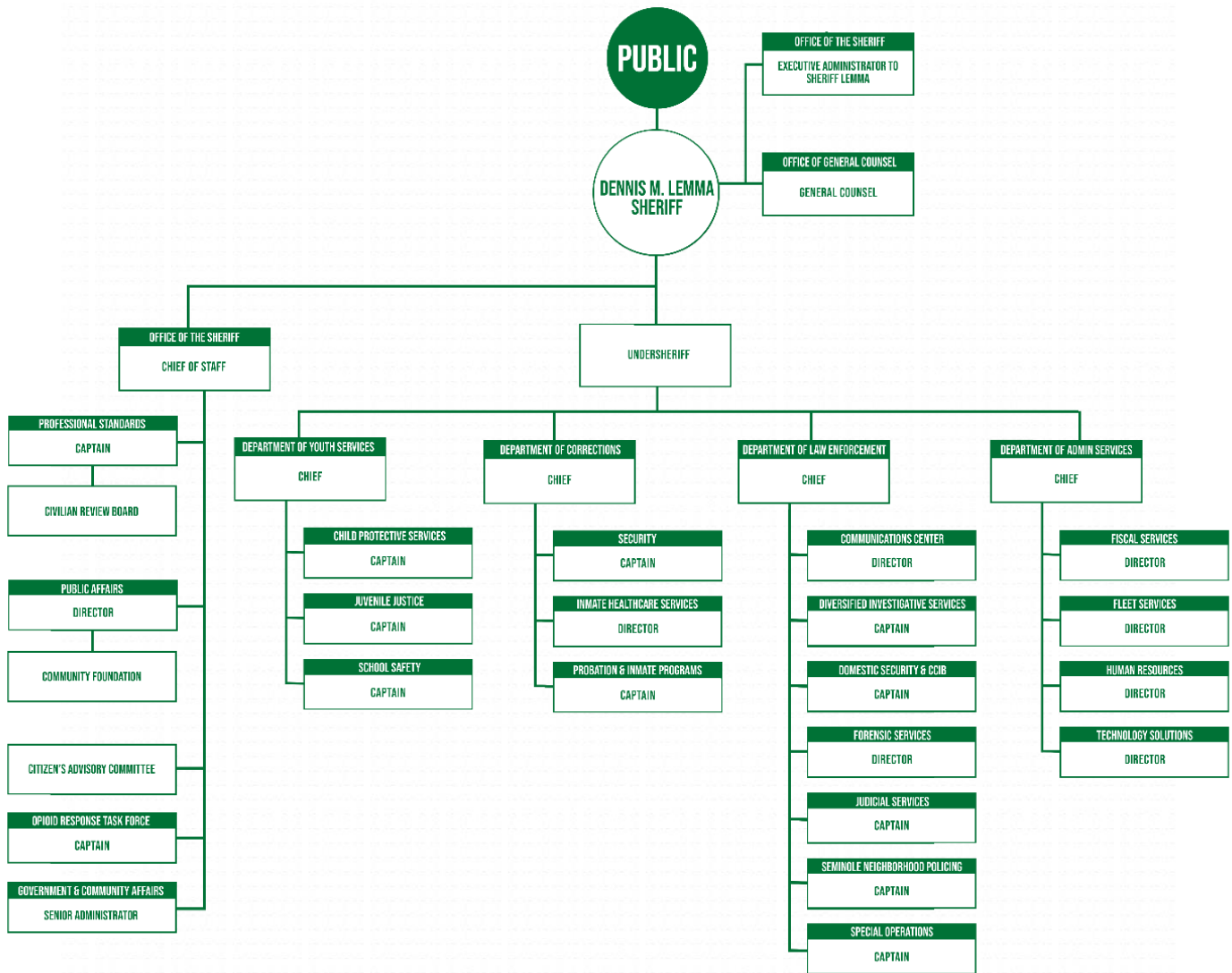
The Department of Administrative Services supports the human, fiscal, and business functions of the agency. Financial Services handles budget preparation and payroll, accounts payable, contracts maintenance, grants, facilities, fleet, and purchasing. Human Resources coordinates employee hiring, records,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

DEPARTMENT OF CORRECTIONS

The Department of Corrections is divided into three divisions: Security Operations & Administrative Services, Inmate Healthcare Services, and Probation. 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 Security Operations & Administrative Services Division that includes inmate classification, inmate programs, and reentry, and intake/release, 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.

ORGANIZATIONAL CHART



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.

PERFORMANCE INDICATORS

The agency goals, as listed below, are provided by Captains & Directors through the annual process division goalsetting. Each division commander has the responsibility to determine how to measure the performance of their division's individual goals, whether quantitate or qualitative. Additionally, Department Chiefs can review goals and progress on an on-going basis.

RESOURCES FOR DETERMINING PERFORMANCE INDICATORS

Captains & Directors regularly meet on a bi-weekly status to discuss goals, community and agency trends, and other factors that may affect the goals. Captains & Directors achieve the below goals, typically utilizing their respective chain of command, and report to their Department Chief and ultimately to the Sheriff. The agency regularly conducts "Forums" 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: DELIVER THE HIGHEST QUALITY LAW ENFORCEMENT AND FORENSIC SERVICES

OBJECTIVES

- A. Communications Division: Ensure effective means of 911/dispatch service deliver to the citizens of Seminole County, and ensure the safety of first responders in response and calls-for-service. (2019-2024)**
- Review and revise when necessary policies, procedures, and protocols related to 911 call taking, communications dispatch, and response.
 - When requested or appropriate, collaborate with surrounding jurisdictions on opportunities for consolidation.
- B. Communications Division: Consolidate dispatch services for all Seminole County law enforcement agencies under one combined Communications Center. (2019-2014)**
- Provide dispatching services for the Winter Springs Police Department if or when deemed beneficial and appropriate.
- C. Domestic Security Division: Implement a fully operational Real-Time Crime Center. (2019-2022)**
- Ensure full staffing and advanced equipment for operations.
 - Hire part-time crime analysts to staff RTCC and operate extended hours/days.
- D. City-County Investigative Bureau: Respond to the legalization of medical cannabis and the potential associated negative community impacts. (2019-2024)**
- a. Aggressively identify Drug Trafficking Organizations (DTOs) responsible for operating unlicensed/illegal marijuana grow houses.
 - b. 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.
 - c. 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. City-County Investigative Bureau & SCORE Division: Investigate heroin overdose deaths to arrest the “source of supply” for the death of the individual. (2019-2024)**
- 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 death.

- F. City-County Investigative Bureau: Aggressively identify and dismantle drug trafficking organizations operating within and affecting Seminole County. (2019-2024)**
- 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. Child Protective Services Division: Enhance response to child exploitation cases. (2019-2024)**
- Increase the size of the unit and improve proactive targeting of on-line offenders by dedicating one full-time investigator to proactive investigations. Take advantage of the 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. Diversified Investigative Services Division: Enhance the investigative services provided. (2019-2024)**
- 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 a 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. Domestic Security Division: Expand personnel and improve the abilities of the Counter-Terrorism Unit (CTU)**
- Expand the CTU by one supervisor, one investigator, and one dedicated analyst. (2019-20)

- Have an investigator attain the designation of Certified Threat Manager through the Association of Threat Assessment Professionals (ATAP). (2019-24)
 - Annually review vulnerable areas of the county and work with various entities to improve the security of these locations. (2019-24)
- J. Domestic Security Division: Strengthen the Career Criminal and Sexual Offender program and monitoring, while utilizing FAST to address crime trends and reduce the number of active warrants.**
- Conduct multi-jurisdictional investigations with FDLE and other law enforcement agencies. (2019-24)
 - Expand to two Sexual Offender investigators for increased proactive monitoring and investigations. (2019)
 - Conduct quarterly, unannounced Sexual Offender checks. (2019-2024)
 - Conduct quarterly operations focusing on reducing active warrants. (2019-2024)
- K. Forensics Division: Ensure timely, expert, and professional forensic services to the law enforcement community within the professional, scientific standards set forth by forensic laboratory accreditation.**
- Attain re-accreditation with ANAB International Accreditation. (2020)
 - Conduct annual proficiency testing of all analysts in all forensic disciplines in which they perform examinations. (2019 - 2024)
 - Conduct annual quality audits to review the quality of work that is being produced within the laboratory and to make improvements where needed. (2019 - 2024)
 - Conduct annual management reviews to review the quality system within the laboratory and make needed improvements where needed. (2019-2024)
- L. Probation Division: Provide more localized delivery of probation services to offenders.**
- 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. (2019)
 - Plan and implement at least one annual regional operation for offenders. (2019-2024)
- M. School Safety Division: Ensure the safety and security of all students, staff, and property in all K-12 schools throughout Seminole County.**
- Assist in the identification of long-range security needs for Seminole County schools. (2019-2024)
 - Determine areas where additional SROs or SRDs are needed, based on factors such as student population and campus sizes. (2019)
- N. Seminole Neighborhood Policing Division: Make Seminole County roadways safer for vehicles, bicycles, and pedestrians**
- Conduct more frequent traffic operations including aggressive driving and driving under the influence interdiction. (2019-2024)

- 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).
- O. Special Operations Division: Enhance the safety of Seminole County's waterways and parks. (2019-2024)**
- 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.
 - 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.
 - Train deputies on ATVs so they can become familiar with the hiking trails in their areas of service. (2019)
- P. SCORE/Opioid Response Division & City-County Investigative Bureau: Introduce overdose mapping (ODMAP) to all law enforcement agencies in Seminole County. (2019)**
- Actively monitor all overdose activity and NARCAN deployments.
 - Create aggressive and strategic enforcement of crimes involving opioid and heroin sales.
 - Continue support of Opioid Task Force to develop resources for education and prevention.
- Q. Communications Division: Fulfill public records request online via Records Unit. (2019)**
- Provide the ability to accept payment online for records requests.
 - Offer overall enhancement of services and requests to the public through new digital requests and offerings.

GOAL #2: OFFER INNOVATIVE EDUCATIONAL AND CRIME PREVENTION PROGRAMS

OBJECTIVES

- A. Public Affairs & Technology Solutions: Explore options for a public mobile device application that will deliver crime prevention and community service information to support our mission and initiatives. (2019-2020)**
- B. Professional Standards Division: Provide ongoing educational opportunities to citizens via the Community Law Enforcement Academy by explaining the roles and responsibilities of the section regarding how investigations are conducted. (2019-2024)**
- C. School Safety Division: Expand and enhance the safety programs the Sheriff's Office delivers to Seminole County students.**
 - Enhance the delivery of the Youth Academy during spring break and continue providing summer deliveries of the program. (2019-2024)
 - Increase the delivery of bicycle and pedestrian safety courses via Carl's Safety Program. (2019-2024)
 - Implement additional comfort K9s in primary and specialty schools within the Seminole County Public Schools where deemed appropriate. (2019-2024)
 - Continue to teach "Focus on Safety Program" to fifth-graders. (2019-2024)
School Resource Deputies will take an active role in the School Safety Patrol Program and delivery of Focus on Safety.
 - Crossing guards will collaborate with the Florida Department of Transportation on improving pedestrian safety around schools and throughout the community. (2019-2024)
- D. Seminole Neighborhood Policing: Increase public education on prevention measures to reduce violent crimes within Seminole County communities. (2019-2024)**
 - a. Collaborate with SCSO divisions to identify primary causes of violent crimes, and provide education to citizens on early intervention and prevention techniques.
 - b. Provide detailed overviews of the roles and responsibilities of the Crime Prevention Unit to enhance deputy sheriff knowledge of problem-solving and crime prevention techniques.
 - c. Enhance community outreach through extracurricular activities that encourage participation between CSA deputy sheriffs and at-risk community youth.
- E. Public Affairs Division: Improve and Enhance the Delivery of Safety and Crime Prevention Information to the Public.**
 - Produce 25-30 agency videos highlight initiatives, units, and sections in documentary format. (2019)

- Increase social and digital media followers on primary communication channels by a minimum of 10% to effectively distribute important agency information. (2019)
- Improve opportunities to engage the faith-based community through partnerships and community events. (2019-2024)
- *Via Community Foundation*: Support Crime Prevention events with the deployment of SCSO Snow Patrol, fully-funded through charitable contributions. (2019-2024)

F. Child Protective Services Division: Improve community awareness of child abuse and prevention of child-related deaths.

- In collaboration with other agencies and stakeholders, explore the opportunity of opening a resource center in areas that are known to receive a larger number of child protective investigation cases. (2019-2024)
- 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. (2019-2024)
- Provide joint training with School Resource Deputies, Juvenile Enforcement Personnel, and municipal police officers throughout the county on the roles of Crimes Against Children cases and investigations. (2019-2024)
- 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. (2019-2024)

GOAL #3: PROVIDE EFFECTIVE REHABILITATIVE AND CORRECTIONAL SERVICES

OBJECTIVES

- A. Corrections Operations and Intake Division: Continue to deliver programming and services that reduce recidivism. (2019–2024)**
- Continue to train staff in evidence-based programming to provide specific tools to manage behavior and choices.
 - Continue to build partnerships with the community to bolster efficiency and proficiency in delivering services.
 - Continue to educate staff on reentry principles and concepts to offer a holistic approach to reduce recidivism.
 - Continue to build strong relationships with the faith-based community partners.
 - Reduce the number of unauthorized items inside the correctional facility.
 - Install body scanners for all inmates as they are entering the facility.
 - Increase the frequency of communication with inmates with a focus on re-entry.
 - Enhance current Classification tools by reviewing best practice and case studies across the nation.
 - Partner with the Florida Department of Health on the impregnation of Hep-A Vaccines to needed inmate populations.
- B. Probation Division: Assist probationers in successfully completing their probation. (2019–2024)**
- Conduct risk assessments on individuals who need them and subsequently provide services based on findings.
 - Assist in finding employment for probationers who are unemployed to assist them in being able to complete special conditions of probation.
 - Enhance relationships with State and County probation to offer wrap-around services that will extend beyond the confines of the institution.
 - Conduct research regarding fair and consistent evaluation for treatment needs on an on-going basis.
 - Increase the number of successful terminations of probation.
- C. Probation Division: Enhance public safety and strengthen compliance within the EMPACT program. (2019–2024)**
- Conduct proactive operations with the Offender Management Unit to check on prolific offenders residing within Seminole County.
 - Conduct proactive operations 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 planned operations to check on GPS offenders with no alcohol or drug conditions and conduct urinalysis.

GOAL #4: ENSURE A PROFESSIONAL, HIGHLY TRAINED, AND QUALIFIED WORKFORCE

OBJECTIVES

- A. Professional Development Division: 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. (2019-2024)**
 - 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 to be offered on an ongoing basis to Sheriff's Office employees.

- B. Professional Development Division & Judicial Services Division: Provide expanded training resources for all deputy sheriffs and detention deputies.**
 - Expand the number of Field Training Deputies to 50. (2019-2020)

- C. Human Resources Division & Seminole Neighborhood Policing Division: Review the possibility of a paid reserve deputy sheriff program. (2019-2020)**

- D. Communications Division: Develop and implement a robust strategy to recruit and retain Communications Center employees, a traditionally high turnover area.**
 - Research pre-testing options to enhance qualified applicants for Communications Center vacancies. (2019-2024)
 - Attend local job fairs and conduct agency open house. (2019-2020)

- E. Child Protective Services Division: Enhance the delivery of information received in pre-service training to field training. (2019)**
 - Eliminate inconsistencies which have the potential to lead to increased personnel turnover.
 - Coordinated information bridges the gap in education and understanding of roles.

- F. Human Resources Division: Evaluate and anticipate needed staffing (2019-2024)**
 - Continuously recruit for selected vacancies, including career fairs and materials tailored for specific roles and positions with recurring recruitment needs.
 - Conduct application screening, testing, interviews, CVSA, and background investigations for positions as they become available.
 - Continued review and evaluation of the Recruitment team to ensure quality applicants are received and processed.
 - Develop a recruitment initiative that is division or unit focused on providing individualized feedback and needs from each specific area for recruitment purposes.
 - Develop annual hiring calendars that focus on continual areas of recruiting needs.

G. Technology Services Division: Review and implement a computerized applicant database that will decrease staff input hours and increase efficiency. (2019-2024)

H. Human Resources Division: Enhance information available to employees. (2019-2024)

- Provide a communications gateway for employees through SCSONet (Sharepoint).
- Improve and enhance the materials offered to new hires and present employees.
- Conduct yearly open enrollment educational meetings and informational sessions.
- Continuous review of agency benefits, ensuring high-level of effective benefits are available, including paid time off, disability, and healthcare.
- Review and update all agency job descriptions to ensure that all roles are up-to-date and assignments are properly understood and recruited for adequately.

GOAL #5: LEVERAGE TECHNOLOGY TO PRODUCE BUSINESS EFFICIENCIES AND ADVANCED CAPABILITIES

OBJECTIVES

- A. Technology Solutions Division: Maximize data storage systems.**
 - 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)

- B. Technology Solutions Division & Professional Standards Division: Optimize overall agency use of PowerDMS system. (2019-2024)**
 - Automate the process of adding and deactivating employees from the system upon hire or separation.
 - Automatically transfer users in applicable system when transferred to different departments and/or positions.
 - Change all written directives as proofs and uploaded within PowerDMS Documents in an effort to prompt accreditation staff with updates as needed or when published.

- C. Corrections Operations and Intake Division: 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. (2019)**

- D. Communications Division: Enhance the efficiency of providing video requests to the State Attorney's Office. (2019)**
 - A system needs to be developed to efficiently deliver all video evidence requests.
 - The current system is time-consuming and not always functional for needs.

- E. Judicial Services Division & Technology Services Division: Expedite workflow in the Civil Section. (2019 - 2020)**
 - Further 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. Fiscal Services Division: 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. (2019-2020)**

- G. Fiscal Services Division: Enhance the procurement process to streamline and bring consistency to purchases made throughout the agency.**
- Implement and enhance a new Procurement General Order to bring about clarity and consistency in procurement across the agency. (2019)
 - 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.) (2019)
- H. Fleet Services Division: Continue replacement of patrol vehicles with safer, more fuel-efficient patrol vehicles, including hybrids. (2019-2024)**
- Continue replacement of V8 powered patrol vehicles.
 - Continue to replace less fuel-efficient vehicles through normal attrition.
 - Add hybrid vehicles only where they are cost-effective and mission matched.
- I. Forensics Division: Implement advanced forensic systems to improve accuracy and turnaround time of forensic analysis.**
- Research Morpho Trak Biometric Identification System's capabilities and secure the next system upgrade when it becomes available. (2019 - 2022)
 - Procure the CSIPIX software, or comparable software, to increase accuracy and improve turnaround time for latent print analysis. (2019 - 2022)
- J. Corrections Operations and Intake Division: Enhance efficiency and safety by utilizing electronic monitoring system to track inmates, staff, and visitors.**
- Enhance security and management efficiency.
 - Enhance staff, visitor, and inmate safety.
 - Ability to conduct an automatic headcount.
 - Electronic monitoring of inmates during transport or off-site work crew.
- K. Judicial Services, Technology Services Division, & Administrative Services Division: Enhance camera system coverage at the Criminal Justice Center, the Juvenile Justice Center and the Civil Courthouse. (2019 -2024)**
- L. Professional Standards Division & Technology Solutions Division: Implement a new public records management system to effectively manage and track workflow and requests. (2019-2020)**
- M. Professional Standards Division: Transition from summary-based reporting to the National Incident-Based Reporting System (NIBRS) for reporting Uniform Crime Reports. (2021)**
- Upgrade local records management system (Café) with necessary fields to accommodate NIBRS reporting. (2020)
- N. Forensics Division: More effectively manage evidence inventory. (2019-2022)**
- Annually increase the number of items disposed of each year, streamlining processes where possible while at the same time maintaining quality assurance measures.

- 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.
- O. Technology Solutions Division: 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. (2020-2024)**
- P. Technology Solutions Division: Enhance and improve information security and compliance. (2019-2024)**
- Develop security awareness training and publish in PowerDMS.
 - Develop a program that maintains awareness level of all SCSO employees in normally areas including phishing, social engineering, and overall computer and cyber-security.
- Q. Technology Solutions Division: Improve service delivery. (2019-2014)**
- Active Directory Upgrade update allowing the latest version with security enhancements.
 - Introduction of federation services to move towards removing the trusts we hold now with other agencies.
 - Improve upload times and signal coverage of digital video uploads.
 - Add digital video upload for services at Tax Collector's Office in Casselberry.
 - Enhance video evidence delivery in conjunction with the camera provider.
 - Establish two-way protocol and the ability to share CAD data with Public Safety in an effort to improve response times and situational awareness.

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 2018 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 1.96 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, Orange County Sheriff's Office, and the Volusia County Sheriff's Office have lower ratios. The Brevard County Sheriff's Office ratio is higher at 2.39, respectively.

During the last six calendar years (2013 to 2018), the Sheriff's Office Communications Center has received more than 1.2 million 911 calls and averaging over 700,000 calls a year into the communication center from citizens and law enforcement. These two factors, combined with the anticipated growth in the county's, suggest that the anticipated workload for service delivery across the agency will continue to grow.

Uniform Crime Reports for unincorporated Seminole County reflect crime remain at historic lows. The 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 1,412 in 2018. This number equates to a 15% decrease in what we refer to as Part I Crimes.

Additionally, crime trends show that since 1976, despite the population having tripled (and expected to increase continuously), the crime rate in Seminole County has declined 78%. This is a positive trend that is similarly reflected in statewide reporting.

WORKLOAD ASSESSMENT

Staffing currently remains the 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 must have adequate resources and employees to meet the changing needs and size of the county.

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 the addition of any full-time equivalent personnel added to the agency roster.

As the Seminole County Sheriff's Office continues to evolve based on the needs of the community and state, reorganization of divisions, and the creation of divisions, units, or task-forces remain to be an important element to adequate staffing. The needs of each division are considered on an ongoing basis as the agency evaluates and fill vacancies.

A comprehensive workload assessment was last completed in 2017 by all divisions within the agency. The results and recommendations from that workload assessment can be found in the 2017-2022 Strategic Plan. The next comprehensive workload assessment will occur in 2021 in preparation for the 2021-2026 Strategic Plan.

ANTICIPATED PERSONNEL LEVELS

The Seminole County Sheriff's Office currently dispatches for six of the seven city police departments within the county and anticipates potentially dispatching for the remaining one in the upcoming years (although that is still to-be-determined). 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 as done historically when assuming responsibilities for other municipalities.

In 2017 and 2018, the Sheriff's Office increased the number of deputy sheriffs with dedicated assignments to schools under the School Safety Division. The Division continues to be 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. SCSO expanded the presence of law enforcement officers on the largest Seminole County Public School campuses. This trend is expected to continue onto campuses of all size, as law enforcement continues to place priority and emphasis on school safety. 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. SCSO launched a new deputy sheriff and detention deputy sponsorship program to more effectively recruit and hire top candidates in 2016. The agency continues to utilize this program to build its workforce adequately. The program enables SCSO to hire and compensate detention deputies and deputy sheriffs while they attend the basic correctional or law enforcement academy.

Deputy sheriffs assigned to Seminole Neighborhood Policing (patrol) are frequently tapped for promotion to sergeant as well as a reassignment to investigative roles. Such movement often results in reduced staffing levels on patrol. SCSO continues to research the potential for implementing a paid reserve deputy sheriff program which will provide additional support and relief for road personnel, particularly while training a new class of recruits for their field assignments.

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 2016, 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. In 2018, the Sheriff's Office budgeted provided salary adjustments that address compression between personnel - resulting in the greatest adjustment of salary for compressed employees to-date. Recruitment of personnel, competitive compensation, highly sought-after benefits, and retention of high performers will continue to be an agency priority in the years ahead. Funds for personnel costs have 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 2018, the Seminole County Sheriff's Office civilian staff comprised 47% of its workforce, or 594 employees (this does not include detention deputies who maintain a 'Certified' status). 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 not requiring sworn law enforcement credentials. 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 has 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>				
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
SCSO Full Time Employees	1254	1254	1277	1281	1285	1289	1293	1297
Population	442,903	454,757	463,560	469,579	475,598	481,617	487,636	493,655

**NOTE: Population data for FY16, FY17, and FY18 were provided by FDLE's Uniform Crime Reports. Population data for FY19 through FY23 are Seminole County Sheriff's Office estimates based on historical averages and 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.

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 if necessary.

All capital improvement funds budgeted are for the normally scheduled 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 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, 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, 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 on 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 and maintenance;

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

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

	FY Ending 09/30/2019	FY Ending 09/30/2020	FY Ending 09/30/2021	FY Ending 09/30/2022	FY Ending 09/30/2023
Fleet, including aircraft	1,365,000	1,406,000	1,448,000	1,491,000	1,536,000
Capital equipment, including radios, radars, weapons, tasers and tactical gear	644,000	663,000	683,000	703,000	724,000
Technology requirements, including computers, network infrastructure, cameras and data storage	618,000	637,000	656,000	676,000	696,000
Total	2,627,000	2,706,000	2,787,000	2,870,000	2,956,000

NOTE: Estimated annual increase of 3% rounded to the nearest 1,000.

There are several recommended facility improvements identified as desirable for the next five years as well as on-going plans to meet the changing demands of our community and agency.

The agency still envisions relocating the Juvenile Assessment Center to a new facility co-located with the Juvenile Detention Center if, or when, appropriate. The Juvenile Assessment Center has outgrown the available space at its current location. The merger of the two facilities offers an opportunity to achieve significant cost savings due to better deployment of personnel and reduced transportation demands.

With the addition of the Opioid Response Division, SCORE, we foresee the need for creating public-private partnership opportunities to address the ongoing challenges with the opioid epidemic in Seminole County, across Florida and the United States. These projects will be addressed on an as-needed basis with external partners and with the Seminole County Board of County Commissioners.

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

REVIEW OF SHERIFF'S OFFICE STRATEGIC PLAN

The Sheriff's Office intends to develop new 5-year strategic plans bi-annually. The next plan will be developed for the period 2021-2026. 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 the 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 or director reports on progress toward goals and re-establishes goals for the subsequent year. These annual goals take into consideration organizational changes, population trends, crime trends, any outside stakeholders affected by each division, and any potential risks and opportunities affecting the division or the agency as a whole. The most significant annual goals are typically included in the 5-year plan and may include goals and objectives carried over from previous years.

The Chief of Staff, through the Public Affairs Division and the Professional Standards Division, is responsible for ensuring the Strategic Plan is reviewed and revised as required.

