Charlotte County Sheriff’s Office
Multi-Year Strategic Plan
2019 to 2023
Updated November 15, 2019

William G. Prummell, Jr., Sheriff
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The Sheriff’s Message

When I last addressed you through our quarterly newsletter, we were approaching the Thanksgiving holiday. I covered some serious topics, such as the introduction of our Domestic Violence Unit, an increase in school threats via social media, and the stress many of our residents face during the holiday season. Over the holiday, I announced the addition of our Mental Health Unit, and our mental health clinician provided tips for managing stress as well as resources for help on our blog. I hope this information was helpful to you if you were in need. It seems as though these months flew by, and now it is almost Spring. More so than any other time of the year, many of us feel that we have extra energy and focus to get physically active, take action, and create change. I am excited to see the amount of interest our community has in volunteering and advocating in the name of drug prevention and recovery. You have likely heard me mention my Drug Recovery Initiative, a partnership with Charlotte Behavioral Health Care to provide free addiction treatment to those who request it. Drugs are a root piece in many crimes that we respond to; however, we are not without compassion. As first responders, we see far too often how drugs hurt people, families, and our community. Just since January 1, my deputies have responded to 18 overdose calls, two of which were sadly fatal.

A woman named Lauri Ray, who came and spoke to me in 2016 after losing her son Johnny to an opioid addiction, inspired the Initiative. Private donors and the fundraising efforts of community organizations support the Drug Recovery Initiative. Lauri Ray founded Johnny’s Dream in her son’s memory, actively raising funds providing scholarships and money for rehab facility assistance for families who are struggling with addiction and who would otherwise never be able to afford it on their own for their loved ones.

The Archway Institute is another organization that is active in our community, raising funds to help treat addiction. They host local fundraisers for the Drug Recovery Initiative, including an upcoming Tennis Mixer and Golf Tournament in the month of March. We are also grateful for local businesses and community partners who continue to support our vision to keep Charlotte County a safe and enjoyable place to visit and live.

Shifting the focus from recovery to prevention, there are several opportunities for you to become involved in advocating healthy choices to our youth. Drug Free Charlotte County is hosting their 2nd Annual Over the Edge for Prevention event in April. I have signed up for the event, raising funds to support Drug Free Charlotte County and rappel over the side of the Charlotte County Center in Murdock! Drug Free Punta Gorda just wrapped up their first 5k fundraiser, and our Englewood Community Coalition is very active in West Charlotte County. These organizations are always in need of volunteers to support their education efforts in our schools.
Spring naturally invites us to let go of the old to make room for the new. In that spirit, encourage someone you know to seek help with his or her addiction. If you do not already volunteer in the community, consider one of our local drug prevention coalitions.

Prevention and recovery are both important to a healthy and safe community. Let us "spring" into action to continue to make Charlotte County the best place to live and visit.

- The CCSO Star Newsletter - February 2019
Letter from the Sheriff

Analyzing Assaults in Charlotte County; Using Education as a Prevention Tool

“Improvise, Adapt, and Overcome” is a mantra ingrained in the Marine Corps that constantly addresses complex situations and then develops solutions to be successful. Since the Charlotte County Sheriff’s Office implemented Intelligence Led Policing (ILP) in 2013, we have continuously been in the process of improvising, adapting, and overcoming to consistently create positive results in our operations.

Every Thursday, supervisors from our specialty and intelligence units, investigative teams, and districts come together for an Actionable Intelligence Meeting. During this meeting, we discuss current crime trends and threats to our community. The goal of these meetings is to create best practices to address issues, discuss innovative and creative solutions, and utilize intelligence and information to help us make the best decisions.

In Charlotte County, we are grateful to see a reduction in many types of crime, but we are also dismayed at a crime that remains consistent across all districts in our community – assaults and physical violence between subjects who are familiar with each other. An assault is when someone threatens a physical attack. A battery occurs when there is physical contact. Although we are often able to respond prior to actual violence taking place, our goal is prevention. Many of these assaults occur inside residences, which makes more traditional methods of extra patrol or enforcement ineffective.

In an effort to innovate a solution for the prevention of these crimes, my Intelligence Unit conducted an evaluation of the underlying cause of violent crimes in our community. Their research showed that an intoxicated aggressor was the primary catalyst in these disturbances. Surprisingly, it also revealed that cell phones were the second most prevalent catalyst of violent crime in Charlotte County. Almost half of all violent crime reported involved domestic violence.

We are continuing to see an increase in disputes related to technology – frequently over someone’s actions on a social media platform. As our dependency and usage of mobile devices grows, we must be aware of the impact they have on our relationships with others, positive and negative. If you follow the Charlotte County Sheriff’s Office on social media, you are likely familiar with our frequent traffic warnings related to the usage of cell phones. In the coming weeks, in partnership with local mental health providers, you will see educational posts on how technology can affect your relationships with others, highlighting tips for “safe” usage – both practical and holistic.

As with all of our crime prevention strategies, we strive to partner with our community and achieve our vision of a safer community through collaborative problem solving.

Be safe.

Sheriff Bill Prummell

This letter to the community from Sheriff Bill Prummell was featured in the Charlotte Sun on August 9, 2018. (Prummell, 2018)
The Community the Sheriff's Office Serves

Nestled between Sarasota and Lee Counties in Southwest Florida, Charlotte County is made up of 680.28 square miles of land and 178.02 square miles of coastal and intercoastal waterways (United States Census Bureau, 2017). From fertile agricultural lands towards the eastern portion of the county to the more conventional urban landscape and coastal amenities, the Sheriff’s Office provides law enforcement and public safety services for the estimated 158,500 residents of unincorporated Charlotte County (Office of Economic & Demographic Research, 2019). To properly serve the community, the Sheriff’s Office divided areas in Charlotte County into four distinct service districts which encompass 16 patrol zones. With the continued growth within the county, the Sheriff's Office is looking into the option of increasing the numbers of service zones based on population and calls for service.

- District One, with a substation located at 11051 Willmington Boulevard, is responsible for four zones in the Englewood area;
- District Two, with its substation located at 992 Tamiami Trail, Suite A, has deputies that patrol areas in Murdock and El Jobean, and Port Charlotte;
- District Three, located at 3280 Tamiami Trail, Suite 505, has deputies patrol four zones in Port Charlotte and Charlotte Harbor; and
- District Four, with a substation located at 7474 Utilities Road, covers four zones comprised of Punta Gorda, Deep Creek, Harbour Heights, Babcock Ranch, and Burnt Store.

Based on service demand and call volume, the Sheriff’s Office has strategically placed district substations in these areas so that deputies and other members of the Sheriff’s Office can take ownership of their areas of responsibility. This provides consistent, efficient response to and prevention of criminal activity.
Mission
It is our mission that the Charlotte County Sheriff’s Office serve the citizens and visitors of Charlotte County by providing professional law enforcement, detention, and court security that protects and preserves the Constitutional Rights of the people and mandates the fair and impartial enforcement of the law.

Vision
It is our vision that Charlotte County remain one of the safest and most enjoyable places to live and visit in the State of Florida and in the nation and for the Charlotte County Sheriff’s Office to be a leader in public safety. We achieve this through innovation, technology, and community partnerships. We strive to integrate the concepts of community policing with our community and achieve our vision through collaborative problem solving.

Core Values
We, the men and women of the Charlotte County Sheriff's Office, pledge to infuse our core values in every aspect of our service to our community. Our three core values are:

Integrity
We pledge to maintain a strong sense of honesty, morality, goodness, and ethical character.

Professionalism
We are skilled in the performance of our duties and governed by the code of ethics that demands integrity by word or by act publicly and privately, the allegiance to our oath of office and the laws that govern our Nation.

Trust
We must value and nurture the trust we earn through honesty and excellence in service. We pledge to treat those we serve and have sworn to protect with courtesy, respect, dignity, and compassion to achieve that trust.
Organizational Goals and Objectives

Professional Law Enforcement, Court, and Detention Services
To provide the citizens of Charlotte County with the highest degree of professional services by investing in and developing the Sheriff’s Office human capital and resources.

1) Recruit and retain individuals who demonstrate integrity, professionalism, and trust.
2) Train and provide educational opportunities to individuals in relevant and critical areas related to public safety and the proper care, custody, and control of detainee population.
3) Ensure compliance with professional standards.
4) Maintain functionality, security, and efficiency of information technology for the Sheriff’s Office and its ability to serve the public.

Attentiveness to Public Safety and Public Service
To maintain a high quality of life through the effective, efficient delivery of public safety services through Intelligence-Led Policing and community relationships.

1) Reduce crime and enhance quality of life through proactive initiatives, Intelligence-Led Policing, and partnerships with the community.
2) Enhance public awareness.
3) Safe care, custody, and control of detainees.
4) Provide high quality of assistance through the Communications Dispatch Center.

Traffic Safety
To make the roadways of Charlotte County safe for those who use them.

1) Enforce laws on roadways, concentrating on intersections and roads historically identified as problematic.
2) Reduce traffic crashes.

Drug Demand Reduction
To curtail illegal and synthetic drug, alcohol, and tobacco activities, and reduce the illegal use and demand for these substances.

1) Investigate and arrest individuals who participate in illegal drug trafficking, use, sales, or distribution. Investigate and arrest individuals who participate in illegal alcohol and tobacco use, sales, or distribution.
2) Investigate and arrest individuals who participate in illegal alcohol and tobacco use, sales, or distribution.

School Safety
To aid in the safety and security of students and staff in and around schools, colleges, and universities in Charlotte County.

1) Provide a campus environment where students and staff can feel safe and secure while arriving, attending, and leaving school grounds.

Management of Detainee Population
To improve the jail and court processes and recidivism rates; utilize all resources available to minimize current and future encumbrances on Charlotte County taxpayers.
1) Reduce the recidivism rate of incarcerated individuals by providing educational opportunities and programs.
2) Work as a team member to streamline cases with the primary focus concentrating on an expedited disposition.
3) Implement programs that reduce the tax burden on County taxpayers.
4) Maintain a zero tolerance on Sexual Abuse and Harassment on Detainee Population through proper implementation of PREA standards.
5) Reduce the rate and time of segregation used in the management of detainee population through proper implementation of Administrative Hearings and alternative housing options.

**Agency Overview**

The mission of the Charlotte County Sheriff’s Office (CCSO) is to provide quality law enforcement, detention, court security and homeland security services to the citizens and visitors of Charlotte County. In order to best accomplish our mission, the Sheriff’s Office is organized into seven primary groups:

- Executive Offices of the Sheriff
- Bureau of Law Enforcement
- Bureau of Support Services
- Bureau of Detention
- Intelligence Division
- Finance
- Professional Standards and Training

The Sheriff is a constitutionally elected officer who is responsible for the law enforcement functions, such as the reporting and investigation of crimes, traffic enforcement and keeping the peace in the unincorporated portions of the county. The Sheriff is responsible for the service of civil process throughout the county. The Sheriff is appointed by the County Commission to operate the County Jail and Communications.

Within the Charlotte County Sheriff’s Office, the Chief Deputy directly oversees the commanders of the Bureau of Law Enforcement, the Bureau of Support Services, the Bureau of Detention, the Intelligence Division, and Professional Standards and Training.

Of the more than 600 people employed by the Charlotte County Sheriff’s Office, more employees are assigned to the Bureau of Law Enforcement than any other bureau. The men and women assigned to the Bureau of Law Enforcement are involved in patrolling the county and investigating crimes committed in the county.
The Bureau of Support Services does just what the name implies - the services they provide support the functions of the entire Sheriff’s Office. Although this is the smallest of the three Bureaus in terms of the number of personnel assigned, without the services provided by the men and women of the Bureau of Support Services, the members assigned to the other bureaus would be unable to complete their missions.

The Mission of the Charlotte County Bureau of Detention is to operate a safe and secure environment for inmates, arrestees and staff. The Bureau is committed to providing jail community programs which cultivate and improve inmate attitudes toward incarceration and their reorientation into society. The Bureau of Detention will accomplish this mission by enhancing professionalism of the staff through training and educational programs.

In September 2015, Sheriff Prummell formed the Intelligence Division, pulling together several functions that previously existed under different commands so they could better work together. The goal is that, by bringing together the Intelligence- Analysis units with the Community Affairs units, the Sheriff’s Office could work more closely with the Charlotte County community and, as a result, stimulate more interaction that would make the community even safer.

The Finance Division is responsible for the financial and budgeting operations of the Sheriff’s Office. Its functions include developing and monitoring of the Sheriff’s Office budget, payroll, accounts payable, accounts receivable, cash management, grants, purchasing, property and inventory, and financial reporting.

In 2019, Sheriff Prummell formed the Professional Standards and Training Division, pulling together several functions that previously existed under different commands so they could better work together.
Annual Operating Budget

The Sheriff’s Office fiscal period runs from October 1st through September 30th. It adheres to the State’s Uniform Accounting System in its financial and budgeting functions. The Sheriff’s Office prepares its own operating budget. The Finance Division develops and monitors the annual budget. This is submitted to the Board of County Commissioners no later than June 1st. After two public hearings in September, the County Commissioners approve the amount of funding for the Sheriff’s Office in the subsequent fiscal year.

The main source of revenue in the Sheriff’s Office budget is transfers from the Board of County Commissioners, consisting mainly of ad valorem revenues. The budget funds salaries and benefits, operating expenses and capital related equipment. The budget is divided into three main functions: Law Enforcement, Corrections and Court Security.

For the fiscal year 2019/2020, the Sheriff’s Office approved budget was $75,739,712. Law Enforcement represents 65% of the total budget; Corrections represents 30% and Court Security 5%. The chart below illustrates the Sheriff’s Office budgetary allocation:

![Annual Budget Chart]

The authorized budgeted positions for FY 2019/2020 include:

<table>
<thead>
<tr>
<th></th>
<th>Sworn</th>
<th>Civilian</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courts</td>
<td>28</td>
<td>--</td>
<td>28</td>
</tr>
<tr>
<td>Corrections</td>
<td>163</td>
<td>45</td>
<td>208</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>295</td>
<td>145</td>
<td>440</td>
</tr>
<tr>
<td>Totals</td>
<td>486</td>
<td>190</td>
<td>676*</td>
</tr>
</tbody>
</table>
* Total authorized position include contracted positions with the County and the School Board for 26 positions. Positions include Fire/EMS Dispatch; E911 Dispatch; E911 Coordinator; Environmental Deputy; Murdock Bldg. Security & School Resource Officers. Above total includes the Sheriff. (Charlotte County Sheriff's Office, 2019)

**Population, County Growth, and Tourism**

**Population**
Holding the distinction of being the second oldest county, age-wise, while being the 29th most populous county in the state poses interesting challenges to the enforcement of laws in Charlotte County and potential recruitment and retention issues of qualified applicants to be Deputy Sheriffs and Correctional Officers. Based on estimates from the Florida Legislature’s Office of Economic & Demographic Research, the population of the county has grown by 11.3% since 2010. This increase is the 16th highest in the state of Florida. (University of Florida - Bureau of Economic and Business Research, 2019)

The Sheriff’s Office is not immune to the impending population projections. With pending retirements and resignations, maintaining an effective strength of law enforcement deputies, detention officers, and civilian support personnel remains on our minds. As the economy improves from recent economic conditions, we continue to provide exceptional levels of service and safety with our ability to add personnel to the Office. Filling these vacancies, however, was much easier in the past. Characteristics from Generation Y individuals whose parents are Baby Boomers and were born between 1977 and 1994, project the applicant pool will be much smaller than it has been. Not only will the applicant pool be smaller, but the labor force, which will mainly be comprised of Generation Y employees, will be well educated, technology-oriented, and highly curious.

The knowledge, skills, and abilities this generation has and will bring to the table will require the Sheriff’s Office to reevaluate and amend its recruitment strategies and hiring procedures to include, but not limited to, appropriate compensation based on fair market value. A more talented, knowledgeable labor market will demand more from prospective employers and, in order to meet those demands, the Sheriff’s Office should continue to offer a fair and reasonable compensation package to prospective applicants.

We are committed to responsibly staffing our personnel relative to current and projected county population, generated service demands, and detainee populations. The citizens and visitors to Charlotte County expect the Sheriff’s Office to be good stewards of public funds and spend its resources on proven strategies, initiatives, equipment, and foremost human resources.

**County Growth**
There are many opportunities within Charlotte County to see overall growth. Charlotte County is fortunate enough to have several new communities and housing developments under construction. These projects will have impacts on population and the overall resources of the county. According to the US Census, there is an average of 2.14 individuals living in each home in Charlotte County (United States Census Bureau, 2017). The projected number of persons in each neighborhood is calculated by multiplying 2.14 by the number of units or homes coming to that area. The following are the areas that will have the largest impact on Charlotte County.
**Babcock Ranch**
Babcock Ranch is America's first solar-powered town. The groundbreaking for the community was in April of 2016, and the town has been growing ever since. Babcock Ranch will ultimately include 19,500 homes and six million square feet of commercial space. In January 2018, the first residents moved into the community. As of February 2019, there were 305 homes under contract and 173 homes have been closed on.

Construction has begun on Babcock National. This will have a golf course with 116 single family lots, and 12 multifamily buildings. Babcock Ranch has released plans for Crescent B Commons, an 85,600-square-foot shopping center anchored by a major grocery store at a new entrance. The estimated opening is in the first quarter of 2021.

In March of 2018, “Babcock Ranch’s clean energy efforts were taken to the next level when FPL created the largest solar-plus-storage system operating in the U.S. today. Each of the ten large gray steel battery storage units at the FPL Babcock Ranch Solar Energy Center can store 1 megawatt of power and discharge for 4 hours. The adjacent 440 acres with 330,000 solar panels can generate up to 74.5 megawatts of power. Currently the solar installation generates more power than the town needs, so the surplus goes into the electric power grid. The new battery storage system ensures a steady output of power even on partly cloudy days.” (Kitson & Partners, 2018)

**Tuckers Point**
The concept plan was submitted in July 2017, went in front of the County Commission in December 2017, and was approved. Plans are for construction to start in the next 18 to 24 months. A projected 3,109 dwelling units, over 719,000 square feet of commercial and over 126,000 square feet of industrial space is slated for construction. The expected population impact is expected to be closer to 2021 with an estimated 6,653 new residents (Court Street Partners LLC, 2018). The project has a proposed 1,689 housing units, 400 hotel rooms and 480,000 square feet of commercial and retail space. The project is located on 563 acres west of I-75 at exit 158 and fronting along Tuckers Grade.
(Sun Coast Media Group, Edition 9/11/2018, 2018)

**Murdock Village**
**Arredondo Pointe**
Representatives from Lost Lagoon Development plan to develop an entertainment district on the eastern portion of Murdock Village. This area encompasses approximately 160 acres in the Murdock Village Community Redevelopment Area. This will be a mixed-use development consisting of a water park, hotel, conference center, retail establishments, an amphitheater, and recreational activities. There is no residential component of the project, however, this area will attract locals and tourists alike. This project is in the planning phase and does not have any expected population impact until late 2020.

**Private Equity Group**
The project from Private Equinity Group, LLC (PEG) submitted their concept plan in October 2017. The plan calls for 2,400 dwelling units, 200,000 square feet of commercial/retail space and a 150 room hotel. The area is also expected to have a town center section, which is where most of the commercial activity
will be located. This area is on the western side of Murdock Village and is near O'Donnell Park. Development pads will then be sold to local builders. Land is currently being cleared for this project. No new residents or businesses are expected at PEG’s portion of Murdock Village until at the earliest, the end of 2021 or 2022.

**Sunseeker Resort**

Billed as Gulf Florida's New Condo-Hotel-Entertainment Resort, Allegiant Air plans on building a resort in the Charlotte Harbor area of Port Charlotte. Sunseeker Report had its groundbreaking in March of 2019. The resort is set to have 500 hotel rooms, 189 long-term stay suites as well as meeting space, restaurants, bars and other amenities along the harbor walk. There are going to be no permanent residential homes or condominiums at this location. Opening is planned for fall of 2020. (Sunseeker Resorts International, 2019).

**Heritage Landing /Tern Bay**

The project is beginning construction again. The project was formally known as Tern Bay, but will be given new life under the name Heritage Landing. The project is expected to have a maximum residential development inclusive of 475 single-family homes and 840 multi-family units. This will potentially increase the population by over 2800 new individuals living in south Punta Gorda. This will be a slow building process and is not expected to be complete until the end of 2024.

**Tourism**

It is the duty of the Sheriff's Office to keep not only citizens safe, but visitors as well. With new attractions and projects coming to Charlotte County, the potential for increased tourism is abundant.

"Florida's premier year-round eco-tourism destination, Punta Gorda/Englewood Beach, The Charlotte Harbor Gulf Island Coast, is known for its pristine, unspoiled beauty. The area has hosted seven major feature films, been featured on SAIL magazine's list of the "10 Greatest Places to Sail in the United States," ranked by Golf Digest as the "Third Best Place to Live and Play Golf in America," and rated by MONEY magazine as one of the "Best Places to Live in the South." (Charlotte Harbor Visitor & Convention Bureau, 2019).

These are some of the several reasons that over 400,000 people visit Charlotte County each year. Data was obtained from that Charlotte Harbor Visitor & Convention Bureau for the number of tourists that visited Charlotte County during the 1st quarter of 2018. From April to September 2018, an estimated 129,400 people visited Charlotte County. This is a 5.6% increase over the same period in 2017. The average overnight stay in Charlotte County commercial lodgings is 6.1 nights. (Charlotte Harbor Visitor & Convention Bureau, 2019).
Charlotte County Strategic Plan
The Charlotte County Board of County Commissioners adopted a Strategic Plan for the county. The plan is published on the public website and was reviewed by members of the Sheriff’s Office. Several areas are critical to the Charlotte County Sheriff’s Office operations: Economic Development, Public Safety, and Infrastructure. (Charlotte County, 2018)

Economic Development
The Charlotte County Sheriff’s Office is incorporating the economic development and growth around the county as part of the agency growth. As the county population grows, so does the need for more services within the Sheriff’s Office. As noted in the population and growth section of the Sheriff’s Office Strategic Plan, many areas of the county are growing. With that growth brings new permanent residences, seasonal residences, and tourists.

Public Safety
There are several long-range goals and outcomes the county commission is looking to focus on when it comes to Public Safety. The goal for the county when it comes to Public Safety is to maintain a safe and healthy community in which to live. There are several things that the Sheriff’s Office is doing to help the county reach its public safety goals. One of the long-range outcomes Charlotte County is looking to accomplish is to "Execute strategies to manage risks such as code violations, driver safety, and homelessness." (Charlotte County, 2018). Additionally, the concept of traffic safety is mirrored by one of CCSO's goals and objectives.

Another priority for the Sheriff’s Office is maintaining a low crime rate. For three of the past four years, the crime rate has decreased within Charlotte County (Florida Department of Law Enforcement, 2018). The only exception to the decrease, is 2016, where the crime rate did show a slight increase of 3.0%. During the previous three years there was an average decrease of 9.3%. It should also be noted the population of the county increased by 2.0%.

CCSO is working with the County and its Commissioners to "Improve the capacity to meet growth demands with respect to response times, equipment, and space" (Charlotte County, 2018). The Sheriff's Office is in the process of building new facilities to help accommodate the growth within the county.

Infrastructure
CCSO is working with the county to identify and incorporate asset management study as part of the master plan. More of the Sheriff’s Office facilities needs can be found listed under the "Capital Improvement Needs/Facilities" section.

Staffing
Based on the FY19 authorized positions information received from Finance Director Gio Orbe, the following positions were added:

1) Ten sworn Corrections members;
2) Six sworn Law Enforcement members;
3) One civilian Law Enforcement members.

Using the staffing model approved by the International Association of Chiefs of Police (IACP) (Missouri, Nixa, 2018) the Charlotte County Sheriff’s Office Planning and Research Unit prepared an agency wide staffing formula that would help illustrate if members are needed in certain areas of the agency as growth continues. “There are many other factors that need to be considered before determining what staffing level is needed to meet a specific community’s needs. As a matter of fact, the International Association of Chiefs of Police (IACP) states: “Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. Accordingly, they have no place in the IACP methodology. Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and sizable body of reliable, current data.” (Missouri, Nixa, 2018) A staffing model and evaluation has been completed on Road Patrol, Investigations, and Support Staff.

**Road Patrol**

The focus of the Charlotte County Sheriff’s Office is to have 30% of time spent on service demands (calls for service), 20% on administrate tasks, and the remaining 50% of time on proactive patrols. A staffing model was created by the Planning and Research Unit. Based on the staffing model, calls for service, current staffing, relief factor, and the distribution of time (Shane, 2007), it was determined there is a need for more deputies to be hired over the next several years. It should be noted that it takes about a year to have an individual go through the academy and become trained. So individuals would need to be hired about a year before they are ready to be on the road alone. Below is a breakdown of how many deputies need to be hired over the next four years, to meet the demands of the growth within the county.

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Road Patrol Deputies Needed</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

So, with the growth in population and in calls for service, an additional 13 deputies need to be hired and on the road by 2023.

**Investigations**

A staffing assessment was completed on the Criminal Investigations Division. The staffing model involves case assignment criteria and time needed to investigate cases. This model breaks down the division into District Investigations Section, Major Crimes, Computer Crimes Unit, and the Economic Crimes Unit. The staffing levels were based on current staff, caseload, and an average weighted investigative time for each case. The number of cases was pulled from our record management system, TriTech.

The average weighted investigative time is based on the percentage of time spent on each case. For example, if theft counts for 26% of a unit’s caseload, and the average time it takes to investigate them is 6.74 hours, then the average weighted investigative time would be 1.82 hours per theft case.

For the District Investigations Section, they worked 1348 cases last year. As stated by the detectives the average workload is listed on the following page;

<table>
<thead>
<tr>
<th>District Investigations Case Type</th>
<th>Average Hours Spent Working a Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Criminal Investigations (Missing Persons, CVSA, Polygraphs, Investigations)</td>
<td>8 Hours</td>
</tr>
<tr>
<td>Environmental/Agriculture Crimes</td>
<td>12 Hours</td>
</tr>
<tr>
<td>Burglary</td>
<td>20 Hours</td>
</tr>
</tbody>
</table>
Based on the completed assessment of District Investigations Section, no additional detectives are needed in the unit.

The Major Crimes worked 1104 cases during 2018. Using the same method as the District Investigations Section, it was determined that the average weighed investigative time is 15 hours per case. A current analysis of the Major Crimes Unit using the most up to date statistics, determines that the unit needs a total of 14 to adequately handle their case load.

Current staffing for this unit is nine Full Time Equivalent positions. This staffing within Major Crimes is assigned as; six detectives assigned to Major Crimes, one detective assigned to the FBI Task Force (not currently handling MCU cases), one detective assigned strictly to Domestic Violence investigations and one vacant detective position. The unit also has two working Corporals who handle cases. Based upon the analysis of the unit using the above numbers, Major Crimes will need an additional four Full Time Equivalent positions to sufficiently handle the anticipated case load.

There are two members of the Computer Crimes Unit and based on the completed assessment of Computer Crimes Unit, no additional detectives are needed in the unit.

According the TriTech, the Economic Crimes Unit worked 329 cases. While conducting the assessment, it was determined that the unit has an average weighted investigative time of 10.13 hours. Using this same methodology, it was determined that the unit needs four members to work the caseload. Currently, there are three detectives and one civilian Economic Specialist, who assist with cases. Based caseload, the Economic Crimes Unit needs an additional member.

Below is a breakdown of the where extra staff is needed. This will need to be evaluated annually.

<table>
<thead>
<tr>
<th>Unit/Section</th>
<th>Additional Full Time Equivalent Positions Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Investigations Section</td>
<td>0</td>
</tr>
<tr>
<td>Major Crimes</td>
<td>4</td>
</tr>
<tr>
<td>Computer Crimes Unit</td>
<td>0</td>
</tr>
<tr>
<td>Economic Crimes Unit</td>
<td>1</td>
</tr>
<tr>
<td><strong>Overall Investigations Need</strong></td>
<td><strong>5</strong></td>
</tr>
</tbody>
</table>

**Support Staff**

When looking at hiring and processing new members of the agency, an organization should look at the staffing of their Finance, Human Resource/Risk Management, and Information Technology (IT) areas. To determine the staffing needed for the areas the number of current agency members was divided by 100,
to get a staffing ratio of members per 100 employees. An example of this is as of this assessment; there were 655 members of the agency. Then take the number of current employees in a particular department. Finance has seven members, so 655/7 comes out to 1.1 finance personnel per 100 Sheriff’s Office members.

Finance
A base level for the Finance Section was determined to be seven established by current staffing. With the projected need for additional staffing based on population growth, it has been determined the need for one additional finance member for the next five years, to assist with additional personnel and needs of the agency. Below is a chart that illustrates which year a member of finance needs to be added.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Total</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Extra Member(s) Needed</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Finance Total (with Extra Members)</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>

Human Resource/Risk Management
The Human Resource Division (HR) has a base level of eight members. Based on the 2009 Society for Human Resource Management (SHRM) Human Capital Benchmarking Study, “This ratio represents the number of HR staff per 100 employees supported by HR in an organization. The number is calculated by dividing the number of HR FTEs by the total number of employees in the organization and multiplying the outcome by 100.” (Society for Human Resource Management, 2018) The equation is HR-to-Employee Ratio = Total number of HR FTEs/Total number of FTEs x 100.

With the projected need for additional staffing based on population growth, it has been determined no additional human resource members are needed for the next five years.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Total</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Extra Member(s) Needed</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Human Resource Total (with Extra Members)</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

Information Technology (IT)
The Information Technology (IT) Unit has 11 members at the time of the assessment. With the projected need for additional staffing based on population growth, it has been determined the need for one additional member of IT in the next few years. For the time being, the unit has ample staffing for the needs of the agency.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology Total</td>
<td>11</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Extra Member(s) Needed</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Information Technology Total (with Extra Members)</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
</tr>
</tbody>
</table>

**Communications**

The Communications Unit currently has 40 allocated positions with the staffing of 35 members. Of these positions one is a Public Safety Manager, one is assigned to Quantity Assurance, four positions assigned to Communications Supervisor, and an additional four positions are assigned as Assistant Communications Supervisors. These positions do not actively answer calls, leaving an effective total manpower of 25 Communications Operators. The minimum number of communications members required is based on staffing of six consoles, plus one member assigned to a relief position. With the staffing it would take 28 members to adequately staff the communication center with no relief factor.

If one subtracts the 540.29 hours from the 2,080 scheduled work hours, the result would be 1,539.71 hours available to work. The ratio of scheduled hours to available hours is 2,080 / 1,539.71 or a staffing factor of 1.35. This is interpreted by saying for every 10 positions required to be staffed, the Sheriff’s Office requires 13.5, or 14 active members on the payroll. Using this relief factor 39.2 or 40 positions are required to staff the communications center.

<table>
<thead>
<tr>
<th>Benefit Time</th>
<th>Hours Given</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacation(^1)</td>
<td>273.64</td>
</tr>
<tr>
<td>Personal</td>
<td>24.00</td>
</tr>
<tr>
<td>Sick</td>
<td>96.00</td>
</tr>
<tr>
<td>Holiday</td>
<td>88.00</td>
</tr>
<tr>
<td>Compensatory(^2)</td>
<td>18.66</td>
</tr>
<tr>
<td>Training</td>
<td>40.00</td>
</tr>
<tr>
<td>Total</td>
<td>540.29</td>
</tr>
</tbody>
</table>

\(^1\) The average accumulated vacation hours for the current Communications Unit members based on tenure and union contract

\(^2\) The average compensatory time earned for the current Communications Unit members based on payroll data

The unit is considered essential and must be staffed at all times. Civilian members in this unit are assigned to a 12-hour shift which calculates out to be 2,080 hours per year.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications FTE Total (Budgeted)</td>
<td>42</td>
<td>42</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Additional Members Needed</td>
<td>0</td>
<td>0</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

* This will need to be reevaluated annually

**Overall Agency Staffing Needs**

Based on the various staffing models, it was determined that the Sheriff’s Office needs the additional staffing in the areas shown below.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road Patrol Deputies</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Communications</td>
<td>0</td>
<td>0</td>
<td>*</td>
<td>*</td>
<td>0</td>
</tr>
<tr>
<td>District Investigations</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Major Case</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>
Information Technology  |  0  |  0  |  0  |  0  |  0  |
ECU                    |  1  |  0  |  0  |  0  |  1  |
Finance                |  0  |  0  |  0  |  1  |  1  |
HR                     |  0  |  0  |  0  |  0  |  0  |
**Total Expected Agency Needs** | **7** | **2** | **4** | **6** | **19**

### Capital Improvement Needs/Facilities

With the growth in the county and the lack of Sheriff's Office owned buildings, CCSO is looking to improve facilities around the county and prepare for future growth. Several of the buildings that CCSO currently uses are not owned by the county, they are leased. Also, most of the buildings that the Sheriff's Office occupies have outgrown their capacity. Below is a priority list and needs assessment for new facilities for the Charlotte County Sheriff's Office. This list has been compiled based on needs of the Sheriff's Office as well as the availability of property and the needs of the county. The facilities prioritization which is subject to change based on lease agreements is as follows;

1. 911 Harden Building at Public Safety Complex
2. Training Annex/ District Four Substation
3. Jail Administration renovation to include Kitchen and Laundry
4. Administration Building – Sheriff’s Support Services
5. District Two Substation in Murdock

The first priority is to harden the 911 building at Public Safety Complex. This will help ensure communications are not lost in case of a storm or other disaster. The next priority consists of building the Training Annex/ District Four Substation. The third priority is to renovate the current jail administration building to include the kitchen and laundry areas. The next project would be the new administration building for the Sheriff’s Office. A possible site off Loveland and Suncoast Boulevard is being discussed. This would be a shared campus with the District Three, Forensics, and Evidence buildings. The final priority for the next five years is the District Two office in the Murdock area. Recently, CCSO leased a location at 992 Tamiami Trail however, a permanent location is needed. Decision is to place a new public safety building in the northeast corner of the Murdock Village property.

Based on population growth, building permits, calls for service, and other contributing factors, the Sheriff's Office will reevaluate the need for a future District Five to be built in the Babcock Ranch area. Assessment will be conducted annually or as the need arises.
Agency-Wide Strengths, Weakness, Opportunities, and Threats (SWOT)

Annually, the Charlotte County Sheriff's Office identifies its internal strengths and weaknesses, as well as its external opportunities and threats. Each unit compiles the strengths, weaknesses, opportunities, and threats (also known as SWOT). These ideas are brought together, and an agency-wide SWOT analysis is completed. Members of Command, Criminal Investigations, Communications, Detention, Finance, Risk Management, Information Technology, Operational Support, Road Patrol, and Intelligence are involved in the analysis. The ideas are compiled by Planning and Research and sent to Senior Command for review and acceptance.

**Strengths**

Some of the positive internal philosophies that are within the agency include:

- Partnerships with the community and public safety agencies
- Ability to leverage technology and information systems
- Highly dedicated workforce
- Diversity of current staff members
- Positive customer service reputation
- Intelligence Led Policing philosophies within the agency
- Teamwork and members who are committed to the agency

**Weakness**

Some of the internal concerns that were identified are:

- Availability of qualified applicants for specialized positions
- Pending retirements and the subsequent loss of experience
- Heavy workload with an increased demand of tasks and responsibilities
- Low staffing and new workforce within the agency lack investigative experience
- Inconsistencies in personnel evaluations and accountability

**Opportunities**

The Sheriff's Office has identified several positive external factors that will facilitate success within the agency:

- Economic growth in the community
- Community's desire to be proactive in enhancing quality of life
- Community partnerships
- Software and technological upgrades
- Formal educational and training opportunities
- Implementation of sustainability process to assure staff development and organizational wellbeing
- Use of media outlets and PIO to provide community awareness and education

**Threats**

A few external factors were recognized by the Sheriff's Office, those include:
- Private organizations ability to attract employees due to more competitive compensation packages
- Surrounding agencies and private sector companies competing for the same qualified, quality candidates
- Loss of experience due to retirements
- Nation-wide negative perception on all LEO
- Lack of community social services for mental illness and PTSD victims
- Cybersecurity and terroristic threats
- A secured area for staff to enter/exit the office and including parking
Charlotte County Sheriff’s Office Contact Information

The Charlotte County Sheriff’s Office headquarters is housed in The William H. Reilly Administration Building, which is located at 7474 Utilities Rd, Punta Gorda. Other locations thought-out the county are listed below. More location information can be found at [https://www.ccso.org/](https://www.ccso.org/)

- District One 11051 Willmington Blvd, Englewood
- District Two 992 Tamiami Trl, Suite A, Port Charlotte
- District Three 3280 Tamiami Trl, Suite 505, Port Charlotte
- District Four 7474 Utilities Rd, Punta Gorda
- Charlotte County Jail 26601 Airport Rd, Punta Gorda

Telephone – Monday through Friday, 8:30 AM to 5:00 PM

- District One (941) 475-9005
- District Two (941) 613-3245
- District Three (941) 258-3900
- District Four (941) 575-5379
- Charlotte County Jail (941) 833-6300

After Hours Phone Numbers

- Main Office (941) 639-2101
- Englewood (941) 474-3233
- Charlotte County Jail (941) 833-6300
- **EMERGENCIES** 911
References


