

SEMINOLE COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN 2015-2020



SHERIFF DONALD F. ESLINGER
SEMINOLE COUNTY





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MISSION

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

ORGANIZATIONAL PHILOSOPHY

We, the men and women of the Seminole County Sheriff's Office, believing in the dignity of man and the sanctity of human life are committed to maintain and to 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 identifies its employees as its most important resource and will provide them the assistance to develop the skills, and provides the equipment necessary to carry out its mission. The Seminole County Sheriff's Office understands the importance of incarceration within the Criminal Justice Continuum. The need to detain will be provided in a constitutionally humane method, which will support the dignity of the individual. The Seminole County Sheriff's Office is fully committed to upholding its mission and will do so with pride and dignity.

ORGANIZATIONAL VALUES

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

- The Seminole County Sheriff's Office believes that the prevention of crime is its primary responsibility.
- The Seminole County Sheriff's Office is committed to the suppression of crime and the active pursuit of criminals.
- The Seminole County Sheriff's Office is committed to an open, honest and receptive relationship with all segments of the community, thereby strengthening police community relations by incorporating community values into a more responsive delivery of law enforcement service.
- The Seminole County Sheriff's Office believes that the suppression of crime is a shared responsibility between the Office and the community. The Office is committed to participating in and developing programs, which further this concept.
- The Seminole County Sheriff's Office recognizes that its greatest resource is its employees and is committed to promoting a harmonious and productive environment for its diverse work force. A means is provided for 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 is pursued and rewarded.
- The Seminole County Sheriff's Office is committed to the implementation of programs at the John E. Polk Correctional Facility, which facilitate the re-integration of offenders who display a desire to become productive members of our community.
- 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.



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 partnering with the community to prevent, investigate, and solve crime, and implementing progressive 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 document plan outlines a guide for the development and direction of our agency over the next five years. We remain dedicated to seeking out ways to become more resourceful, imaginative, and aggressive in our approach to crime.

Sincerely,

A handwritten signature in black ink, appearing to read "Donald F. Eslinger".

Sheriff Donald F. Eslinger

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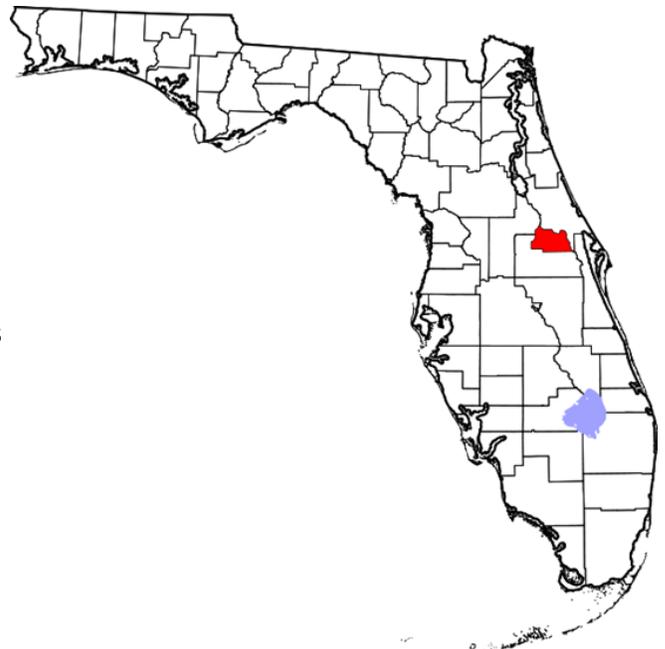
www.seminolesheriff.org



Seminole County: Agency Overview

Seminole County was incorporated as a Florida county in 1913. The county seat is located in the City of Sanford, which has a population of approximately 53,867 persons. Sanford is one of seven incorporated cities within the county, which also includes Altamonte Springs, Longwood, Lake Mary, Winter Springs, Casselberry, and Oviedo. Geographically, Seminole County is one of Florida's smallest counties with a landmass of approximately 345 square miles and a population of 431,074 (210,222 of which reside in the unincorporated areas). Seminole County is the third most densely populated county, and one of the fastest growing, in Florida.

A century ago, the county's economy was predominantly based in agriculture and cattle. In the late 1950's and 1960's this emphasis began to shift to a suburban-based economy with the growth of the tourist, 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, 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 422,718 persons according to the 2010 census, an increase of 19%. In accordance with the data presented by the Florida Bureau of Economic and Business Research (Florida Population Studies, Volume 44, Bulletin 159, June 2011) the following anticipated population levels are projected for Seminole County:

Year	2015	2020	2025	2030
Projected Population Levels	445,270	472,210	498,192	522,267

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, serving court process, investigating crimes, child protective services and handling court security services. The agency has 1184 full-time employees and 155 part-time employees. The Sheriff's Office is the largest law enforcement agency within the county and provides support to local and surrounding police jurisdictions.

The Sheriff has law enforcement jurisdiction throughout the county. The Sheriff's Office is responsible for law enforcement, corrections, and court services within 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 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, our Information Technology 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 it. Furthermore, the Sheriff's Office currently provides dispatching services for five city police departments, which merged with the Sheriff's Office for fiscal benefit and enhanced interagency operability.

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

The Sheriff's Office enjoys an excellent working relationship with the neighboring Sheriff's Offices of Orange, Brevard, Lake, and Volusia Counties, as well as 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 division service centers throughout the county so that deputies may be identified with those communities and have ownership of their areas of responsibility. This provides consistent, efficient response to and prevention of criminal activity. The service centers also provide community identity and convenient access by area residents in need of services.

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

responsibility of the administration and operation of the Sheriff's Office. The Seminole County Board of County Commissioners approves the Sheriff's budget.

The agency follows a central guiding philosophy that integrates Community Policing, Problem Oriented Policing, and Intelligence Led Policing. The Sheriff's Office was one of the first law enforcement agencies in the United States to embrace and incorporate the concept of community policing, and this remains the chief guiding principle in how the agency provides law enforcement and crime prevention service to our community. SCSO has also recognized the value of Community Policing as a crime fighting philosophy and is integrating Intelligence Led Policing (ILP) in a layered approach to already successful crime fighting efforts.

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, and the American Correctional Association.

The agency's internal structure consists of the Sheriff, Undersheriff, and Chief Deputy who provide the overall leadership, strategic direction and management for the Sheriff's Office.

The General Counsel reports to the Sheriff and manages all legal issues associated with the agency's patrol, investigations, jail, juvenile and child protective services functions.

The five departments listed below, each managed by a Major (or Executive Director), report to the Chief Deputy. The Director of the Public Affairs Division is also a direct report to the Chief Deputy.

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, and the Forensics Services Division. The Seminole Neighborhood Policing Division which provides all uniformed patrol activities, conducts general investigations, and delivers a variety of safety and prevention services.

SNP is sectioned into two divisions, each commanded by a Captain:

- SNP East Division (comprised of the Geneva/Oviedo and Casselberry/Winter Springs communities); and
- SNP West Division (comprised of Sanford, Longwood/Lake Mary, and Altamonte Springs communities)

Within SNP there are five assigned geographic areas, known as Communities, which are headed by a Community Lieutenant. A Community identifies an area of the County, which may include both incorporated and unincorporated sections and is identified by the city or community name which best describes its individuality. Within the identified Communities, there are smaller geographic areas identified as Neighborhood Service Areas (NSA). Each NSA is assigned a Deputy Sheriff on each rotation for a total of four deputies per area

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

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

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

The forensic laboratory 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.

Department of Youth Services

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

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

Department of Support Services

The Department of Support Services includes the following divisions: Professional Standards and Court Services.

The Professional Standards Division includes the Accreditation Section, the Professional Conduct Review Section, the Professional Development Section, and the Digital Evidence Section. The Division is charged with ensuring compliance with the organization's state and national accreditation requirements, processing and investigating administrative complaints made against Sheriff's Office employees, providing training and instruction to the Sheriff's Office workforce, and managing digital evidence obtained through in car cameras and body worn cameras.

The Court Services Division provides 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. Court Services also houses the Civil Section which carries out the Sheriff's statutory responsibility for the service of process and execution of writs.

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, facilities, fleet and purchasing. Human Resources coordinates employee hiring, records and benefits. Grant Management evaluates, applies for and maintains all grant accounts within the Sheriff's Office.

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

The Communications Center handles all incoming calls for service for law enforcement within unincorporated Seminole County and five municipalities within the county. Dispatchers and call-takers answer emergency and non-emergency calls, and monitor 12 primary radio channels 24-hours a day, seven days a week. The Communications Center currently dispatches for unincorporated Seminole County and the cities of Altamonte Springs, Casselberry, Sanford, Oviedo and Longwood police departments.

Department of Corrections

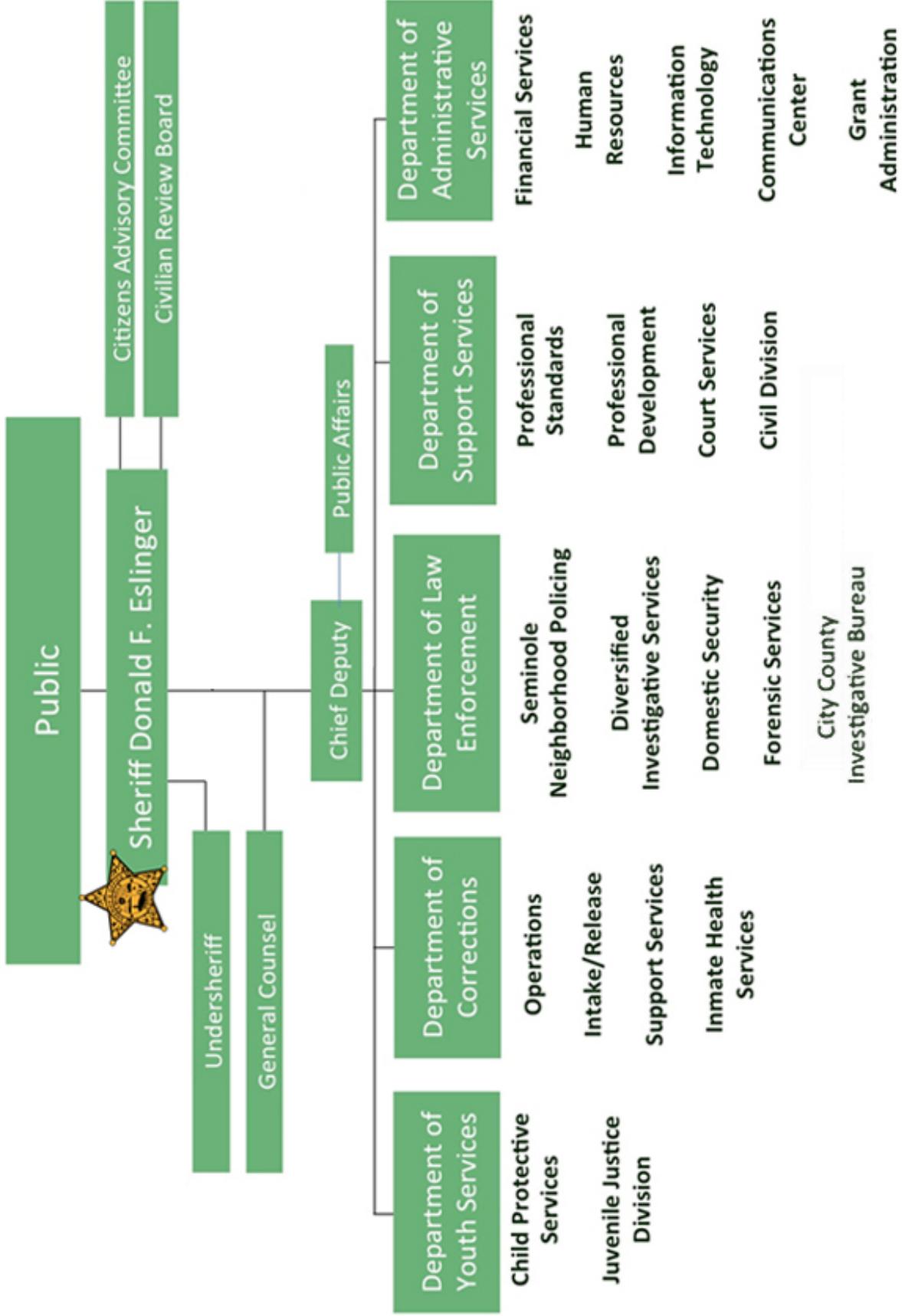
The Department of Corrections is responsible for detention services and manages the care, custody and control of inmates incarcerated at the county jail which is known as the John E. Polk Correctional Facility (JEPCF). The mission of JEPCF is to provide a secure facility that ensures the safety of the public, provides a safe working climate for employees, and offers humane and safe living conditions for inmates.

The Department is divided into four divisions: security operations services, intake and release, administrative support services, and health care services. The Security Operations Services Division includes facility security, inmate housing, rapid deployment force, and critical response team. The Intake and Release Division is responsible for booking and classification, as well as breath testing, inmate records, and intake training. The Administrative Support Services Division is responsible for inmate farming, warehouse operations, transportation, inmate programs, accreditation, facilities, GPS monitoring, food and laundry services, work release, re-entry and lobby security. The Health Care Services Division provides medical screening and treatment, and mental health programs.

Public Affairs Division

The Public Affairs Division spearheads the agency's external communications and public outreach and delivers a variety of resources, support and education to the community. Public Affairs personnel are responsible for implementing educational and awareness campaigns, working in conjunction with patrol and enforcement personnel to prevent and disrupt crime, and coordinating media and public relations. Team members in the division attend community events, connect with local businesses and non-profit organizations, and coordinate the agency's publications and social/digital media. The Division is comprised of the Public Information Unit, Code Enforcement Unit, Neighborhood Services Unit, the School Crossing Guard Unit, Chaplain Corps, and recruitment team. The Division also oversees SCSO's highly-active volunteer program, coordinating the training and assignments of Citizens on Patrol (CoPs), administrative volunteers, and reserve deputies.

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 end result 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 which 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. Should any particular goal or objective not yield anticipated results, it will be re-evaluated and appropriate action taken to either adjust it to enable completion, or refocus efforts on other means to obtain desired outcomes.

These nine goals, and their subsequent operational objectives, are meant to improve community service, provide transparency in operations, and increase the agency's effectiveness.

1. Deliver professional public safety services and ensure accountability and efficiency in business operations
2. Ensure a highly trained and qualified workforce
3. Enhance public safety on highways and waterways
4. Improve investigative capabilities and increase resolution of crimes
5. Provide timely, expert and professional forensic services to the law enforcement community
6. Enhance operations and investigations through the use of actionable intelligence
7. Leverage technology to produce business efficiencies and advanced capabilities
8. Improve and enhance the delivery of education, crime prevention, and re-entry services
9. Improve infrastructure, equipment and facilities to meet evolving operational and security needs.



Agency Goals

Goal #1: Deliver professional public safety services and ensure accountability and efficiency in business operations

Rationale:

The SCSO voluntarily participates in seven accreditation and internal inspection processes to reinforce its commitment to meet or exceed nationally and state recognized standards of professional excellence. Maintaining accreditation programs exemplifies the agency's dedication to continued professionalism and risk management by adhering to established standards that promote efficient use of resources and enhance public service delivery.

The SCSO also strives to ensure business operations are conducted efficiently, and that appropriate processes and protocols are in place to ensure transparency and accountability in every aspect of the agency's organization, management, operations, and administration.

Objectives:

- Achieve re-accreditation from:
 - Commission on Accreditation for Law Enforcement Agencies (2016)
 - Public Safety Communications Accreditation (CALEA/APCO) (2016)
 - Commission for Florida Law Enforcement Accreditation (2015)
 - Florida Corrections Accreditation Commission (2015)
 - National Commission on Correctional Health Care (2015)
 - American Correctional Association (2016)
 - Florida Model Jail Standards (2015)
 - Prison Rape Elimination Act (PREA) Accreditation (2017)
 - American Society of Crime Laboratory Directors/Laboratory International Accreditation (2015, 2020)
- Complete successful on-site ASCLD/LAB annual assessments. (2016 – 2019)
- Conduct annual proficiency testing of all analysts in all forensic disciplines in which they perform examinations. (2015 – 2020)
- Conduct annual quality audits to review the quality of work that is being produced within the forensic laboratory and to make improvements where needed. (2015- 2020)
- Conduct annual management reviews to review the quality system within the laboratory and make needed improvements where needed. (2015 – 2020)

- Perform continual review and revision of the quality documents (Forensic Quality Manual, Laboratory Administrative Procedures Manual, Standard Operating Procedures, and Training Manuals) to ensure the laboratory is providing the highest quality forensic services and staying current with the scientific community. (2015 – 2020)
- Continue to routinely audit information technology systems to ensure systems integrity (2015-2020).
- Advance the use of technology in financial-related areas of the Sheriff's Office to improve effectiveness and efficiency, as well as the quality of information provided to management for decision making.
 - Analyze the future viability of the current financial systems used due to issues with the Microsoft Dynamics system since the most recent upgrade and numerous accounting issues with the Jail Management System. (2015-2016) duplicate of commissary
 - Implement an inventory system to accurately reflect the uniforms and other items stored in the Purchasing Division area. (2015-2016)
 - Implement an Inventory system to accurately reflect the items stored in the Correctional Facility warehouse. (2016-2017)
 - Improve the purchasing processes through the use of technology in order to eliminate the use of the triplicate purchasing requisition forms filled out by each Division. (2015-2016)
 - Improve the budget process through the use of technology in order to eliminate the need for multiple spreadsheets and duplicate steps by Finance and other Divisions. (2015-2016)
 - Implement the use of a system that will allow for the acceptance of credit cards at the Civil Division. (2015-2016)
 - Convert accounts recorded in QuickBooks to the Microsoft Dynamics system for consistency in our accounting processes. (2015-2016)
 - Implement an electronic filing system to improve the tracking of contracts, their expiration dates, and the renewal process. (2015-2016)
 - Implement an electronic filing system for payroll records to improve the storage and accessibility of information. (2015-2016)
 - Implement an electronic filing system for the important historical financial files to improve ease of access and accessibility to such records. (2015-2016)
- Enhance the procurement process to streamline and bring consistency to purchases made throughout the agency
 - Analyze the potential effectiveness of implementing the Purchasing module available in the current Microsoft Dynamics Financial System. (2015-2016)
 - Continue use of the formal bid process for significant expiring contracts to include: banking services contract, commissary contract, and food service contract. (2015)

- Continue to train agency personnel on the Procurement Process, including bids, Sole/Single Source, and RFP process. (2015)
- Revise the budget development process to eliminate the duplicative nature of the current process. Also, enhance the assessment of capital and facility needs as part of the budget process.
 - Analyze the potential effectiveness of implementing the budget module available in the current Microsoft Dynamics Financial System. (2015-2016)
 - Assess capital and facility requirements as part of the budget process to determine and plan for current and future funding needs. (2015-2020)
- Complete conversion of inmate paper files to electronic storage in the JEPCF. (2015-2020)

Performance Indicators:

- Annual reports filed with the accrediting bodies assessing the current status of the Sheriff's Office commitment to the accreditation processes
- Results of on-site assessments conducted by the accrediting bodies
- Staff inspection reports
- Annual review of progress towards goals and objectives.
- Annual Strategic Plan reports describing progress made towards attaining goals and objectives.
- Communications Center quarterly reviews (as applicable)
- Updates during Sheriff's forum

Resources for Determining Performance Indicators:

- Professional Standards Division (Accreditation Section)
- Department of Corrections (Accreditation Unit)
- Director of Fiscal Services
- Accounting Manager
- Payroll Manager
- Purchasing/Facilities Manager
- Director of Communications

Goal #2: Ensure a highly trained and qualified workforce

Rationale:

The SCSO identifies its employees as its most important resource and is committed to providing the skills and training necessary for the agency to carry out its mission. Accessible and contemporary training programs must be offered to ensure employees are able to meet the 21st century law enforcement challenges.

Additionally, resources must be invested in actively recruiting skilled and experienced new employees. The agency typically experiences approximately 7% turnover per year, with higher turnover rates in certain position classes. To ensure the retention of a diversified workforce that effectively mirrors the county's demographic makeup, SCSO must also continue to actively recruit women, minorities, and veterans.

Objectives:

- Provide current and relevant training programs to members of the Civil Division to assure compliance with Florida Statutes and court rulings. (2015-2020)
- Transition all court security deputies to deputy sheriffs trained through the department of law enforcement either by sending deputies through training or by attrition. (2015-2020)
- Research, develop and implement a formalized analytical training program for crime and intelligence analysts. (2015-2020)
- Develop a cross-trained corrections accreditation section with a completely integrated internal, electronic process for document management amongst accreditation software (2015).
- Advance the availability and use of on-line training with civilian, law enforcement and correctional personnel. Reevaluate Relias (the agency's training delivery system) and its capabilities (2015 – 2016). Continue to routinely audit Tracking/LMS software to ensure proper accountability. (2015-2020)
- Continue to deliver the highest quality training for all newly hired deputy sheriffs and detention deputies and to reevaluate needs for further improvements on an ongoing basis (2013-2020).
- Complete a comprehensive staff study at the John E. Polk Correctional Facility to evaluate staffing levels and overtime and make efficiencies as needed (2015-2020).

- Develop a plan to enhance overall supervisory training and competencies within the John E. Polk Correctional Facility by encouraging staff to complete leadership training programs (2015-2020).
- Conduct training with all investigators within Diversified Investigative Services to assist in large-scale investigations such as homicides or multiple violent crime incidents. (2015-2016)
- Continue and advance training regarding interdiction methods and new trends for City County Investigative Bureau K9s and their handlers. (2015-2020).
- Offer additional, web-based and classroom training for the Communications Center (2015-2020).
- Ensure that current employees and new staff (in Records) are adequately trained in Uniform Crime Report review, and provide new, additional training for sergeants and deputies in Uniform Crime Reports. (2015-2020)
- Evaluate the cause of turnover in the school crossing guard program in the Public Affairs Division and identify strategies to reduce the turnover rate by 10% each year. (2015-2020)
- Maximize the activity levels of the agency's recruitment team through participation in job fairs and events focusing on opportunities for hiring veterans and minorities. (2015-2020)
- Evaluate and anticipate needed staffing and provide continuous recruitment for selected vacancies. Conduct application screening, testing, interviews and background investigations for positions as they become available (2015-2020)
- Enhance the information available to employees by providing a communications gateway through Sharepoint (SCSO's intranet), and improving the materials offered to both new hires and present employees.(2015-2020)
- Conduct yearly open enrollment meetings through the Human Resource Division. (2015-2020)
- Explore the certification of code enforcement officers to inspect minimum housing code guidelines. (2015-2020)
- Enhance the Early Intervention Program (in the Professional Standards Division) to identify problems before they rise to the level of an administrative investigation. Develop and implement a database for tracking the Early Intervention System Alerts. (2015)

- Train at least one flight officer to the commercial helicopter pilot level while building sufficient flight hours and experience to fill the next pilot vacancy. (2015-2016)
- Improve staffing levels and staff retention in Child Protective Services. Identify strategies to promote positive staff morale and develop and maintain a productive working environment that encourages professional growth. (2013-2018)
- In the JEPCF, increase cross training amongst staff and identify opportunities for mentorship, growth and professional development. (2015-2020)
- Review pay scales within the organization and determine fiscal impact of increasing starting salaries of sworn, certified, and civilian employees.
- Hire a Wellness Program Manager to assess employee wellness and fitness needs and develop an agency-wide comprehensive wellness and fitness strategy. (2015-2016)

Performance Indicators:

- Annual goals and objectives reports
- Reports of progress delivered during staff meetings
- Periodic internal audits
- Annual EEO Plan
- Staffing level reviews

Resources for Determining Performance Indicators:

- Administrative Services Executive Director
- CCIB Lieutenant
- Judicial Security Lieutenant
- Professional Development Lieutenant
- Domestic Security Captain and Analyst Supervisor
- Human Resource Division Director
- Accreditation Manager
- Field Training Section Lieutenant/Sergeants
- Captain, Manager and Lieutenant, Child Protective Services Division
- Public Affairs Division Lieutenant
- Director of Communications Center
- Chief Pilot
- JEPCF Captains

Goal #3: Enhance Public Safety on Highways and Waterways

Rationale:

Traffic enforcement on local streets and highways, and on Seminole County waterways, is often cited by citizens as their number one safety concern. Proactive enforcement on all roadways and waterways allows citizens to feel safe knowing that drivers and boaters are abiding by all laws. Aggressive patrol and enforcement can help reduce traffic crashes, boating incidents, and the associated fatality rate.

Objectives:

- Conduct regularly scheduled traffic operations including aggressive driving and driving under the influence interdiction operations. (2015-2020)
- Schedule and conduct 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. (2015-2020)
- Participate in multi-jurisdictional traffic enforcement operations as members of the City/County/State Traffic Enforcement Bureau. (2015-2020)
- Schedule and conduct enforcement operations and safety zone (motorist educational campaigns) in and around school zones. (2015-2020)
- Provide safety and educational demonstrations at high schools and local civic events. (2015-2020)
- Utilize the resources of the Traffic Unit to evaluate data and establish plans of action based on citizen complaints and/or research provided by the Seminole County Department of Traffic Engineering, and combine elements of education with enforcement strategies. (2015-2020)

Performance Indicators:

- Annual goals and objectives and/or annual Strategic Plan command report describing progress made towards attaining the above goals and objectives
- Reports of progress delivered during Sheriff's Forums
- Approved grant requests targeted towards the achievement of the above objectives

Resources for Determining Performance Indicators:

- Seminole Neighborhood Policing Captains

Goal #4: Improve investigative capabilities and increase resolution of crimes

Rationale:

As a progressive and proactive law enforcement agency, it is essential to keep pace with emerging crime trends and the ever-evolving criminal element. In order to meet these challenges, the agency must continually seek to improve basic investigative techniques, acquire advanced investigatory technological equipment, explore new initiatives for developing enhanced investigative methodologies and train law enforcement on the sophisticated methods used by criminals

Objectives:

- Increase the number of long and short-term investigations of drug trafficking organizations that have been identified through the drug interdiction unit. (2015-2020)
- Aggressively identify and investigate Drug Trafficking Organizations (DTOs) responsible for smuggling illegal drugs /currency into and out of the Central Florida area. (2015-2020)
- Increase working relationship with the U.S Postal Service and become a working partner in their U.S Postal Inspector Task Force. (2015-2020)
- Increase working relationships and conduct K9 Interdiction operations with public storage facilities, hotel/motels, Orlando/Sanford International Airport, Amtrak and Sun Rail. (2015-2020).
- Cultivate confidential informants capable of infiltrating identified DTOs. (2105-2020)
- Remain current regarding technology updates for both the intercept equipment (wiretap room) and cellular telephone providers (2015-2020)
- Develop relationships with Seminole County municipal agencies and other criminal justice organizations to further the financial crimes task force concept in an effort to unify investigative efforts that cross-jurisdictional boundaries. (2015-2020)
- Develop (through the City County Auto Theft Bureau) a specialized training curriculum for law enforcement to enhance the ability to locate stolen vehicles and for a better prosecution of the offenders. (2015-2016)
- Enhance current cell phone forensic capabilities with the use of Joint Test Action Group (JTAG) and advanced chip-off forensic processes. (2015-2020)

- Develop a structured training program (through the Technical Support Unit) to provide investigative entities with an overview of the equipment available for deployment and an explanation of how the equipment will enhance investigations. (2015-2017)
- Collaborate with domestic violence and sexual assault organizations to further awareness and services provided to victims of these crimes. (2015-2020)
- Explore the procurement of enhanced investigatory equipment to enable Diversified Investigative Services functions to stay abreast of increasingly sophisticated criminal activity. (2015-2020)
- Utilize sworn (Elder Intervention Team) and unsworn (At Risk Response Team) personnel with awareness training to work collaboratively to assist persons involved in the Sheriff's Office "At Risk" programs (i.e. Lock Box, Project Lifesaver, MyMedID, Citizens at Risk Bracelet). 2015-2020.
- Have real time EMPACT monitoring available to all law enforcement officers in Seminole County. (2016)
- Explore the possibility of a state and county probation taskforce within the Domestic Security Division. (2016-2017).
- Increase proactive targeting of on-line offenders in the Crimes Against Children Division. Dedicate two full-time investigators to proactive investigations and continue to provide investigators with the FBI's Internet Crimes Against Children training. Work in conjunction with the SAO to pursue appropriate prosecution of offenders. (2015-2020).
- Continue to have judicial (child protective) investigators co-respond with protective investigators during shelter cases to enhance communication and coordination and enable the assigned protective investigator to take on additional investigative tasks. (2013-2018)

Performance Indicators:

- Annual goals and objectives
- HIDTA/Case Explorer reporting statistics
- Effect on the local drug market supplied by the targeted DTOs
- Successful identification and prosecution of illegal drug smugglers
- Monthly briefings to the CCIB Board of Directors.
- Increase in closed and resolved investigations
- Annual Victim Service evaluations of programs and services
- Number of trainings provided to the public and to law enforcement

- Increased successful judicial petitions

Resources for Determining Performance Indicators:

- Diversified Investigative Services Captain
- Diversified Investigative Services Division Unit Supervisors
- Protective Investigators
- Judicial Investigators
- Section/Unit Managers
- Child Protective Services Lieutenant and Captain
- Domestic Security Lieutenant and Captain
- Domestic Security Prolific Offender Investigators
- CCIB Supervisors

Goal #5: Provide timely, expert and professional forensic services to the law enforcement community

Rationale:

The Forensic Laboratory provides services to SCSO as well as to the eight police departments within Seminole County's law enforcement community.

Latent fingerprint analysis is the most requested discipline in the forensic lab. It is imperative that the section utilize the most up to date practices and technologies for these examinations, and ensure resources are adequate to meet the incoming demand. The section must be well-trained, efficient, and produce quality results in a timely manner.

Currently, the Sheriff's Office has two additional evidence storage facilities that are costing the agency additional rent, electricity and maintenance fees. If the evidence inventory continues to rise faster than it can be disposed of, the agency will incur more facility expenses followed by increased personnel expenses. Reducing the inventory is a cost effective strategy.

Objectives:

- Procure an upgrade to the Biometric Identification System (BIS) with Next Generation Identification capabilities to enable latent print analysts to continue to search cold cases through the system in an effort to identify possible suspects. (2015 – 2020)
- Attend free web-based and/ or local training available in the forensic discipline of latent prints to supplement required training on yearly basis. (2015 – 2020)
- Procure the CSIPIX software in an effort to reduce the backlog and to speed up the latent print comparison process. The software enables more efficient comparisons between unidentified latent prints and standards within a set database. (2015 – 2016)
- Continue to hold monthly Latent Print Section meetings to facilitate information sharing and brainstorming of new and improved methods to increase efficiency and uninhibited work flow. This information will be documented in the form of meeting minutes to be used as future reference to members in an effort to facilitate consistency and timeliness. (2015 – 2020)
- Continuously evaluate the Latent Print Standard Operating Procedures for required revisions to provide clarity in these directives. (2015 – 2020)
- Assess the current disciplines of the Forensics Laboratory, specifically the Crime Scene Unit, and determine effectiveness of current services (are these services used often, are other entities better able to provide these services due to number of people or proficiency), or if additional personnel should be trained. (2015 – 2020)

- Evaluate the cost benefit of adding another discipline. (2015 – 2020)
- Develop system to reduce the inventory from approximately 56,000 items to 45,000 items and enable all evidence and property to be maintained in one facility. Develop a procedure for documenting, tracking and measuring items disposed. (January 2015)
- Gradually increase the amount of disposals so that the evidence being disposed annually equals the 50% of the amount of evidence and property accepted into the unit. (December 2015)
- Gradually increase the amount of disposals so that the evidence being disposed annually equals the 100% of the amount of evidence and property accepted into the unit (December 2016).
- Gradually increase the amount of disposals so that the evidence being disposed annually equals the 100% of the amount of evidence and property accepted into the unit plus an additional 5,000 items per year. (2017-2020)

Performance Indicators:

- Review of annual ASCLD/LAB quality surveys
- Proficiency Testing Results
- Results of Annual Quality Audit and Annual Management Review
- Receiving accreditation from ASCLD/LAB and successful annual on-site assessments
- Reports of progress delivered to the Sheriff's forum
- Review of annual ASCLD/LAB quality surveys
- Review monthly and yearly statistics of the various disciplines
- Annual Goals and Objectives

Resources for Determining Performance Indicators:

- Forensic Laboratory Services Director
- Crime Scene and Evidence Manager
- Latent Print Manager
- Crime Scene Supervisor
- Evidence Supervisor

Goal #6: Enhance operations and investigations through the use of actionable intelligence

Rationale:

On an ongoing basis the Sheriff's Office strives to enhance the detection methods in which crime trends, repeat calls for service, or community problems are identified and addressed. The agency seeks to develop a variety of techniques and technology solutions to successfully identify crime concerns, address repeat or prolific offenders, and employ ongoing prevention tools.

Objectives:

- Improve offender management by establishing policies for the Prolific Offender Program, compiling and organizing the Prolific Offender (PO) Program list, and conducting training and implementing the program for the Sheriff's Office and the county's municipalities. (2015)
- Integrate the Prolific Offender list and warrants on Sherlock (the agency's crime report and incident geo-mapping system). (2015)
- Create an automated program to populate the Prolific Offender list. (2016)
- Develop protocols for performing annual internal audits of the Prolific Offender Program to improve and monitor results. (2016-2020)
- Increase the awareness and resolution of community problems that are systemic of crime problems, or result in quality of life issues, by utilizing problem solving techniques such as the SARA model (Scanning, Analysis, Response, and Assessment). (2015-2020)
- Expand and improve the abilities of the Counter Terrorism Unit by developing an improved intelligence Record Management System (RMS). (2015)
- Continue to work with Seminole County Public Schools to prepare and train for the possibility of an active shooter incident. (2015-2020)
- Improve the communication between Region 5 Intelligence Units. (2015-2020)
- Assess software that can assist in data research. (2016-2020)
- Annually review vulnerable areas of the county and work with various entities to improve the security of these locations. (2015-2020)
- Attend conferences or training addressing current threats to our communities. (2015-2020)

- Continue to work with Professional Development to keep Sheriff's Office employees aware of threats to emergency responders. (2015-2020)
- Analyze yearly UCR stats to make comparisons and identify trends or irregularities in the data between reporting years. (2015-2020)

Performance Indicators:

- Annual audit of Café to see increase in proactive cases of online child exploitation investigations
- Monitor the status and recidivism rate of repeat or prolific offenders identified by the Sheriff's Office or criminal justice partners
- Percentage change of overall crime (UCR)
- CODE Red evaluations
- Monthly and annual reports indicating the crime rate and amount of recidivism

Resources for Determining Performance Indicators:

- Patrol Commanders in Seminole Neighborhood Policing
- Domestic Security Lieutenant and Captain
- Seminole County Public Schools
- Office of Emergency Management (OEM)

Goal # 7: Leverage technology to produce business efficiencies and advanced capabilities

Rationale:

Law enforcement agencies must evolve and keep pace with new technology not only for crime fighting purposes, but also to ensure business efficiencies and cost effectiveness. It is imperative that the Sheriff's Office continue to evaluate and implement new solutions to improve communication, bolster crime reporting and analysis, enhance customer service, and more effectively manage the tactical deployment of resources.

Objectives:

- Implement a comprehensive, web-based jail management system that will:
 - More effectively track inmate information;
 - Allow family members to make electronic deposits and enable inmates to order Commissary from the pods;
 - Interface with current SCSO systems to track inmate commissary balances;
 - Allow family members to conduct visits from their home;
 - Help ensure compliance with PREA and accreditation standards; and
 - Be more compatible with the current CAFÉ system. (2016)

- Explore implementation of the electronic service of criminal witness subpoenas to members of the SCSO. (2015-2017)

- Explore implementation of electronic signatures for returns of service (ROS). (2015-2017).

- Expand the data analysis features of Sherlock to improve on intelligence, crime prediction and crime prevention. (2015-2016).

- Ensure all agency systems are completely paperless (to include the jail's inmate release process), utilizing various document imaging and storage systems, and electronic signatures. (2015-2018).

- Create a mobile application for use by law enforcement to precisely identify location information during significant call for service or emergency (2015).

- Expand the law enforcement mobile application to deliver basic agency application functionality (2017).

- Implement Next Generation 911 (NG911) to receive calls, texts and videos (and location data) from the mobile public during an emergency. (2017-2018)

- Produce a redesigned, updated, and user-friendly public website. (2015)

- Create and implement a portal through SCSO's public website to provide access to selected SCSO systems for volunteers and school crossing guards. (2015-2016)
- Re-write XCAD and establish a committee to review other CAD systems for updated features and functionality to enhance the dispatch process. (2016-2020)
- Explore the use of gesture based technologies for interactions with devices to enhance efficiency and promote officer safety (2017).
- Explore use of employing sensors such as voice and facial recognition in wearable technology. This could enable us to gain secure access to agency systems without passwords. It 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. (2018-2020).
- Modify the answering prompt in the JEPC to better direct callers who are seeking to attain inmate information (2015).

Performance Indicators:

- Annual goals and objectives
- Progress reports and technology presentations during weekly Division Commander's meeting
- Quarterly internal audits and reviews
- Triennial CJIS audits by the Florida Department of Law Enforcement
- Sheriff's forum

Resources for Determining Performance Indicators:

- Information Technology Division Director
- Department of Corrections Major
- Public Affairs Division Director
- Director of Communications
- Civil Division Manager

Goal #8: Improve and enhance the delivery of education, crime prevention, and re-entry services to the community

Rationale:

SCSO is a progressive law enforcement agency that provides a diverse number of crime prevention and supportive services for the community. The agency practices traditional community policing philosophies that emphasize public and private partnership, information exchange, and community education. Additionally, SCSO provides reentry program support for inmates returning to the community as part of ongoing efforts to reduce recidivism. It is imperative that the agency continue to develop new ways to engage and involve the community in public safety efforts.

Objectives:

- Implement creative social media strategies to engage and educate the community, and increase social and digital media followers by 30% each year on each of the following platforms: Facebook, Twitter, Instagram, and Constant Contact (e-newsletter subscribers). (2015-2020)
- Update and modernize materials and brochures used for community events and public outreach (2015-2020)
- Improve crime prevention outreach by increasing participation in Neighborhood Watch programs and utilizing Nextdoor.com to share neighborhood specific crime information. (2015-2016).
- Develop or acquire a product for placement on SCSO's public website that enables the public to easily search for reported crime in a selected geographic area. Explore using a modified version of "Sherlock" for this purpose. (2018)
- Create a public mobile device application that will deliver crime prevention and community service information (2016).
- Design and implement a crime prevention vehicle wrap that can be used at community events and for ongoing public outreach efforts. (2015-2016)
- Continue to offer re-entry support to all offenders who are released from the JEPCF. Conduct Pre-Trial Risk Assessments on inmates at booking and administer a re-entry risk assessment on those inmates assessed to have a high risk to reoffend. Assess specific needs of returning citizens and develop case plans for successful reintegration to our community. (2015-2020)
- Continue to build strong relationships with community service providers to provide needed services for returning citizens. (2015-2020).

- Continue partnerships with public educational institutions to provide quality adult education instruction, and continue partnerships with University of Central Florida and area Reentry Task Forces. (2015-2020)
- Continue to support and recruit corrections volunteers for both faith-based and non-faith based programming. (2015-2020)
- Improve community awareness about child abuse and provide education about child death prevention. Make contact with the school board and hold meetings/trainings with teaching staff to detect warning signs and signs of abuse. (2015-2020)
- Inform city commissioners through the quarterly Community Alliance meetings on child abuse cases reported in their cities to bring more awareness to city officials and how they can assist their communities. (2015-2020)
- Continue to partner with Community Based Care of Central Florida, Pathways, Child Abuse Prevention Task Force and Kids House on child abuse prevention initiatives. (2015-2020)
- Continue to educate SCSO investigators, parents, school officials and juveniles about the consequences of sexting through in-school presentations, additional training for SCSO staff, and coordination with the State Attorney's Office. (2015-2018)
- Increase the number of children and families served through the Juvenile Justice Division by meeting with social workers, Career Source, and Seminole State College. (2015-2020)
- Explore ways to help families with transportation issues avail themselves of the services offered by the Juvenile Justice Division. (2015-2020)
- Increase the number of deliveries of the youth academy to two per year. (2015-2020)
- Increase the number of elementary schools receiving Carl's Safety Program (safe pedestrian and bicycle instruction), and explore development of a safety patrol program for elementary school children. (2015-2020)
- Continue to monitor efforts toward legalization of marijuana (both medicinal and potentially recreational) and ensure education is provided to the public regarding the the associated negative impacts. (2015-2020)

Performance Indicators:

- Social media sites

- Monthly forum reports
- Annual goals and objectives
- Periodic meetings with the School Board and other partners

Resources for Determining Performance Indicators:

- Public Affairs Division Manager
- Neighborhood Services Unit Sergeant
- School Crossing Guard Supervisor
- Child Protective Services Captain
- Juvenile Division Director
- Juvenile Division Transitional Officers and Supervisor
- Youth Intervention Services Lieutenant

Goal #9: Improve infrastructure, equipment and facilities to meet evolving operational and security needs

Rationale:

In addition to providing for equipment and property replacement on routine life cycles, the Sheriff's Office must continue to plan for large scale improvements to meet operational and security needs. The Sheriff's Office operates in four administrative office facilities, a correctional facility, a juvenile enforcement center and a juvenile detention center. The agency also provides security for three county courthouses. The agency must also plan for the maintenance and enhancement of special operations and tactical aviation assets, and recognizes the need to equip its more than 400 sworn personnel with tools and equipment that meet modern day policing challenges.

Objectives:

- Implement and distribute body worn cameras for enforcement personnel. Conduct training on body worn camera usage with all agency personnel. (2015)
- Obtain access to FBI CJIS compliant cloud based storage to support an anticipated explosion of digital storage, to include body worn camera files. (2016-2020).
- Improve safety for employees and visitors to the Sheriff's Office main administration building by enhancing security measures in the lobby. (2015-2016)
- At the Criminal Justice Center, Civil Courthouse, and Juvenile Justice Center, add cameras to areas that are not covered, relocate cameras currently in place to more efficient locations and fix broken cameras. Add cameras to provide facial recognition at each of the entrances of the four buildings. (2015-2017)
- Relocate the Juvenile Assessment Center to a new facility collocated with the Juvenile Detention Center. (2020)
- Redesign Communications Center to provide new, ergonomic work stations. (2015)
- Continue lifecycle replacements for various classes of hardware while working to project future requirements (2015-2020)
- Continue replacement of patrol vehicles with safer, more fuel efficient patrol vehicles and continue to implement strategies to reduce vehicle fuel use. (2015-2020)
- Complete cost analysis of replacing Alert 1 (helicopter) in the year 2016 verses completing required refurbishment/overhaul of Alert 1 in 2018. The current helicopter fleet date of manufacture is 2013 for Alert 2 and 2006 for Alert 1.

- Upgrade helicopter video downlink infrastructure to High Definition “HD” Video capability utilizing grant funding. Current system is restricted to Standard Definition “SD”. (2015)

Performance Indicators:

- Annual goals and objectives
- Reports of progress delivered during Sheriff’s Forums
- Quarterly internal reviews
- Periodic meetings with contractors, engineers, financial services staff, and Juvenile Justice Division
- Monthly and annual vehicle reports
- Fuel use reports
- Feedback from deputies

Resources for Determining Performance Indicators:

- Professional Standards Lieutenant
- Judicial Security Lieutenant and Sergeant
- Director of Juvenile Justice Division
- Fleet Services Director
- Director of Communications
- Information Technology Director



Anticipated Workload

As Seminole County approaches a half-million residents, increasing service demands will be placed on the Sheriff's Office as well as on other government services. In 2014, there were 20 new positions provided to SCSO which included two full-time Coordinator positions for the School Crossing Guard Program and four deputy investigator positions for the Crimes Against Children unit. Additionally, 14 Child Protection Investigator positions were funded through an increase in state funding provided under the agency's service contract with the Florida Department of Children and Families.

Figures compiled by FDLE for 2013 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 1.57 sworn Deputy Sheriffs per 1,000 residents. This ratio is lower than all seven cities within Seminole County and of the four contiguous counties, only the Lake County Sheriff's Office has a lower ratio. During the last four calendar years (2011, 2012, 2013 and 2014), the Sheriff's Office Communications Center has exceeded more than 700,000 calls for service from citizens and law enforcement. These two factors, combined with the anticipated growth in the county's population (see next section on anticipated personnel levels), suggest that the anticipated workload for the patrol function will continue to grow.

Uniform Crime Reports for unincorporated Seminole County reflect crime at historical lows. In 2014, the crime volume was down 7.5% over 2013. The volume of index crime (the number of reported murders, forcible sex offenses, robberies, aggravated assaults, burglaries, larcenies, and motor vehicle thefts) was 3,590 in 2014, 293 fewer reported offenses in the previous year. Crime trends show that over the last 40 years, despite the population having tripled, the crime rate in Seminole County dropped 73% between 1974 and 2014. This trend mirrors statewide trends.

Despite the reduction in index crime, the Sheriff's Office continues to see a growth in crimes perpetrated through online and digital technology, specifically child exploitation. Exploitation of children occurs both on and offline; however increased cases are occurring as a result of the exponential use of the internet. Children are utilizing the internet as early as kindergarten or younger, with greater risk of exposure to inappropriate behavior. The increased use of cell phones and social media networking sites by adolescents as a standard mode of communication has become an essential part of adolescents' social life. This rising use of technology has created additional potential for victimization. Over the next five years, the Sheriff's Office seeks to add additional investigative resources to reduce current investigator caseloads, increase public education, and concentrate efforts on proactive case work focused on apprehending and prosecuting individuals who use the internet to criminally exploit children.

Workload Assessment

A comprehensive workload assessment was successfully completed in 2014 by all divisions in the agency. Each division evaluated their current staffing, growth potential and workload to determine the need for additional personnel, a reduction of personnel or if staffing was adequate. The following is a

summary of staffing needs by division. These needs will be considered on an ongoing basis as the agency evaluates and fills vacancies.

Office of the Sheriff

General Counsel does not anticipate any additional staffing needs. The Public Affairs Division is seeking resources in the future to meet the rapidly growing demand for multi-media support (to include anticipated increased media requests for body worn camera footage) and investigative analysis.

Department of Law Enforcement

The Forensic Services Division has indicated a need to increase the unit due to the current caseload with one Evidence Specialist and one Latent Print Technician.

Two components of the Special Operations Unit have a need to expand with additional personnel. The Dive team recommends the addition of two new divers and two tenders as collateral assignments to enhance the team's capability to recover victims and/or evidence safely and effectively. The proposed additional personnel would increase the area searched and still allow for sufficient rest and recovery periods for each diver. The Explosive Ordnance Disposal team needs an additional EOD technician as a collateral assignment to fulfill the increasing requirements.

The Domestic Security Division indicated it would benefit by expanding the Counter Terrorism Unit by one supervisor, one investigator and one emergency management coordinator. The Counter Terrorism Unit will explore the need for additional personnel as described based upon caseload evaluation and needs assessment.

Department of Support Services

The Accreditation Section is in need of one additional person to monitor, revise, and update written directives. The number of written directives annually has risen to a level where there is a need to have a full-time position devoted to the task. It is recommended with the growth of the agency and the continued challenges with turnover, reassignments and reorganizations that additional positions be added to this division to ensure appropriate staffing.

As investigators become more technical, it may become necessary to increase the number of Professional Conduct Review Investigators. This would reduce the number of cases that are being assigned to supervisors to work as a collateral duty.

The Professional Development Section is in need of three additional deputy sheriffs. The field training deputy assignments should continue to increase concurrently with the level of new deputy hiring.

Through a recent restructuring the Civil Division lost an investigator position and has noted the need for an additional civil process specialist.

Department of Administrative Services

The Human Resource Division is currently able to meet its workload requirements with the support of volunteers, reserve deputies and various investigators from other divisions; there are no formal requests for additional personnel at this time.

The Communications Center's current staffing levels are deemed adequate to provide quality service to the citizens of Seminole County and law enforcement personnel.

As the number of systems the agency's Information Technology Division services increases, so does the number of support tickets. In 2012, the division averaged 1280 tickets per month. In 2014, the division averaged 1,605 for the first six months of the year, an increase of 31%. No new positions have been added since 2011. Additionally, the IT Division manages a number of systems that were developed and maintained in house. As current workload and service levels are assessed, and as demands for new technology development increase, it may become necessary to request additional personnel, to include computer programmers, in the near future.

The Fiscal Services Division staffing level is sufficient at this time and it does not anticipate any additional staffing needs.

Department of Youth Services

The Juvenile Assessment Center's assessment has demonstrated the need for two additional positions: a Supervisor for the Intake Screening Unit and a Coordinator for the Civil Citation Initiative.

The Juvenile Justice Division indicated funding was needed for more Transition Officers.



Anticipated Personnel Levels

With the assumption of police department communications services for the City of Oviedo in 2013, a number of employees were added to the Sheriff's Office Communications Division to compensate for the additional workload. Financing for this increase in staffing was provided by the City of Oviedo through a contract with the Sheriff's Office. In 2014, 11 new positions were allocated for Child Protective Services to meet the growing caseload.

In 2015, the agency plans to outfit enforcement personnel with body worn cameras. The addition of this technology will require additional resources in terms of training, administration, and public records. To meet the demand, a lieutenant has already been assigned to the Professional Development Section as the digital evidence manager to oversee and coordinate all body-worn and in-car camera processes in use within the Sheriff's Office. Additional resources may be needed to meet the corresponding anticipated demand for records.

With pending retirements and other terminations from employment, maintaining an effective strength of deputies, detention deputies, and civilian support personnel remain in the forefront of our consideration. It is anticipated that future applicant pools will be well-educated and technologically-oriented. The knowledge, skills and abilities and hiring procedures, including being able to offer appropriate compensation based on fair market value, may require the Sheriff's Office to reevaluate and amend its recruitment strategies. In addition, the Sheriff's Office, while able to replace some vacant basic positions, will be challenged in the development of personnel capable of assuming greater responsibilities (command positions) when promotional vacancies occur. To address these expected challenges, the agency in 2014 launched a new recruitment team, comprised of more than 40 members representing sworn, certified and civilian positions across the agency.

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 2014, the Seminole County Sheriff's Office civilian staff comprised 42% of its workforce, or 496 employees (this does not include detention deputies), which is exceptional when considering the cost of using sworn personnel to fill positions not requiring law enforcement authority. In order to maximize the use of law enforcement and correctional officers, whenever possible the Sheriff's Office will continue to reclassify positions and place the duties and responsibilities under civilian classifications. By doing so, the agency is embracing a method by which the Sheriff's Office can continue to provide communities with cost-effective service while maintaining a high standard of service delivery.

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

	<i>Actual</i>			<i>Projected</i>				
	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
SCSO Full Time Employees	1146	1164	1184	1188	1192	1196	1200	1204
Population	428,104	431,074	434,318	437,562	440,806	444,050	447,294	450,538

**NOTE: Population data for FY13 and FY14 were provided by FDLE's Uniform Crime Reports. Population data for FY15 through FY20 are Seminole County Sheriff's Office estimates based on historical averages.*

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

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



Anticipated Capital Improvement and Equipment Needs

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

The Sheriff's Office evaluates and prioritizes capital improvement or equipment needs based on:

- The effect on the Sheriff's Office annual operating budget;
- Urgency - Capital improvements that cannot reasonably be postponed due to their effect on partially completed projects or projects deemed essential to maintain minimum, presently established Sheriff's Office programs, or to meet emergency situations;
- Necessary - Capital improvements 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;
- Desirable - Projects needed for the proper expansion of Sheriff's Office existing programs, or that which are needed for ideal operation but which cannot yet be recommended for action (can be temporarily postponed without effecting current service).

Command staff forwards their Division's recommendations to the Executive Director 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 is thoroughly reviewed.

There are two recommended facility improvements identified as desirable for the next five years. The Sheriff's Office is seeking a dedicated facility to house the Professional Development/Training Division. Professional Development has been operating out of various facilities for over 10 years, which has yielded limited class space, physical training space and office space for instructional personnel. A new facility will better accommodate the emphasis being placed on hands-on training of deputy sheriffs and detention deputies (as opposed to Intranet provided training), as well as the expected increase in training of civilian staff.

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

Software and hardware is constantly evolving and changing. The Information Technology Division regularly explores and tests new hardware and software as it becomes available. Over the last few years there has been a fundamental paradigm shift away from client/server applications to web-based applications. The hardware to run such applications is shifting away from PCs to tablets and phones. In

support of this trend, as well as supporting the life cycle management of all of the agency's applications, the Information Technology Division is in the process of rewriting critical applications to a web-based platform.

Information Technology is planning for the acquisition of a comprehensive new jail management system. The system will more effectively track inmate information, interface with SCSO's current financial and records management system, and provide a wide variety of new services to inmates and their families, including video visitation.

The agency also plans to acquire body worn cameras for all enforcement personnel. In addition to the cameras, the agency must also acquire a significant amount of digital storage space. The cameras will be valuable for evidentiary purposes as well as ensuring transparency in operations.

All capital improvement funds budgeted are for the normal scheduled replacement of vehicles, vehicle equipment, radios, office equipment, weapons, and computer equipment (hardware and software). With respect to upgrades to existing equipment, the Sheriff's Office maintains an equipment and property list with depreciation and life expectancy estimates and plans the purchase of new equipment on an annual basis. This process maximizes the use of every item purchased and provides reasonable estimates of future needs while minimizing the financial impact to the community.

The following list of projected equipment needs is based on two factors: items that fall under normal replacement cycles and existing equipment that does not account for inevitable growth. Equipment falling under normal replacement cycles are as follows and are listed in the table below:

- Computers (vehicle laptops, desktops and tablets), data center infrastructure (servers, storage, network), and Communications Division desktops
- Vehicles, including aircraft and watercraft
- Portable and vehicular radios, weapons, bullet resistant vests and other tactical
- Radar and laser speed measuring instruments, breath testing instruments

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

	FY Ending 09/30/2016	FY Ending 09/30/2017	FY Ending 09/30/2018	FY Ending 09/30/2019	FY Ending 09/30/2020
Fleet	1,197,000	1,221,000	1,245,000	1,270,000	1,295,000
Capital equipment, including radios, in-car video cameras, radar units, Tasers and tactical gear	631,000	644,000	657,000	670,000	683,000
Technology requirements, including computers, network infrastructure, and data storage devices	600,000	612,000	624,000	636,000	649,000
	2,428,000	2,477,000	2,526,000	2,576,000	2,627,000

NOTE: Estimated annual increase of 2% rounded to the nearest 1000

- There are a number of additional equipment needs that have been identified for the agency that are not accounted for in inevitable growth. During the next five years, the organization will potentially acquire some or all of the following items:
- Portable traffic safety speed trailers
- A crime scene response vehicle
- Upgraded investigative interview rooms
- Additional security cameras for community offices
- Additional security cameras for the civil, criminal and juvenile courthouse
- Replacement EOD robot
- New command vehicle
- School bus for juvenile transportation

The agency will seek funding for these purchase through grants, trust fund dollars, and general funds.



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 2017-2022. 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 majors of the Departments will review the strategic plan to evaluate the progress made towards Sheriff's Office long-term operational goals and objectives. The majors of the Departments currently meet two to four times per month to discuss current initiatives, potential policy changes, and long-term plans.

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

The Public Affairs Director is responsible for ensuring the Strategic Plan is reviewed and revised as required.

SHERIFF
SEMINOLE COUNTY

