



CHARLOTTE COUNTY SHERIFF'S OFFICE

MULTI-YEAR STRATEGIC PLAN

2024-2034

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 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.



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

July 2024

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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. From fertile agricultural lands to the more conventional urban landscape and coastal amenities, the Sheriff's Office provides law enforcement and public safety services for the estimated 206,134 residents of Charlotte County (United States Census Bureau , 2023). To properly serve the community, the Sheriff's Office divided areas in Charlotte County into five distinct service districts which encompass 24 patrol zones. The new districts and service zones began on January 3, 2023; however, the substations will remain the same until the new District Five in Babcock Ranch opens in late 2024 or early 2025.

- District One, with a substation located at 11051 Willmington Boulevard, is responsible for five zones in the Englewood area;
- District Two, with its substation located at 992 Tamiami Trail, Suite A, has Deputies who patrol five zones in Murdock, El Jobean, and Port Charlotte;
- District Three, located at 3110 Loveland Boulevard, has Deputies who patrol six zones in Port Charlotte, Deep Creek, Harbor Heights, and Charlotte Harbor; and
- District Four, with a substation located at 7474 Utilities Road, covers four zones comprised of Punta Gorda, Burnt Store, and Babcock Ranch.
- District Five substation is COMING SOON at 17755 Curry Preserve Drive, Punta Gorda, has Deputies who patrol four zones in Punta Gorda.

Based on service demand and call volume, the Sheriff's Office has strategically placed District substations in these areas so 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

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.
 - c. Providing service and resources related to calls of Mental Health and Substance Abuse.
2. Enhance public awareness.
 - a. Develop community partnerships through the implementation and participation in Neighborhood Watch Groups/Community Events and social media.
3. 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 Office policy.

Traffic Safety

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

1. Enforce laws on county 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, the Traffic Unit, and the (Strategic Target Area Response Team) STAR.
 - c. Conduct DUI enforcement throughout the county utilizing Patrol, the 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. 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 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.
 - b. Utilization of online capabilities to report suspicious activity (FortifyFL).

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 percentage of inmates per the Average Daily population attending programs.
 - b. Provide the number of inmates that have enrolled in on- site classes through Programs
 - c. Provide the number of inmates that have enrolled in classes through the inmate communication device
 - d. Provide the percentage of inmates attending programs with completion dates that have successfully graduated.

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/COMMUNITY TRENDS

Charlotte County is the 28th largest county in the State of Florida. It is known for being one of the oldest “age-wise” in population, with the current median age being approximately 60 years old. The community is also home to approximately 20,039 Veterans (United States Census Bureau , 2023). The county has observed consistent overall growth through the years, with a 16.8% increase of citizens estimated from 2020-2023. Medium range average projections for 2025 already place Charlotte County at a possible 211,300+ citizens (University of Florida - Bureau of Economic and Business Research, 2024).

United States Census Bureau calculations for Charlotte County also reflect changes as they relate to our citizen demographics. The percentage of residents aged 65 or older has continued to increase and now accounts for over 40.6% of the total county population. (USAFacts, 2024) Aging adult populations lose billions of dollars each year from financial exploitation, suffer from abuse or neglect, and create specialized service needs for law enforcement and local governments.

The commonly viewed “workforce” demographic of 19-64 years of age has conversely decreased over the last 2 years, reducing the pool of potential local recruit candidates. Our southwest communities have become less affordable and work-force housing has become a focus for local leadership. Over 15.4% of the county has been noted as living with severe housing problems due to increasing costs of ownership and rental prices (USAFacts, 2024). County and state leadership continue their work to provide affordable/workforce housing initiatives for local residents and for those wishing to relocate to our great community. The Sheriff’s Office also remains proactive in creating solutions to improve recruiting and retaining qualified staff.

The Sheriff’s Office continues to provide exceptional levels of service and safety, and routinely reviews personnel needs within the Office. Law enforcement modernization now requires deputies to have a greater grasp of technology, learning new techniques in emergency response/first aid, and most importantly being equipped with conflict resolution character skill sets to assist with emotional/behavioral health crisis. Ensuring that we are recruiting and maintaining the most qualified law enforcement and detention deputies has never been more crucial. The knowledge, skills, and abilities the profession now possesses will require the Sheriff’s Office to continually reevaluate and amend its recruitment, hiring, and retention strategies.

A more talented and knowledgeable labor market will demand more from prospective employers and, in order to meet those demands, the Sheriff’s Office continues to offer a fair and reasonable

compensation package to prospective applicants. The Sheriff's Office works with county leaders annually to provide fair salary adjustments, to ensure they remain competitive with other law enforcement agencies. Benefits are continually reviewed and enhanced, many now including work-life balance and officer wellness initiatives. Wellbeing initiatives not only attract potential new hires, but also help to retain aging long term dedicated members. Providing increased wellness initiatives helps focus on keeping members healthy and prevent injuries/illnesses that could cause early retirements.

We remain committed to responsible staffing relative to current and projected county population, generated service demands, and detainee populations. We pledge to the citizens and visitors to Charlotte County to be good stewards of public funds and spend its resources on proven strategies, initiatives, equipment, and foremost human resources.

COUNTY GROWTH FORECASTING

Charlotte County has witnessed an increase in new residential communities and multi-family housing developments throughout our various service areas. Many new commercial and residential developments are under construction, while even more communities are already looking to expand existing neighborhoods. Site development plans are being approved daily, with each new project set to have a lasting impact on our future population, workforce, and overall County resources.

Planned commercial developments, road improvements, and community resources have been organized into a long-range planning model, so that county leadership and its partners can plan for growth. Using these modeling methods to help strategically plan needed resources will help better our overall community response in the future.

In early 2024, Charlotte County Government was presented with a comprehensive interactive growth model, created by Metro Forecasting Models Firm (MFMF). This model detailed growth possibilities to help community leaders determine the best strategies for managing the ever-increasing population. The county was separated into zones, with parcels being analyzed for possible future buildout developments. A Planning Cluster Map was created with six (6) areas, listed as West-County, Mid-County, Punta Gorda, Burnt Store Road, East-County, and Babcock Ranch (Metro Forecasting Models, 2024).

Based on MFMF's forecasting, the Mid-County cluster could see over 27,000 new residents by 2040. Babcock Ranch could also realize an additional 24,000 new residents. It was their determination that Charlotte County may experience its midpoint of buildout by 2030, with the Mid-County, Babcock Ranch, and Burnt Store Road areas accounting for many of the new residential constructions. Over 80% of all residential development was estimated to be single family units if no zoning changes are undertaken.

Charlotte County Government has also created a Burnt Store Road Area Plan to identify and manage the growth in the Burnt Store Corridor Area. Committed developments, Active Planned development concepts, as well as vested developments with final approved site plans were reviewed. It was determined that these alone may account for an additional 13,000 dwelling units (Charlotte County Government, 2024).

Population forecasts for the short-term determined that Babcock Ranch, Burnt Store Road, East-County, Mid-County, and West-County may see an increase of around 10,000 residents as soon as 2025. Development and growth plans not only take into consideration the additional citizens each new project may bring to the communities, but also commercial, traffic and workforce needs. New communities and new neighborhoods need a place to obtain essential goods and services. Need for grocery, retail, and other services are already being projected.

By coordinating law enforcement with the long-term community government strategic planning, future funding needs can be identified and managed appropriately. Charlotte County has released projected growth studies that have provided a path for the county to identify more accurately the estimated increases and geographical locations of future service impacts. In coordination with our community government leaders, the Sheriff's Office has also adopted these projected estimates and patterned a similar law enforcement growth model for future staffing needs.

The Charlotte County Sheriff's Office has incorporated existing service projections and updated the previous commercial and residential unit estimates. According to the US Census, there is an average of 2.20 individuals living in each new home (United States Census Bureau , 2023). The Office uses the development projections and this average resident calculation to more accurately predict and plan for future patrol coverage needed, as well as identifying the required support staff to maintain the increased citizen population.

As with any projection, unexpected changes in economic or societal environments can skew results. It is for this reason annual reviews are conducted to ensure we continue to update data with the most recent trends. Growth projections, resident averages, and review of any zoning changes or other updates are made to the strategic plan as it continues to relate to these future developments.

TOURISM

The Charlotte County Sheriff's Office has a mission to not only protect our local citizens, but to also protect and provide services to the numerous tourists that visit our wonderful community each year. In 2023, an estimated 986,000 people visited Charlotte County, a marked increase from 2022. Named as the "Tarpon Fishing Capital of the World", Charlotte and neighboring counties continue to provide boating and water enthusiasts adventures of all kinds (Gulfshore Business, 2024).

Charlotte County hosted the APP Pickleball Punta Gorda Open, the USA BMX Citrus Nationals, the U.S. Amateur Basketball Southwest Florida Hoops Showcase, and the Snowbird Baseball Classic in 2023. The newly opened Sunseeker Resort plans to provide even more conferences and special events to the area. Every year, new tournaments, entertainment, and community gatherings are added to Charlotte County's already busy event calendar and bring a new influx of visitors.

The Sheriff's Office strategically plans to have not only the personnel, but also the resources needed to provide the additional services required during the seasonal tourist intervals. The Charlotte County Sheriff's Office continues to partner with the Chamber of Commerce, local businesses and event organizational leadership to ensure we maintain the safety of both citizens and visitors during their stay within our great community.

STAFFING

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 staffing needs as growth continues.

There are many other factors that need to be considered before determining what staffing level is required to meet a specific community's needs. 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)

Geographical zone coverage must also be included in any review, as large minimally-developed areas may not have as many calls for service, however coverage to ensure appropriate response times must also be a factor. Previously the county was divided into four (4) districts with sixteen (16) patrol zones. Many of these zones are staffed with multiple deputies and/or floaters to ensure we maintain an appropriate response. As the new additional fifth district is staffed to meet the service needs, the additional employees will need to be factored in for appropriate zone coverage.

The 10-year model is a best-educated guess based on the information available to the Charlotte County Sheriff’s Office at the time. The base-year population projections were established using the official 2020 census. The current 2024-2034 models are produced using the United States Census Bureau population estimates, MFMF County projections, as well as incorporating the housing unit method PPH (Persons Per Household).

Factors present during “estimate” years may affect the final population numbers presented in the 2030 census cycle. As previously stated, the Sheriff’s 10-year staffing and budget plan is continuously reviewed and will be updated annually to coincide with the actual factors the county is experiencing. 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 of service demands is below:

Law Enforcement

A staffing model was updated by Research and Planning for **Uniformed Road Patrol**. 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. The below distribution of time “hours/year” was determined by using an estimated average number of citizen-generated calls for service/per population and average call time.

<i>Distribution of Time – 2024</i>				
Activity	%	Hours/Year	Daily/Minutes	Daily/Hours
Service Demands	35%	70,246	252	4.2
Proactive	50%	100,352	360	6.0
Administrative	15%	30,105	108	1.8
Total	100%	200,703	720	12.0
Scheduled Hours		2,236		
Relief Factor		1.23		
Est. Manpower Needed		143	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, 143 road deputies are necessary to maintain adequate coverage based on the evaluation period’s service demands. Though the 2024 distribution of time reflects an overage in authorized positions versus estimated need, it should be noted that **actual strength has remained around 127 FTEs**. Shortages observed due to vacant positions are managed through overtime and supervisors covering to maintain the zones.

Based on the staffing model, estimated calls for service, current staffing, relief factor, and the distribution of time (Shane, 2007), updated patrol staffing needs for 2025-2034 fiscal years was calculated. The actual citizen-generated calls for service have not increased at the rates previously projected. This may be based on economic factors that have reduced overall construction growth from the faster rate previously anticipated. The Charlotte County Sheriff’s Office has authorized positions allocated towards the future growth of the District Five area. As additional zone coverage is needed, these positions, as well as added support and supervisor coverage, will be filled to ensure the required

services to the new communities are provided. The full staffing plan implementation of District Five is estimated to now begin in fiscal year 2025, with staffing to coincide with service need.

Using the updated analysis, we are able to efficiently manage the onboarding of future hires at a slower pace than originally projected. As it takes approximately a year to have an individual go through the academy and become fully trained, the Sheriff’s Office would need to recruit and hire for the needed positions in the year prior, to ensure that they are ready to be on the road alone.

The full 10-year staffing model showing these numbers, as well as the expansion to the five Districts, 24 zones plan with the "slow start" phase is shown below. Note, Fiscal Year 2024 (FY 24) is the current budget year with current active positions. Changes/increases will be implemented beginning in FY 25.

Unit	Budget Year:	FY 24	FY 25*	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	FY 34
Total LE Command Staff		8	8	8	8	8	10	10	10	10	10	10
Law Enforcement:												
LE Road SGT & below		155	160	161	164	167	170	173	175	177	179	181
LE Lieutenants (by District)		4	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		22	22	22	24	24	24	25	25	27	28	29
Special Investigations		17	17	17	18	19	19	20	20	21	21	21
Major Case Division		22	22	22	22	26	26	26	27	27	27	29
Intel Division: Intel / CPO / SRO / MHU IRIS / STAR		28	28	28	31	33	35	35	35	37	37	37
Special Operations / Support - Certified		61	62	63	64	65	68	68	69	69	69	69
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		325	332	334	346	357	368	373	377	386	389	394
New Sworn Personnel			+7	+2	+12	+11	+11	+5	+4	+9	+3	+5

A staffing model was also completed by Research and Planning for the **Criminal Investigations Unit** and **Major Case Division** (Major Crimes, Computer Crimes, and Economic Crimes Units). The focus of

the Charlotte County Sheriff's Office is to have 62.5% of time spent on assigned cases and 37.5% on administrative tasks. The models are based on the number of staff assigned, caseloads, investigative time averaged for each case, as well as a review of projected estimated case increases/population over time. It was noted that increased Fraud/Scam related cases have impacted the average time per case percentages. Based on the review of personnel, analysis of workload, observations, and relief factor calculations, future estimated staffing needs were updated and included in the table above.

Detention

The Bureau of Detention has a different model for staffing, most of which is regulated by the Florida Model Jail Standards, the Florida Corrections Accreditation Commission, 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; risk of harm, unit responsibilities, and management challenges including relief factors for training, leave, injuries, turnover, etc. The model combines fixed posts and volume posts based on fluctuations in inmate population.

The Charlotte County Jail facility is equipped to house up to 921 inmates, taking into account 15% lost bedspace for classification and housing requirements/restrictions. At full capacity, the jail would require a maximum staff of 171 certified deputies to manage that inmate population. As populations of inmates fluctuate throughout the year, due to number of arrests and/or releases, projected staffing is determined using staffing needs for the average yearly overall population. During periods of short-term increased population, overtime coverage is provided to ensure proper supervision of inmates is maintained.

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 percentage increase/decrease projected is based on the actual inmate population over the last 20 years projected over time. Due to COVID19 regulations between 2020-2022, many jails throughout the United States saw abnormally lower populations, thus these years were considered "outliers" to the actual projected average.

Note, Fiscal Year 2024 (FY 24) is the current budget year and changes/increases will be implemented beginning in FY 25.

Budget Year:	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	FY 34
Detention Command Staff	2	2	3	3	3	3	3	3	3	3	3
Detention - Certified											
Administrative Lieutenant	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	137	136	136	138	138	142	144	145	146	146
Total Authorized Certified Staff:	150	146	146	146	148	148	152	154	155	156	156
New Positions Needed		-4			+2		+4	+2		+1	

Based on current inmate population trends, required housing unit staffing, and calculating the relief factor, 142 deputies are necessary to maintain adequate coverage. **Actual Detention manpower strength is currently 137 Full Time Employees.** Shortages observed due to vacant positions are

managed through overtime and supervisors covering to maintain the housing units. The Bureau of Detention has not encountered the projected rate of inmate population increases. Much of the decline can be attributed to the use of successful diversionary programs such as the Integrated Response for Intervention and Support (IRIS) Unit, Adult Pre-Arrest Diversion Program (APAD), and internal jail recidivism reduction initiatives and programs. The Office plans to expand and institute additional diversionary programming, easing the previous projected inmate housing and detention staffing needs. As the Sheriff's Office remains dedicated to being a good steward of public funds, requests for certified detention positions in the upcoming budget have been reduced to better align with actual service needs.

Staffing will be monitored and adjusted as needed, with 5 FTE positions requiring to be increased for each new housing unit that may open. This number combines the mandatory fixed positions as well as relief factors for a 24-hour per day per 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, as noted, the Bureau of Detention may need additional staff and resources to help provide those voluntary recidivism-reducing courses.

Civilian Support Staff

Civilian support staff was also analyzed for the growth of the agency. Civilian staff plays a key role to the successful function of the Sheriff's Office, from finance, human resources, risk management, information technology, communications dispatch, administrative assistants, clerks and office managers, intelligence analysts, supply/warehouse staff, training specialists, records staff, etc. The help from these vital positions ensures 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) has 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 Office growth over the next 10 years. Note, Fiscal Year 2024 (FY 24) is the current budget year and changes/increases will be implemented beginning in FY 25.

Budget Year:	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	FY 34
Civilian - LE											
Total LE Civilians	193	211	216	220	228	236	243	246	252	256	262
New Positions Needed		+18	+5	+4	+8	+8	+7	+3	+6	+4	+4
Civilian - Detention											
Total Detention Civilians	59	59	59	59	61	63	64	64	64	64	65
New Positions Needed					+2	+2	+1				+1

Communications

The Communications Unit currently has 44 allocated dispatch positions. In addition, there are static administrative positions of one Public Safety Manager, one 911 Manager, one Database Analyst, and one Quantity Assurance position, totaling 48 FTEs. The unit members are considered essential and positions must always be staffed.

Communications currently dispatches and relays calls for the Charlotte County Sheriff's Office as well as Charlotte County Fire/EMS, Animal Control, Englewood Fire Department, and Punta Gorda Fire Department. The total calls for service (which include Law Enforcement and Fire/EMS calls) have continued to increase from year to year, with approximately 265,537 calls for 2023, an overall 7.4% increase from 2021.

Staffing was revisited in 2024, and an assessment of the manpower needs was completed. This assessment accounted for 11 static console positions per shift plus 2 supervisors for a total of 13 static positions. The estimated staffing needs with volume-based call taker positions equaled 56 required positions, including relief factor and administrative personnel. Currently, staffing is at 48 positions leaving a difference of 8 positions to be hired in the next fiscal year. The positions per year will be evaluated annually to ensure that call volume and additional static console spots are added as service needs increase through 2034.

The updated Communications staffing numbers are included in the above graphs for LE civilian support staff.

CAPITAL IMPROVEMENT NEEDS/FACILITIES

In coordination with Charlotte County government, many of the identified capital improvements in the combined County and Sheriff's Office Strategic plans have already received funding, are completed, or are actively under construction.

District Five Sheriff's Office: The new District Five Sheriff's Office at Babcock Ranch will be located at 17755 Curry Preserve Drive, Punta Gorda. The new office was needed based on population growth, building permits, calls for service, and other contributing factors in the growing Babcock Ranch community. A Master Development Order agreement between Charlotte County and the developer was made to build a new Law Enforcement Office located in southern Charlotte County as part of the Master Babcock Ranch Concept Plan. Groundbreaking has already occurred, and the forecasted completion is currently set for February 2025 (Charlotte County Government, 2024).

District Four/Training Complex: The District Four Sheriff's Office/Training Complex will be at the same location as the current training site/firing range, providing a new 20,000 square foot building that can accommodate the increased training needs. This project is also being funded by the one cent sales tax. Groundbreaking ceremonies for the new building occurred on March 28, 2024, and forecasted completion is currently set for July 2025 (Charlotte County Government, 2024).

911/Communications/Headquarters: The new 911/Communications Dispatch area within the new Sheriff's Office Administration Building Public Safety Complex will be housed on the same campus as the new District Three Offices. The building was funded as part of the one cent sales tax. Groundbreaking ceremonies for the new complex occurred on June 04, 2024, and forecasted completion is currently set for February 2026 (Charlotte County Government, 2024).

District Two Sheriff's Office: The current District Two location is a leased commercial office space. 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)

Burnt Store Sub-station: 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 would be large compared to the small amount of square footage needed for this office.

Jail Expansion and Renovation: The original jail facility completed in 2001 was built to house approximately 640 inmates. Since that time, two additional facility expansion projects were completed, both increasing overall occupancy. Renovations to account for the additional needs on the support areas, such as the Kitchen and Laundry, have not been addressed. As an increased population is expected over time, expansion and renovations will be needed to provide for the inmates' needs. Detention leadership continues to communicate with county government to project and plan for housing/support area expansions.

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 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 agency's goals, and missions
- Cross-trained agency members who attend advanced training and continued education
- Equipment/Technology advances and improvements within the agency
- 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 or cross training to get them to the level of the members they are superseding through retirement or resignations of knowledgeable long-term employees
- Increased dependency on technology

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
- Increase recruitment using 30x30 and other diversity initiatives
- Utilization and proficiency of new technologies, systems, and processes
- Growth of the population and infrastructure within the county

Threats

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

- Diminishing local candidates due to aging demographics and economic factors
- housing factors
- Surrounding agencies and private sector companies competing for the same qualified, quality candidates
- Loss of experience due to retirements
- Increased cost of technology and benefits
- Challenges to mitigate organizational change fatigue
- Rapid growth within the community and the ability to meet the demands this progress commands
- Public perception, decreased interest in the profession, and violence on first responders
- Increasing crime rates related to fraud and theft offenses.

EMPLOYEE FEEDBACK

The Charlotte County Sheriff's Office added anonymous feedback questions into each Staff Inspection analysis concerning agency Goals and Objectives. The question, "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 Office 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**

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