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# LEE COUNTY SHERIFF'S OFFICE

FIVE-YEAR STRATEGIC PLAN FY 2014-15 - FY 2018-19



**Mike Scott**  
Sheriff  
"Proud to Serve"

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# Strategic Plan FY 2014-15 – FY 2018-19



*Under Sheriff Mike Scott, Lee County Sheriff's Office operations are categorized into three executive bureaus. The organization's responsibility structure is detailed below.*

## **Office of the Sheriff Executive Bureau, Sheriff Mike Scott and Chief Gill Allen**

Legal Services Executive Bureau, Director John Holloway  
Public Information Office, Lt. Larry King  
Professional Standards Division, Commander Tracy Estep  
    Central Records and Warrants Division, Director Cherrie McAbee  
    Internal Affairs Section, Capt. Adam Sedwick  
    Human Resources Division, Manager Cari Turner  
    Training Division, Capt. Shane Hingson  
Public Services Division, Commander Morgan Bowden & Capt. Joe Poppalardo  
    Ancillary Services Unit, Lt. DeDe Petracca  
    Community Relations Section, Manager Stacey Payne

## **Corrections Executive Bureau, Col. Tom Ellegood**

Corrections Bureau Ortiz Site, Major Tom Eberhardt  
    Core Division, Capt. Scott Brock  
    CPU/Educational Services Division, Capt. Edward Leavens  
    Inmate Programs/Educational Services, Capt. Chris Velez  
    Services and Support Division, Capt. Stephan Pierce and Director Rhonda Sewall  
Corrections Bureau Downtown Site, Major James Barraco  
    Court Operations Division, Commander Jim Jones and Capt. Scott Ciresi  
    Juvenile Assessment Center, Capt. Ron Curtis  
    Main Jail Division, Capt. Scott Hall  
    Security & Inspections, Capt. Ed Lewis

## **Law Enforcement Executive Bureau, Chief Gill Allen**

Criminal Investigations Bureau, Major Bill Kalstrom and Commander Matt Leclair  
    Civil Section, Capt. Mark Cohen  
    Criminal Apprehension and Investigative Division, Capt. Keith Day  
    Economic Crimes Unit, Capt. Kevin Ferry  
    Forensics Division, Capt. Rick Joslin  
    Major Crimes Division, Capt. Bill Murphy  
    Special Investigations Division, Capt. Pete Hedrick  
Patrol Bureau, Major Kathryn Rairden and Commander John Haberman  
    North District, Capt. Chris Reeves  
    East District, Capt. Todd Garrison  
    West District, Capt. Matt Powell  
    South District, Capt. Shawn Ramsey  
    Central District, Capt. Randy Crone  
    Gulf District, Capt. Rick Dobson  
    Youth Services Division, Capt. Eric Smith  
    Aviation Section, Commander Mike Warner  
    Communications Division, Director Sherry Groff  
    Operational and Tactical Support Division, Capt. Scott Lucia  
Civilian Operations Bureau, Executive Director William C. Bergquist  
    Budget Division, Director Annmarie Reno  
    Employee Benefits Division, Director Dawn Heikkila  
    Finance Division, Director Crystal Gambino  
    Fleet Management Division, Director Rusty Hillman  
    Planning and Research Division, Director Stan Nelson  
    Purchasing Division, Director Jenna Clark  
    Star Care Clinic, Director Connie Metzger  
    Technical Support and Facilities Division, Director Kathi Murray



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**The Mission, Vision and Motto  
of the Lee County Sheriff's Office**

**Mission**

To safeguard lives and property; respectfully enforce the laws of the land; and, work cooperatively to lessen the impact of crime on the lives of residents and visitors in Lee County.

**Vision**

The Lee County Sheriff's Office will work collaboratively with members of the community in order to improve and enhance the quality of life for everyone in Lee County. Our vision is consistent with the following principles:

- Respect for human rights;
- Economic well-being and high quality of life;
- Reduction of crime, disorder and the fear of crime;
- Community safety;
- High standards for excellence and continuous improvement;
- Sound fiscal management to ensure accountability to the public.

**Motto**

“Proud to serve”

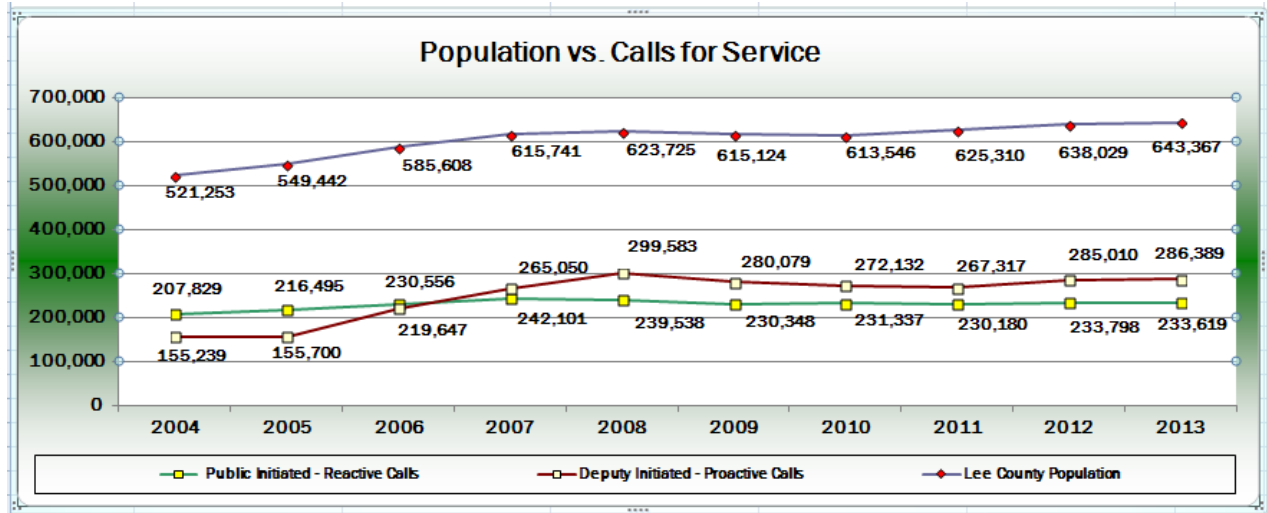


## 2014 Goals

- 1. Ensure public safety through coordinated use of Patrol and specialty units.*  
The **Patrol Bureau** will enforce the laws of the land to ensure public safety and deter criminal activity through aggressive law enforcement and community policing efforts by its deputies.
- 2. Promote personal and professional improvement through employee wellness initiatives, sound fiscal management and technology support services.*  
The **Civilian Operations Bureau** will continue to promote sound fiscal management, strong leadership and organizational excellence to increase agency efficiency and wellness. Members will work to strengthen inter-governmental relations, community relations, and internal and external communication.
- 3. Maintain agency effectiveness through specialized investigations and service of judicial process.*  
The **Criminal Investigations Bureau** will investigate and prepare felony and narcotics cases for successful prosecution through its Major Crimes, Special Investigations, Criminal Apprehension and Investigative, and Forensics Divisions.
- 4. Enhance Corrections operations, facilities and services.*  
The **Corrections Bureau** will provide fair and equitable treatment to all people in its custody; operate facilities in a safe, secure, and cost-effective manner; and, offer programs necessary to assist inmates' successful reintegration into the community. Corrections will monitor the average daily inmate population, develop programs and facilitate inmate needs.
- 5. Uphold agency integrity through ongoing training, high professional standards and direct community involvement.*  
The **Office of the Sheriff** will provide thorough legal representation and ensure agency high standards through the Professional Standards, Public Services, Legal Services and Public Information Divisions.



## Population & Service Trends



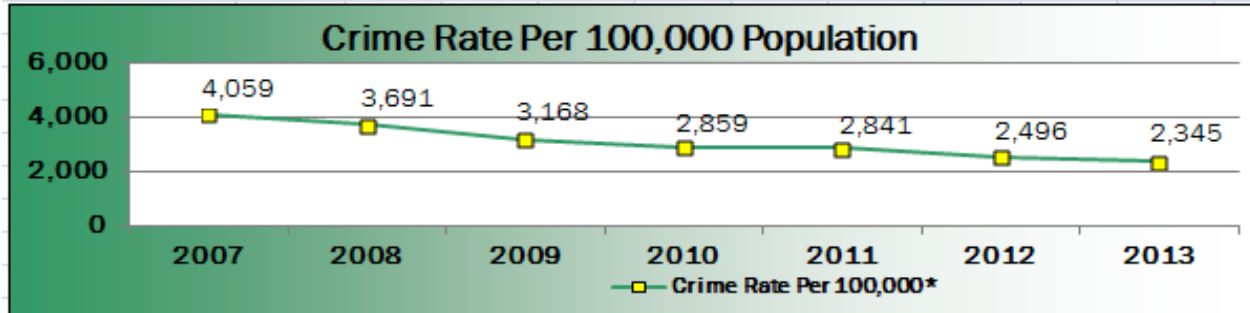
The number of Lee County residents grew 23.4 percent between 2004 and 2013 – from 521,253 to 643,367, according to the University of Florida’s Bureau of Economic and Business, while Florida’s Office of Economic and Demographic Research projects renewed population growth that will raise the county’s population to 773,539 by 2020 and exceed the 1 million resident threshold by 2035, with 1,008,350 people.

Lee County’s projected population increase is expected to have a significant impact on all aspects of agency operations.

Calls for service are tracked as either deputy or public initiated. In that way, deputy activity can be tracked as either obligated (reactive) time responding to public calls or unobligated (proactive) time necessary for directed patrol, area checks and other proactive functions. Proactive policing results in a better working relationship with the community while providing residents with the problem solving tools they need to keep their neighborhoods safe. Calls for service from the public grew 12.4 percent between 2004 and 2013 – from 207,829 to 233,619 – while deputy initiated calls increased 84.5 percent in the same time period – from 155,239 to 286,389.

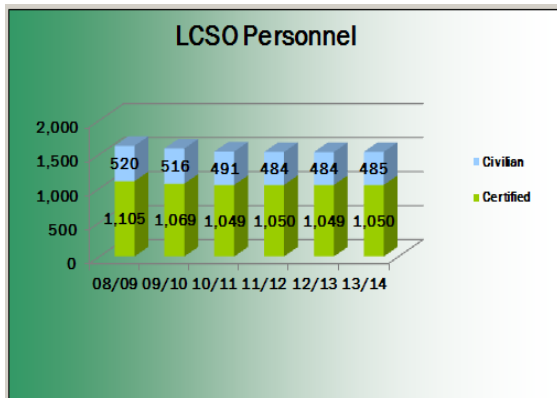
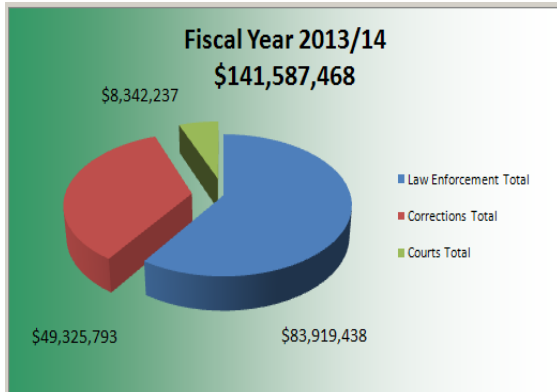


### Crime Trends



Unincorporated Lee County has seen a 42.2 percent decline in its crime rate since 2007, which includes last year’s 6.0 percent decline. The crime rate is determined by dividing the number of crimes reported in unincorporated Lee County (including Fort Myers Beach and Bonita Springs, which contract with the Lee County Sheriff’s Office) by the unincorporated population, then multiplying the sum by 100,000. In that same time period, the number of unincorporated Lee County residents increased 8.3 percent, from 377,070 to 408,720.

### Operating Budget & Staffing Levels



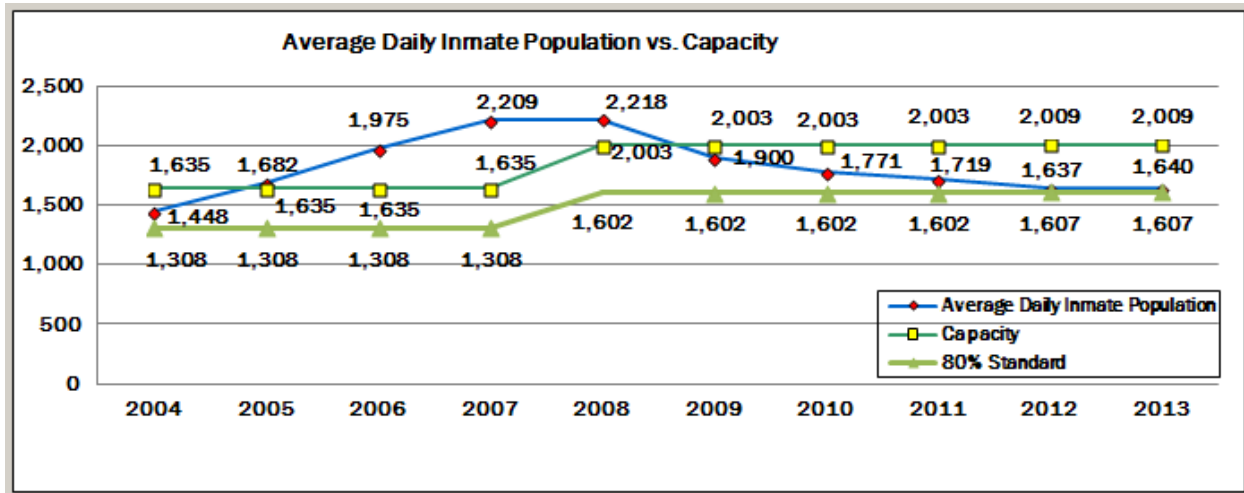
The Lee County Sheriff’s Office and other first responders have faced significant budgetary shortfalls. The shortcomings remain as the Lee County Board of County Commissioners prepares for another tough budget year in FY 2014-15. In response to this financial challenge, LCSO has reduced its operating budget by more than \$19 million since FY 08-09 and trimmed its work force by 90 authorized positions.

Budget reductions have been made through voluntary retirement buyouts, reallocation of existing personnel, changes to the agency’s self-insured insurance plan, lower inmate populations and lower spending on replacement technology, patrol vehicles and other assets.

LCSO will request no additional staffing for FY 2014-15, unless required to maintain accreditation standards and ensure employee safety. The agency currently has 1,535 budgeted positions: 1,050 certified and 485 civilian employees.



## Inmate Population Trends



The number of Lee County inmates increased 13.2 percent between 2004 and 2013, from an average daily population of 1,448 to 1,640, after peaking at 2,218 in 2008. In response to lower inmate population levels, the Corrections Bureau has consolidated housing at the CORE facility and closed four inmate pods, which reduced required staffing and lowered operating costs. Since FY 07-08, the Corrections Bureau has eliminated 90 authorized positions due to this decline in inmate population. During this fiscal year Command Staff was able to change Corrections staff allocations for juvenile housing in order to not impact additional staffing at this time.

## Operational threats

The Lee County Sheriff's Office is still feeling the effects of the prolonged economic downturn that hit Southwest Florida between 2008 and 2012. Despite signs of improvement, which included a December 2013 unemployment rate of 5.8 percent and improved home values, years of deferred capital improvements have compromised this agency's ability to maintain an uninterrupted high level of service.

## Deferred Capital Improvements

The Lee County Sheriff's Office has seen its budget for capital purchases decline from a high of more than \$7 million in FY 05-06, Sheriff Mike Scott's first year in office, to only \$700,000 for Law Enforcement in the current year. Corrections and Court Operations have had no budgeted capital funding for four consecutive years. This is simply unsustainable. Capital improvements can only be delayed for so long before systems reach their end of life or equipment is no longer reliable. Public safety need to be a top priority, ensuring the safety and wellbeing of its residents and many visitors. Critical capital improvements include:



- **IT upgrades:** Deputies are dependent on mobile and vehicle radios for multiple purposes, which include ensuring officer safety, acquiring suspect information and coordinating emergency responses. LCSO's radios are almost 10 years old. As such, they are approaching end of life and service support. The agency's land-based phone system is at its end of life as well. Additional network upgrades are required to handle increased data transfer and storage of high definition digital images and evidence from the Digital Forensics Unit and Electronic Surveillance Section. Data transmission has slowed due to increased network activity.
- **Disaster recovery:** LCSO has been unable to add network storage for the last three years. As a result, storage is nearing capacity. Conversion to dual chassis systems will provide redundancy required to maintain operations in the event of a network failure. Disaster recovery upgrades are required for Headquarters, Evidence, West District and the Lee County Emergency Operations Center, where backup LCSO data are stored.
- **Patrol vehicle replacements:** LCSO has 330 vehicles with more than 100,000 miles. It also has seen the average mileage for a marked patrol vehicle rise from 50,109 in 2009 to 78,821 in 2013. This has resulted in increased maintenance costs and repair times, leaving deputies without a primary tool to perform their job. The Fleet Division will require additional staffing and facility space to meet the growing need for repairs if patrol vehicle purchases continue to be deferred.

### Population Growth

After experiencing population declines in 2009 and 2010, Lee County is rapidly rebounding. The Florida Office of Economic and Demographic Research projects that Lee County will gain an estimated 130,172 residents by 2020 and reach a total population of 1,008,350 people by 2035. The U.S. Census Bureau also reported that The Cape Coral-Fort Myers metropolitan area was the 10<sup>th</sup> fastest growing metro area in the country between July 1, 2012, and July 1, 2013, with a growth rate of 2.5 percent.

Further proof that Southwest Florida is leading the state can be found in Florida Office of Economic and Demographic Research projections that since April 1, 2010, Fort Myers has had the fastest growth rate in the state for cities with a population greater than 50,000, while Cape Coral was in the top 5 for cities that added the most population. The average age of a Lee County resident is 45.6 years.

### Employee Staffing

The Lee County Sheriff's Office is operating with 90 fewer employees today than it had in FY 08-09. Staff reallocations and lower average daily inmate populations helped lessen the impact of those reductions; however, renewed population growth, projected incarceration rate increases and new IT security rules require additional staffing to meet those needs.





- **Corrections:** The Florida Sheriffs Association's Florida Model Jail Standards dictate staffing levels at Florida correctional facilities. Because of recent inmate population declines, the Corrections Bureau has been able to reallocate personnel and close a portion of its Core Facility. There is concern that inmate populations will grow in tandem with renewed economic activity in the county, as it did in the prior decade. Average daily inmate levels rose from 1,159 in 2001 to 2,218 in 2008 before dropping by nearly 600 inmates over the next four years at the height of the recession. Those days appear to be over. The average daily population rose to 1,640 in 2013. As the inmate population grows, LCSO will be required to add staffing to ensure employee and inmate safety and maintain its jail accreditation.
- **Youth Services:** The Lee County Sheriff's Office provides School Resource Officers (SROs) at 38 middle and high schools operated by the Lee County School District. SROs are responsible for the safety and wellbeing more than 86,000 students in district schools. In FY 12-13, SROs performed 2,603 elementary checks.
- **Technical Services:** The Florida Department of Law Enforcement in June 2013 enhanced security requirements to access state and federal criminal justice information systems. It is imperative that LCSO dedicate a full-time person to compliance, which includes safeguarding information system assets by identifying and solving potential and actual security problems, enforcing system access controls and maintaining disaster preparedness. Additional assistance is needed with database administration and system controls and protocols.



## Capital and Equipment Outlay FY 2013-14

The Lee County Sheriff's Office is responsible for the following capital items critical to achievement of the Strategic Plan:

Capital items	Cost	Note	Year
Fleet replacement	\$400,000	Purchase of new and replacement vehicles	Annual
Technology upgrades	\$300,000	Mobile computer replacement, upgrades	Annual

## Projected Capital Improvement needs

The Lee County Sheriff's Office is requesting Lee County general revenue funding be allocated for the following capital items critical to achievement of the Strategic Plan:

Project	Year	Project	Year
IT disaster recovery upgrades	FY 14/15	Replacement of Corrections kitchen equipment	FY 16/17
Software, hardware acquisition and upgrades	FY 14/15	Renovation of Corrections laundry facilities	FY 16/17
In-car cameras for Highway Interdiction, Field Support Unit	FY 14/15	Replacement of Community Programs Unit external covering	FY 16/17
Forensics workstation build out, one new station a year	FY 14/15	Relocation of South District substation to more centralized location	FY 17/18
Audio surveillance upgrade	FY 15/16	Replacement of Lee County Gun Range software	FY 18/19
Communications Division equipment, facility upgrades	FY 15/16	Fleet maintenance facility	FY 17/18
Relocation of Central District substation	FY 15/16	New Communications Center	FY 18/19
Enterprise Resource Planning software replacement	FY 16/17	Build out of second floor of Evidence Building	FY 18/19
Replacement of Evidence Division freezer	FY 15/16	Telecommunications intercept room	FY 18/19
Replacement of Explosive Ordinance Device suits	FY 16/17		

# Strategic Plan FY 2014-15 – FY 2018-19



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

Five Year Plan- Technological Upgrades			FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Objectives	Strategies	Owner					
Increase efficiency through the use of technology.	Collaborate with Programming to automate warrants and warrants backlog to NCIC/FCIC and to store all pertinent records electronically.	Central Records & Warrants Division, Director Cherrie McAbee		X			
Assess and recommend accounting software to replace existing system.	Work with the Technical Support and Planning & Research Divisions to assist in acquisition of new financial software for purchasing, accounts payable and payroll.	Finance Division, Director Crystal Gambino			X		
Further develop and maintain Digital Forensic capabilities by maintaining a CFCE-certified staff and remaining current on the new techniques and systems in use.	Upgrade one Digital Forensics work station annually to keep pace with technological advancements	Evidence Division, Capt. Rick Joslin	X	X	X	X	X
Increase criminal interdictions by targeting illegal activity associated with Lee County highways and parcel deliveries.	Install in-car cameras for members of the Highway Interdiction/Street Crimes and Field Support Units.	Special Investigations, Capt. Pete Hedrick	X				
Enhance the ability of the Agency's investigative units to gather evidence through the use of highly specialized and technical capabilities.	Upgrade audio surveillance for the Electronic Surveillance Section.	Special Investigations, Capt. Pete Hedrick		X			
Enhance the ability of the Agency's investigative units to gather evidence through the use of highly specialized and technical capabilities.	Begin planning for the creation and implementation of a wire room for authorized communication intercepts.	Special Investigations, Capt. Pete Hedrick					X
Provide the Agency with hardware/software systems required to accomplish agency goals.	Develop multi-year purchase plan to acquire 1,700 APX6000 portable radios and APX6500 in-car radios. Existing radios are approaching end of life	Technical Services, Director Kathi Murray	X	X	X	X	X



<b>Five Year Plan- Technological Upgrades</b>			<b>FY 14/15</b>	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>
Provide the Agency with hardware/software systems required to accomplish agency goals.	Upgrade IT networks to handle increased data transmission from the Digital Forensics Unit and Electronic Surveillance Section.	Technical Services Director Kathi Murray	X				
Provide the Agency with hardware/software systems required to accomplish agency goals.	Increase network storage and convert to dual chassis systems to provide necessary redundancy to operate in the event of a network failure.	Technical Services Director Kathi Murray		X			
Provide the Agency with hardware/software systems required to accomplish agency goals.	Replace agency's land-based phone system that is approaching end of life.	Technical Services Director Kathi Murray			X		
Provide specialized professional training to the members of the Lee County Sheriff's Office, as well as other law enforcement agencies.	Replace software needed to run Lee County Gun Range. Software is no longer supported and failing regularly.	Training Division, Capt. Shane Hingson					X

# Strategic Plan FY 2014-15 – FY 2018-19



Five Year Plan- Operational Upgrades			FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Objectives	Strategies	Owner					
Improve Aviation's overall mission effectiveness and provide more accurate and timely information to units on the ground.	Implement a five-year replacement plan for two helicopters and fixed wing aircraft and upgrade current mission equipment.	Aviation Unit, Commander Michael Warner	X	X	X	X	X
Ensure safety of Deputies/ Civilian Staff through equipment/technology.	Replace Corrections kitchen equipment that is nearing end of life.	Corrections Bureau Ortiz Site, Major Thomas Eberhardt			X		
	Renovate Corrections laundry facilities and repurpose for new use	Corrections Bureau Ortiz Site, Major Thomas Eberhardt			X		
Continue to maintain health care cost trends between 2% and 5% per year.	Increase number of annual physicals for all certified employees.	Employee Benefits Section, Heidi Baer	X				
Expand hours of operation for the Forensics Division.	Expand Evidence Section operations to 24 hours a day.	Evidence Section, Ronald Ralls				X	
Develop incentive-based, voluntary fitness standards for agency members.	Support Agency Wellness Program to encourage improved overall employee fitness.	Star Care Clinic, Manager Connie Metzger	X				
Reduce deputy workload through the use of Community Service Aides.	Increase the number of CSAs.	Tactical Support Section, Capt. Scott Lucia		X			
The Traffic Unit will plan, analyze, inspect and coordinate LCSO traffic activities.	Increase Motorcycle Unit deputies for traffic enforcement. Add commercial vehicle enforcement.	Traffic Section, Lt. Donnie Fewell			X		
Conduct crime prevention and intervention initiatives targeted toward youth.	Add 10 School Resource Officers in area schools.	Youth Services, Capt. Eric Smith		X			

# Strategic Plan FY 2014-15 – FY 2018-19



Five Year Plan- Facility Upgrades			FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Objectives	Strategies	Owner					
Provide the same or better level of service of judicial process throughout Lee County.	Expand office space for the Civil Section.	Civil Section, Capt. Mark Cohen		X			
Enhance overall performance of the Communication Division.	Renovate or relocate to new Communications Center that incorporated new work stations and additional space.	Communications Director, Sherry Groff					X
Work collaboratively with facilities planners and vendors to meet the infrastructure needs of Lee County.	Replace Community Programs Unit coverings at the Core Facility	Facilities, Director Kathi Murray		X			
	Relocate Central District substation from temporary location at LCSO Headquarters to a more strategic location in central Fort Myers.	Facilities, Director Kathi Murray			X		
	Relocate South District to a more strategic location in north Bonita Springs to better serve residents in Estero And San Carlos.	Facilities, Director Kathi Murray				X	
	Build out of second floor of Evidence Building in order to handle additional storage needs.	Facilities, Director Kathi Murray					X
	Expand or replace Fleet facility to meet repair demand resulting from aging patrol vehicles.	Facilities, Director Kathi Murray					X
Minimize the number of spare vehicles required in reserve.	Expand available fleet parking and workshop space to accommodate a growing need for spare vehicle parking and maintenance on aging vehicles.	Fleet Division, Rusty Hillman	X				
Complete vehicle maintenance within 24 hours at a target rate of 90 percent or greater.	Investigate limited hour satellite maintenance facility in central or south Lee County to increase repair times and deputy efficiencies.	Fleet Division, Rusty Hillman					X