




SEMINOLE COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN 2023 - 2028

SHERIFF DENNIS M. LEMMA





**SEMINOLE COUNTY SHERIFF'S OFFICE
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MISSION

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

ORGANIZATIONAL PHILOSOPHY

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

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

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

The Seminole County Sheriff's Office is fully committed to upholding its mission and will do so with pride and dignity.

ORGANIZATIONAL VALUES

- The Seminole County Sheriff's Office is committed to protecting and preserving the rights of individuals as guaranteed by the Constitution.
- The Seminole County Sheriff's Office believes that the prevention of crime and protecting and preserving human lives is its primary responsibilities.
- The Seminole County Sheriff's Office is committed to the suppression of crime and the active pursuit of criminals.
- The Seminole County Sheriff's Office is committed to an open, honest, and receptive relationship with all segments of the community, thereby strengthening police-community relations by incorporating community values into a more responsive delivery of law enforcement service.
- The Seminole County Sheriff's Office believes that the suppression of crime is a shared responsibility between the Office and the community. The Office is committed to participating in and developing programs that further this concept.
- The Seminole County Sheriff's Office recognizes that its greatest resource is its employees and is committed to promoting a harmonious and productive environment for its diverse workforce. We provide a fair and equitable process for employment, career development, and the administration of discipline.
- The Seminole County Sheriff's Office is committed to the effective management of its resources. The Office will seek to provide modern, effective tools and support services for its personnel.
- The Seminole County Sheriff's Office is committed to excellence in all areas of operation. It is the intention of the Office to seek quality resources and to create an organizational climate in which excellence and innovation are pursued and rewarded.
- The Seminole County Sheriff's Office is committed to implementing programs at the John E. Polk Correctional Facility that facilitate the successful reintegration of offenders who desire to become productive members of our community.
- The Seminole County Sheriff's Office is committed to providing resources and oversight through innovative probation techniques to help those on supervision become productive, law-abiding citizens.
- The Seminole County Sheriff's Office is committed to achieving a reputation of excellence among the citizens it serves and other law enforcement agencies.
- The Seminole County Sheriff's Office recognizes that crime is an underlying symptom of another problem, and at the top of that list are often substance use disorders and mental health disorders, which is why tools are in place to combat those issues and their associated stigmas.

MESSAGE FROM THE SHERIFF

Dear Citizens of Seminole County:

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

As expressed in this strategic plan, our long-term goals are based on our agency priorities: pay and compensation, staffing, leadership, career development, equipment, and community investments. This plan is based on our greatest needs as a modern-day criminal justice organization and the most significant community concerns to the citizens of Seminole County.

Together, these priorities are an essential part of our shared success. They will improve our agency, the lives of agency members, and the well-being of the citizens we have the honor to serve. Through these goals and priorities, we will build long-term value as an agency, a profession, and as one community.

Sincerely,



Sheriff Dennis M. Lemma



AGENCY OVERVIEW

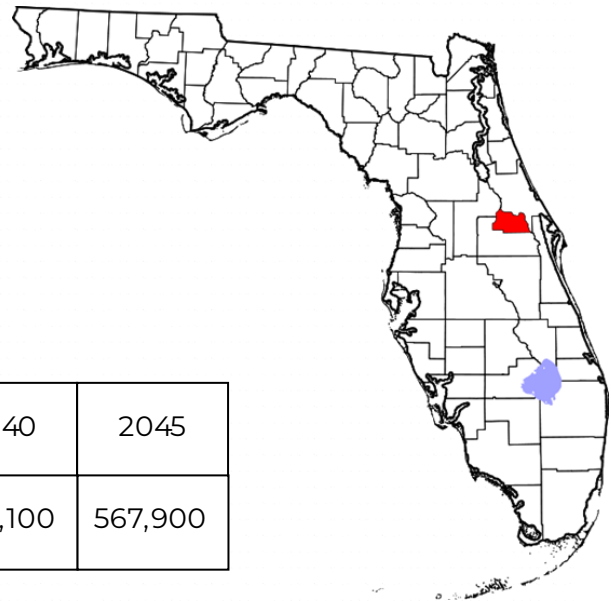
Seminole County was incorporated as a Florida county in 1913. The county seat is located in the City of Sanford, with a population of approximately 63,154 persons as of 2022 census estimates. Sanford is one of seven incorporated cities within the county, including Altamonte Springs, Longwood, Lake Mary, Winter Springs, Casselberry, and Oviedo. Geographically, Seminole County is one of Florida's smallest counties, with a landmass of approximately 345 square miles and a population of 470,856 as of 2020 census estimates (about 230,000 of which reside in the unincorporated areas). Seminole County is the third most densely populated county and one of the fastest-growing in Florida.

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

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

Between April 1, 2020, and April 1, 2025, state population growth is expected to average 308,497 new residents per year, representing a compound growth rate of 1.39% 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.

According to the 2020 census, Seminole County's population consisted of 470,856 persons and has increased to an estimated 486,000 in 2023. This is an increase of 3.1% in four (4) years. Per the data presented by the Florida Bureau of Economic and Business Research (Florida Population Studies, Volume 56, Bulletin 195, April 2022), the following anticipated population levels are projected for Seminole County:



Year	2025	2030	2035	2040	2045
Projected Population Levels	500,300	523,400	541,900	556,100	567,900

The Seminole County Sheriff's Office (SCSO) is a full-service law enforcement agency, with functions ranging from neighborhood patrol, operating the county's correctional facility and juvenile detention center, administering misdemeanor/county probation, serving court process, investigating crimes, providing youth wraparound services, and handling court security services. The agency has 1,110 full-time employees, 137 part-time employees, and a volunteer workforce of approximately 236. The Sheriff's Office is the county's largest law enforcement agency and supports local and surrounding police jurisdictions.

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

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

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

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

Based on service demand and call volume, the Sheriff's Office has strategically placed regional community service centers and offices throughout the county so that deputies may be identified with those communities and have ownership of their areas of responsibility. This provides consistent, efficient response to and prevention of criminal activity. The service centers also provide community identity and convenient access for area residents needing services. Those offices are located in Altamonte Springs (South Region), Lake Mary (North Region), and Oviedo (East Region).

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

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

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

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

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

The Chief of Staff is an extension of the Office of the Sheriff and is responsible for leading agency-wide strategic initiatives, serving as a liaison to external stakeholders, and steering employee engagement and community outreach efforts. This office also oversees the Public Affairs Division, the agency's non-profit organization, and two community advisory boards. The division spearheads the agency's external communication and public outreach programs and delivers various resources and support to the community.

The Office of the Sheriff division also houses the Public Information Unit, Government & Community Affairs.

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

DEPARTMENT OF LAW ENFORCEMENT

The Department of Law Enforcement includes the Seminole Neighborhood Policing Division, Forensics Services Division, Judicial Security Division, Communications Division, Probation Division, and the Special Operations Division.

The Seminole Neighborhood Policing Division provides all uniformed patrol activities, conducts general investigations, and delivers various safety and prevention services.

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

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

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

Each region delivers direct support to the CSA's through four specialized service sections: the Traffic Safety Unit, the Crime Prevention Unit, the Code Enforcement Unit, and the General Assignment Investigations Unit. Seminole Neighborhood Policing deputies are empowered to handle all law enforcement functions in their geographical areas with support from other divisions and departments within the Sheriff's Office.

The Forensic Services Division provides timely, expert, and professional examination of evidentiary materials to aid in investigating and prosecuting 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, biological (DNA) screening, and impression evidence (footwear) analysis. The lab provides services to the SCSO and the eight police departments within Seminole County.

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

The Probation Division includes county probation, EMPACT monitoring, and other probation functions. This Division provides services and supervision to offenders in community-based settings to over 6,500 misdemeanor offenders annually, manages pre-trial diversion programs, and connects offenders with treatment providers to assist in their re-entry into the community.

The Special Operations Division is comprised of multiple units that provide a wide range of highly specialized services, equipment, and response capabilities for SCSO, as well as other Central Florida agencies as requested. Emergency Management provides leadership and guidance for both human-made and natural disasters and conducts training exercises to keep the agency prepared. SWAT, the Special Weapons and Tactics Team, conducts high-risk search warrants, responds to barricaded suspects, and provides dignitary protection and other special details. The Crisis Negotiation Team is responsible for peacefully resolving conflicts through communication with people in crisis. The Explosive Ordnance Disposal Unit is responsible for rendering safe all suspicious packages or devices that may be potentially explosive or hazardous. The Rapid Deployment Force is trained to manage large demonstrations. The Range and Water/Marine Patrol Unit patrols the county's lakes and rivers and conducts off-road patrols in the various wilderness and preserve areas of the county. The Underwater Search and Recovery Team searches for and recovers evidence or drowning victims in bodies of water. The Canine Unit has full-service and single-purpose tracking canines, providing suspect apprehension, drug, explosive detection, and missing person searches. The Disaster Response Team is a mobile standalone response team that assists citizens both in and out of the county with evacuations, debris clearing, security, and distribution of critical supplies. The Search and Rescue Team, comprised of specially trained SCSO volunteers, assists in searches for missing persons and evidence. The Aviation Section conducts routine patrols, as well as assists in suspect apprehension, surveillance of fleeing vehicles, SWAT team deployment, searches for missing children and endangered adults, provides aerial photography and surveillance and conducts disaster assessments. The Section also conducts search and rescue utilizing a rescue hoist, firefighting utilizing a Bambi Bucket, and other missions as directed.

The Communications Center handles all incoming calls for service for law enforcement within unincorporated Seminole County and seven municipalities within the county. Dispatchers and call-takers answer emergency and non-emergency calls and monitor 14 primary radio channels 24-hours a day, seven days a week. The Communications Center currently dispatches for unincorporated Seminole County and the cities of Altamonte Springs, Casselberry, Lake Mary, Sanford, Oviedo, Longwood, and Winter Springs police departments.

DEPARTMENT OF INVESTIGATIVE SERVICES

The Department of Investigative Services includes the Criminal Investigations Division, Domestic Security Division, Drug Enforcement & Behavioral Services, Professional Development Division, and Professional Standards Division.

The Criminal Investigations Division reports to a captain and is responsible for investigating complex, specialized crimes and augmenting law enforcement services with advanced technologies and support. This division includes the Major Crimes Unit, the Seminole Financial Crimes Task Force, the Digital Forensics Unit, the Victim Services Unit, the Domestic Violence Unit, Elder Services, Crimes Against Children, and Youth Investigative 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 Drug Enforcement & Behavioral Services Division includes the City County Investigative Bureau (CCIB), the Seminole Collaborative Opioid Response Effort (SCORE) Section, and the Mental Health Section. CCIB is a full-time, multi-agency task force comprised of agents from the SCSO, the seven 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. SCORE is responsible for the education, response, and investigation efforts surrounding the opioid crisis. The Mental Health Section focuses on our response efforts to those individuals suffering from mental disease. These sections combined offer wraparound services for our community through a holistic approach.

The Professional Development Division is responsible for the training and instruction of the SCSO workforce. This division, led by a captain, coordinates the training necessary to effectively carry out duties and maintain compliance with state training standards.

The Professional Standards Division is responsible for ensuring compliance with the Sheriff's Office's written directives by processing and investigating administrative complaints made against Sheriff's Office employees. This Division, headed by a captain, also oversees the Sheriff's Office Accreditation function.

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DEPARTMENT OF SCHOOL SAFETY

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

This Department, led by a Chief, will provide direct oversight to the increasing demands and evolving needs of all aspects of our school safety model, including the changes that have required increased enforcement action on our campuses and involving our students. This new Department will place an emphasis on the importance and needs required to keep our students, faculty, staff, and campuses safe in an ever-changing environment.

DEPARTMENT OF YOUTH SERVICES

The Department of Youth Services includes the Juvenile Justice Division. After 23 years of contracting with the Department of Children and Family Services to manage our child protective services unit, the responsibility has returned to the Florida Department of Children and Families, and a Family Prevention Services section has been created. This includes a wraparound service unit in partnership with DCF, a mobile crisis unit, and the SCSO Police Athletic League (PAL). The Juvenile Justice Division offers a broad spectrum of services to target and address the unique issues perpetuating juvenile crime. This division includes the Juvenile Assessment Center, the Juvenile Detention Center, and the Youth Services Prevention and Enforcement Center.

In an effort to assess, advocate for, and expand the critical services needed to address adolescent mental health services, the Juvenile Justice Division has expanded to include a newly created Family Wraparound Services Unit. Focusing on the evolving needs of the youth in our community in all facets of the criminal justice system will allow us to position ourselves as a leader in this space and provide for the continued well-being of the youth in our community.

This Division, led by a Director, is a comprehensive effort to assist the youth in our community.

DEPARTMENT OF ADMINISTRATIVE SERVICES

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

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

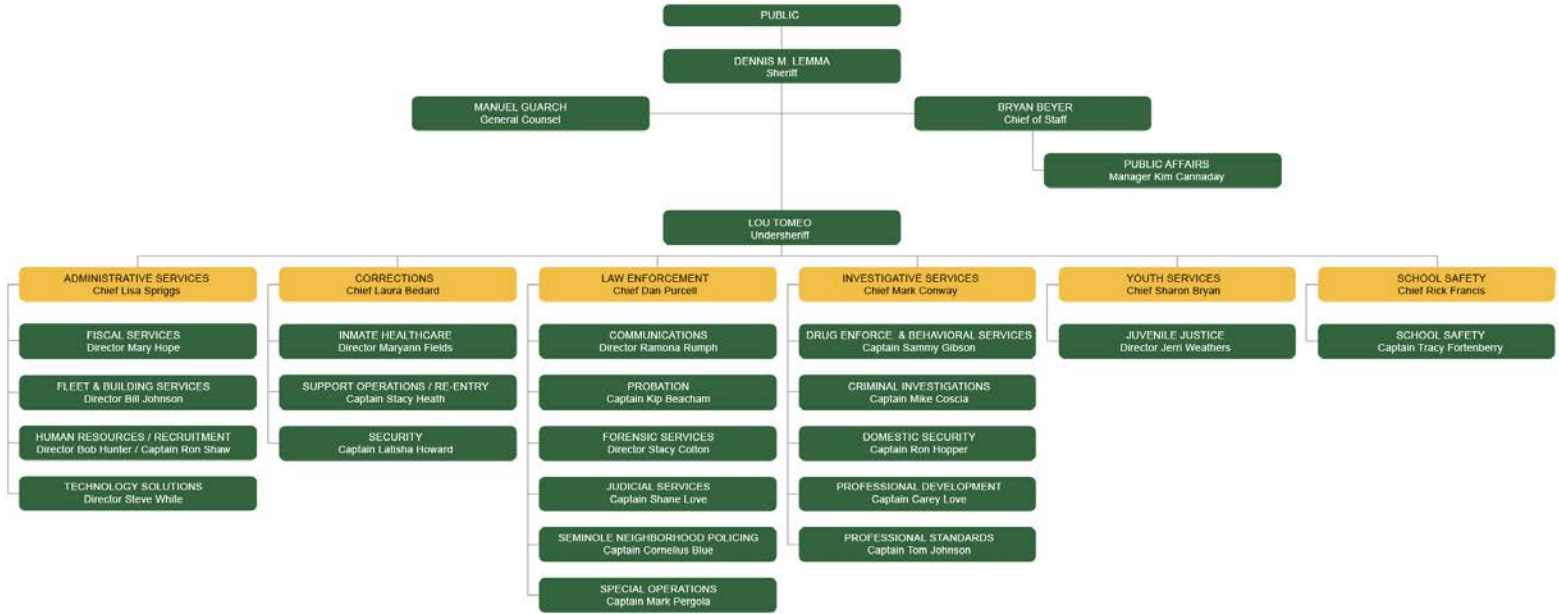
The Fleet & Building Services Division, led by a director, is responsible for the SCSO vehicles and facilities. This Division ensures our personnel are outfitted with the best vehicles and equipment to complete their job successfully and the construction, planning, and maintenance of all Sheriff's Office facilities.

DEPARTMENT OF CORRECTIONS

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

Within the JEPCF is the Security Operations Division, led by a captain, that is responsible for the administration and management of operations in the facility, the enforcement of policies and procedures, and the intake, booking, and release process of all inmates. The Inmate Healthcare Division, headed by a director, focuses on all inmate medical and mental health services. The Inmate Program Division, administered by a captain, is responsible for the processes of unit management, classification, court services, transportation, programs, substance use treatment, and reentry operations in the facility.

ORGANIZATIONAL CHART



LONG-TERM GOALS AND OBJECTIVES

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

The intent of a Strategic Plan is to provide a recommended blueprint for how the Sheriff's Office evaluates the quality of service it offers to 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 reviews to determine their continued relevance. These five goals and their subsequent operational objectives are intended to improve community service, provide transparency in operations, and increase the agency's effectiveness.

1. Recruit qualified, skilled professionals while evolving with the changing workforce and offering a competitive compensation package.
2. Provide leadership opportunities to connect our multigenerational and diverse workforce.
3. Build and promote career development paths for all areas of the organization, preparing individuals for leadership roles and responsibilities.
4. Modernize equipment, technology, and infrastructure.
5. Provide a collaborative approach to strengthen community investments.

PERFORMANCE INDICATORS

As listed below, the agency goals are provided by Captains and Directors through the annual division goalsetting process. Each division commander is responsible for determining how to measure the performance of their division's individual goals, whether quantitative or qualitative. Additionally, Department Chiefs can review goals and progress on an ongoing basis.

RESOURCES FOR DETERMINING PERFORMANCE INDICATORS

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

AGENCY GOALS

GOAL #1: RECRUIT QUALIFIED, SKILLED PROFESSIONALS WHILE EVOLVING WITH THE CHANGING WORKFORCE AND OFFERING A COMPETITIVE COMPENSATION PACKAGE

OBJECTIVES

- 1) Consistently hosting hiring events for open positions while creating a streamlined approach to hiring new individuals.
- 2) Continue to evaluate the pay compensation plans.
 - a. Review the professional support position compensation plans.
- 3) Juvenile Detention Center seeks to increase compensation to match similar positions at the Florida Department of Juvenile Justice.
- 4) Plan a recognition ceremony for tenure and above and beyond efforts by members.
- 5) Create opportunities for team building activities, creating a stronger workforce.
- 6) Review best practices from other agencies to streamline the hiring process.
- 7) Review hiring procedural processes to determine bottlenecks to improve efficiency and effectiveness of overall processing time.
- 8) Produce weekly social media posts advertising the available opportunities.

GOAL #2: PROVIDE LEADERSHIP OPPORTUNITIES TO CONNECT OUR MULTIGENERATIONAL AND DIVERSE WORKFORCE

OBJECTIVES

- A) Providing ongoing leadership training through NEOgov, APCO, NENA, and other online training platforms.
- B) Offer an annual internal supervisor best practices course to enhance leadership skills.
- C) Provide training and mentoring opportunities, including lectures and practical exercise training directly related to incident command management.
- D) Training internal and external stakeholders about the role of Crimes Against Children investigations and Elder Crimes investigations to better assist Seminole County.

GOAL #3: BUILD AND PROMOTE CAREER DEVELOPMENT PATHS FOR ALL AREAS OF THE ORGANIZATION PREPARING INDIVIDUALS FOR LEADERSHIP ROLES AND RESPONSIBILITIES

OBJECTIVES

- A) Create opportunities for advanced training, internally and externally, and to include:
 - a. Digital Forensics
 - b. Technology Solutions
 - c. Professional Development Instructors

- B) Design and develop courses for agency members to advance skills:
 - a. Computer skills
 - b. First line supervisors
 - c. Interview skills

- C) Training on increasingly more common crimes to include:
 - a. Cryptocurrency
 - b. Cyber crimes

- D) Provide cross-training for Juvenile Assessment Center and Juvenile Detention Center positions.

- E) Ensure all appropriate members obtain CIT and deescalation training.

- F) Offer training and refresher courses for Mobile Crisis Response.

- G) Encourage members to obtain certifications appropriate for various levels to include:
 - a. Corrections
 - b. Finance
 - c. Forensics

GOAL #4: MODERNIZE EQUIPMENT, TECHNOLOGY, AND INFRASTRUCTURE

OBJECTIVES

- A) Long-term agency capital projects:
 - a. Complete Communications Center renovation
 - b. Training Center upgrades
 - c. John E. Polk Correctional Facility updates
 - d. AdventHealth partnership – crisis stabilization center
- B) Implement a continuous process for the Quartermaster to maintain inventory details.
- C) Provide newer equipment and technology to assist with recruitment and retention.
- D) Conduct a comprehensive evaluation of the SCSO Fleet and future needs.
- E) Develop a CAD map for the Communications Center to visualize locations and calls for service.
- F) Implement a modern Jail Management System.

GOAL #5: PROVIDE A COLLABORATIVE APPROACH TO STRENGTHEN COMMUNITY INVESTMENTS

OBJECTIVES

- A) Decrease hospital care to reduce cost, provide continuity of care, and save cost/ increase safety and utilization of deputies.
 - a. Develop protocols for proactive decision-making.
 - b. Develop specialty care clinics to provide simple procedures in the infirmary.
- B) Develop community partners to provide consistent MAT care to patients in the community.
- C) Enhance programming for female inmate reentry, including affordable housing, job placement and coaching, and current internal programming options.
- D) Ensure continuity of care upon release by cross-training all staff, re-introducing programs and services to court administration, and reviewing and evaluating current practices to identify areas of improvement.
- E) Create a progress tracking method for participants in the step-down program (mental health focus).
- F) Continue planning and developing a crisis stabilization center in conjunction with AdventHealth.
- G) Continue focusing on strategic enforcement efforts related to overdose investigations.
- H) Develop alternative diversion programs for first-time offenders who have committed minor offenses as a result of a substance use disorder or mental health disorder.
- I) Coordinate with the county and municipalities during significant events and large gatherings to monitor and assess threats.
- J) Collaborate with additional municipalities to gain further participation in the SCSO Crime Analysis and Research Unit Taskforce.
- K) The Domestic Security Division, the Juvenile Justice Division, and the Seminole County Public Schools continue working to improve school security and offer recommendations for improvements.

- L) Offer community outreach through:
 - a. Citizen Law Enforcement Academy
 - b. The ONE Initiative
 - c. Financial Crimes Seminars
 - d. Crime Prevention Presentations
 - e. Community Foundation Presentations
- M) Identify opportunities to impact legislation that supports the policing profession and sheriff's office priorities.
- N) Utilize social media to promote the sheriff's office and communicate with the community.

ANTICIPATED WORKLOAD

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

During the last five calendar years (2018-2022), the Sheriff's Office Communications Center has received more than 4,000,000 calls, comprised of emergency and non-emergency calls, averaging over 870,000 calls a year into the communication center from citizens and law enforcement. These two factors, combined with the anticipated growth in the county, suggest that the anticipated workload for service delivery across the agency will continue to grow.

Uniform Crime Reports for unincorporated Seminole County reflect crime remains at historic lows. The volume of index crime (the number of reported murders, forcible sex offenses, robberies, aggravated assaults, burglaries, larcenies, and motor vehicle thefts – the items that directly affect the quality of life) was 1,010 in 2020. This number equates to a 24% decrease in what we refer to as Part I Crimes. Comparison of data continues to be challenging for law enforcement organizations, considering the significant drop in calls for service and crimes during the COVID-19 pandemic, which created unprecedented lows in crime rates. Many organizations continue to compare data using both "pre-covid" and "post-covid" numbers to create a more accurate reflection of current trends.

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

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

WORKLOAD ASSESSMENT

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

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

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

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

A comprehensive workload assessment was last completed in 2021 by all divisions within the agency. The results and recommendations from that workload assessment can be found in the 2022-2026 Strategic Plan. The next comprehensive workload assessment will occur in 2025 in preparation for the 2025-2030 Strategic Plan.

ANTICIPATED PERSONNEL LEVELS

The Seminole County Sheriff's Office currently dispatches for all seven city police departments within the county.

At the beginning of 2023, the Department of Children and Family Services (DCF) notified the seven law enforcement agencies in the state of Florida that perform child protective services that they would transition these services back to the state entity. The SCSO child protective services section was comprised of approximately 60 positions. The SCSO worked diligently to assist with the transition of those members choosing to work for DCF, those interested in agency vacancies, and creating a new wraparound services section under our Juvenile Justice Division. This transition impacted personnel levels, and we continuously evaluate the needs in this area, considering unique contracts in place with agencies such as DCF.

With pending retirements and other terminations from employment, maintaining an effective strength of deputies, detention deputies, and professional support personnel remains at the forefront. In 2016, the SCSO launched a new deputy sheriff and detention deputy sponsorship program to recruit and hire top candidates more effectively. The agency continues to utilize this program to build its workforce adequately. The program enables SCSO to hire and compensate detention deputies and deputy sheriffs while they attend the basic correctional or law enforcement academy.

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

It is anticipated that future applicant pools will be well-educated and technologically-oriented. The Sheriff's Office also recognizes that in order to recruit high-caliber candidates, the agency must offer more competitive compensation. In 2022, the Sheriff's Office completed a comprehensive evaluation and updated the Agency Pay Plan to ensure the agency's compensation strategy is structurally sound, provides a competitive position with the market, and is equitable among agency personnel. In 2023, the Agency Pay Plan was adjusted again, taking economic and market conditions into consideration. Recruitment of personnel, competitive compensation, highly sought-after benefits, and retention of high performers will continue to be an agency priority in the years ahead. Funds for personnel costs have historically been, and will continue to be, the top funding request item for the agency's annual budget request.

A study by the Federal Bureau of Investigation comparing crime in the United States and the demographics of law enforcement agencies (Department of Justice, 2022) stated that of all law enforcement agencies surveyed, 36.5% of their personnel were civilians. This has increased by 6% since 2019. As of 2023, the Seminole County Sheriff's Office civilian staff comprised 52% of its workforce, or 735 employees (this does not include detention deputies who maintain a 'Certified' status).

In order to maximize the use of law enforcement and correctional deputies, whenever possible, the Sheriff's Office will continue to reclassify positions and place the duties and responsibilities under civilian classifications not requiring sworn law enforcement credentials. By doing so, the agency is embracing a method by which the Sheriff's Office can continue to provide communities with cost-effective service while maintaining a high standard of service delivery.

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

	<i>Actual</i>				<i>Projected</i>				
	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
SCSO Full-Time Employees	1278	1290	1319	1266	1268	1270	1272	1274	1276
Population	470,856	477,455	484,054	486,839	492,858	498,877	504,896	510,915	516,9343

**NOTE: Population data for FY24 through FY28 are Seminole County Sheriff's Office estimates based on historical averages and projected growth of 6,019 residents annually.*

Staffing 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 Seminole County community. The decision to approve new positions ultimately rests with the Sheriff, who will evaluate the current and future needs of the agency and make the proper determination.

The Sheriff's Office grant component remains aware of agency needs and researches and applies for grants that might affect various agency programs or lead to increased 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 specific equipment that must be replaced and the expectation of providing for upgrades to existing systems and infrastructure. It should be noted that this section of the Sheriff's Office Strategic Plan is not intended to serve as a budget document, although it can be used to help supplement that need if necessary.

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

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

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

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

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

- Computers (vehicle laptops, desktops, and tablets), data center infrastructure (servers, storage, network), and Communications Division equipment;
- Vehicles, including aircraft and maintenance;

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

The Seminole County Sheriff's Office has made significant purchases over the past two calendar years worth reflecting in this strategic plan. Of note:

- Body-worn and in-car cameras, including cloud-based access and storage, have been upgraded and moved to the Axon platform. This includes upgrades to the Taser 7 platform and a trial of the Taser 10 device that will be rolled out in future years as supply becomes available.
- Upgrade to the Microsoft 365 system for all SCSO users, including CJIS-complaint storage and email.
- With the approval of the Board of County Commissioners, the SCSO ordered a new AirBus helicopter to replace an aging aircraft, which was sold to an outside party in preparation for the aircraft's arrival. The expected delivery is Fall 2023 to Spring 2024.

Like most organizations, the Seminole County Sheriff's Office has been affected by supply chain shortages and increases in inflation, particularly during and in a post-COVID environment. This has created purchase and delivery challenges, which are addressed in the annual budget prepared by the SCSO and submitted to the Seminole County Board of County Commission. These purchases are outlined in the transmittal letter and during budget presentations to the BCC each year. As inflation stabilizes, predictions of growth and ongoing needs can be better outlined in a strategic plan.

Several recommended facility improvements are identified as desirable for the next five years, as well as ongoing plans to meet the changing demands of our community and agency.

The John E. Polk Correctional Facility has sections of the facility over 30 years of age. Portions of the facility have experienced plumbing and electrical deterioration, and structural components must be upgraded. These improvements will be addressed over the long term. This includes a door controls replacement project estimated to be completed by Spring 2025.

The SCSO 911 Communications Center requires renovation and expansion to accommodate the growing number of 911 call takers and dispatchers needed to perform the expected public safety services. The SCSO has added all seven municipalities to its dispatch services and has outgrown the available space in its current location. The improvements are estimated to be completed in Spring 2024.

With the addition of mental health as one of Sheriff Lemma's external strategic priorities, we are preliminarily researching the addition of a crisis stabilization center for pre-Baker Act assessments. This facility will support our efforts towards providing a holistic, comprehensive approach to treating mental illness. With approval, this project is estimated to be completed by the end of 2024.

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 2025-2030. In developing each plan, the agency will:

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

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

On an annual basis, the Sheriff's Office develops goals and objectives for the calendar year. At the end of each calendar year, each division captain or director reports on progress toward goals and re-establishes goals for the subsequent year. These annual goals take into consideration organizational changes, population trends, crime trends, any outside stakeholders affected by each division, and any potential risks and opportunities affecting the division or the agency as a whole. The most significant annual goals are typically included in the 5-year plan and may include goals and objectives carried over from previous years.

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

