

# ALLOCATION OF STATE LAW ENFORCEMENT RESOURCES

Major Mark E. Sauls

## Abstract

As a result of strategic planning, the Florida Division of State Fire Marshal has realized the need to analyze the regional allocation of sworn personnel and resources based upon calls for service. As a part of this research, the six statewide regions should be examined to determine if the regions are properly aligned in consideration of balancing the future needs of the organization. Law Enforcement administrators periodically employ studies to determine proper deployment of resources in their effort to combat crime in a given geographical area where an immediate response is required. Information obtained through an internal survey that targets first line supervisors and middle management was utilized in conjunction with internal organizational statistical data to determine if the regions, personnel and resources are properly deployed in an effort to provide maximum operational efficiency.

## Introduction

The allocation of personnel and resources for a statewide law enforcement agency can present some unique issues related to proper deployment of limited personnel and resources. This is especially true when the numbers of calls for service are typically higher in a metropolitan area than in rural. Even though a higher population density can suggest the need for deploying more personnel and resources, adequate deployment is also essential for rural areas of the state. One such effort is to avoid frequent delays in responding to calls for service while lessening drive time for personnel.

As a part of strategic planning by the Florida Division of State Fire Marshal, allocation of personnel and resources was analyzed to determine if personnel and resources within the Bureau of Fire and Arson Investigations are operating at a satisfactory level, or is there a need for reallocation to meet or exceed performance measures.

## Literature Review

### *Quantitative Methods for Optimizing the Allocation of Police Resources*

Law Enforcement administrators are often faced with data that must be validated, but are sometimes pressed to make sound and rational decisions on a regular basis. Most decisions call for an assessment of factual information, which requires the need to utilize quantitative methods of analyzing administrative problems. This methodical approach has become more apparent in today's law enforcement profession. (Shumate and Crowther 1966)

With the increase in population in most jurisdictions, it is logical to suggest that the frequency of crime could be on a steady increase and sometimes viewed as problematic without analyzing the problem and offering a solution towards reducing criminal activity. The increase in specialized duties, workloads and policies can be a

small sampling of why problems require an assessment rather than relying on intuitive judgment alone. (Shumate and Crowther 1966)

The law enforcement profession has seen many positive changes over the years that have been paramount to the enhancement of services. Over a broad spectrum, technology has dramatically assisted law enforcement in increasing efficiency in communications, recordkeeping, transportation and forensics. The increase in manpower has assisted many agencies, but regardless of the increase in efficiency and manpower, workloads have also increased in services and enforcement operations. (Shumate and Crowther 1966)

Today, law enforcement administrators are becoming more reliant on the use of quantitative techniques for the analysis of allocating personnel and resources. However, without the implementation of statistical data for the purpose of tracking, real factual data cannot be gleaned in order to make rational decisions towards deployment of personnel and resources. When allocating personnel, it is suggested that the total time required to complete a task is one important factor to consider. The second is the ability to be proactive as a means of deterring crime while determining how to deploy personnel. (Shumate and Crowther 1966)

The demands for law enforcement services are said to occur at irregular times which pose problems in trying to anticipate the deployment of sworn personnel. Law enforcement generally understands that occasional adjustments of deploying personnel are to be expected in order to respond to the needs of the community. (Shumate and Crowther 1966)

#### *The Strategic Management of Police Resources*

Law enforcement has the ability to be resourceful by seeking out new ways to enhance the deployment of personnel. Problem-solving, strategies and community involvement is said to assist in formulating crime control objectives. This is most commonly performed as a part of community oriented policing. Some law enforcement administrators are exploring new avenues to handle the demand for service while looking at ways to enhance the expectation of the public. (Kennedy, D. 1993)

Today, administrators utilize strategies to analyze patterns and clusters of calls. The ability to look at existing crime trends provides insight into identifying strategies that can be deployed to mitigate certain criminal activity. Without being proactive and recognizing active or ensuing problems, law enforcement administrators will not be competently informed to know if resources are properly deployed to adequately handle a substantial increase in criminal activity. (Kennedy, D. 1993)

#### Method

The purpose of this research is to determine if personnel and resources are properly allocated for the six regions in the Division of State Fire Marshal, Bureau of Fire and Arson Investigations. Data collected through the survey targeted all first line supervisors and middle management who are assigned to field operations. The survey addressed response time to calls for service in comparison to the amount of accumulated time required to travel to and from calls. The survey also addresses the geographical location of sworn personnel in relationship to counties that have a higher population density where the majority of calls for service occur.

Another portions of the survey addressed the administrative obligations of sworn personnel in regards to required paperwork that must be completed in a timely manner.

Sworn personnel travel several counties to submit the paperwork, which decreases amount of time that could be utilized for latent investigations or report writing. This portion addressed the amount of drive time required and the frequency of submitting required paperwork.

The survey addressed the six statewide regions in regards to operational efficiency and the need to examine the re-alignment of regions. The potential for re-alignment would be instituted to enhance response time to calls while reducing overall travel time. Other internal statistical data was used in conjunction with this portion of the survey to validate the need to re-align regions.

Specific regions in the state with overwhelming calls for service, in counties of higher population, were examined through internal agency data and statistical data from those targeted counties. This was done to address the proper allocation of sworn personnel as it relates targeting the counties where adequate cover is needed. The survey also addressed the potential need for additional personnel in those specific regions.

Other information was gathered from the survey along with internal statistical data from the Bureau of Fire and Arson Investigation and specific counties throughout the state. The data that was examined dealt with population, the geographic size of those counties, travel time and number of calls for service on an annual basis.

#### Results

The survey was utilized to solicit factual data based upon experience of field supervision while determining if there was any commonality among the six regions. The survey targeted six captains and ten Lieutenants in field operations based on the daily supervision of personnel, calls for service, case management and the submission of mandated paperwork. The survey was administered by the Florida Department of Financial Services through the use of the "Question Pro" survey program. There were a total of fourteen survey questions with the first two questions being insignificant because both questions were used to determine the supervisors rank and region of assignment.

The following questions were selected because of their relevance in regards to resource allocation and response to calls for service. The survey results for all questions, including bar graphs can be found in Appendix A.

*Questions #3* dealt with maximum driving distance (one way) to arrive at an investigation. The results show that 75.00% of the supervisors indicated that detectives drive between 100-200 miles one-way while only 18.75% of the supervisors indicated between 50-75 miles. There was only one supervisor (6.25%) who indicated that a detective could travel in excess of 200 miles one-way to an investigation.

*Question #4* relates to the total average drive time for sworn personnel to respond to an investigation and return to their respective residence. The actual investigative time on scene is not inclusive. The results show that 50% of the supervisors felt that drive time was between 3-4 hours. 37.50% of the supervisors indicated a drive time between 1-2 hours while 12.50% of the supervisors expressed that drive time could be between 5-6 hours.

*Question #5* relates to the question of drive time exceeding the amount of time spent at an initial investigation. The results show that 62.50% of the supervisors felt

that drive time exceeds the actual time on scene for the initial investigation. 37.50% of the supervisors indicated that drive time did not exceed the initial investigation.

*Question #6* relates to sworn personnel residing in or near the counties that generate the largest volume of calls. The results show that 81.25% of the supervisors said that their sworn personnel reside in the counties with the largest call volume. The remaining supervisors indicated that 18.75% of the sworn personnel resided in the outlying counties.

*Question #8* related to regions seeing an increase or decrease in call volume over the last three years. The results show that 75.00% of the supervisors said that call volume has remained about the same. The remaining (25.00%) supervisors said that there has been a decrease in call volume in their respective regions.

*Question #9* relates to how many additional personnel could your region use in order to efficiently and effectively handle current call volume. The results show that 43.75% of the supervisors said that 2-3 additional sworn personnel could be used while the other 31.25% of supervisors say they could use between 1-2 sworn positions. The remaining 2 (25.00%) supervisors said they did not need any additional positions.

*Question #10* targets a reduction in call volume being attributed to several reasons. Overwhelmingly, 87.50% of the supervisors felt that the reduction was due to Florida Administrative Code 69A-61, Initial Fire Scene Assessment. Other reasons that were insignificant only accounted for 2 supervisors.

*Question #12* relates to the implementation of electronic signatures for mandated paperwork as a means of reducing drive time for personnel to drive to their field office. The results show that 81.25% of the supervisors strongly agree that electronic signatures would reduce drive time while the remaining 18.75% of the supervisors somewhat agreed.

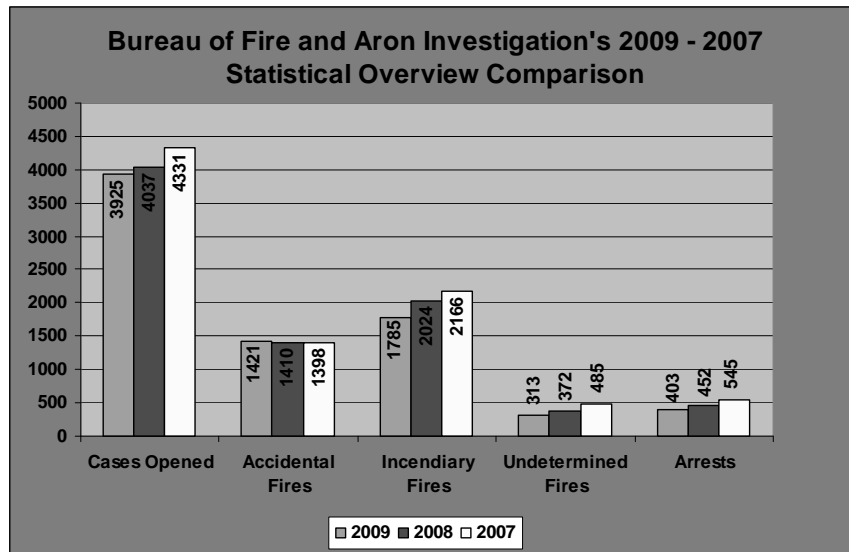
*Question #13* relates to the realignment of regional boundaries for the purpose of allocating personnel and resources based on call volume. The results show that 37.50% of the supervisors felt that the realignment would have a neutral effect while 31.25% of the supervisors said it would have a positive effect. One (6.25) supervisor said it would have a strong positive effect while two (18.25) supervisors said realignment would have a negative effect.

*Question #14* asked supervisors if their region was adequately staffed to efficiently handle current and projected call volume. The results indicate that 50.00% of the supervisors somewhat agreed that their region was adequately staffed while 43.75% of the supervisors somewhat disagreed. One (6.25%) supervisor strongly agreed that staffing was adequate.

Statistics for the Bureau of Fire and Arson Investigation of the Florida Division of State Fire Marshal has remained constant over the past three calendar years, 2007 through 2009. Arson (Incendiary) fires showed a slight decrease during this period. Aside from Undetermined fires being slightly reduced, arson arrests had also seen a drop from 545 in 2007 to 403 in 2009.

GRAPH 1. Overall Bureau Statistics

The graph is



below

representative of the number of open cases that were generated by each region during 2007 through 2009. These statistics further support the overall number of open cases by the Bureau of Fire and Arson during this same period of time.

TABLE 1. Open Cases by Region

Bureau of Fire and Arson Cases Opened			
Region	2007	2008	2009
Northwest	527	514	462
North	339	304	271
Northeast	606	545	333
North Central	1034	938	960
South Central	761	771	740
South	1064	934	940

Each regional commander (captain) provided driving distances for sworn personnel who were the furthest distance from his/her assigned field office. The purpose was to determine what the driving distance and time would be for personnel to submit mandated paperwork and evidence. Personnel also come to their field office to obtain supplies, attend meetings and conduct case management review with their immediate supervisor.

The results of the data related to driving distance from a residence to assigned field office ranged from 42.5 to 95 mile in District II that encompasses the North Central, South Central and South regions. The average drive time would range from 48 minutes to 1.27 hours. For example, Detective C, who resides in Citrus County would drive 67 mile one way to submit mandated paperwork. District I encompasses the Northeast,

Northwest and North region, driving distance ranges from 21.7 to 61.5 miles. The average drive time would range from 27 minutes to 1.25 hours. Even though Detective Y is 81.4 miles from his residence to the Tallahassee Field Office, Detective Y has a satellite office in Suwannee County that is approximately 25 miles from his residence.

The second part of the geographical mapping of the six regions was to examine the furthest driving distance and time those personnel could likely drive when called to investigate a fire or explosion scene during normal work hours, while on-call or while conducting latent investigations. The results were based on calculated roadway miles from north to south and east to west for established regional boundaries. The data shows that the region with the most driving distance and time was the South Region with 194.6 miles from north (Indian River County) to south (Key West). Driving distance across the South Region from east to west equated to 148.9 miles. The remaining 5 regions had driving distances ranging from 70.8 – 177.6 miles.

The third part of the geographical mapping involves the office locations while creating a 35 mile radius for determining the proximity of personnel in respect to their assigned field office. The 35 mile radius was selected as a means of determining the optimal drive time for personnel from their residence to the field office. Based on an average speed of 55 mph with traffic flow being taken in to consideration, it could take personnel approximately 38.18 minutes to arrive at their field office.

The final part of the geographical mapping was to determine the distance currently traveled by the Regional Commander for the South Region due to the overwhelming land mass from the east coast to the west coast of Florida. The Region Commander resides in west Broward County and currently drives 131.5 miles, one-way to reach the Ft. Myers Field Office on the west coast. In comparison, the Regional Commander for the South Central Region, who resides in Northern Highlands County, would drive a distance of 91.2 miles to reach the Ft. Myers Field office. It is noted that 8 out of the 12 counties assigned to the South Central Region are located along the west coast of Florida.

#### Discussion

The survey presents varied opinions, however, it should be noted that all of the six regions are unique in geographical make-up and call volume. Most of the six regions appear to have somewhat equal parts of urban and rural while the Northwest region (panhandle) tends to have more rural and some urban. Call volume is typically higher in the metropolitan areas, such as, Jacksonville (Northeast Region), Tampa (South Central) and Orlando (North Central). The South Region is unique in the sense that metropolitan areas are more abundant along the east and west coast of the state from about Lake Okeechobee south to the Florida Keys.

It can be inferred that drive time is of significant importance when it comes to providing a reasonable response time in consideration of a successful investigation, evidence preservation and customer service. The reduction in drive time can be viewed as a way to increase the actual investigative time with a reduction in fuel and maintenance cost. The actual cost savings would not be realized without the ability of tracking data for comparison to previous fiscal years.

The survey questions regarding driving time and distance appear to be more of an issue than adequate staffing issues for present and future call volume. In the survey, 75.00% of the supervisors indicated that personnel drive 100-200 miles one way to arrive at an investigation. This driving distance could be somewhat reduced by re-aligning regions based on call volume and personnel who reside in close proximity to regional boundaries. This same scenario could hold true for assessing the need of shifting counties of responsibility in a region from one field office to another.

According to the survey, supervisors reported for the most part that call volume had remained about the same and in some cases, call volume had decreased. This is more the reason to concentrate operational efforts on analyzing current regional boundaries and counties of assignment in consideration of reducing drive time while optimizing the amount of time that could be spent on an investigation.

In response to the survey question regarding *“how many additional personnel could your region use in order to efficiently and effectively handle current call volume,”* the present state of the economy in Florida would not lend the likelihood of allocating additional personnel for each of the six regions. However, future strategic planning should objectively address this issue as a long range goal. One other means of addressing adequate staffing might be to analyze call volume in respect to regional alignments. The realignment of several regions to address call volume verses staffing might be a means to somewhat balance caseloads in several regions where other regions might have personnel in low call volume areas that are in proximity to regional boundaries.

In retrospect, there are no internal policies that forbid sworn personnel from crossing their assigned regions to conduct an investigation in another region that is in proximity or is a reasonable driving distance from regional boundaries. This practice would only amount to implementing an internal procedure that could be directed and approved by regional supervision. This practice can be used to decrease response time while enhancing customer service to other public safety departments. This is a practice (first response area) most commonly used today in the fire service where regardless of jurisdiction, the closest engine company responds in an effort to significantly reduce response time with an emphasis on preservation of life and property.

Consideration should be given as a means to reduce drive time for the Regional Commander while reducing the overwhelming size of the South Region. Realignment between the South and South Central regions could result in the Fort Myers Field Office and respective counties being assigned to the South Central Region. This would keep the South Region Commander focused on all operations and respective counties along the east coast of the state, stretching from Indian River County to the Florida Keys. The South Central Region would then have all the counties from the Tampa Bay Area south to Collier County. Additionally, drive time for the Regional Commander in the South Central Region would be significantly reduced when required to drive to the Ft. Myers Field Office. Counties assigned to the Ft. Myers Field Office border counties that are assigned to the Lake Wales and Tampa Field Offices in the South Central Region.

In regards to the overwhelming 87.50% of the supervisors that felt that the reduction in call volume was due to Florida Administrative Code 69A-61, this writer has a profound understanding of how this administrative code has reduced the call volume in some regions. The 69A-61, *“initial fire scene assessment”* was enacted to address the barrage of request for fire investigations that typically turned out to be accidental in cause. Because of lengthy response times, fire services would request a fire investigator immediately without conducting an initial assessment. The assessment is used as a means for public safety to determine if the fire or explosion incident is accidental in cause or is there probable cause to warrant the notification and response of the State Fire Marshal.

Before there is any consideration of amending or repealing 69A-61, the Division of State Fire Marshal should survey sworn personnel and customers to determine the worth or success of 69A-61. Ultimately, the objective is to concentrate more investigative time on priority cases that are considered arson or involves death, significant loss to a community based on industry, houses of worship, hate crime or those that are political in nature.

In regards to the use of electronic signatures, this type of technology is being used more and more as a means to speed up the approval of investigative reports and administrative documents. Presently, the Division of State Fire Marshal, Bureau of Fire and Arson Investigations has wireless computer technology in all vehicles issued to sworn personnel and the potential does exist that electronic signatures could be established. A feasibility study could be done to identify a specific method or program while addressing policy and security concerns.

The question posed to supervisors regarding their region being adequately staffed to efficiently handle current and projected call volume drew mixed opinions. With mixed opinions, it seems only logical that all regional supervisors should endeavor to closely monitor statistical data on a monthly or even quarterly basis for the purpose of identifying emerging trends, increases and decreases in call volume or geographical areas of the region that might be exhibiting a spike in arson fires. The ability of a supervisor to take a proactive stance will assist him or her in their operational planning while implementing strategies for the future.

Statistical data from 2007 through 2009 indicate that there has been a slight decrease in open (initiated) cases and arrests over this three year period. This should prompt regional commanders (Captains) to analyze current data to determine if fires in there region have been on a decline, or has Florida Administrative Code 69A-61 (Initial Fire Scene Assessment) played a part in the reduction.

Another factor to consider is drive time and how it can hamper the ability for public safety to request an investigator to a fire or explosion scene because of a longer response time. Sworn personnel who were indentified as residing outside the 35 mile radius of their respective field office are likely faced with additional drive time to scenes dependant upon where they reside. For instance, Detective "C" in the South Central region resides in Citrus County and receives a call to drive 125-162 miles to south Sarasota County for a fire investigation. This would also present the same type of circumstance for a detective to drive from North Miami to the lower Florida Keys.

The analysis of geographical data specific to the six regions shows that the majority of personnel in the six regions reside within a 35 mile radius of each field office. Personnel who were identified as residing the furthest distance (outside the 35 mile radius) from their office would drive between 3 – 60 additional miles to reach their field office. Where this appears to be an issue of increased driving mileage, this could also be seen as an advantage when personnel residing in nearby counties serviced by another field office could be deployed or reassigned to achieve a significant improvement in response time.

Administrators and management must also consider staffing levels based on a reduction in calls. If call volume has been significantly reduced in field offices, regional supervision should determine if there is a need to shift vacant positions from either one office or region to the next in an effort to equally distribute current caseloads assigned



to sworn personnel. The ultimate goal is to have adequate staffing levels to handle current and projected call volume.

#### Recommendations

In reviewing the survey completed by the regional supervisors, the statistical data for the previous three years and mapping data, some recommendations should be considered for future strategic planning.

#### *Field Operations Recommendations*

- Monitor quarterly statistics related to emerging trends, increase and decrease in call volume and spikes in arson in specific areas of their region or field office.
- Realignment of District II by placing Ft. Myers Field Office under the South Central Region.
- Survey sworn personnel in the six regions and customers to determine to success of, or need to amend or repeal Florida Administrative Code 69A-61, *“Initial Fire Scene Assessment.”*
- Implement a reciprocal agreement among regional supervisors where the closest personnel could respond across regional boundaries for investigations as a means to enhance response time while reducing drive time.
- Implement electronic signatures for mandated paperwork as a means to reduce drive time for sworn personnel to drive to their respective field office.

Mark Sauls is a certified Law Enforcement Officer and Firefighter with 29 years of combined experience in public safety. In 1989, Mark began his career with the Florida State Fire Marshal's Office as a Law Enforcement Investigator with the Bureau of Fire and Arson Investigations. In 2000, Mark was promoted to the rank of Lieutenant, supervising field operations in Polk County for the South Central Region. In 2004, he was promoted to the rank of Captain, serving as the regional commander for the South Central Region, which encompasses 12 Florida counties in the Tampa Bay area. Since January 2008, Mark has served as the District 2 Major overseeing the operations of the three most southern regions of the state with the Bureau of Fire and Arson Investigations.

## References

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Allocation of Personnel and Resources  
 Division of State Fire Marshal  
 Survey Questions and Results

**Q1**

What is you're your current rank?

Lieutenant	<b>10</b>	<b>62.50%</b>
Captain	6	37.50%
<b>Total</b>	<b>16</b>	

**Q2**

What is your region of assignment?

Northwest	2	12.50%
North	2	12.50%
Northeast	<b>4</b>	<b>25.00%</b>
North Central	2	12.50%
South Central	2	12.50%
South	4	25.00%
<b>Total</b>	<b>16</b>	

**Q3**

What is the approximate distance (one way) in miles that sworn personnel must travel the maximum distance to arrive at an investigation?

0-25	0	0.00%
50-75	3	18.75%
100-200	<b>12</b>	<b>75.00%</b>
200 plus	1	6.25%
<b>Total</b>	<b>16</b>	

**Q4**

What is the total average drive time for sworn personnel to respond to an investigation?  
 (includes responding to the scene and return back to residence)

1-2 hours	6	37.50%
3-4 hours	<b>8</b>	<b>50.00%</b>
5-6 hours	2	12.50%
7 or more hours	0	0.00%
<b>Total</b>	<b>16</b>	

**Q5**

Does drive time exceed the amount of time spent at an initial investigation?		
Yes	10	62.50%
No	6	37.50%
<b>Total</b>	<b>16</b>	

#### Q6

Are the majority of your sworn personnel residing in or near the counties that generates the largest volume of calls?		
Yes, within the counties with the largest call volume	13	81.25%
No, in outlying counties	3	18.75%
<b>Total</b>	<b>16</b>	

#### Q7

In your opinion, are regional boundaries properly aligned?		
Yes	13	81.25%
No	3	18.75%
<b>Total</b>	<b>16</b>	

#### Q8

Has your region seen an increase or decrease in call volume over the last three years?		
Increase	0	0.00%
Decrease	4	25.00%
Call volume has remained about the same	12	75.00%
<b>Total</b>	<b>16</b>	

#### Q9

How many additional personnel could your region use in order to efficiently and effectively handle current call volume?		
None	4	25.00%
1-2	5	31.25%
2-3	7	43.75%
3-4	0	0.00%
5 or more	0	0.00%
<b>Total</b>	<b>16</b>	

#### Q10

Can the reduction in call volume be attributed to one of the following reasons?		
Florida Administrative Code 69A-61	<b>14</b>	<b>87.50%</b>
Consultation phone calls where a non-response is likely to occur	1	6.25%
Jurisdictions are performing their own investigations	1	6.25%
Other	0	0.00%
<b>Total</b>	<b>16</b>	

### Other Option [Other]

Locals do not want to wait on SFM response, so they do not call

### Q11

What is the geographical make-up of your region?		
Mostly urban with some rural	3	18.75%
Equal parts of urban and rural	<b>7</b>	<b>43.75%</b>
Mostly rural with some urban	4	25.00%
Majority rural	2	12.50%
<b>Total</b>	<b>16</b>	

### Q12

Do you agree that electronic signatures for mandated paperwork would reduce drive time?		
Strongly agree	<b>13</b>	<b>81.25%</b>
Somewhat agree	3	18.75%
Neutral	0	0.00%
Somewhat disagree	0	0.00%
Strongly disagree	0	0.00%
<b>Total</b>	<b>16</b>	

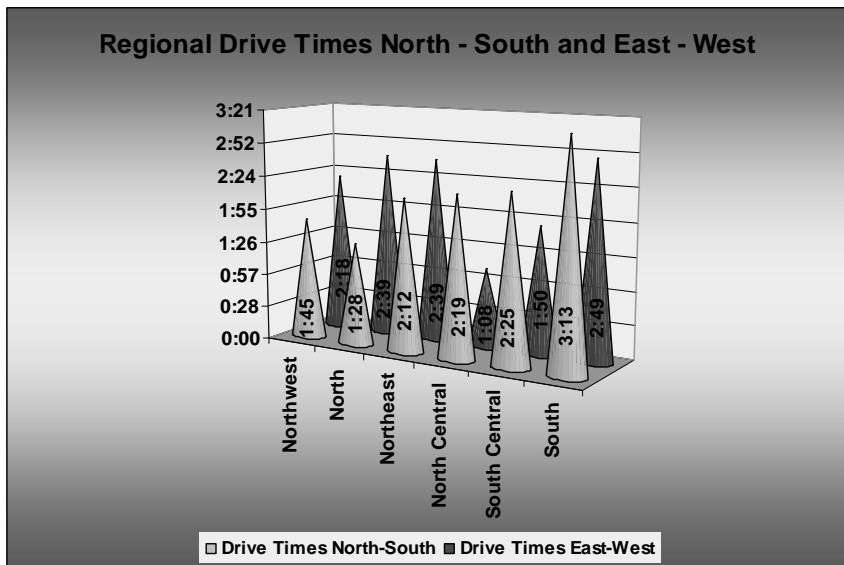
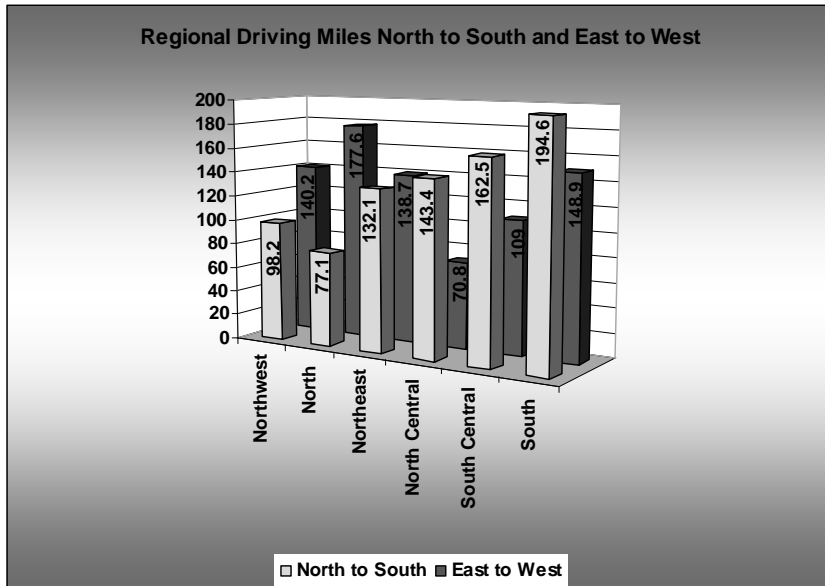
### Q13

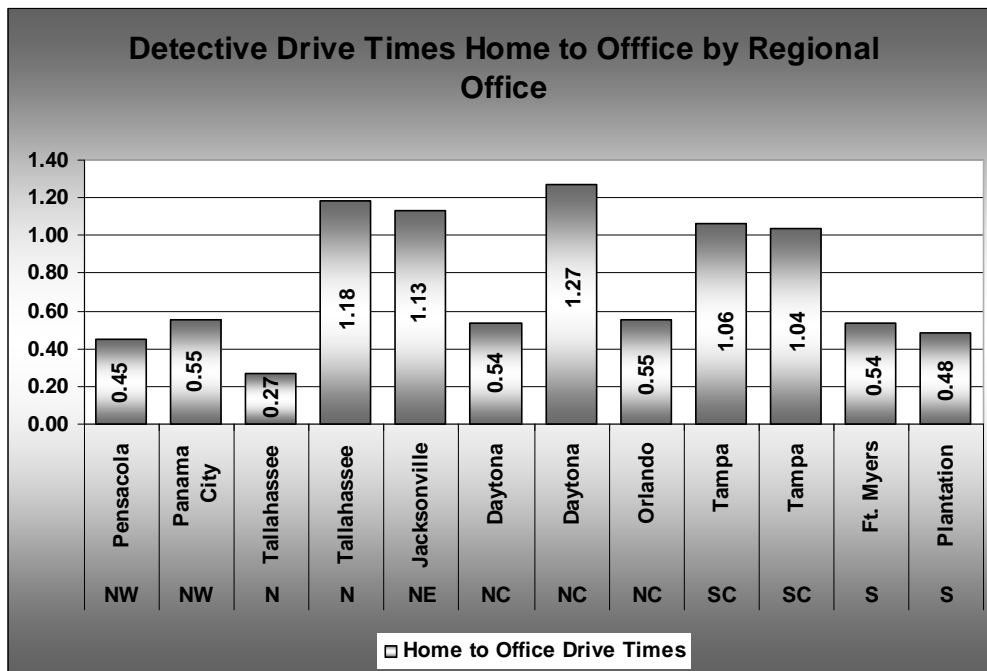
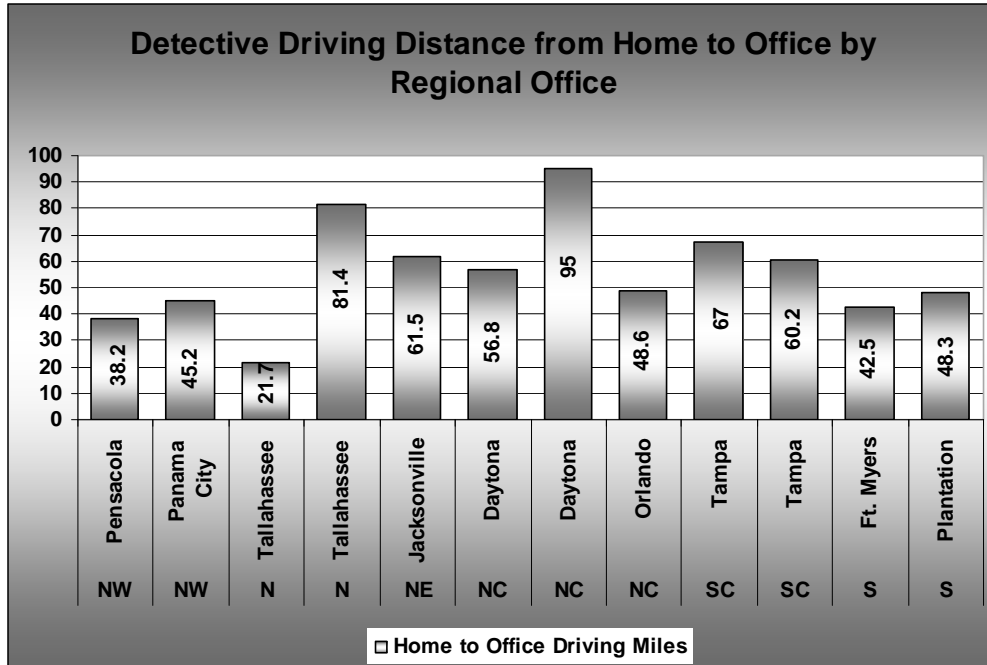
The realignment of regional boundaries for the purpose of allocating personnel and resources based on calls for service would have what effect on the efficiency of your region?		
Strong positive effect	1	6.25%
Positive effect	5	31.25%
Neutral	<b>6</b>	<b>37.50%</b>
Negative effect	3	18.75%
Strong negative effect	1	6.25%
<b>Total</b>	<b>16</b>	

### Q14

Is your region adequately staffed to efficiently handle current and projected call volume?		
Strongly agree	1	6.25%
Somewhat agree	<b>8</b>	<b>50.00%</b>
Neutral	0	0.00%
Somewhat disagree	7	43.75%
Strongly disagree	0	0.00%
<b>Total</b>	<b>16</b>	

# ALLOCATION OF PERSONNEL AND RESOURCES FLORIDA DIVISION OF STATE FIRE MARSHAL REGION MAP MILEAGE





APPENDIX C  
 ALLOCATION OF RESOURCES AND PERSONNEL  
 FLORIDA DIVISION OF STATE FIRE MARSHAL  
 GEOGRAPHICAL MAP DATA

*Microsoft MapPoint 2009 was used to determine the driving mileage in each region for the furthest distance via roadway driving. Distance in driving mileage was determined by the below methodology.*



- Furthest driving distance is defined as the maximum distance that any detective might travel within his/her region in response to an investigation or other law enforcement duties.

## **NORTH CENTRAL REGION**

Summary: 70.8 miles (1 hour, 8 minutes) NC Region East to West Via Interstate 4

Summary: 143.4 miles (2 hours, 19 minutes) NC Region North to South via Interstate 95

Summary: 56.8 miles (54 minutes) Det. B driving distance from Port St. John to Daytona Office

Summary: 95.0 miles (1 hour, 27 minutes) Det. S driving distance from Palm Bay to the Daytona Office

Summary: 48.6 miles (55 minutes) Det. Z driving distance from Lessburg to Orlando Office

## **NORTH REGION**

Summary: 177.6 miles (2 hours, 39 minutes) North Region East to West via Interstate 10

Summary: 77.1 miles (1 hour, 28 minutes) North Region North to South via SR 221 and US 19

Summary: 21.7 miles (27 minutes) Det. R driving distance to Tallahassee Office

Summary: 81.4 miles (1 hour, 18 minutes) Det. John Y driving distance from Live Oak to Tallahassee Office

## **NORTHWEST REGION**

Summary: 140.2 miles (2 hours, 18 minutes) NW Region East to West via Interstate 10

Summary: 98.2 miles (1 hour, 46 minutes) NW Region North to South via SR231 and US 98

Summary: 38.2 miles (45 minutes) Det. G driving distance from Jay to the Pensacola Office

Summary: 58.8 miles (57 minutes) Det. C driving distance from Dorcas to the Pensacola Office

Summary: 45.2 miles (55 minutes) Det. W driving distance from Chipley to the Panama City Office

## **NORTHEAST REGION**

Summary: 132.1 miles (2 hours, 12 minutes) NE Region South to North via Interstate75 and US 441

Summary: 138.7 miles (2 hours, 39 minutes) NC Region West to East via US19 and SR 20

Summary: 61.5 miles (1 hour, 13 minutes) Det. J driving distance from Hollister to the Jacksonville Office

Northeast Region (Baker and Columbia County)

Summary: 70.7 miles (1 hour, 5 minutes) Ocala Field Office to Lake City, Columbia County

Summary: 71.2 miles (1 hour, 4 minutes) Jacksonville Field Office to Lake City, Columbia County

Summary: 39.2 miles (37 minutes) Jacksonville to Sanderson, Baker County

Summary: 43.7 miles (39 minutes) Macclenny, Baker County to Lake City

Ocala Office (Citrus and Sumter)

Summary: 40.0 miles (45 minutes) Citrus County to Ocala Office (Detective C)

Summary: 38.1 miles (36 minutes) Wildwood, Sumter County to Ocala Office

## **SOUTH CENTRAL REGION**

Summary: 162.5 miles (2 hours, 25 minutes) SC Region distance from North to South via Interstate 75

Summary: 109.0 miles (1 hour, 50 minutes) SC Region Distance from West to East via SR60

Summary: 67.0 miles (1 hour, 6 minutes) Det. C driving distance from Inverness to Tampa Office

Summary: 60.2 miles (1 hour, 4 minutes) Det. S driving distance from Anna Maria Island to Tampa Office

## **SOUTH REGION**

Summary: 194.6 miles (3 hours, 13 minutes) South Region North to South (Florida City) via Turnpike and CR821

Summary: 129.4 miles (2 hours, 36 minutes) South Region Florida City to Key West via US1

Summary: 148.9 miles (2 hours, 49 minutes) South Region West to East via SR80

Summary: 42.5 miles (54 minutes) Det. R driving distance from North Port to Ft. Myers Office

Summary: 48.3 miles (48 minutes) Det. G driving distance from Cutler Bay to Plantation

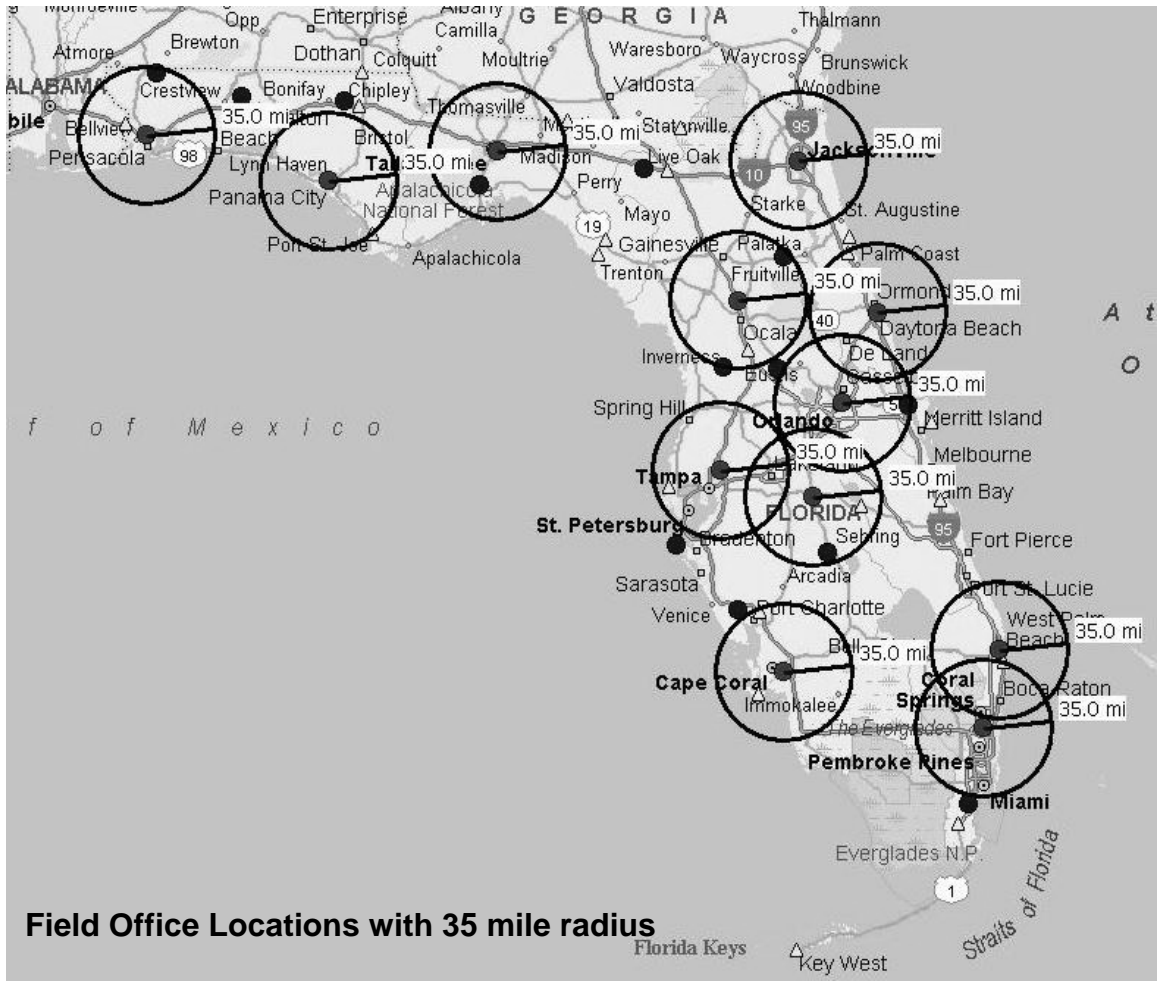
South Region (Region Captains travel) Re-Org.

Summary: 91.2 miles (1 hour, 40 minutes) SC Captain (Avon Park) to Ft. Myers Office

Summary: 131.5 miles (1 hour, 59 minutes) South Captain (Cooper City) to Ft. Myers

- Push pins were placed at the furthest point of the geographical boundaries of each region from north to south based on established roadways or major interstates.
- Push pins were placed at the furthest points of the geographical boundaries of each region from east to west based on established roadways or major interstates.
- Red circles plotted on the map denote the physical address for each field office.
- Blue circles plotted on the map denote the town/city location of detectives that are considered the furthest distance from a field office. The residential address for detectives were not utilized for the purpose of officer safety.
- Yellow triangles denote the regional boundaries (north, south, east and west) for the purpose of determining maximum distance in driving mileage that a detective could likely travel within their assigned region.
- Radius circles were centered over each field office to denote a 35 mile radius as optimal driving distance based on traffic concerns and adequate response times to fire and explosion scenes.

MAP 1. FLORIDA DIVISION OF STATE FIRE MARSHAL



**Field Office Locations with 35 mile radius**