



CHARLOTTE COUNTY SHERIFF'S OFFICE

MULTI-YEAR STRATEGIC PLAN

2022-2032

William G. Prummell, Jr., Sheriff

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 overarching concepts of community policing and intelligence-led policing with our community toward achieving 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 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.



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.

Plan last reviewed & updated

March 2022

CONTENTS

Vision.....	1
Mission	1
Core Values.....	1
The Community the Sheriff's Office Serves.....	3
Organizational Goals and Objectives	3
Population.....	6
County Growth.....	6
Tourism	9
Staffing	9
Law Enforcement	10
Detention.....	11
Support Staff	12
Communications	13
Capital Improvement Needs/Facilities	13
Agency-Wide SWOT analysis	14
Employee Feedback	15
Contact Information	16
References	16

THE COMMUNITY THE SHERIFF'S OFFICE SERVES

Nestled between Sarasota and Lee Counties in Southwest Florida, Charlotte County is made up of a total of about 868 square miles, consisting of 680.28 square miles of land and 178.02 square miles of coastal and intercoastal waterways (United States Census Bureau, 2020). 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 186,847 residents of unincorporated Charlotte County (Office of Economic & Demographic Research, 2020). To properly serve the community, the Sheriff's Office divided areas in Charlotte County into four distinct service Districts which encompass 16 Patrol Zones. The continued growth within Charlotte County prompted the Sheriff's Office to actively plan to increase the numbers of service zones and a new potential district office, based on population and calls for service.

- District One, with a substation located at 11051 Wilmington 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 3110 Loveland Boulevard, 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.

ORGANIZATIONAL GOALS AND OBJECTIVES

Professional Law Enforcement, Court, and Detention Services

Providing the citizens of Charlotte County with the highest degree of professional services through investing in and developing the Sheriff's Office human capital and resources.

1. Recruit and retain individuals who demonstrate integrity, professionalism, and trust.
 - a. Evaluate issues relevant to the recruitment, hiring and retention of individuals who demonstrate integrity, professionalism, and trust.
 - b. The Charlotte County Sheriff's Office has identified key positions within and has begun specifying necessary experience, training, education, testing and certifications necessary for these roles. Measure success based on number of the increase of current employees preparing themselves for key positions based on their: experience, training, education, certifications, etc.
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.
 - a. Encourage specialized or advanced training for members of the agency.
 - b. Encourage higher education through college courses.
 - c. Promote leadership training via advanced schools for line supervisors, mid-managers, and command staff, both in-house training and distance learning schools.
 - d. Physical Agility Test (PAT).
 - e. Weapon Qualifications.
 - f. Remedial Training
3. Ensure compliance with professional standards.
 - a. Ensure that all Professional Compliance Team Members receive job related training with an emphasis on accreditation, team building, leadership and/or administrative skills. The

operational goal for the Professional Compliance Unit is to ensure that the agency is meeting requirements of independent auditor standard assessments, internal mock assessments of areas of concern and grant procurement/administration to benefit the community.

4. Maintain functionality, security, and efficiency of information technology for the Sheriff's Office and its ability to serve the public.
 - a. Improving the delivery of technology services through effective staff and equipment.
 - b. Improving the cybersecurity posture of the agency through accountability, agency training, and active cybersecurity tools.

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.
 - a. Use Intelligence –Led Policing strategies to identify areas of concerns, trends or patterns and develop initiatives using actionable intelligence to address crime and enhance quality of life.
 - b. Focus attention on Juvenile Probationers with curfews, Prolific Offenders, and Sexual Offenders.
2. Enhance public awareness.
 - a. Develop community partnerships through the implementation and participation in Neighborhood Watch Groups/Community Events and social media.
3. Safe care, custody, and control of detainees.
 - a. Reduce the recidivism rate of incarcerated individuals by providing educational opportunities and programs.
 - b. Prevent in custody deaths.
4. Provide high quality of assistance through the Communications Dispatch Center.
 - a. Ensure 911 calls are answered within state standards.
 - b. Ensure calls are answered professionally and according to agency policy.

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.
 - a. Conduct enforcement at high crash intersections.
 - b. Conduct speed enforcement throughout the county utilizing Patrol, Traffic Unit, and STAR.
 - c. Conduct DUI enforcement throughout the county utilizing Patrol, Traffic Unit, and STAR.
2. Reduce traffic crashes.
 - a. Conduct generalized traffic enforcement throughout the county.
 - b. Conduct enforcement at school zones during months Charlotte County Schools are in session.
 - c. Conduct safety belt enforcement.
 - d. Conduct texting while driving enforcement.

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.
 - a. Target illegal drug sales and those individuals financing and orchestrating sales.

- b. Conduct parcel interdiction at shipping facilities to intercept incoming and outgoing illegal narcotics/drugs and intercept outgoing cash parcels that exhibit positive attributes of drug activity.
 - c. Conduct interstate interdiction to arrest persons transporting drugs through and within our county and gather intelligence for partner agencies (DEA, HIS, FDLE).
 - d. Track and identify fatal and non-fatal overdoses to identify sources and for prosecution, if applicable.
2. Investigate and arrest individuals who participate in illegal alcohol and tobacco use, sales, or distribution.
 - a. Utilize law enforcement techniques to target the illegal sales, use or distribution of alcohol and tobacco.

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.
 - a. Take proactive Law Enforcement steps in enforcing traffic, drug, and weapon violations on school grounds.
 - b. Take proactive Law Enforcement steps to deter crime, prevent Juvenile Delinquency, through education and positive relationships, and prepare students and staff for an on-campus emergency through education and training.
 - c. Leverage technologies to provide for rapid identification of threats in and around school campuses.

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.
 - a. Provide the Anger Management program.
 - b. Provide the Parenting programs.
 - c. Provide the General Equivalency Diploma (GED) program.
 - d. Provide inmates with discharge planning programs including Jobs for Life.
2. Work as a team member to streamline cases with the primary focus concentrating on an expedited disposition.
 - a. Conduct a detainee population trend analysis for Public Safety Council meetings.
3. Implement programs that reduce the tax burden on County taxpayers.
 - a. Utilize the Fish and Hydroponics programs to supplement inmate food costs.
 - b. Utilize self-initiated release tactics to reduce inmate population.
4. Maintain a zero tolerance on Sexual Abuse and Harassment on Detainee Population through proper implementation of Prison Rape Elimination Act (PREA) standards.
 - a. Utilize proper PREA standards and proper inmate management tools to reduce the number of sustained Abuse/Harassment complaints for staff on inmate and inmate on inmate complaints.
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.
 - a. Utilize proper inmate management tools to reduce the number and length of time inmates are placed into segregated housing.

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 the recruitment and retention of qualified applicants to become a Deputy Sheriff and/or Detention Officer. Based on estimates from the Florida Legislature's Office of Economic & Demographic Research, the population of the county has grown by 16.8% since 2010. This increase is the 17th highest in the state of Florida. (University of Florida - Bureau of Economic and Business Research, 2020) The estimated unincorporated population for Charlotte County as of April 1, 2020 is 186,847. A conservative estimate showed the population of Charlotte County rose by over 4,000 people in 2021 alone and is expected to increase by that much or more in 2022. (*Id.*)

With pending retirements and attrition, maintaining an effective strength of Law Enforcement Deputies, Detention Deputies, and civilian support personnel remains a constant concern. 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. Due to the current social climate and negative focus by the media on law enforcement, finding qualified applicants has become very difficult; however, the newer generation of applicants are well educated, technology-oriented, and want to be a part of something bigger than themselves. CCSO recognizes their desire to make a difference in the community as a recruitment tool.

Law enforcement and detention deputies today have never been more educated and trained. The knowledge, skills, and abilities the profession now possesses 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. This effort is paramount to remaining competitive with surrounding jurisdictions who are actively recruiting from the same limited pool of qualified applicants.

We are committed to responsibly staffing the Office relative to current and projected county population, generated service demands, and detainee populations. The citizens and visitors of 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 to have several new communities and housing developments under construction as well as planned commercial developments to better our community. These projects will have impacts on population, workforce, and the overall resources for the county.

According to the US Census, there is an average of 2.29 individuals living in each home in Charlotte County (<https://www.census.gov/quickfacts/charlottecountyflorida>). The projected number of persons in each neighborhood is calculated by multiplying 2.29 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 located on 18,000 acres in southeast Punta Gorda. 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 January 2022, there were around 1,700 homes closed on for an estimated population of around

3,900 people. The growth is expected to continue and at the current rate, at the end of 2024, there could be about 10,000 residents living in Babcock Ranch.

Babcock National golf course opened in February 2020. Babcock Ranch completed Crescent B Commons in September 2021, an 85,600-square-foot shopping center anchored by Publix at the new entrance. This entrance includes a traffic light to ease traffic on State Road 31.

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.

Tuckers Point

The concept plan for Tucker's Point was submitted in July 2017. In December 2017 it went in front of the County Commission and was approved. A Site Plan Review was submitted and updated on January 22, 2021, and updated the residential units to approximately 1,689 units, 380,000 square feet of commercial and 400 hotel rooms. The project is located on 563 acres west of I-75 at Exit 158 and fronting along Tuckers Grade.

In January 2022, the site was sold to Greenpointe Developers, LLC, who is planning to develop a new, recreation-rich, age-targeted community that will include resort-style amenities. This community will consist of 1,389 total units, keeping the 400-room hotel that was previously planned. Construction is anticipated to begin for phase 1 in 2022 with 344 home sites. Once plans move forward, an estimated 3,180 new residents plus the hotel guests will be added to this area.

It should be noted that the seller, Tuckers Pointe I Limited Partnership retained +/-58 acres of the land which is zoned multi-family or commercial up to 300 density units.

West Port

The project from Private Equity Group, LLC (PEG) submitted their concept plan in October 2017. Kolter Land Partners took over the development. 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 will be adjacent to Centennial Park. Development pads will be sold to local builders. Land is being cleared for this project and homes are being actively built. As of the end of February 2022, 52 certificates of occupancy have been issued by Charlotte County with 11 more single family permits issued.

West Port Expansion: Kolter also purchased the acreage east of their current site from Flamingo Blvd. to Toledo Blade Blvd. This site will house another 400 single family homes, 300 apartments and townhomes, along with a 50,000 sq. ft. medical office, a big-box store, and another 75, 000 sq. ft. of commercial space. As part of the plan, Flamingo Blvd. will now extend from SR 776 to Tamiami Trail, and will be a 4-lane divided roadway.

Heritage Landing

The project is under construction again with Lennar Homes as the builder. The project was formally known as Tern Bay, but will be given new life under the name Heritage Landing. The project is permitted to have a maximum residential development of 945 residences, with 483 single-family homes and 462 multi-family units / condos. This will potentially increase the population by over 2,200 new individuals living in south Punta Gorda. This building process is not expected to be complete until the end of 2024.

Sunseeker Resort

Billed as Gulf Florida's New Condo-Hotel-Entertainment Resort, Allegiant Air is in the process of building a resort in the Charlotte Harbor area of Port Charlotte. Sunseeker Resort had its groundbreaking in March of 2019. The resort is set to have 785 hotel units with restaurants, bars, retail, and indoor and outdoor meeting / event space along the harbor walk. There are no plans for permanent residential homes or condominiums at this location. Opening was planned for spring of 2021, however the project had been put on hold. Construction has resumed and is now projected to be completed in April 2023. The website is taking hotel reservations starting May 1, 2023.

Harbor Village

This over 400-acre site near State Road 776 and Gasparilla Road will be a mixed use development. This development was approved by the planning board in November 2020. The project will include 700 single-family homes, 300 multi-family units, restaurants, and possibly a hotel. Build out of the project is estimated to be in 2025.

Veterans Boulevard – Affordable Housing

County Commissioners started negotiations with Palladium Group of Philadelphia regarding a plan for 600 affordable apartments on Veterans Highway. It is estimated that half of the units will be developed by 2024 and the other half in 2025. This complex covers 32 acres.

Burnt Store Village Residential Development

Maronda Homes purchased and is planning to build 1,000 single family homes on 315 acres located between Burnt Store Road and Zemel Road in Punta Gorda (26000 Zemel Road). At the December 2021 meeting, Commissioners narrowly approved the plan and stated they were worried about whether the current roadway and newly placed infrastructure could handle the now increased land use. No official name of the development from Maronda or land clearing yet, and no ETA for completion.

Simple Life is also planning a 230 tiny house community along Burnt Store Road. This site has already been approved by the Commissioners.

It should be noted that in the Burnt Store Road area, there are several plots of acreage that are zoned residential that will be developed in the future.

Port Charlotte Town Center Mall Area

In March 2022, the bondholders for the Port Charlotte Town Center Mall bought the foreclosed property for \$100,100. Their plan is to develop it into a mixed-use facility / city-center with apartments/condos on top of a large commercial space. The development plan is not yet completed or provided to the County.

Parkside Village (old Promenades Mall)

This 26-acre site will now be transformed into a community modeled after urbanist communities (it is going to be a \$100M redevelopment). This will have approximately 1,100 apartments/condos over retail, office space over retail, and a parking garage. Plans have been submitted to the Commissioners already, and it is likely to be completed 2-3 years from approval.

Arredondo Pointe

Lost Lagoon Development, through their managing broker, Howard Corr, CCIM, Corr Commercial Advisors, LLC, 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 45-acre water park, 750-room hotel and conference center, 2 million square feet of retail / town center space, 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 still in the planning phase.

Charlotte County Airport and surrounding area

The Charlotte County Airport Authority is currently reworking the long runway. When completed, that runway will be able to support larger/heavier aircraft. There are several companies looking in this area for commercial use/freight. There are approximately 4,300 acres of potential building sites in the Airport commerce center area.

AeroGuard Punta Gorda has a new aviation training program with an onsite school that will lend an FAA mechanic license when the students successfully complete their trade schooling. Due to this new program, PGD has interest by Allegiant and other airlines to build repair hangers for their commercial aircraft onsite.

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." (Punta Gorda/Englewood Beach Visitor and Convention Bureau, 2020). These are some of the several reasons that well over 450,000 people visit Charlotte County each year.

STAFFING

Because of the above planned development and the outstanding growth rate of housing and general population of Charlotte County, the Sheriff's Office will need to increase staffing to keep up with the rising demand for services. There are several staffing models throughout the country for law enforcement agencies. The main staffing model utilized is based on demand for service (volume-based instead of population-based). This staffing model is approved by the International Association of Chiefs of Police (IACP) (Missouri, Nixa, 2018) and is utilized agency wide to illustrate if members are needed in certain areas of the Office 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)

In late March 2022, Charlotte County Administration requested the Sheriff's 10-year staffing and budget plan. This was completed in early April 2022 and the staffing portion is incorporated into this document. The 10-year model is a best educated guess based on the information available to CCSO at the time. This plan will be updated annually to coincide with the available data. The population is based on the 2020 census, and, as we all know, the migration due to the pandemic may affect the population numbers presented in the estimates. A staffing model and evaluation has been completed for certified Law Enforcement and Detention as well as civilian (non-certified) support staff. A brief analysis is below:

Law Enforcement

The focus of the Charlotte County Sheriff's Office is to have 35% of time spent on service demands (calls for service), 15% on administrative tasks, and the remaining 50% of time on proactive patrols. A staffing model was updated by the Professional Standards Division. 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. Thus, individuals would need to be hired about a year before they are ready to be on Patrol alone.

Distribution of Time				
Activity	%	Hours/Year	Daily/Minutes	Daily/Hours
Service Demands	35%	80,901	252	4.2
Proactive	50%	115,573	360	6.0
Administrative	15%	34,672	108	1.8
Total	100%	231,146	720	12.0
Scheduled Hours		2,236		
Effective Strength (minimum manpower)		119	Full Time Equivalent Positions	
Relief Factor		1.30		
Actual Strength (2020)		155	Full Time Equivalent Positions	

Given how the Sheriff's Command Staff would like to have Uniform Road Patrol's time distributed and calculating the relief factor, 155 deputies are necessary to maintain adequate coverage based on the 2022 evaluation period's service demands. Because there are 16 fixed allocations for Corporal positions on Road Patrol, the number of deputies needed were 139 as of 2022. Currently, there are shortages due to vacant positions, causing a minimum manpower situation almost daily with some days having deputies called in for overtime for minimum coverage, including the Corporal supervisor covering a zone.

A Rezoning Committee made up of members from the Professional Compliance Unit, Intelligence, Communications/911, MIS and others. Members are reworking a county-wide zoning project, which will adjust zones and districts to meet the needs of our growing community over the next 5-10 years. Current and future increases in calls for service, residential and commercial building, and staffing are all being considered. Due to the complexity of this process, Patrol staffing and needs will be reevaluated when necessary. Factors in this evaluation will include current FTEs, population, distribution of time, and natural retirements/turnover.

At this time, the impact of rezoning and adding districts will expand the current District/Zone (4/16) layout to a 5-District, 24-Zone plan, requiring one deputy per zone for coverage plus 2 supervisors per shift. This will dramatically increase the number of Road Patrol Deputies needed once this plan comes into play; however, there will be a "slow start" phase as the construction and County continues to grow. Ultimately, there will need to be 10 supervisors and 24 deputies per shift for minimum manpower, bringing all four shifts to 40 supervisors and 96 patrol deputies. Adding the relief factor of 1.3 from above brings the total number of needed deputies to 177 members (Sergeant and below) to cover the county, plus Lieutenants and support staff.

The 10-year staffing model showing these numbers, as well as the expansion to the 5 District, 24 zone plan with the "slow start" phase is shown below. Note, Fiscal Year 2022 (FY 22) is the current budget year and changes/increases will be implemented beginning in FY 23.

Budget Year:	FY22	FY 23	FY 24	FY 25*	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Unit											
Total LE Command Staff	9	9	9	9	9	11	11	11	11	11	11
Law Enforcement:											
LE Road SGT & below	140	146	156	161	170	177	183	188	193	198	202
LE Lieutenants (by District)	4	4	4	5*	5	5	5	5	5	5	5
Watch Commanders	5	5	5	5	5	5	5	5	5	5	5
* District 5 Open											
LE Support:											
Legal Process	2	2	2	3	3	4	4	4	5	5	5
Criminal Investigations	23	23	26	27	27	28	28	28	30	30	31
Special Investigations	17	17	17	18	19	19	19	19	21	21	21
Major Case Division	22	22	22	22	25	25	25	26	26	26	28
Intel Division: Intel / CPO / SRO / MHU IRIS / STAR	50	54	55	58	60	64	65	65	66	66	67
Special Operations / Support - Certified	34	34	34	36	37	38	38	38	38	38	38
Training - Certified	4	4	4	4	4	4	4	4	4	4	4
Recruiter	1	1	1	1	1	1	1	1	1	1	1
Internal Affairs Investigator	1	1	1	2	2	2	2	2	3	3	3
Total plus Command Staff	312	322	336	351	368	384	391	397	409	414	422
New Sworn Personnel		+10	+14	+15	+17	+16	+7	+6	+12	+5	+8

Detention

The Bureau of Detention has a different model for staffing, most of which is regulated by Florida Model Jail Standards, the Florida Commission on Corrections, as well as guidance by the Federal Bureau of Prisons through the National Institute of Corrections. The staffing model covers multiple issues for detention security staffing, including risk of harm, management challenges including relief factors for training, leave, injuries, turnover, etc., overall and unit responsibilities, etc. The model combines fixed posts and volume posts based on fluctuations in inmate population.

For CCSO's Bureau of Detention, there is room to house up to 1,000 inmates, with a maximum staff of 190 certified deputies for that inmate population. The current population is below that number as is current staffing; however, with each new housing unit that will open, staffing will need to be increased by 5 certified detention deputies. This number combines the mandatory fixed positions as well as relief factors for a 24-hour per day unit. This is in addition to the number of intake deputies and civilian support staff needed to process, classify, move, feed, and provide mandated services to the inmates. In addition to the mandated services, the Bureau of Detention also offers voluntary classes designed to successfully reintegrate an inmate into the community at the conclusion of their sentences. This requires additional staff and resources.

The 10-year staffing model below provides guidance for the growth of the Charlotte County Jail. The numbers are based on the best estimate of the inmate population over the next 10 years. The percent increase or decrease per year is based on the actual inmate population over the last 20 years, which is then projected over time. Note, Fiscal Year 2022 (FY 22) is the current budget year and changes/increases will be implemented beginning in FY 23.

Budget Year:	FY22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Detention Command Staff	3	3	3	3	3	3	3	3	3	3	3
Detention - Certified											
Administrative Lieutenants	1	1	1	1	1	1	1	1	1	1	1
Watch Commanders	4	4	4	4	4	4	4	4	4	4	4
Training - Certified	2	2	2	2	2	2	2	2	2	2	2
Detention Deputies	141	142	145	148	151	153	157	160	163	164	166
Total Certified Staff:	151	152	155	158	161	163	167	170	173	174	176
New Positions Needed		+1	+3	+3	+3	+2	+4	+3	+3	+1	+2

Support Staff

In conjunction with the new 10-year staffing study completed in April 2022, civilian support staff was also analyzed for the growth of the agency. Civilian staff plays a key role in the successful function of the Sheriff's Office, from finance, human resources, risk management, information technology, communications dispatch, administrative assistants, clerks, office managers, intelligence analysts, supply/warehouse staff, training specialists, records staff, etc. These vital positions ensure excellent customer service to the Charlotte County community.

Staffing models for civilian positions are similar to the corporate world, but modified for the efficient operation of a law enforcement or government agency. It should be noted that Finance and Information Technologies (MIS) have no set industry standard for a Sheriff's Office or government office; therefore, estimations were made to account for County and agency growth for any potential increase of manpower for those areas. Like above, there will be a new District Office opening in the Babcock Ranch area of the County. This will mandate an increase in civilian support staff for the new district office and those numbers are reflected below.

The 10-year staffing model below provides guidance for the growth of the agency. The numbers are based on the best estimate of total agency growth over the next 10 years. Note, Fiscal Year 2022 (FY 22) is the current budget year and changes/increases will be implemented beginning in FY 23.

Budget Year:	FY22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Civilian - LE											
Total LE Civilians	155	171	180	190	203	212	219	224	230	235	241
New Positions Needed		+16	+9	+10	+13	+9	+7	+5	+6	+5	+6
Civilian - Detention											
Total Detention Civilians	52	52	52	53	55	56	57	57	58	58	59
New Positions Needed		-	-	+1	+2	+1	+1	-	+1	-	+1

Communications

The Communications Unit currently has 40 allocated positions. In addition, there is also one Public Safety Manger and one Quantity Assurance position. The Unit is considered essential and must always be staffed.

Staffing was revisited in 2022 and an assessment of the manpower needs was completed. This assessment accounted for 6 static console positions per shift plus 2 supervisors for a total of 8 static positions. The estimated staffing needs with volume-based call taker positions equaled 50 required positions, including relief factor. Currently, staffing is at 40 positions leaving a difference of 10 positions. Due to the large growth rate of Charlotte County within the past 2 years along with the current and future construction projects already planned for, it is estimated that more positions per year will be needed to keep up with the call volume and additional static console spots through 2032. This estimate is subject to annual evaluation.

Communications dispatches for CCSO as well as Charlotte County Fire/EMS, Animal Control, Englewood Fire Department, and the Punta Gorda Fire Department. The Communications staffing numbers are included in the above graphs for LE civilian support staff.

CAPITAL IMPROVEMENT NEEDS/FACILITIES

The growth in Charlotte County will contribute to the growth of the agency. Facilities will need to be improved to accommodate the needs of the agency as well as house the new employees needed to complete CCSO's mission. Several of the buildings and offices CCSO currently uses are not owned by the County, they are leased. Also, some of the buildings the office currently occupies are too small for the needed capacity. Below is a priority list and needs assessment for new facilities for CCSO. This list was compiled based on needs of the Sheriff's Office, as well as the availability of property and the needs of the County. The prioritization is subject to change based on lease agreements as well as decisions by the Sheriff's Office, Charlotte County Board of County Commissioners, or other contributing factors.

911/Communications Dispatch area within the new Sheriff's Office Administration Building Public Safety Complex: This is needed for the centralization of the Sheriff's Office in general due to the status of the current office (located on property leased from the Airport) and will be housed on the same campus as the new District 3 Office. This project will provide site improvements for security

perimeter. The building will be approximately 40,000 sq. ft. and is funded as part of the one cent sales tax. (Charlotte County, Florida, 2020)

District 4 Sheriff's Office and Training Complex Building: This project is needed because the training facility is at the end of its life cycle, requiring increased maintenance and cost. The current training building was the previous Charlotte County Jail facility and is now inadequate for today's training needs. The District 4 office is currently located on Airport property where the lease is coming to an end. Combining the District 4 office and Training Facility at the same location will optimize the use of the existing land parcel, improve function of the department's needs, and reduce the cost of maintaining aged existing facilities. This project is being funded by the one cent sales tax. (Charlotte County, Florida, 2020)

District 2 Sheriff's Office: The current District 2 location is a leased commercial office space. The Sheriff's Office needs a new building to provide a properly sized facility for the District. The District relocation will provide room for future growth within the zoned population and enable operations to take place in a modern, properly designed facility. The County will then eliminate the lease expense. This project is set for second tier funding from the one cent sales tax, and will be sharing space with the new fire station set for construction on Collingswood Blvd. (Charlotte County, Florida, 2020)

District 5 Sheriff's Office at Babcock Ranch. Based on population growth, building permits, calls for service, and other contributing factors, there is an articulable need for a future District Office to be built in the Babcock Ranch area. As part of the development agreement, Babcock Ranch developers will be providing a building shell based on the plans for the current District 1 office, which will then be outfitted with interior walls and infrastructure by Charlotte County. This office is currently plotted to be on a 3-acre parcel shared with Charlotte County Fire/EMS. Construction of the shell is slated to be completed late 2023 to early 2024.

Due to the current and future growth in the Burnt Store Road area, it would be prudent to have a small satellite office for those residents. This is not a district office, rather, a substation of District 4. Currently in Charlotte County, most residents have, at most, a 10- to 15-minute drive to reach any of our district offices, excluding the Babcock Ranch area which will soon have a district office (see above). For those who live at the southern end of Burnt Store Road, the commute is longer, and will be exasperated with the thousands of residences planned in the future. Road Patrol Deputies in that area would also have the same travel issues as more residences are completed. Having a small satellite office that could share the 3-acre plot where the new Charlotte County Fire Station is located would be ideal. That office would have a front lobby with a clerk for public walk-ins, and small areas for offices, interview rooms and a potential temporary evidence location. The benefits to the community and agency would be large compared to the small amount of square footage needed for this office.

AGENCY-WIDE SWOT ANALYSIS

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 a 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
- Leadership, experience, and diversity of current staff members
- Positive customer service reputation and community support
- Teamwork and members who are committed to the Office's goals, and missions
- Cross-trained Office members who attend advanced training and continued education
- Equipment/Technology advances and improvements within the Office
- Multiple successful accreditations, and continuing education of members
- Intelligence Led Policing, sharing with internal members and external agencies

Weakness

Some of the internal concerns that were identified are:

- Availability of qualified applicants for specialized positions
- Heavy workload with an increased demand of tasks and responsibilities with units/areas pulled in multiple directions
- New employees require more training to get them to the level of the members they are replacing through retirement or resignations of knowledgeable long-term employees
- COVID-19 effecting operations and staffing

Opportunities

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

- Community partnerships and involvement
- Formal educational and training opportunities
- Continued growth within the agency, and successions plans
- Utilization and proficiency of new technologies, systems, and processes
- Increased use of technology due to COVID-19
- Growth of the population and infrastructure within the County

Threats

A few external factors were recognized by the Sheriff's Office, those include:

- Surrounding agencies and private sector companies competing for the same qualified candidates
- Loss of experience due to retirements
- Increased cost of technology and benefits
- Rapid growth within the community and the ability to meet the demands this progress commands
- Long-term impacts of COVID-19
- Public perception, decreased interest in the profession, and violence on first responders

EMPLOYEE FEEDBACK

The Charlotte County Sheriff's Office added anonymous feedback questions into each Staff Inspection analysis completed reference to agency Goals and Objectives. The question is, "Professionally, do you believe the Agency is meeting the goals and objectives that they have made for themselves?" Along with other anonymous questions, member feedback is reviewed by the Sheriff and Command Staff with each unit who is inspected. There is also an email that any employee can use to make suggestions to improve the agency or ask questions about rumors they hear.

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. More location information can be found at <https://www.ccsso.org/>

- District One 11051 Wilmington Blvd, Englewood
- District Two 992 Tamiami Trail, Suite A, Port Charlotte
- District Three 3110 Loveland Boulevard, 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

Charlotte County, Florida. (2020, June 17). *1% Local Option Sales Tax*. Retrieved from 2020 Sales Tax Extension: <https://www.charlottecountyfl.gov/dept/admin/salestax/pages/default.aspx>

Missouri, Nixa. (2018, January 02). Retrieved from 2015 Staffing Study: <http://nixa.com/home/showdocument?id=4388>

Office of Economic & Demographic Research. (2020, March 11). *County Profiles*. Retrieved from <http://edr.state.fl.us/Content/area-profiles/county/index.cfm>

Punta Gorda/Englewood Beach Visitor and Convention Bureau. (2020, March 11). *Fast Facts*. Retrieved from <https://www.pureflorida.com/maps-more/fast-facts-and-trivia/>

Shane, J. M. (2007). *What Every Police Chief Executive Should Know; Using Data to Measure Police Performance*. Flushing, NY: Looseleaf Law Publications, Inc.

Society for Human Resource Management. (2018, May 04). *SHRM Human Capital Benchmarking Study*. Retrieved from 2009 Executive Summary: https://www.shrm.org/ResourcesAndTools/hr-topics/talent-acquisition/Documents/09-0620_Human_Cap_Benchmark_FULL_FNL.pdf

University of Florida - Bureau of Economic and Business Research. (2020, March 11). *Florida Estimates of Population*. Retrieved from Population Data Archive:
<https://www.bebr.ufl.edu/population/data>