



# **Lancaster County Sheriff's Office**

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## **5 Year Budget Plan- 2022-2027**

**Sheriff Barry S. Faile**

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# 5 Year Budget Plan Overview

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In an effort to help Lancaster County Administration and Council better prepare for our future needs, we have prepared the following 5-year plan regarding our expected needs. This should be considered a living document as it may change as our county and our department change.

At the Lancaster County Sheriff's Office our primary goal and *mission is to provide efficient, innovative, and professional law enforcement services tailored to the needs of individual communities to improve their quality of life and keep them safe.* In order to fulfill our mission, we have set forth the following goals for the next year.

1. Continue to recruit, train, and retain high quality personnel with the highest moral standards.
2. Reduce crime within the jurisdiction and improve the quality of life for our citizens.
3. Continue to use innovative tactics and new concepts like CrimeTRAC to reduce crime.
4. Continue to search for innovative and efficient means of conducting business and continually strive to upgrade current technology.
5. Maintain State Accreditation and National Accreditation.

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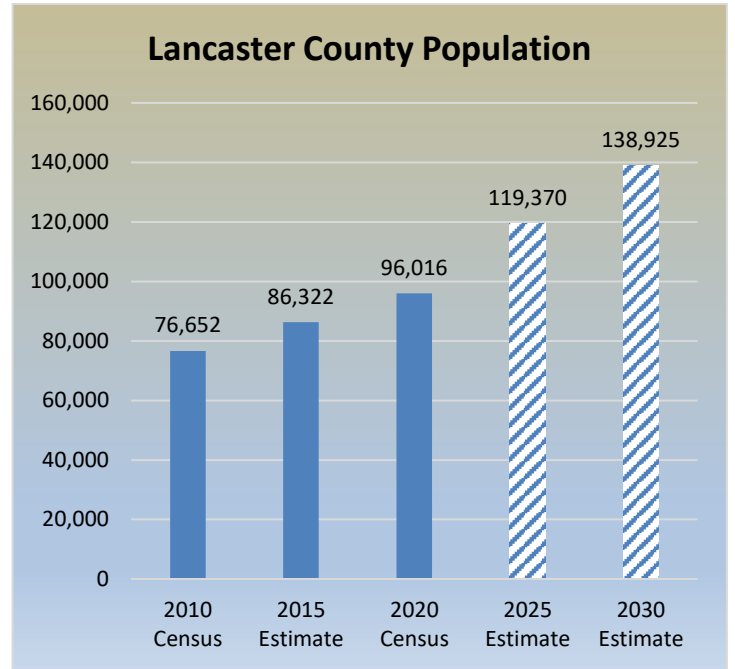
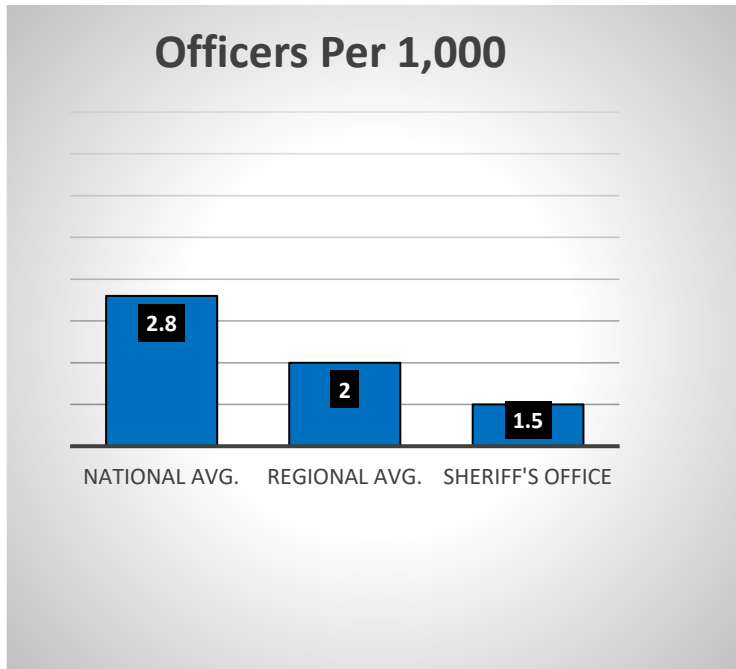
## Vision Statement:

**The Lancaster County Sheriff's Office will become the statewide standard in policing through our commitment to excellence, professionalism, and education.**

The Lancaster County Sheriff's Office is a State and Nationally accredited agency. We are dedicated to maintaining the high standards that we have put in place. We have without a doubt the best group of employees in the State. Our personnel are dedicated team players and will do whatever is necessary to get the job done. Over the last few years, our peers and other outside entities have repeatedly recognized our agency and our personnel for their outstanding service. Each day we strive to become the statewide standard in Law Enforcement. We will continue to adapt and change as necessary to improve the quality of service that we provide. We are committed to doing whatever is necessary to improve our community. Over the next 5 years we intend to focus on improving our relationship with the community, maintaining/recruiting high quality personnel, and preparing our agency for future demands that will be placed on us as the county continues to grow.

# Manpower

Managing the growth of the county, preparing for anticipated growth, and retaining qualified and trained personnel are areas of significant concern. Lancaster County is one of the fastest growing counties in South Carolina and the United States. Between 2010 and 2020 Lancaster County was the third fastest growing county in South Carolina, based on percentage growth, with over 25.26% growth from 2010 through 2020. Lancaster County has 549 square miles so our population density has increased from 139.6 residents per square mile in 2010 to 174.9 residents per square mile in 2020. Using the 2030 estimate our population density would increase to 253.1 residents per square mile.



As of July 2021, the Sheriff's Office consists of 127 sworn positions, 36 Correctional Officers, 30 non-sworn support positions, and 10 School Resource Officers. As has been the case nationwide, staffing remains an ongoing area of concern.

The Lancaster County Sheriff's Office is responsible for Law Enforcement services throughout the County of Lancaster with the exception of the City of Lancaster. The Sheriff's Office maintains multiple divisions that include Patrol, Investigations, Corrections, Judicial Services, Narcotics, and Support. The Sheriff's Office is an accredited agency through both the South Carolina Law Enforcement Accreditation Commission and The Commission for Accredited Law Enforcement Agencies (CALEA).

For comparative purposes the following information is from the 2019 Crime in the United States publication by the United States Department of Justice, table 71. County law enforcement staffing is not separated by population and is a national average of 2.8 sworn officers per 1,000 population. Municipal agencies are separated by geography and population; the same table shows that for a municipal department in the South Atlantic of 50,000 to 99,999 population the average is 2.0 sworn officers per 1,000 population. As indicated above, the Lancaster County Sheriff's Office has 127 sworn positions authorized. Using our current population of 96,106 (2020 Census number), to meet the national average of county agencies the staffing level should be 269 sworn positions. Using the South Atlantic municipal number in our population range, the staffing level should be 192 sworn positions. By either measure, our 1.5 sworn officers per 1,000 population is very low.

This low ratio is particularly troublesome when considering the fact that the Sheriff's Office provides general law enforcement services to over 90% of the county population, which is atypical when many Sheriff's Offices provide services to 50 to 60% of their county's population with some below 15%.

# 5 Year Budget Plan Outline

The first section of this plan will outline the significant budgetary increases for each of the upcoming years on top of already budgeted amounts. No mention of budgetary accounts that are not anticipated to change will be made. Each subsequent year represents anticipated changes and assumes that the previous year's request was granted and applied to the budget. The following narratives address each request and provide a justification.

Requested Item/Personnel	Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
1. Uniformed Deputies- Includes Salary and Fringe Benefits, 1-time Equipment Cost	4 Deputies \$343,220	4 Deputies/ 1 COAP Deputy \$429,025	4 Deputies \$343,220	4 Deputies \$343,220	4 Deputies \$343,220
2. Investigators- Includes Salary and Fringe Benefits, 1-time Equipment Cost	2 Investigators \$197,372	1 Investigator/ VCTF Grant Expires \$182,991	1 Investigator \$98,686	1 Investigator \$98,686	1 Investigator \$98,686
3. Public Information Officer Includes Salary and Fringe Benefits, 1-time Equipment Cost	1 PIO \$81,658	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
4. Administrative Assistant- Investigations	1 Admin \$60,029	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
5. Records/Grants	Nothing Anticipated	Nothing Anticipated	1 Clerk \$60,029	Nothing Anticipated	Nothing Anticipated
6. Evidence Clerk	Nothing Anticipated	Nothing Anticipated	1 Clerk \$60,029	Nothing Anticipated	Nothing Anticipated
7. COAP Grant Coordinator	Nothing Anticipated	1 Non-Sworn \$62,734	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
8. Career Ladder Improvement	\$503,158	Cost of Living	Cost of Living	Cost of Living	Cost of Living
9. Training	\$10,000	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
10. Law Enforcement	\$17,520	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
11. Special Projects	\$20,000	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
12. Protective Equipment	\$20,000	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated

# Uniformed Deputies

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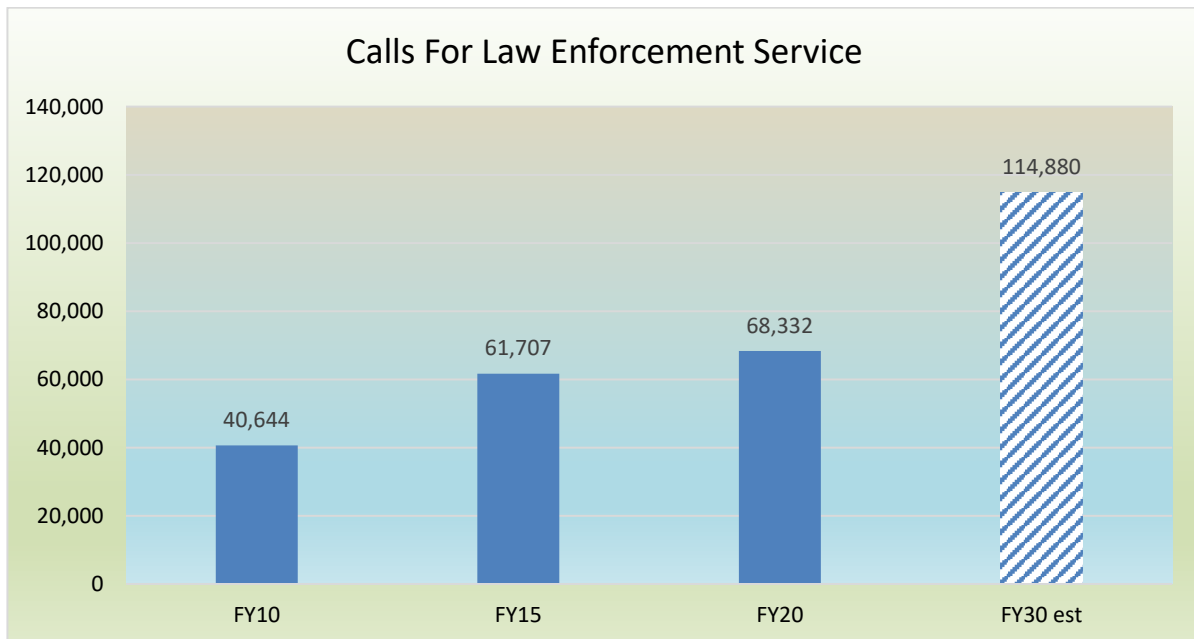
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A. **Year 1**- 4 Patrol Deputies

Presuming that Lancaster County continues to maintain the current population growth pattern, over the next ten years the number of District Deputies would need to increase to: District One – 27 deputies, District Two – 37 deputies, and District Three – 24 deputies. This equates to an increase of 19 deputies just within the Districts. The Street Crimes Unit would need another deputy to grow to 4 deputies. This totals to an increase of 20 deputies over ten years or 2 additional deputies per year within the Patrol Division just to maintain the current staffing level. Of course, additional deputies would be needed to address the overall shortfall discussed previously. Obviously additional deputies would impact the budget in areas other than salaries as vehicles and personal law enforcement equipment will be needed for each new deputy.

It is imperative that we continue to grow to keep up with growth in our county. The following statistics highlight our need to reach full staff and increase the number of deputies in our agency. As shown below, calls for service continue to increase. Calls for service have been steadily increasing over the last few years as the county continues to grow in population. Calls for service decreased for the first time in the last 12 years in 2020 due to the COVID pandemic. The rapid population increase in the Indian Land areas (District 1) has attributed to almost all of our increases.

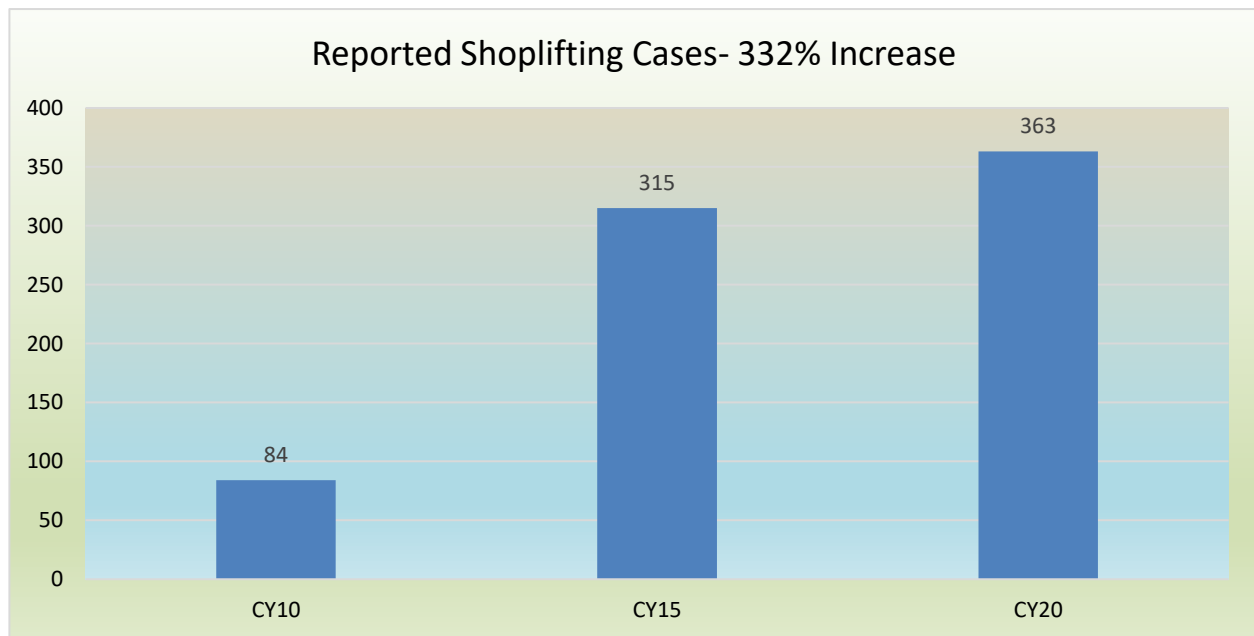
Data regarding calls for law enforcement service is inserted here as the vast majority are handled by the Patrol Division. Data points are historical data from Fiscal Year 2010, 2015, and 2020. The data point for 2030 is a projection using the same percentage increase from 2010 through 2020. It should be noted here that we feel the call for service number for 2020 is an outlier in that calls were down due to COVID-19. That said, the data shows a 68.12% increase in calls for service from 2010 through 2020. If that trend holds true, calls for service will increase to 114,880 by Fiscal Year 2030. This is obviously a more significant percentage increase than population and if this comes to pass it will impact the number of additional deputies that will be needed in Patrol, as well as in other Divisions.



District 1 (Indian Land) is particularly problematic for us. The addition of numerous retail establishments, neighborhoods, and apartment complexes in the Indian Land area have caused specific issues that have strained our resources. Shoplifting incidents have drastically increased over the last few years. Most of that increase comes from the Indian Land area following the construction of the businesses that were not previously present. These businesses, apartment complexes, and tightly compacted neighborhoods have shown to be magnets for civil disturbances. Due to the number of additional neighborhoods and complexes it is nearly impossible for our staff to patrol all of them on a regular basis. The below charts represent a small sampling of the call for service increase created by this development. None of these locations were present in 2010. Now consider that 5 Apartment Complexes with 1,169 Units and 6 new Subdivisions (3,300 homes) were permitted in 2020 and it is easy to see that that the increases will certainly continue.

Location	2017	2018	2019	2020	2021
Walmart	447	535	580	630	531
Carolina Commons	178	168	147	189	183
Lowe's	90	132	150	125	161
Redstone	13	91	143	169	171
Apts- Indigo/Bailes Ridge	127	228	254	299	249
The Mason	0	0	7	56	95

In preparation for what will come, we have been researching neighboring areas that have fully developed retail areas. What we have found is that those agencies have significantly higher levels of larcenies than we do. A great deal of the difference is due to a higher frequency of retail and commercial theft. For example, the City of Rock Hill (population 73,000) has 62% more Larcenies than we do. As another example, the City of Pineville which has a population under 10,000 reports almost the same number of larcenies as we do. We believe that this is what we can expect as the county continues to develop. We must have more resources to face these issues. Without additional resources, response times will increase and our deputies will be spending less time in residential areas.



# Uniformed Deputies (Continued)

Without the additional deputies, we will continue to be overwhelmed with calls for service, and the quality of service we are able to provide will steadily decline as the population and demand for service increase. Our response times will continue to increase and we will be unable to provide the current level of service and protection. The chart below shows our anticipated needs for uniformed patrol deputies over the next five years.

## Progression of Manpower

Positions	Current	Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
District 1- Patrol	21	25	27	29	32	34
District 2- Patrol	29	29	31	33	33	35
District 3- Patrol	19	19	19	19	21	21
Traffic/Street Crimes Unit	3	3	3	3	3	3



# Investigations

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2. **Year 1- 2 General Investigators-** Presuming that Lancaster County continues to maintain the current population growth pattern, over the next ten years the number of Investigators would need to increase to: Criminal Investigations – 14 deputies, Drug Task Force – 8 deputies, and Violent Crime Task Force – 6 deputies. This equates to an increase of 6 deputies just within this division. This totals to an increase of 6 deputies over ten years or just over one deputy every other year within the Investigations Division just to maintain the current staffing level. Of course, additional deputies are needed to address the overall shortfall discussed previously. This request includes 1 position to account for growth and 1 position to address the shortage.

**Year 2- Violent Crime Task Force Lieutenant-** In October of Year 2 the Violent Crime Task Force Grant (3 Year grant) will be expiring. The VCTF has been a great success. We have partnered with the City Police Department and the Solicitor’s Office to put together a team of 8 members that can focus on reducing and prosecuting violent crime through the county.

**Year 2-5- Additional General Investigators as outlined above**

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## Progression of Manpower

Positions	Current	Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
Investigators	14	16	16	17	18	19
Narcotics Officers	6	6	7	7	7	7
Crime Scene Investigators	5	5	5	5	5	5
Domestic Violence Investigator	1	1	1	1	2	2

# Support Services

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3. **Public Information Officer:** Public Information Officer: We are requesting this new position so that we can hire a full-time dedicated PIO. Currently, PIO duties are split between several people. We have seen a tremendous increase in the complexity and number of Freedom of Information Act and discovery requests. These requests typically consume most of our staff attorney's time each day. Requests from the media have also increased. In addition, our use of social media and other communication platforms has also increased. Having a dedicated PIO would allow a single person to focus on communication with the public and free a number of current employees up to do their primary assignments.
  4. **Administrative Assistance-Investigations:** This request will allow us to hire an administrative assistant for the Investigations Division. During the COVID pandemic the court system was almost completely shut down causing a significant backlog of criminal cases. During the same time the county has experienced extreme growth increasing the number and complexity of criminal cases. These issues combined have strained our investigative division. The recruitment and retention of sworn deputies has declined forcing us to look for non-sworn personnel to fulfill roles traditionally filled by deputies. The purpose of this position will be to assist with administrative tasks within the investigation division which frees up investigators to focus on their assigned cases. This also assists the Solicitor's Office by eliminating any delay in the criminal justice process ensuring that cases are adjudicated in a timely manner. These tasks will include handling case file preparation to ensure cases are quickly and efficiently handled by the court system, working as a liaison between the Investigations Division and the Solicitor's office to assist in case preparation and management, preparing various administrative reports, assisting victim's in case preparation, managing and communicating case priority levels, and assisting investigators with administrative tasks (research, file building, victim communication, etc.). This position will improve the quality of criminal cases prepared by our agency and decrease the amount of time required to bring those cases before the appropriate court of jurisdiction ensuring there is no delay in the adjudication process.
  5. **Records Clerk:** We are requesting that an additional records clerk be hired in **Year 3**. As calls for service increase on the street, the amount of paperwork that flows through the office increases by a like amount. The additional position is necessary to keep up with those increases.
  6. **Evidence Clerk:** We are requesting that an additional evidence clerk be hired in **Year 3**. As calls for service increase on the street, the amount of evidence that flows through our property room increases by a like amount. If we are not able to keep up with the disposal of evidence that is no longer needed, our storage area will quickly reach its maximum level. The additional position is necessary to keep up with those increases.
  7. **COAP Grant Coordinator:** In **Year 2** we will be requesting that the COAP Grant Coordinator position be continued following the expiration of a 4-year grant.
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# Budget Line Items

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8. **Career Ladder Improvement:** \$508,158 Career Ladder improvement is necessary to stay competitive with surrounding agencies. We must be able to compete to hire and retain highly qualified and trained personnel.
  9. **Employee Training:** We are requesting that \$10,000 be added to the training budget to support an increase in scenario-based training and other specialized training. This additional money will be used to increase the advanced training that we provide to our officers. In order to maintain our high standards we must train our personnel beyond the minimum standard.
  10. **Law Enforcement:** \$17,520- In 2021, a new Crime Scene Technician was added to our Crime Scene Division. We are requesting a 1-time addition of \$17,520 to purchase necessary equipment for the new technician.
  11. **Special Projects:**
    - a. Parking Lot Seal and Stripe- \$10,000- Our parking lot at the main campus is in need of attention. We have multiple pot holes, cracking, and fading space markers. We are requesting the additional funding to repair and repaint our parking lot.
    - b. Painting and Carpet- \$10,000- We are requesting an additional \$10,000 to replace carpeting and repaint several high traffic areas of the main Sheriff's Office.
  12. **Protective Equipment:** \$20,000- We are requesting a 1 time increase of \$20,000 in this line item. The additional funding will be used to replace aging protective equipment for our Crowd Control Team and SWAT Team.
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# Capital Requests

These requests are based on expected capital needs for the next five years.

Requested Capital	Year 1- 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
1. Vehicle Expenditure Increase	\$2,212,974	\$1,136,614	\$1,136,614	\$1,136,614	\$1,136,614
2. Evidence Storage Expansion	\$1,444,000	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated

- Capital Request:** Annual Vehicle Expenditure: We are requesting **an additional \$1,584,974 (Total \$2,212,974)** for the capital vehicle replacement fund. We have prepared a vehicle replacement program after a thorough review of our vehicle fleet. In order to meet County policy and stay in line with accepted best practices we should be replacing approximately 23 vehicles in our fleet each year. The 2021 patrol vehicle total cost (base price plus upfit of police equipment) was \$49,418. This cost has been steadily rising. The current allotment for vehicle replacement is simply not sufficient. Currently there are 31 front line vehicles in service that have in excess of 125,000 miles and out of compliance right now. The current vehicle order of 11 will reduce that to 20 however we would need an additional 23 vehicles to stay in an appropriate rotation as additional vehicles fall out of compliance. The additional requested money will allow us to replace approximately 43 vehicles in the next fiscal year.



# Detention Center

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At the Lancaster County Detention Center our primary goal and mission is to **provide efficient, innovative, and professional correctional services which protects the citizens of Lancaster County by creating a safe, secure, and humane place of incarceration**. In order to fulfill our mission, we have set forth the following goals for the next year.

1. Continue to recruit, train, and retain high quality personnel with the highest moral standards.
2. Continue to search for innovative and efficient means of conducting business and continually strive to upgrade current technology.
3. Work with Lancaster County Administration and Council to increase staffing to level recommended by the Association of Counties' staffing assessment.
4. Work with Lancaster County Administration and Council to begin the construction process for a new Detention Facility.

Since 2009, the Sheriff's Office and Detention Center have made unbelievable strides in the level of professionalism and service that we provide to the citizens in Lancaster County. We have also shown the ability to adapt and change as necessary to improve our quality of service. That ability and willingness to change has led to great improvements in our service. We have completely rewritten the Detention Center Policy and Procedures manual, improved the hiring process to ensure our personnel meet the highest standards, improved our processes to streamline efficiency, and implemented a new corrections management software.

Although we have made great strides, we do have several weak areas that are in need of improvement within the Detention Center. The County of Lancaster has experienced dramatic growth which greatly impacts our Detention Center. These increases make it difficult for our current staff to safely and adequately meet the needs of the facility.

Our most prevalent weaknesses are aging technology and infrastructure. Our Detention Center was built in the late 1970s and is currently outdated, inefficient, plagued with safety issues, and overcrowded. We have started the planning process for a new facility that is needed to replace the current center. A special 1 cent sales tax was passed in November 2020 to fund the new facility.

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# Detention Center Budget Outline

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The first section of this plan will outline the significant requested and anticipated increases for each of the upcoming years on top of already budgeted amounts. No mention of budgetary accounts that are not anticipated to change will be made. Each subsequent year represents anticipated changes and assumes that the previous year's request was granted and applied to the budget. The following narratives address each request and provides a justification for it.

Requested Item/Personnel	Year 1 2022/2023	Year 2 2023/2024	Year 3 2024/2025	Year 4 2025/2026	Year 5 2026/2027
1. Correctional Officers	4 C/O \$281,344	2 C/O \$140,672	2 C/O \$140,672	2 C/O \$140,672	2 C/O \$140,672
2. Career Ladder Improvement	\$105,228	Cost of Living	Cost of Living	Cost of Living	Cost of Living
3. Maintenance Technician	\$57,698	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
4. Contractual Services	\$15,000	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated
5. Capital Projects	\$275,789	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated	Nothing Anticipated

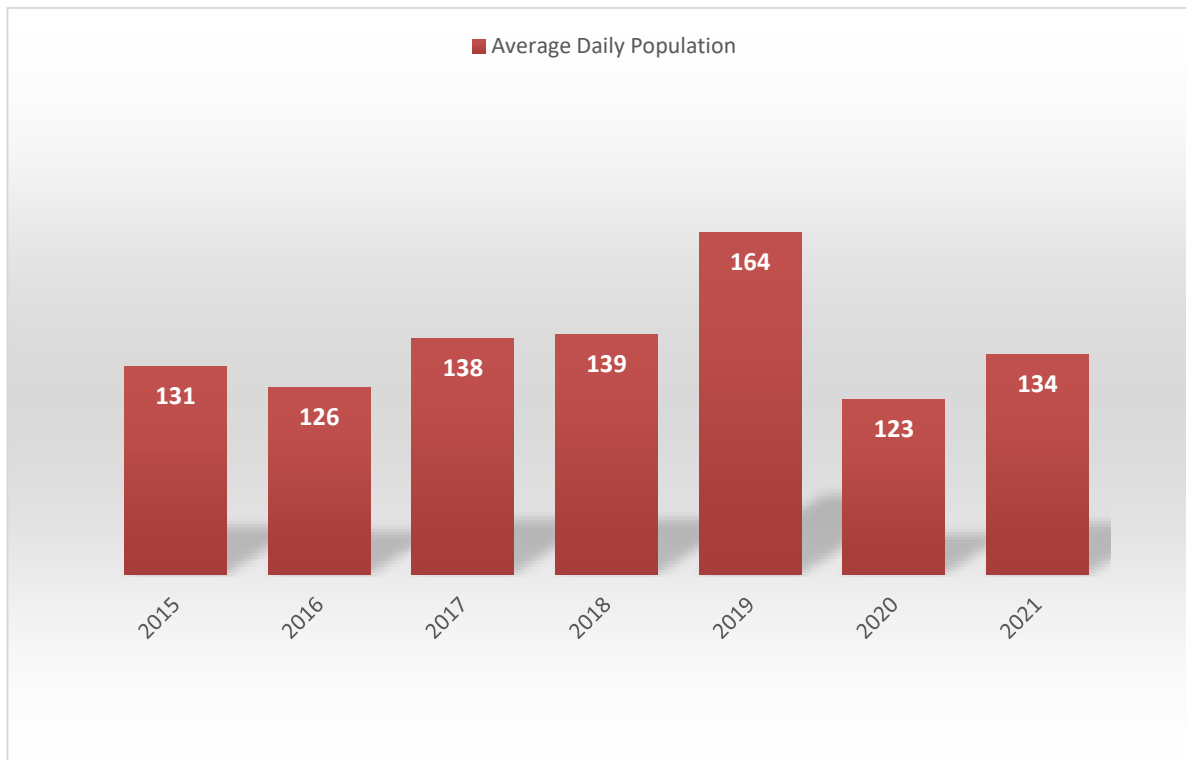
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# LCDC Inmate Population

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Our facility currently has 121 beds. Every year we are cited by the Department of Corrections for issues that relate to overcrowding. Our biggest issue with our population occurs because we do not have enough maximum-security space for our growing number of violent inmates. 36 % of our space is barrack-style housing designed for trustees who have been sentenced. On average, less than 5 % of our inmate population falls into this category. In 2019, we were granted a waiver from SCDC which temporarily allows us to house low level pre-trial inmates in this space. Although, this has helped, we are still in dire need of a larger facility.

In 2018 our average daily population was 139. The highest census throughout 2018 was recorded at 168 inmates. In 2019, the average daily population was 164 and the highest recorded population is 211. On an average day, we have approximately 40-60 inmates sleeping on the floor with just a mattress. These record high numbers continued into 2020 until the COVID 19 Pandemic struck. When this occurred a number of factors greatly reduced our jail population to an average daily population of 123. In 2021, the average daily population began rising again towards pre-pandemic levels. We anticipate that as the pandemic eases, our population numbers will continue to sky rocket.



# Manpower

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## 1. **Correctional Officers:** \$281,344 (Salary, benefits, uniforms, and equipment)

In December of 2018, we received a staffing assessment completed by Robert Benfield from the South Carolina Associations of Counties. Mr. Benfield's assessment recommended 39 personnel for the detention center. We are still 2 correctional officers short of Mr. Benfield's minimum staffing recommendation. Proper staffing is essential to ensure so that we are able to adequately and safely operate the facility. **In addition, the new Detention Center that has been approved will require more staff than we currently have. We need to increase our staffing gradually over the next few years so that we do not have a significant increase all at one time.**

## 2. **Career Ladder Improvement:** \$105,228- Recruitment and retention at the Detention Center continues to be an issue. In 2019, we had 6 correctional officers resign. In 2020, we had an additional 4 officers resign. In 2021, we had 8 officers resign which is 22% of our force. Almost all of these officers left for the private industry. As of January 2022, we had 6 vacant positions. Applications for these positions have been few and far between. Some of our best candidates have come from SCDC and the career ladder improvement is important to keep us above the starting salary for the Dept. of Corrections. **The 2022/2023 Governor's Budget has requested \$31,000,000 for salary increases to state law enforcement agencies.** Competition for officers is high but we are losing more to the private industry. We must increase our salaries to stay competitive.

\*Special Note: We have a new revenue source that will more than cover the cost of the ladder improvement. Our new inmate communication system (Smart Communications) has increased our monthly revenue by almost 6-fold. On an annual basis, we are estimated to bring in \$142,000 more each year.

## 3. **Detention Center/Sheriff's Office Maintenance Tech:** \$57,698 (Salary, Fringe, Cell Phone)- We are in need of a maintenance technician dedicated primarily to the Detention Center. Our aging facility is fraught with daily maintenance problems. We are contacting County maintenance on a daily basis with issues. County maintenance is unable to consistently meet the needs of the facility. Issues are routinely addressed with temporary fixes and no long-term solutions. We have a long list of projects that need to be completed but are not being addressed. As one example, county maintenance has spent a combined \$69,200 over the last two years on plumbing issues with a single vendor. The Maintenance Directors reports that most of this expenditure is directly related to the Detention Center. This technician could also service issues at the Sheriff's Office complex.



# LCDC Budget Line Items

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- 4. Contractual Services:** \$15,000- We are requesting this 1 time increase to repaint areas of the Detention Center that are in disrepair.



# Capital Requests

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CAPITAL PROJECTS: There are multiple areas of the aging facility and multiple pieces of significant equipment that are in need of replacement. Almost all of these requests would be eliminated by the construction of a new facility.

1. Windows- Currently we have 22 windows in the old section of the facility (1979). The inmates have punished these windows over the last 40 years. Inmates have routinely thrown items at the windows and used various tools to knock the screens out of them. In addition, many of the windows do not properly open and close. This makes it very difficult to regulate the temperature within these cells. We are without a doubt wasting energy that is lost through the windows that do not function. It also makes it difficult to keep insects out of the facility. We are requesting that \$155,789 be added to capital projects to repair the windows.
2. Rolling Cell doors- This project is necessary to repair and replace our rolling cell door system in the 6 original cell blocks. These doors are failing on a regular basis. County maintenance has advised that the systems are on their last leg and it will only be a matter of time before they are unable to repair the breakages. When this system breaks it creates a dangerous situation for both the officers and the inmates. We have had situations where inmates were trapped in their cells and/or officers were trapped outside of the cell blocks. Many years ago, we had a quote of \$20,000 per cell block to repair the systems. We are confident that this number is no longer valid. We have contacted a number of vendors and have not yet been able to secure a quote to repair the system. We are continuing to work with vendors to determine what the extent of the repair will be.