

**ALACHUA COUNTY SHERIFF'S OFFICE
STRATEGIC PLAN w/Goals & Objectives
CALENDAR YEARS 2016-2021
UPDATES/RESPONSE BY COMMANDERS**



PROTECT, SERVE AND SUPPORT OUR COMMUNITY WITH INTEGRITY

This document is intended to serve as a guide to establish, amend and measure the Alachua County Sheriff's Office's effectiveness and capabilities, and to provide a plan to meet the evolving needs of the Alachua County citizens through constant review and analysis of programs, responsible fiscal management and assessment of the employees and community we serve.

(Signature on file)
Sadie Darnell, Sheriff

Date: 1/24/17

This report as well as future reports will be published on the Alachua County Sheriff's Office website at www.alachuasheriff.org

Copies are also available by contacting the Public Information Office at 352-367-4045.

This Strategic Plan covers four successive calendar years, and is updated annually. It includes agency and commanders goals and objectives, and a means to tie those goals and objectives to performance management evaluations, as well as provisions for review and revision as needed.

BACKGROUND:

The Alachua County Sheriff's Office (ACSO) serves as the primary law enforcement agency for Alachua County with five distinct responsibilities (criminal, court security, civil, corrections, communications), with a jurisdiction of over 900 square miles. Our law enforcement service includes patrol deputies, narcotics, traffic enforcement, school resource, crime prevention, investigations. We operate the county jail with an average daily inmate population of 776 in 2015. The Combined Communications Center processes emergency and non-emergency calls for service for the ACSO, Gainesville Police, Alachua County Fire Rescue, Gainesville Fire Rescue, and various volunteer fire departments under contract with the County. The Center processed approximately 393,734 emergency and non-emergency calls from citizens in Alachua County in 2014. Of these calls, 243,020 were specifically for law enforcement services for Alachua County Sheriff's Office deputies, or the police officers of the Gainesville or High Springs Police Departments. Note: The Waldo Police Department was eliminated in 2014.

POLICY:

- A. The Alachua County Sheriff's Office Strategic Plan addresses short and long range goals and objectives of the ACSO. Input from Command Staff and through the Bargaining Unit (PBA) will be encouraged and recognized as critical to this yearly review process.
- B. ACSO Directive 006 addresses the agency mission statements and process for identifying goals and objectives. Creation and carryover of goals and objectives will be done annually and published each year.
- C. Attainment of goals and objectives will be provided in a report to the Sheriff by all Bureaus/Divisions of the agency on an annual basis.
- D. Evaluation of current programs and requests for future programs and plans will be reviewed with the Sheriff and selected Command Staff and the Accounting and Budget CFO during each fiscal year budget process.

MISSION STATEMENT:

Service to the Community First. Commitment to the Employees Always. Through our partnerships we are The Alachua County Sheriff's Office – Always Committed to Serving Others.

VALUE STATEMENT:

Protect, Serve and Support Our Community with Integrity.

ALACHUA COUNTY SHERIFF'S OFFICE

2016 Strategic Plan Areas of Focus

Goal #1: Provide the highest level of protection to our citizens, employees and community

Goal #1. Strategy 1.1 Increase the Lethality Assessment Program (LAP) compliance to a minimum of 65% of the victims who screen in speak to a counselor

Objective 1.1.1 Improve number/percentage of High Danger victims who speak with the domestic violence hotline to 65%.

Assignment: Patrol Operation Division/

Timeframe for Implementation: Ongoing

Measurement of accomplishment:

- Review Daily LAP screenings
- Conduct roll call training at least once every six months
- Send out email reminders about issues/problems that periodically arise.

Update: In March of 2016, Cpt. Maynard was reassigned to the Patrol Operations Division. Soon after, Trauma Intervention and Special Services Bureau Chief Laura Knudson brought the falling Lethality Assessment percentages in Patrol to Captain's attention. The Patrol Operations Goal as stated above is 65% of domestic violence victims who screen for high danger must speak to a counselor. By the end of April, the Patrol Operations average was 45% and we were in danger of failing to attain our established goal in this area. Through a series of trainings including, a meeting attended by a domestic violence survivor and Watch Commanders, shift briefing discussions on the importance of the LAP screen, Watch Commander led training, and continual reinforcement and awareness of our percentages, significant improvement has occurred. As of the end of 2016 the Patrol Operations Division is at 70% with a year to date monthly high percentage of 86%. This improvement would not have been possible without the buy in and strong commitment to excellence in this area by the men and women of the Patrol Operations Division.

Goal #1. Strategy 1.2 Focus traffic enforcement on high hazard moving traffic violations

Objective 1.2.1 Focus traffic enforcement on high hazard moving traffic violations including DUI, red light running, following too closely, failure to yield right of way, etc.

Assignment: Patrol Operations Division

Timeframe for Implementation: Ongoing

Measurement of accomplishment: Review traffic stops, Arbitrator Videos Review traffic citations. Monitor special details including "Click it or Ticket", Motorcycle Enforcement Details, etc... Monitor the above to ensure there are more high-hazard citations being written than minor citations.

Update: During 2016 the Alachua County Sheriff's Office Patrol Operations Division participated in the National Click it or Ticket campaign. Additionally, we conducted DUI saturation details during every University of Florida home football game. In 2016, Patrol Operations deputies arrested 155 people for driving under the influence. During shift briefings emphasis has been placed on focusing ACSO resources towards high hazard enforcement. The deployment of resources for targeted enforcement has been limited to violations such as unlawful speed and reckless or careless driving. To date, a total of 6989 traffic citations were written during calendar year 2016, roughly 50% of those would be classified as "high hazard". It is worth noting that deputies frequently stop violators for high hazard infractions, then exercise discretion by issuing a citation for a lesser infraction.

Goal #1. Strategy 1.3 Maintain and fully staff the Patrol Operation Division

Objective 1.3.1 Strive to maintain the staffing level for all shifts to ensure that training, in-service training, Special Teams training and efficient use of earned leave is possible for both the deputies and supervisors

Assignment: Patrol Operation Division, Patrol Support Division

Timeframe for Implementation: Ongoing

Measurement of accomplishment: Review the Patrol Operation Division Roster and Position Control Roster.

Update: In the 2016 calendar year the Patrol Operations Division successfully navigated numerous challenges in the area of staffing while maintaining the primary focus of superior service to our citizens and officer safety for our personnel. Some of the staffing challenges included a use of force investigation resulting in five deputies being placed on routine reassignment due to a criminal and internal investigation, several significant injuries to Patrol Operations personnel, and numerous open FTE positions. Additionally, the ACSO Patrol Operations Division made an unprecedented move to a two unit per call mandate in response to the alarming number of violent attacks on law enforcement officers nationwide. In order to successfully meet our goals and objectives the Patrol Operations Evening Shift was reassigned to support day and night shifts on both Team 1 and Team 2 for a majority of the calendar year. This measure in combination with restrictions on eight hour days as well as several months of an extra duty Patrol Operations staffing enhancement allowed for necessary training to occur and personnel to be afforded time off. The Patrol Operations Division will continue to review our response to these challenges in order to identify areas of improvement.

Goal #1. Strategy 1.4 Expand our media outreach to a larger community audience through the use of social media outlets and crime prevention presentations.

Objective 1.4.1 Increase public awareness regarding crime prevention, safety tips, and other critical events through the use of social media outlets, Facebook, Twitter, and Instagram.

Assignment: Public Information Office (PIO) -Crime Prevention

Timeframe for Implementation: Ongoing

Measurement of accomplishment: Feedback and comments received from members of the community through social media and the ACSO website. Have an increase in the number of community members following ACSO on social media.

Update: In 2016, several social media initiatives have been launched in order to increase the effective reach of our public awareness campaigns as they relate to law enforcement and community activity within the Alachua County Sheriff's Office. All social media accounts saw a marked increase in community reach. Facebook followers increased to 23,717 (a 77% increase), and Twitter followers increased to 5,469 (a 16% increase). Several new social media initiatives were also launched (Periscope and Instagram) which will expand our reach in previously untapped social media markets. Additionally, the Public Information Office launched its NIXLE System which currently has 4,194 subscribers. NIXLE affords an emergency alert system to which the general public may subscribe for text and/or email alerts, and also provides anonymous tipping functions for crime prevention enhancement as well.

Goal #1.Strategy 1.5 The Juvenile Relations Bureau will promote the agency's Teen Driver Challenge Program.

Assignment: School Resource Deputies (SRD), Lt. Levy, PIO

Timeframe for Implementation: January thru December 2016 -Ongoing

Measurement of accomplishment: Annual Report

Update: We are currently looking to offer the program over one day and not two to increase enrollment. We usually fill every class, but with a budget for 8 classes a year does not allow for growth. With having the class offered in one day, we will also hold more classes in the summer with on duty time

Goal #1. Strategy 1.6 The Juvenile Relations Bureau will fully implement the recently awarded Drug and Firearm Awareness grant. The grant funded a "non-aggressive" narcotic trained K-9. The K-9 will be used for drug and firearm education and for school drug searches.

Assignment: JRB Sergeant Nigel Lowe

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Quarterly Reports, Annual Report

Update: The Juvenile Relations Bureau continues to go K9 searches and demos in the school. In 2016, the JRB K9 unit conducted 45 searches and 5 demos.

Goal #1 Strategy 1.7 Update and replace the security cameras at the Criminal Justice Center.

Objective 1.7.1 Work with Court Administration and County I.T. to execute an overhaul of the security camera system. This overhaul will be completed in stages over the next few years. This update will include adding/replacing the current cameras that have been in use since 2004. This project will enhance the Court Security Bureau's ability to monitor ingress and egress of the CJC. This process will increase personnel protection levels by providing clearer pictures and provide better placed cameras to capture those images.

Assignment: Court Security Bureau

Timeline for Implementation: Begin October 2016 and complete by December 2020

Measurement of Accomplishment: Project completion

Update: This is a new project that was just started and will take several years to complete.

Goal #1 Strategy 1.8 Enhance patrol deputies knowledge when conducting initial investigations.

Objective 1.8.1 Provide basic interview and interrogation training for patrol deputies to enhance their ability to gain information from witnesses and suspects.

Assignment: Criminal Investigations Division

Timeline for Implementation: Ongoing

Measurement of Accomplishment: A training session will be conducted in the PSR and attended by patrol deputies with a roster to document attendance.

Update: Due to logistical reasons and Patrol staffing levels, this goal was not obtained. Requesting approval to remove this goal as Patrol availability is uncertain due to staffing and consider this as an in-service block of training.

Goal #1. Strategy 1.9 The Patrol Operations Division/Evening Shift as well as the Criminal Investigations Division Crime Analysts will further develop a version of Intelligence Led Policing (ILP) which is tailored to our agency's needs, utilizing best practices from other agencies.

Objective 1.9.1 Evening Shift leadership will ensure that best practices are explored and followed up on to determine which methods will work for our agency.

Assignment: Patrol Operations Division Evening Shift

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Input will be garnered from Patrol, CID and CIB elements to identify active offenders in areas throughout the county experiencing an increase in index crimes. Input will also be sought from CID and TISSB with regard to identifying High Risk IPV offenders for the program as well. Once identified, offenders will be flagged in the ASO Master Index as participants in the ILP program with corresponding field interview requests aimed at gathering intelligence to be disseminated to patrol and investigative units with the goal of decreasing index crimes and incidents of IPV throughout the county. CIB will assist in monitoring the program, updating the database and disseminating pertinent intelligence to Patrol and CID elements in order to assist in focusing enforcement and investigative activities. Comparative analysis of the number of index crimes over a given time period will be conducted to gauge the effectiveness of the program.

Update: Due to staffing challenges the Patrol Operations Evening Shift was temporarily reassigned for the majority of the calendar year. While this measure has since been cancelled, all FTE vacancies in the Patrol Operations Division have been shifted to the Evening Shift in order to ensure adequate staffing levels on both day and night shifts. These measures have temporarily postponed any measurable progress in the proposed Intelligence Led Policing (ILP) model. As staffing levels improve in calendar year 2017 this objective will be addressed

Goal #1. Strategy 1.10 Provide a systematic, objective and impartial method of investigating concerns regarding employee misconduct.

Objective 1.10.1 Conduct Administrative Investigations arising from allegations of employee misconduct or lack of performance, criminal investigations and use of deadly force incidents.

Assignment: Office of Professional Standards Inspectors

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Review policies and procedures related to the agency established disciplinary process, report the number of Administrative Investigations completed in the OPS Annual Report, report the disciplinary range for sustained cases agency wide in the OPS Annual Report.

Update: Ongoing. Compiled number of investigations will be submitted in the OPS Annual Report in March 2017.

Goal #1. Strategy 1.11 Monitor the LAP-Lethality Assessment Program and provide regular updates to related ACSO Divisions.

Objective 1.11.1 Provide monthly updates to Crime Analysis for COMSTAT meetings and monthly report to InVEST, and Annual Report to Sheriff, community partners

Assignment: Trauma Intervention Special Services Bureau

Timeframe for Implementation: Monthly, Annually

Measurement of accomplishment: Regular Reports

Update: During this reporting period (1/1/16-12/15/16), ACSO conducted 434 Lethality Assessment Program screens. In sixty seven per cent (67%) of the screens done by ACSO Deputies, the victim screened in as "high danger," totaling 277. Of the 277 victims who screened as "high danger" the deputies encouraged sixty nine percent (69%) to speak to a hotline counselor at Peaceful Paths, thereby linking 192 victims to critical services.

Updates on the ACSO LAP program were provided monthly to the Intimate Violence Enhanced Services Team (InVEST), the Sheriff, the Patrol Division and quarterly to the Domestic Violence Task Force.

TISSB Bureau Chief continues to work with the Maryland Network Against Domestic Violence's (MNADV) National Lethality Assessment Program (LAP) Advisory Council, looking at emerging trends in intimate partner violence danger assessment. In 2016 MNADV, the LAP Advisory Council in collaboration with other national organizations developed a protocol on body worn cameras related to the LAP. Due to concerns for victim safety, the recommendation is that law enforcement not record any part of the LAP. In addition, the Lethality Assessment program launched a website for its partners across the country in the fall of 2016:

<https://lethalityassessment.org>

Goal #1. Strategy 1.12 Participate in the Intimate Violence Enhanced Services Team (InVEST) with Peaceful Paths to improve victim safety and offender accountability. VOCA Grant awarded 10/1/15-9/30/16

Objective 1.12.1 Identify high risk victims and high risk offenders and work with community partners to create a safety net for victims and improved monitoring of offenders via weekly meetings and daily contact among team members.

Assignment: Trauma Intervention Special Services Bureau staff, CID Special Victims Unit, InVEST advocate from Peaceful Paths, Court Services and DCF

Timeframe for Implementation: Ongoing

Measure of Accomplishment: Weekly Agenda, LAP Summaries, Updates to Team
Update: The Intimate Violence Enhanced Services Team (INVEST) meets weekly to review cases of Intimate Partner Violence. The Team launched in 2007 and is comprised of ACSO Victim Advocates, Peaceful Paths Victim Advocate, ACSO Criminal Investigation Division's Special Victim Unit, Alachua County Court Services and the local office of Department of Children and Families. The advocates work to enhance victim safety, the detective and Court Services to increase offender accountability and DCF to ensure the safety of children exposed to intimate partner violence.

During this reporting period (1/1/16-12/15/16), the InVEST team reviewed 434 Lethality Assessment Program screens. In sixty seven per cent (67%) of the screens done by ACSO Deputies, the victim screened in as "high danger," totaling 277. Of the 277 victims who screened as "high danger" the deputies encouraged sixty nine percent (69%) to speak to a hotline counselor at Peaceful Paths, thereby linking 192 victims to critical services.

This year ACSO/InVEST team referred four (4) cases to Alachua County's High Risk Response Team. The team is modeled after a national best practice. The purpose of the team is to prevent Intimate Partner Homicide through intensive case management. The team includes local victim services (including TISSB), certified domestic violence service, local & state probation, law enforcement (including ACSO), prosecutor's office, batterer's intervention, jail, and legal services. The comprehensive oversight is designed to enhance victim safety.

TISSB is a member of the Alachua County Domestic Violence Fatality Review Team (ACDVFT). It examines gaps and identifies best practices for local partners as part of a state and national initiative to reduce domestic violence related homicide. The purpose of these reviews is not to lay blame on the system or the victim for actions or inactions, but to better understand the events leading up to the homicide. In 2016 the ACDVFT met four times, in May, July, September and November. Two intimate partner violence homicides (one from 2013 and one from 2015) that occurred in the County were reviewed by the team, along with another that occurred in a neighboring county. The ACDVFT reviews and related findings are sent to the Florida Domestic Violence Fatality Review Team for inclusion in their annual reports. Typically the team identifies gaps in service or systemic improvements and publishes those findings for consideration by community partners.

Goal #1. Strategy 1.13 Promote the highest level of shotgun efficiency by individual Warrants Investigator's abilities utilizing the KSG training program established in 2013.

Objective 1.13.1 Maintain the KSG shotgun system training program for investigators in order to increase accuracy levels, promote Close Quarter Combat (CQC) skills and raise round capacity.

Assignment: Warrants Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Maintain and review all scores for each Investigator to determine successes with accuracy levels, during training and qualification, promoting CQC skills and by raising round capacity.

Update: The Warrants Bureau successfully qualified Warrants Investigators in October 2016.

Goal #1. Strategy 1.14: To increase the safety and success of violent felony warrant apprehensions and other Warrant and USMS Task Force operations by conducting Mechanical Breaching Training for all Warrants Investigators. This training will improve efficiency in breaching thus reducing the amount of time spent in the entryway and minimizing the risk in performing this tactic.

Objective 1.14.1 Conduct Mechanical Breaching Training utilizing agency instructors / SWAT team operators to increase the safety of Warrants Bureau operations.

Assignment: Warrants Bureau

Timeframe for Implementation: Accomplished

Measurement of Accomplishment: All Warrants and Task Force Members attend and successfully complete the training.

Update: Warrants Bureau Task Force Members completed Breaching Training with the US Marshals Task Force on October 18th and 25th 2016. Additional training with ACSO SWAT was completed on November 9th.

Goal #1. Strategy 1.15.1: Redesign the entrance and lobby security station at the Criminal Justice Center.

Objective 1.15.1: Work with Court Administration and County Facilities to execute a complete redesign of the security screening area. This re-design will enhance the Court Security Bureau's control of both ingress and egress of the CJC, as well as heightening personnel protection levels.

Assignment: Court Security

Timeframe for Implementation: March 2017

Measurement of Accomplishment: Project completion

Update: Ongoing

Goal #1. Strategy 1.16 To increase the safety and success of violent felony warrant apprehensions and other Warrant and Task Force operations by having an ACSO K-9 and handler assigned to the Warrants Bureau on a full-time basis. The Deputy K-9 Handler would also receive a USMS deputation to operate as a member of the Florida Regional Fugitive Task Force.

Objective 1.16.1 Work with other Departments within the ACSO, to include the Patrol Support Division, Canine unit to facilitate the allocation of this resource to the ACSO Warrants Bureau.

Assignment: Warrants Bureau

Timeframe for Implementation: Ongoing – Tentatively approved pending logistics outcome and staffing.

Measure of Accomplishment: Bureau receives a K-9 Team

Update: Process is still ongoing.

Goal #1. Strategy 1.17 The Department of the Jail staff as resources and funding permit will continue collaboration with the Public Safety Coordinating Council and related committees to:

Objective 1.17.1 Continue efforts to identify and divert special risk populations from incarceration to more appropriate placement of supervision. Provide CIT training to all staff to aid in the identification and diversion of the special risk populations.

Assignment: Inmate Support Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishments: Continue to identify Special Risk inmates and refer them to the Jail Release Coordinator for more appropriate placement.

Update: This is a continuing function. Also reallocated staffing to create a Transitions Specialist special assignment; this position will assist the Jail Release Coordinator with programs, release planning/coordination; assist with Division V, Mental Health Court with follow through; case manage difficult populations.

Objective 1.17.2 Additional Special Needs housing has been created so that Division personnel can identify and isolate inmates with medical, mental health and other issues during the initial admissions process to the Facility. Division personnel notify support bureaus and units of the inmate and the apparent service required.

Assignment: Security Operations Division

Timeframe for Implementation: Ongoing

Measurement of Accomplishments: A Security supervisor attends Classification's daily Move Meetings with Mental Health personnel, to discuss the classification and re-classification of certain inmates. The Special Needs housing unit Officer is involved with daily housing unit meetings with Classification and Mental Health to discuss the behavior of Special Needs inmates.

Update: Continuing

Objective 1.17.3 House and supervise inmates in a secure and fair manner, while practicing innovative correctional approaches in accordance with all local, state and federal laws.

Assignment: Security Operations Division

Timeframe for Implementation: Ongoing

Measurement of Accomplishments: Security supervisors attend Classification's daily Move Meetings for input about Security concerns. Security supervisors review reports and address concerns with Classification. Security supervisors constantly review the Jail Management System to ensure inmates are housed appropriately.

Update: Continuing

Goal #1. Strategy 1.18: Upgrade current network servers to enhance and support a secure, reliable infrastructure for the Sheriff.

Objective 1.18.1.: Currently in the process of upgrading all software to new and/or enhanced offerings from our vendors.

- Upgrade Software Products to new and enhanced versions including:
 - Microsoft Enterprise SQL 2012 upgrades in progress
 - .Net 3.5, IIS 7
 - Microsoft Email Exchange 2013, Office 2013
 - IBM DB2 V10, WebSphere Application for Server V7

- Upgrade Sophos, Arbitrator, Endura, Dameware, Dreamweaver, etc.
- Upgrade our centralized Active Directory (AD) and server infrastructure
 - Upgrade domain AD to Microsoft 2012
 - Continue to enhance our server virtualization offerings
 - Enhance administrative capabilities
 - All new servers are built to 64-bit standards
 - Continue the consolidation of Domains and servers as appropriate
 - Upgrade Doman name Service (DNS) architecture

Assignment: Information Technology / TSD

Timeframe for Implementation: Begin June 2015 and complete in 2016

Measurement of accomplishment: Improvements of departmental core processes is the key to ensuring IT is moving along or keeping up with critical operations.

Update: 1 server remains due for upgrade in 2017

Goal #1. Strategy 1.19 Implement new design of the prisoner partitions in all Patrol Tahoe vehicles.

Objective 1.19.1 As vehicles are arriving at Fleet for routine maintenance, older partitions should be removed and the new partition design installed. All new vehicle purchases for Patrol should include the newly designed partition. This new design provides more legroom for both deputies and arrested individuals during prisoner transport.

Assignment: Fleet Unit

Timeframe for Implementation: 2015-2016. **Completed. Remove from Plan**

Measurement of accomplishment: Semi-annual reports on updated status

Goal #1. Strategy 1.20 Increase storage, efficiency, and security for agency assigned weapons housed in the Property Section.

Objective 1.20.1: Expand the armory section to double the space and permit one location for all agency weapons to be stored. Install electronic and computers to enable staff to work directly in the armory.

Assignment: Property Section

Timeframe for Implementation: 2016, **Completed; Remove from Plan.**

Measure of Accomplishment: Completion of the permitting and construction process and movement of all weapons to one location.

Goal #1. Strategy 1.21 Increase efficiency and accountability for the Bureau/Operational Manual publishing and acknowledgement process.

Objective 1.21.1 Update and automate all Bureau/Operational Manuals.

Assignment: Policy and Accreditation Unit

Timeframe for Implementation: Ongoing

Measure of Accomplishment: Update of manuals, implementation of automatic notifications, overdue notifications, review notifications.

Update: Some Bureau/Operational manuals are waiting on things outside of our control, like law revision (FARU). All Bureau/Operational Manuals have been placed on an automated system for assignment and review. Therefore, the goal of automation is complete.

Goal #1. Strategy 1.22 Provide training presentations to citizens, employees and the community to help educate about narcotics trends, and the dangers associated with synthetic drugs and clandestine laboratories.

Objective 1.22.1 Present current drug trends and inform citizens, employees and the community about the threat level that synthetic narcotics and clandestine labs have on our community.

Assignments: Gainesville-Alachua County Drug Task Force

Timeframe for Implementation: FY 2016 - Completed

Measure of Accomplishment: Identify and respond to community groups, conduct In-Service Training, and inform the general public through presentations.

Update: The Gainesville-Alachua County Drug Task Force has conducted narcotic related training presentations to the following groups during calendar year 2016:

Methamphetamine Lab “One Pot” Training

- Department of Children and Family Services
- Probation and Parole

Synthetic Drugs / “FLAKKA”

- Compassionate Outreach Ministries Church
- Department of Children and Families
- Guardian Ad Litem
- Department of Children and Families Prosecutors (D.E.C.A.)
- Neighborhood Front Porch Organization

In-Service Training Conducted for entire agencies:

- Synthetic Drugs / “FLAKKA”
 - Alachua County Sheriff’s Office
 - University of Florida Police Department
 - Alachua Police Department

Goal#2: Provide the highest level of professional service to our citizens and community

Goal #2. Strategy 2.1 Increase communication with municipalities.

Objective 2.1.1 Increase communication with municipalities which do not have their own police departments, through daily contacts with the city hall employees or by conducting daily increased patrols

Assignments: Patrol Operation Division

Timeframe for Implementation Ongoing

Measurements of Accomplishment: Identify and monitor the increased patrols for the city halls, monitor the weekly reports from the deputies, sergeants or lieutenants.

Update: Patrol Operations personnel have maintained daily attempts to interact with city officials within the various municipalities in Alachua County. Additionally, each MSTU/ contract area has at least one sergeant and lieutenant assigned to make contact with city government on a weekly basis and attend regularly scheduled city meetings. At the conclusion of city meetings supervisors complete a written summary of the discussion which is provided to the Patrol Operations Commander and the Office of the Sheriff. At least once per quarter the Patrol Operations Commander visits with each MSTU/contract area to ensure open lines of communication and a high quality of service to our fellow citizens.

Goal #2. Strategy 2.2 Target University of Florida and Santa Fe College students through social media, WUFT news, and the Independent Florida Alligator.

Objective 2.2.1 Participate in safety fairs at UF and SFC to ensure student safety awareness on and off campus as well as during Christmas and spring breaks. Conduct monthly live interviews on WUFT and/or WRUF radio regarding issues related to students such as thefts, car burglaries, alcohol awareness, and personal safety through the RAD program.

Assignment: Crime Prevention/Public Information Office

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Decrease in property crime statistics which usually peak during times when students are away for the holidays.

Receive positive feedback from students who incorporate the tips into their daily routine.

Update: The Public Information Office has increased its communication with student-run media outlets to include the Independent Florida Alligator, WUFT and WRUF. Our Crime Prevention Office has also participated in several student centered safety fairs and events on the campuses of the University of Florida and Santa Fe College, to include satellite campuses, in conjunction with the Public Information Offices at the University of Florida and Santa Fe College Police Departments.

Goal #2. Strategy 2.3 Patrol Support Division - Juvenile Relations Bureau: Continue to work with the local Juvenile Justice Council and other community based youth programs to assess the juvenile crime in Alachua County and recommend, collaborate and participate in community based resolutions.

Assignments:	Alachua County Juvenile Justice Council	Levy Chesser Pelham Fields Pardue
	Circuit 8 Juvenile Justice Board	Pelham
	Newberry High School, Academy of Criminal Justice Advisory Board	Crews Chesser
	Partners in Prevention of Substance Abuse (PIPSA)	Low Pelham
	School Attendance Review Board (SARB)	Crews
	System of Care Initiative	Chesser Pardue
	RED (Racial and Ethnic Disparity (RED)-New	Pardue
	Disproportionate Minority Contact (DMC)-New	Pardue
	Black on Black Task Force	Levy

Youth Dialogue-New		Pardue
Health Promotion & Wellness (HPW)-New	Levy	Pardue
Child Advocacy Council (CAC)-New	Lowe	Pardue
Juveniles & Mentors Uniting for a Purpose-New		Chesser

Timeframe for Implementation Ongoing

Measurements of Accomplishment Monthly, Quarterly meetings

Update: Youth and Community Resource Unit: Continue working with community partners to facilitate the most appropriate diversion programs and services for youth and their families. Establish relationships with county stakeholders through community outreach groups. There have been numerous changes to this goal over the course of 2016.

Goal #2. Strategy 2.4 The Teen Court staff will promote awareness and participation of the Teen Court Program by actively participating in public events and community outreach opportunities.

Assignment: Teen Court Program Staff

Timeframe for implementation: Ongoing

Measurements of Accomplishment: Annual Report

Update: In 2016, Teen Court staff has attended numerous events in which they were able to promote and explain what Teen Court is and what purpose it serves.

Goal #2. Strategy 2.5 The Criminal Investigations Division will continue to improve upon the Monthly and Annual crime trend reports so that they are more offender based (those who are likely to re-offend) and track those individuals.

Objective 2.5.1 Criminal Investigations Crime Analysis Personnel will continue to develop new ways to streamline and simplify the monthly and annual reports to make them more user friendly and informative.

Assignment: Criminal Investigations Division

Timeframe for Implementation: Ongoing

Measure of Accomplishment: Analysts will be attending other agency Comstat meetings to evaluate formats that more accurately show trends. A new web based system will be implemented to allow Patrol to easily view offenders and document intelligence information. The web based system is being tested and migration is in progress. Analysts attended an online "Command Central" (Crimetips) training last week.

Update: Crime Analysis continues working to improve monthly and annual reports, and implement Command Central agency wide. Our Crime Analysts presented Command Central as part of In-Service Training and feedback from those in attendance indicated the new web-based program would be more beneficial than our current method.

The success of Command Central is dependent upon the participation of personnel and its use will continue to be monitored throughout 2017. Crime Analysts attend weekly intelligence meetings with the Gainesville Police Department and continue working to ensure that intelligence information between our agencies remains fluid. Offender based crime trend reports are used as a component of intelligence gathering and reporting. Analysts will continue to develop this method over the next year.

Goal #2. Strategy 2.6 Maintain a system within the ACSO intranet to pass along narcotics lead information to Patrol units.

Objective 2.6.1 Leads that are generic in nature or do not rise to a level to be assigned will be shared with Patrol units to proactively follow up on and document.

Assignments: Gainesville-Alachua County Drug Task Force
Sergeants/Information Technology

Timeframe for Implementation: Ongoing - **Completed**

Measure of Accomplishment: Maintain a link within the ACSO Intranet where unassigned or general narcotics leads will be shared with Patrol units for proactive follow up and documentation.

Update: This system is already in place on the ACSO intranet": Law Enforcement/Add Active Intel-Zone Request

Goal #2. Strategy 2.7 Monitor and improve the process that citizens and employees utilize to notify the agency of concerns and complaints.

Objective 2.7.1 Routinely evaluate the avenues that citizens and employees utilize to report concerns, complaints and commendation.

Assignments: Office of Professional Standards Inspectors

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Evaluate the complaint/commendation process available to citizens and employees. Promote through public awareness and new hire orientation, the responsibility for the public and employees to report alleged misconduct.

Update: Ongoing. Written complaint intake forms are now available in Records for citizens who respond to the front lobby and do not wish to utilize other methods that are currently in place.

Goal #2. Strategy 2.8 Facilitate the execution of a contract for law enforcement services with the City of Newberry. After the City decided it would no longer participate in the County-established MSTU-Law Enforcement Services, it became necessary to ensure that Newberry continued to receive a high level of professional service from the ACSO through a contractual arrangement that satisfies both parties.

Objective 2.8.1 Assist in the negotiation and execution of a contract for law enforcement services.

Assignments: General Counsel

Timeframe for Implementation: May 2016

Measurement of accomplishment : The execution of a contract

Update: A contract was successfully negotiated and executed. Newberry now wishes to continue the arrangement by entering into a longer-term contract which will entail subsequent discussions.

Goal #2. Strategy 2.9 Serve as Sheriff's representative on local community initiatives that partner with law enforcement to ensure improved service to vulnerable citizens and to inform ACSO strategic focus.

Objective 2.9.1 Participate on Alachua County Domestic Violence Task Force, Alachua County High Risk Response Team, Eighth Circuit Domestic Violence Fatality Review Board, Alachua County Children’s Alliance, North Central Florida Mental Health Coalition, Coalition Against Sexual Violence and other initiatives as assigned

Assignment: TISSB Bureau Chief

Timeframe for Implementation: Ongoing

Measurements of Accomplishments: Weekly report to Sheriff. Report on Goals and Objectives annually

Update: In 2016, staff of TISSB participated in several partnerships across Alachua County, with the intent of maintaining and enhancing service to victims of crime and acting as ambassadors for the agency: Children’s Alliance, Child Abuse Prevention Task Force, Child Death Review, Drug Endangered Children Task Force, Circuit 8 Child Fatality Consortium, Alachua County Domestic Violence Task Force, Alachua County High Risk Response Team, Intimate Violence Enhanced Services Team (InVEST), Eighth Circuit Domestic Violence Fatality Review Team, Sexual Battery Committee of the Gainesville Commission on the Status of Women, Alachua County Coalition Against Sexual Violence (ACCASV), Alachua County Coalition Against Human Trafficking, Victim Rights Week, Mental Health Coalition of North Central Florida, Peace4Gainesville, the Community Coalition for Aging Adults. In addition, the Alachua County Sexual Assault Kits and CODIS Hits Workgroup launched in 2016. Weekly updates on these community partnerships and related work are provided to the Sheriff.

TISSB is the quarterly host to the Alachua County Drug Endangered Children’s Task Force and monthly host to the Alachua County Coalition Against Sexual Violence. TISSB also hosted the Child Death Review Team meetings and Alachua County Sexual Assault Kits and CODIS hits Workgroup twice during the year.

To further the understanding of the work of the Trauma Intervention & Special Services Bureau, the Bureau Chief provided presentations to the Alachua County Board of County Commissioners twice in the calendar year. During 2016 *Victim Rights Week* (4/12/16), TISSB Bureau Chief provided a presentation: *Serving Victims, Building Trust, Restoring Hope*, detailing the crime victim’s movement in the U.S., victim’s rights and related services along with spotlighting the work of the ACSO Victim Advocate Unit. During 2016 *Domestic Violence Awareness Month* in October (10/11/16), TISSB Bureau Chief, ACSO Captain of Patrol Operations and Peaceful Paths CEO provided a presentation on their partnership and success with the Lethality Assessment Program. In addition information on Intimate Partner Violence initiatives/collaborations from the past decade were reviewed, including Alachua County Domestic Violence Task Force, Alachua County Domestic Violence Fatality Review Team, Intimate Violence Enhanced Services Team, Lethality Assessment Program and Alachua County High Risk Team. The collective purpose of each entity is to prevent intimate partner homicides.

Goal #2. Strategy 2.10: Achieve the highest level of opinion from the auditors on the Sheriff’s Office financial statements.

Objective 2.10.1 Continue to provide the citizens and community assurance that the Sheriff’s Office is expending tax dollars in a prudent and reasonable manner by abiding with all governmental accounting standards and practices. Implementing sound internal controls to reduce the risk of errors to include internal reviews of timesheets/payroll records, ensuring

various levels of approvals on purchases, ensuring supporting documentation exists for all expenditures and obtaining competitive pricing for goods and services.

Assignment: Accounting and Budget Bureau

Timeframe for Implementation: On-going

Measurement of Accomplishment: Highest level of opinion from the external auditors on the annual financial statements of the agency.

Update: No change. We continue to receive the highest level of opinion from the auditors.

Goal #2. Strategy 2.11: Internal work for minor maintenance and upkeep continues to be done and monitored by Security staff, i.e., painting of common areas and housing units, graffiti removal, rust and old paint removal, etc.

Objective 2.11.1 Staff continues to collaborate with Alachua County Facilities and vendors for current and upcoming construction projects that will benefit both inmates and staff upon completion.

Assignment: Security Operations Division

Timeframe for Implementation: On-going

Measurement of Accomplishment: Administrative Lieutenant will continue weekly meetings with County Facilities staff to discuss current and upcoming construction projects, i.e. pressure washing, as well as continuous painting of the housing units and common areas. The work orders are also discussed and prioritized, based on security and facility needs.

Objective 2.12.1 Review of Housing Security Inspection processes, and update DOJ Policy and Procedures as necessary.

Assignment: Security Operations Division

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Researching new methods of efficiency and accuracy for staff. The Security supervisors monitor all security and sanitation inspections and review the Guard 1 Plus ("Pipe") on a daily basis to ensure Officers are conducting the housing unit walk-throughs and inmate counts.

Update: In addition, supervisors are tasked with conducting security and sanitation inspections and walk-throughs on each shift.

Goal #2. Strategy 2.13: Inmate Work Crews provide services to the community.

Objective 2.13.1 The ACSO continues to provide statutory authorized inmate work crew services to appropriate government entities during the year at no cost to the taxpayers; and landscaping/grounds maintenance to the Department of the Jail and the Alachua County Sheriff's Office Headquarters.

Assignment: Facilities Services Unit/Transportation Facilities Support Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: DOJ Monthly reports. Commitment from Support Services Division. ASO/DOJ grounds/work crews continue to pass on savings to the taxpayer by donating thousands of hours of work to both on internal needs as well as community needs.

Update: ASO/DOJ grounds crew has donated 5,922 'In-House' labor hours and 957 donated labor hours to local agencies/public schools for a grand total of 6,879 donated hours.

Objective 2.14.1 Providing services to community and animal services for adoption of rescued pets.

Assignment: Facilities Services Unit/Transportation Facilities Support Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Staff to continue classes into the future, track graduations and adoptions.

Update: The Paws on Parole Unleashed Program since December 2013 has held twenty-three (23) graduations (47 dogs) as of November 2016

Goal #2. Strategy 2.15 As funding and resources permit, liaison between the Judicial System and the Department of the Jail to assist inmates with mental or medical issues to gain release to an appropriate treatment facility.

Objective 2.15.1 ACSO continues to fund the Jail Release Coordinator. The Jail Release Coordinator is the liaison between the judicial system and jail, identifies inmates with exigent medical/mental health needs and assists with coordinating release to a more appropriate facility. Classification and Programs staff continue to seek out community based partners/resources for release planning by attending regular training and participating in seminars or other networking related events. Continue participation on the Smart on Crime Initiative; VA Mental Health Committee/Summit; Alachua County Grown and Management Housing Summit and other relative training/seminars which affect release preparation.

Assignment: Inmate Support Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: DOJ Monthly reports. Supervisors are ensuring that there is continual training and seminar attendance. Will continue to monitor and track release of inmates and other actions per original guidelines initiated by the Bureau of Justice Grant. The Inmate Support Bureau actively participates in and provides input and support to this CJMSHAG grant, of which a (3) year extension was granted as a partnership with Meridian Behavioral Services and Court Services to divert mentally ill, aged foster care, and Veteran population from the jail to other community based resources.

Update: Jail Release Coordinator will continue to monitor and coordinate releases with judiciary for inmates with mental illness or medical issues. The Transition Specialist assignment was created to enhance efforts of identifying and diverting special needs or high risk inmates. The Transition Specialist attends special courts such as Forensic Court, Mental Health Court, and Veteran's Court to monitor progress and release coordination; conducts release planning and assists in the Transition Program. Additional Classification Caseworkers were assigned to provide additional help with release planning in addition to their casework assignments. Criminal Justice Mental Health Substance Abuse Grant was renewed/awarded for years 2017-2020; this grant will continue to fund the Jail Diversion Specialist position.

Goal #2. Strategy 2.16 Assist with the defense of lawsuits filed against the Sheriff and/or employees as a result of actions performed in the scope of their employment, and in defense of any complaints filed by employees.

Assignment: General Counsel

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Monthly litigation reports

Update: General Counsel successfully defended against a Petition for Declaratory Judgment filed by the Florida Police Benevolent Association, alleging constitutional violations with respect to the Career Service Board Rules and Guidelines.

General Counsel has had numerous discussions with Claims Counsel for the Florida Sheriffs Risk Management Program regarding noticed claims and potential settlement prior to litigation. In April of 2015, two individuals were burned when a flash bomb which was thrown towards the front of the vehicle they were riding in landed in the back seat, after the vehicle began to move forward. An attorney for one of the individuals, Dominique Larry, has contacted General Counsel several times this year about the possibility of settling prior to litigation; however, the contact has been sporadic and has never been followed up with proof of medical losses. A lawsuit was filed by several plaintiffs regarding an incident which took place on January 6, 2011. Attempts to settle the case prior to litigation being filed were unsuccessful. In mediation, however, the case settled for a nominal amount, thereby bringing to a close all litigation regarding this incident.

In March of 2016, several residents of Majestic Oaks suffered personal property damages caused by bullets when GPD and ACSO were forced to shoot an armed individual. General Counsel worked with ACSO's Risk Manager and FSRMP Claims Counsel to resolve those claims and obtain Releases. To date, there has been no Notice of Claim regarding the death of this individual.

Goal #2. Strategy 2.17 Refine the utilization of the Florida Contraband and Forfeiture Act in pursuing seizure and forfeiture of assets used to aid and abet in the commission of felonies, transport contraband articles or which were obtained from the sale of controlled substances. The 2016 Legislature has severely curtailed the ability of law enforcement to pursue assets under this Act; this will necessitate modifying directives and practices.

Assignment: General Counsel

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Feedback from combined narcotics unit (GACDTF); increased balance in state forfeiture fund.

Update: The 2016 Legislature passed significant changes to the Florida Contraband Forfeiture Act. These changes necessitate a revision to forfeiture policies, reducing the number of seizures. Prior to the effective date of this legislation, General Counsel filed two forfeiture actions on behalf of the Sheriff; one case involved the seizure of a 2001 Dodge Pick-up truck, which resulted in a settlement after the illegal gas tank was removed; the other case involved the seizure of \$2315 which was forfeited.

A case involving a 1998 Jeep Classic, which was still pending at the beginning of the year, resulted in forfeiture.

In 2016, General Counsel received six currency cases from the DHETF to pursue for forfeiture. One has resulted in the forfeiture of \$12,887; three have settled for ½ the amount seized; and

two cases, one for \$42,400 and the other for \$20,233, are still pending. A prior case from 2015, involving \$31,323, which was still pending at the time of last year's report, resulted in forfeiture.

Also in 2016, General Counsel received two new cases from the Gainesville Alachua County Drug Task Force (GACDTF) to pursue for forfeiture. One case involved the seizure of \$7886; it resulted in settling for a nominal amount as there was inadequate proof to show the money was tied to narcotics. The second case involves the seizure of a 2014 Audi and \$5550 in U.S. Currency. A case from 2015 against a 2015 Chevrolet Silverado, which was still pending at the time of last year's report, resulted in forfeiture.

Goal #2. Strategy 2.18: Meet and exceed Fire Rescue call processing and dispatch benchmarking standards.

Objective 2.18.1 Monitor compliance with established Fire Rescue benchmarking standards for call processing and dispatch.

Assignment: CCC Supervisors/CCC Administration/SSU and CAD team

Timeframe for Implementation: Ongoing. CCC continues to monitor and report compliance with Fire Rescue call processing and dispatch benchmarking standards. CCC often meets (or nearly meets) the standards and is constantly seeking ways to improve the process.

Measurement of accomplishment: Measured monthly and captured in trend reports. Reported monthly to Fire Rescue CCC partner agencies and to CCC Boards (Executive and Administrative).

Update: CCC has met or exceeded benchmarks on 4 of 6 categories through this year to date

Goal #2. Strategy 2.19: Revisit the False Alarm Reduction Unit (FARU) County fee structure.

Objective 2.19.1 The FARU Supervisor (as ASO's representative) will prepare documentation in concert with ACFR to demonstrate the need for restructuring and will take the steps necessary to achieve agency chief executive approval of the proposal and placed on the Board's agenda. Presentation documentation should contain two restructuring options: one for both permitting and false-alarm fees and one for permitting fees only, with either option designed to bring the FARU program into fiscal sustainability for approximately the next 7-10 years without additional revision needed.

Assignment: FARU Supervisor/ACFR Fiscal/ BC Altenburger

Timeframe for Implementation: During FY 16-17. ACSO staff continues to work with ACFR Fire Inspector for final draft revisions to present to ACSO chain of command.

Measurement of accomplishment: Approval from BoCC of new County FARU fee.

Update: Final draft of County ordinance revision has been provided to County legal staff for review and final approval

Goal #2. Strategy 2.20: Implement protocol-based emergency fire and police dispatch programs.

Objective 2.20.1: Evaluate efficacy of commercially available programs for fire and police call handling.

Assignment: CCC Administration/SSU Bureau /User Groups

Timeframe for Implementation: Fire protocol to be implemented during fourth quarter of FY 16 (dependent upon approval of funding in March 2016 by Alachua County BOCC.)

Measurement of accomplishment: Live call processing initiated using the protocols

Update: CCC will go live with Emergency Fire Dispatch (EFD) on December 5th, 2016

Goal #2. Strategy 2.21: Adaptation to Next Generation 9-1-1 (NG911) capabilities within the CCC

Objective 2.21.1: Actively participate with the County E911 office to plan and implement NG911 capable equipment within the CCC

Assignment: CCC Bureau/SSU Bureau

Timeframe for Implementation: As technology and funding become available

Measurement of accomplishment: "Go-live" of program(s) operationally

Update: CCC continues to utilize Text to 9-1-1, discussions are ongoing about purchase of next generation 9-1-1 phone system in FY 2017

Goal #2. Strategy 2.22 Purchase of a new Fleet maintenance computer program

Objective 2.22.1: Our existing Fleet software has reached its maximum ability. As technology has improved, our existing program has not. It has outlived its performance ability. New software provides a measurable performance and statistical abilities that our existing software does not. The inventory controls of new software far surpasses our existing software and should decrease duplicative purchases for similar parts on vehicles.

Assignment: Fleet Unit

Timeframe for Implementation: Dependent on budgetary approval

Measurements of Accomplishments: Purchase of new system and conversion of existing data

Update: No change. Ongoing

Goal #2. Strategy 2.23 Evidence Staff to receive CIT training

Objective 2.23.1 On a fairly ongoing basis, the Evidence Unit staff has encounters with victims or family members of victims of violent crimes. Due to their frequent exposure to citizens, CIT training for the Evidence staff should be a priority.

Assignment: Evidence Unit

Timeframe for Implementation: 2017 Calendar year.

Measurements of Accomplishments: Provide update once all employees have received their training

Update: Staff has coordinated with Alachua County Crisis Center to attend the next scheduled training

Goal #2. Strategy 2.24 Provide CIT training for all Records Bureau staff.

Objective 2.24.1 Provide CIT training for all current and future Records Bureau staff.

Assignment: Records Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Certificates of Completion

Update: With the exception of our newest trainees, all of the Records Bureau staff have completed the CIT training.

Goal #2. Strategy 2.25: Implement an electronic option for all records requests.

Objective 2.25.1 Create electronic options to receive and process records service requests via email and possibly website applications.

Assignment: Records Bureau

Timeframe for Implementation: September 2017

Measurement of Accomplishment: Operational Records Request System. Full implementation is pending the establishment and approval of policy and procedures, along with updates to the agency website.

Update: An email address has been established to receive electronic record requests. To facilitate electronic responses, redaction software has been installed to manage applicable public record exemptions on digitized. Policy and procedures, along with updates to the agency website, have been accomplished and the Records Bureau is receiving and fulfilling many public record requests electronically.

Goal #2. Strategy 2.26 Streamline the accreditation process by updating the current directives and directive citations to reflect the new accreditation standards (FCAC, CFA) that are scheduled to be released in February 2016.

Objective 2.26.1 Draft changes to all the affected directives.

Assignment: Policy and Accreditation Unit

Timeframe for Implementation: Beginning February 2016 until completion

Measurements of Accomplishments: Revised Directives, Completed Cites

Update: The Policy and Accreditation Unit has updated the citations in all policy to reflect the changes in both the FCAC and CFA Standards Manuals. The Training Bureau still has revisions to make before we are in compliance with the new Standards. All other areas have made the necessary changes to be in compliance with CFA and FCAC guidelines.

Goal #2. Strategy 2.27 Designate agency points of contact for providing necessary accreditation proofs. Identify due dates and recurring due dates for proof submissions of time sensitive material.

Objective 2.27.1 Implement workflows in PowerDMS that automatically request needed proofs from agency points of contact within specified time frames. Create a calendar specific to accreditation which monitors due dates and upcoming assignments which coincides with the tracking spreadsheet created in August of 2016.

Assignment: Policy and Accreditation Unit

Timeframe for Implementation: Beginning February 2016 until completion
December 2017

Measurements of Accomplishments: Completion of automated workflow a new accreditation calendar

Notes: The Policy & Accreditation Unit has created a workflow spreadsheet which outlines the needed proofs and points of contact for obtaining them. However, placing these in workflow would be very time consuming, given the way the standards manuals change, the law changes and the people who move from assignment to assignment. Keeping track of this function utilizing a calendar and a spreadsheet is much easier given how labor intensive it is to set up workflow within DMS.

Goal #2. Strategy 2.28 Patrol Support Division – Juvenile Relations Bureau: Work with school officials, Teen Court and other local organizations to utilize school based and community resources in lieu of criminally charging juveniles on school campus.

Objective 2.28.1: As a general rule, incidents involving minor criminal acts committed by students on campus should be dealt with by school officials. Discretion should always be utilized when deciding whether law enforcement intervention is necessary. The safety of all students and faculty should be considered when making this decision.

Assignment: Juvenile Relations Bureau Deputies and Supervisors

Timeframe for Implementation: Ongoing

Measurements of Accomplishment: Comparison with last year's statistics provided by the Patrol Support Division Administrative Assistant

Update: The Teen Court program has continuously worked with juveniles and their cases to ensure that juvenile are being afforded the opportunity to participate in the Teen Court Process. We will continue to monitor these cases during the 2017 calendar year.

Goal #2. Strategy 2.29 Patrol Support Division – Juvenile Relations Bureau: Grow the Teen Court Program by acquiring a working database for Teen Court staff to utilize and expanding the roles of Teen Court within the Juvenile Relations Bureau and the community as a whole.

Objective 2.29.1: The Teen Court Program's caseload will swell once Alachua County's System of Care is put in place. In order to keep up with those growing demands, a database will be procured so Teen Court staff will have ready access to all case file information and statistics. Furthermore, as a result of this System of Care, Teen Court will be further utilized within the Juvenile Relations Bureau and the Alachua County community to assess and address the behaviors and needs of juvenile delinquents prior to those youth entering the criminal justice system.

Assignment: Juvenile Relations Bureau Deputies and Supervisors, Teen Court Staff

Timeframe for Implementation: Ongoing

Measurements of Accomplishment: Activate database and compare last year's statistics

Update: We are still in the process of acquiring a database that will allow Teen Court to effectively store all case file information and make readily accessible for statistical use.

Goal #2. Strategy 2.30 Enhance effectiveness of follow-up on felony criminal cases with significant leads.

Objective 2.30.1 Establish separate detective bureaus within the Criminal Investigations Division, one dedicated specifically to major investigations, and the other dedicated to property crimes and crime analysis.

Assignment: Criminal Investigations Division

Timeline for Implementation: Ongoing - **Completed**

Measurement of Accomplishment: Re-organize the Criminal Investigations Division to allow better supervision of the detectives in the bureau and more involvement by supervisors in case management.

Update: In March of 2016, a position with the rank of lieutenant was added to the Criminal Investigations Division allowing for the separation of the Detective Bureau. The Detective Bureau was separated into the Major Crimes Bureau and the Property Investigations Bureau. The Major Crimes lieutenant oversees the Persons Crimes Squad, Special Victims Squad and the Forensics Unit. The Property Investigations Lieutenant oversees two squads that are comprised of property and financial crimes detectives, the Sexual Offender Detective, crime analysts and a jail intelligence officer.

Goal #2. Strategy 2.31 Criminal Investigations Division will work collaboratively with the Patrol Operations Division to improve the investigation of property crimes.

Objective 2.31.1 Evening shift deputies and detectives will work together to provide a more efficient and effective response to property crimes.

Assignment: Criminal Investigations Division

Timeline for Implementation: Ongoing

Measurement of Accomplishment: Statistical data will demonstrate property crimes cleared through the combined efforts of detectives and Evening Shift deputies

Update: Due to staffing shortages and the temporary reallocation of personnel, this goal has not been met. This endeavor continues to be a top priority therefore Evening Shift and the Property Investigations Bureau will continue to work toward this goal.

Goal #3: Provide our employees with the support, development and resources that promotes excellence in protections and service

Goal #3. Strategy 3.2 Patrol Support Division – Quality Control: Create a process to provide the SAO with electronic forms of audio and video files to save agency labor and materials.

Objective 3.2.1 Revise the current form of providing materials by CD and DVD to the State Attorney's Office by sending them electronically via the secure FTP server. Supervisors with the rank of Sergeant and above will have the access to send this media via the FTP server.

Assignment: Quality Control Lieutenant /Patrol Support Division

Timeframe for Implementation: December 2016

Measurement of Accomplishment: All forms of audio and video files would be sent via the secure FT server eliminating the need for manually burning them to a CD or DVD saving the agency the labor and supplies. This process will also include a time and date stamp for when the record was set for future reference.

Update: The Alachua County Sheriff's Office Information Technologies Bureau has established a shared server for direct transmission of audio, video, and other digital records to the State Attorney's Office (SAO). Pertinent Alachua County Sheriff's Office Records personnel have received the software and training needed for this process. The server is also used by Forensics and Evidence personnel to fulfill the requests for additional information made of their respective bureaus by the SAO.

Goal #3. Strategy 3.3: Create an online format for Requests for Additional Information from the State Attorney's Office - SAO

Objective 3.3.1 Revise the format for Requests for additional information by the SAO to the ACSO, from an emailed Word document to an online format that auto distributes to the appropriate personnel.

Assignment: Quality Control Lieutenant/Patrol Support Division

Timeframe for Implementation: December 2016

Measurement of Accomplishment: Online website created to request and monitor the requests for additional information from the SAO.

Update: A shared FTP server has been established for the purpose of fulfilling the report and media requests made by the SAO. The email requests for additional information, which were previously directed to individuals at ASO, are now sent to user groups and received by the various bureaus commonly affected by the SAO requests

Goal #3. Strategy 3.4 Promote the use of the new Sheriff's App for mobile devices and expand the use of in-agency photo and video production for PSA's and other promotional content.

Objective 3.4.1 Purchase commercial grade video production equipment to be used to professionally produce video segments showcasing the Alachua County Sheriff's Office as a whole, as well as each individual Bureau/Unit.

Objective 3.4.2 Implement an Internship utilizing students from the journalism schools at the University of Florida and Santa Fe College to assist in producing video projects that highlight agency projects with a view from the outside in a news media fashion

Assignment: Crime Prevention/Public Information Office

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Creation of multiple PSA-style videos that can be used by the Sheriff, HR or PIO to highlight/showcase the Alachua County Sheriff's Office and the many roles, challenges and accomplishments of its employees.

Update: The Public Information Office has increased in-house photography and video production capabilities with the purchase of an upgraded telephoto lens, portable studio lighting, wireless microphones, GoPro cameras, a dedicated Mac desktop (complete with a video production and editing software suite and an external 1TB hard drive), and a portable green screen.

An internship program was created and led to the hiring of Anjonette Hall, a UF Journalism student, who filmed and produced our new RED/DMC Initiative video which has been released and uploaded to our YouTube page.

In an effort to continually improve upon the in-house capabilities of our agency with regard to media content production, we have recommend and been approved to hire a full-time Media Production Specialist assigned to the Public Information Office whose primary focus will be the ongoing creation of digital media content across multiple platforms for use in public relations, marketing, and branding initiatives in the coming years. The hiring process for this position is underway and the position is expected to be filled sometime in January 2017.

Goal #3. Strategy 3.5 Provide training to SRD's in the following areas. Basic SRD class, continuing education for SRD's, deputy survival for the SRD, and school crises and emergency management planning.

Assignment: JRB Supervisors, Training Bureau, Florida Attorney General Office, Basic SRD Class offered at an FDLE approved training site

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Training bulletin/agenda
Attendance roster/sign in

During the first 6 months of 2016, School Resource Deputies received or are scheduled to receive numerous In-Service style training sessions on how to sufficiently carry out their duties. SRD's and Supervisors have or will attend the following specialty training from January to June 2016:

- Report Writing Refresher –Supervisors and SRD's attended
- Regional Negotiations Response Team Training at SF College – Sgt. Pardue attended
- Coffee with a Cop Training at SF College – Sgt. Pardue and Crews, along with Deputy Mauldin attended

Goal #3. Strategy 3.6 Patrol Support Division – Special Teams: Evaluate the operational readiness of various special teams assigned to the Patrol Support Division to identify deficiencies or areas of improvement in equipment, staffing and training.

Objective 3.6.1: Certify two existing MO/URT members as Dive Instructors to allow for in house dive instruction at no additional cost to the agency. The certifications and accompanying training documentation will also help ensure in house training is legally defensible. MO/URT Team members attending this training have been required to sign an Employee Training Agreement (ACSO Form 84-07). Two current team members have completed the certification course. They will continue to work on their internship to achieve Dive Master Certification and ultimately instructor certification.

Assignment: MO/URT Commander

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Dive Master and Instructor Certificates

Update: Det. Branaman and Deputy Mauldin have completed nearly all of the instruction and internship requirements for certification with the exception of the demonstration of skills and final presentation. Both members are expected to achieve this objective by April 2017.

Goal #3. Strategy 3.7 Ensure each Detective assigned to Gainesville-Alachua County Drug Task Force receives CIT training.

Objective 3.7.1 Provide CIT training to each Detective assigned to the Gainesville-Alachua County Drug Task Force.

Assignments: Criminal Investigations Division/Gainesville-Alachua County Drug Task Force

Timeframe for Implementation: FY2016

Measure of Accomplishment: 100% attendance

Update: One DTF Detective has not attended CIT training. He will be enrolled in the next available class

Goal #3. Strategy 3.8 Provide support, professional development and training opportunities to agency supervisors specific to the disciplinary process and conducting internal investigations.

Objective 3.8.1 The Office of Professional Standards will monitor and provide assistance with administrative investigations and inquiries conducted throughout the agency. OPS staff will develop and implement agency wide supervisory training related to the disciplinary process and conducting internal investigations. Supervisors throughout the agency will be provided opportunities for advanced training related to the officer discipline process and conducting internal investigations.

Assignment: Office of Professional Standards Staff

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Report the number of completed Formal Complaints and Administrative Inquiries in the OPS Annual Report; Document new hire orientation training and supervisor training in the OPS Annual Report.

Update: Four (4) new hire training sessions have taken place with a total of 55 attendees. Ongoing. Compiled number of investigations will be submitted in the OPS Annual Report in March 2017.

Goal #3. Strategy 3.9 Respond to emerging needs for professional development within victim services community to ensure excellent service to crime victims

Objective 3.9.1 Collaborate with victim service partners to host, develop and implement local training and forums (EX: Probation, Office of the Attorney General, Victim's Rights Week, etc.).

Assignment: Trauma Intervention Special Services Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Training Agenda

Update: The *Excellence in Sexual Assault Response Project (ESARP)* is a collaboration between the Florida Council Against Sexual Violence (FCASV) and the criminal justice community and funded by the Department of Justice, Office on Violence Against Women. The Project offers free training, policy development consultation and technical assistance to law enforcement organizations and state attorneys' offices on responding to sex crimes against victims 12 years old and above. TISSB Bureau Chief worked with Alachua County Victim Services and Rape Crisis Center, the Detective Bureaus at the Sheriff's Office and the Gainesville Police Department and ACSO's grant administrator to submit a grant application to participate in the Excellence in Sexual

Assault Response Project. On March 31, 2016, the FCASV awarded the project to four sites in Florida: 1-Alachua County Sheriff's Office (Gainesville Police Department), 2-Punta Gorda Police Department, 3-Clearwater Police Department & University of South Florida St. Petersburg (USFSP) Police Department and 4-Dixie County Sheriff's Office.

- TISSB coordinated and hosted FCASV's ESARP site visits on 7/20/16 & 7/21/16 for ACSO & GPD dispatchers, patrol, detectives and command/leadership to plan the training schedule for the year. The FCASV team also met with the local rape crisis center and the sexual assault nurse examiner program of UF Health.
- In October TISSB coordinated and hosted FCASV's initial ESARP training for Alachua County law enforcement agencies, involving the Sheriff's Office, Gainesville Police, University of Florida Police Department, Sante Fe College Police Department and the High Springs Police Department along with local victim service professionals. The focus of the training included the neurobiology of trauma and the Forensic Experiential Trauma Interviews (FETI). Trainings dates were as follows, a total of 149 were trained:
 - October 3rd Patrol (43 trained)
 - October 4th & 5th Detectives & Victim Advocates (40 trained)
 - October 6th Command Staff & Leadership (20 trained)
 - December 14th Command Staff & Leadership (23 trained)
Dispatchers (23 trained)

In 2016, TISSB hosted several trainings for local victim service professionals and multidisciplinary partners: (1) *Campus Violence*, from the Office of the Attorney General, 3/02/16; (2) *Criminal Justice System* from the Office of the Attorney General, 5/04/16; (3) *Lessons from the Field: Applying a Multidisciplinary Approach to Address Untested Sexual Assault Kits and CODIS Hits* 7/12/16; (4) *Excellence Project Site Visit*, 7/20-7/21/16; and (5) *Excellence Project Training for Patrol, Detectives, Command/Leadership & Dispatchers*, 10/3/16-10/6/16 & 12/14/16.

The week of April 10-16, 2016 was National Victim Rights Week with the theme: "*Serving Victims, Building Trust, Restoring Hope.*" Advocates across the community collaborated to plan events for the week, in recognition of the plight of crime victims. ACSO's TISSB hosted *A Victim Advocate Recognition* breakfast on 4/15/16 to honor the service of over 40 local victim service professionals from Alachua County Victim Services & Rape Crisis Center, State Attorney's Office, Gainesville Police Department, Peaceful Paths, UF SOURCE, Child Protection Team, Rebuild Program, Child Advocacy Center and University of Florida Police Department. In addition, Local victim service providers collaborated to host a Candlelight Vigil for survivors on 4/13/16.

Goal #3. Strategy 3.10 Provide each Inspector assigned to the OPS, forty (40) hours of training during the calendar year 2016, at no cost to the agency. The training will be conducted in four (4) hour blocks, allowing each Inspector an opportunity to shadow employees in other areas of the Sheriff's Office in which they may have little or no experience.

Objective 3.10.1 The goal of this training is to increase each Inspectors working knowledge of other areas of the Sheriff's Office. This familiarization will enhance their individual ability to conduct investigations on employees who work in areas unfamiliar to the Inspector. In addition to a greater understanding of working conditions and day-to-day job requirements, Inspectors will also be able to have positive interaction with ACSO employees outside of their normal course of contact, a formal investigation.

Assignment: Office of Professional Standards

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Inspectors assigned to the OPS will complete a log of individual training sessions which will be submitted at the end of the calendar year. The log will identify the areas where the training took place, as well as the total number of hours each Inspector spent training. The Chief Inspector will compile an end of the year review of the training sessions and its effectiveness for the Sheriff's review.

Update: Ongoing. Inspectors have had training session hours in the following areas: Patrol Operations- 35.5 hrs, Criminal Investigations- 10.5 hrs, Courthouse- 10 hrs, Civil- 7.5 hrs, Dept. of Jail- 4 hrs.

Goal #3. Strategy 3.11: Continue to promote excellence in service with the aid of training and training reference sources.

Objective 3.11.1 Work with the Dr. Grant McDougall and the Training Bureau Staff to present a number of training sessions reference the stressors inherent in public safety service for the spouses/significant others of our deputies and officers.

Assignment: Human Resources Bureau

Timeframe for Implementation: Work with Roxane Harcourt (new EAP Program Coordinator) and Diana Orlando to incorporate a support network into our EAP Program. Calendar Year 2017 is the revised time frame for implementation. End of calendar year 2017 for post implementation employee feedback survey.

Measurement of Accomplishment: Pre and post-training assessments for participants in reference to training material content. Employee feedback survey (pre and post-implementation) for utilization of EAP and other resources by those that attended or received training.

Goal #3. Strategy 3.12: To provide the training and resources to each newly promoted supervisor throughout the Alachua County Sheriff's Office

Objective 3.12.1 Develop and provide another Supervisor and Leadership course to line level supervisors of the Alachua County Sheriff's Office, to include sworn, DOJ and civilian supervisors.

Assignment: Training Bureau

Timeframe for Implementation: Ongoing-Update February 2016

Measurement of Accomplishment: Certificates of completion on file

Update: Ongoing, no change.

Goal #3. Strategy 3.13: Increase the number of cameras in the Evidence Room

Objective 3.13.1: Recommend purchasing several more cameras to add to the existing camera system so that not just high profile areas are under surveillance.

Assignment: Evidence Unit

Timeframe for Implementation: End of Fiscal Year 2017 dependent on budget approval

Measurement of Accomplishment: Following the purchase and installation of additional cameras, more footage of the actual evidence room that are under surveillance will be possible.

Update: Ongoing. No change.

Goal #3. Strategy 3.14 : Advise agency personnel on requirements of various state statutes, including: Sheriff's duties and responsibilities; Florida's public records and open meetings laws; firearms laws; FL Mental Health Act; traffic laws, and regulations including the FLA, FLSA, ADA; constitutional issues, First Amendment free speech, Fourth Amendment search and seizure, etc.

Assignment: General Counsel

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Legal bulletins

Update: General Counsel has disseminated five Legal Updates on numerous topics, including an Update which gave synopses of some of the laws passed by the 2016 Legislature; a detailed overview of the changes to the Florida Contraband Forfeiture Act; a review of a new law regarding discharging firearms in public or in residential areas; an important Florida Supreme Court decision regarding custodial interrogations; and an overview of medical cannabis regulation. General Counsel reviews cases as they are published by the Courts and apprises affected units of decisions. General Counsel is contacted on a daily basis for advice on numerous topics, including constitutional questions, gun and evidence disposal, public record requests, contract review, citizen complaints, statutory interpretation and labor and employment issues, including collective bargaining. She strives to render timely and informed direction and recommendations.

Goal #3. Strategy 3.15 Evaluate feasibility of Property/Facilities and Fleet expansion

Objective 3.15.1: Our agency has outgrown its current location for its Fleet and Property Units. The supplies necessary to properly outfit our employees and vehicles continues to expand. Serious consideration should be given over the next couple of years to relocating the Fleet Unit to an offsite facility with more vehicle bays and a body shop area should be considered. After the Fleet Unit has been relocated, the feasibility of relocating the Property Unit to the existing Fleet area should be evaluated as a possibility. This expansion to the existing Fleet area would enable Property staff to relocate, expand their storage area, and allow for the existing Property offices to be repurposed for agency needs.

Assignment: Property/Facilities Unit, Fleet Unit

Timeframe for Implementation: Ongoing and dependent on budgetary allocation

Measurement of Accomplishment: Scope of work should be identified as a capital project need with coordination with County Facilities and engineering analysis and studies.

Update: The county is currently evaluating the purchase of additional land south of our current facility for possible expansion possibilities.

Goal #3. Strategy 3.16: Digitize agency criminal records to improve accessibility and reduce storage costs.

Objective 3.16.1 Manually review offsite storage records to identify records of administrative value for digitization and eliminate those no longer possessing any administrative value.

Assignment: Records Bureau

Timeframe for Implementation: December 30, 2017-ongoing project

Measurement of Accomplishment: Reduced Stored Records Volume and Cost

Update: During 2016, 87.6 cubic feet of records were destroyed in accordance with the State of Florida retention guidelines. This is an ongoing project.

Objective 3.16.2 Complete and implement an in-house scanning system to convert the paper records into digitized records accessible via current electronic systems.

Assignment: Records Bureau

Timeframe for Implementation: December 30, 2016

Measurement of Accomplishment: Elimination of Paper Files

Update: Historical arrest and master name index records associated with approximately 22,000 identification files have been scanned into an electronic database to date. The creation of procedures for all incoming warrant arrest paperwork is scheduled to begin with the January 1, 2017 arrest records and the scanning of historical ID files will continue.

Objective 3.16.3 Convert microfilm and microfiche case file and arrest records to digitally stored images accessible via current electronic systems.

Assignment: Records Bureau

Timeframe for Implementation: December 30, 2016

Measurement of Accomplishment: Elimination of Microfilm and Microfiche Media

Update: The microfilm records have been reviewed to identify originals, duplicates, those available for destruction and those worthy of conversion to a digital medium. Those available for destruction were burned in February 2015 and the remaining conversions are pending further analysis in terms of cost vs administrative value.

Objective 3.16.4 Convert manual processing and storage of paper injunctions to an electronic process and storage method.

Assignment: Records Bureau

Timeframe for Implementation: September 30, 2016

Measurement of Accomplishment: Elimination of Paper Files

Update: Accomplished December 2016.

Goal #3. Strategy 3.17: Implement a Comprehensive Stress Management Program (CSMP) within the CCC.

Objective 3.17.1 Meet or exceed the National Emergency Number Association (NENA) 9-1-1 Comprehensive Stress Management (CSMP) Standard to assist, educate and support CCC staff with wellness and resilience.

Assignment: TSD Manager Lanier

Timeframe for Implementation: Initial compliance standard by December 31, 2015, then ongoing.

Measurement of accomplishment: Publication of standards to CCC Policy Manual.

Update: Plan compliance is ongoing. Resources such as the County Wellness Coordinator have been recruited to assist in fulfilling objective during FY 2017

Goal #3. Strategy 3.18: Obtain additional space to house all Civil Bureau personnel.

Objective 3.18.1 Work together with County Facilities to renovate and/or relocate the Civil Bureau within the County Administration building.

Assignment: Civil Bureau

Timeframe for Implementation: 2016. This is an ongoing process.

Measurement of Accomplishment: Increase and establish space large enough to facilitate roll calls, add space for storage, conduct training and obtain offices for supervisors.

Update: Ongoing. No change.

Goal #3. Strategy 3.19: Obtain an additional Deputy Sheriff position for the Civil Bureau.

Objective 3.19.1 Ensure adequate zone coverage for the service of process and have backup available when needed to serve enforceable writs.

Assignment: Civil Bureau

Timeframe for Implementation: ASAP, When funds become available

Measurement of Accomplishment: Bureau receives additional Deputy Sheriff

Update: Ongoing. No change.

Goal #3. Strategy 3.20: To provide all sworn and certified personnel the opportunity to attend Crisis Intervention Team Training.

Objective 3.20.1 Continue to work with the North Central Florida Crisis Intervention Team and the Institute of Public Safety, Santa Fe College in the coordination of additional Crisis Intervention Team Training. Assist the North Central Florida Crisis Intervention Team in establishing CIT Refresher and Advanced Courses will be discussed at upcoming CIT meeting in March 2016.

Assignment: Training Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Certificates of completion on file

Update: Meetings have taken place however the courses have not been finalized

Goal #3. Strategy 3.21: To provide sworn and certified personnel with additional opportunities for Advanced and Specialized Training Classes.

Objective 3.21.1 Work with the Institute of Public Safety, Santa Fe College to provide relevant and necessary advanced and specialized training for the agency's sworn and certified personnel through feedback from agency supervisors regarding employee needs. Send out a Survey Monkey to agency personnel for their suggestions.

- Develop a course or training regarding the arrest of nursing mothers
- Develop a course or training that discusses the Primary Aggressor and Intimate Partner Violence

Assignment: Training Bureau/Sgt. Tim Price

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Certificates of completion on file

Update: The first bullet has been accomplished. The remaining two bullets are still ongoing but are expected to be presented during In-Service during 2017.

Goal #3. Strategy 3.22: Create a Directive to direct and govern the Field Service Technicians. (FST). Work with FST Traffic Coordinator to develop more comprehensive training for the FST's in areas that would be application with their job description.

Objective 3.22.1: Construct and create a directive to govern the Field Service Technicians.

Assignment: Quality Control Lieutenant/Patrol Support Division/Training Bureau

Timeframe for Implementation: August 2016 and ongoing training

Measurement of Accomplishment: A completed directive approved and loaded into DMS for employee access.

Update: During 2016 a new directive was created in the Directive Management System (PD SOP 400). All Field Service Technicians received comprehensive training on the following topics: utilization of Halt dog repellent spray, defensive driving, and towing and set up of agency owned electronic message boards.

Goal #3. Strategy 3.23: Provide continuous education opportunities for local and regional public safety telecommunications agencies.

Objective 3.23.1: Host annual "best practices" summit at ACSO

Assignment: TSD Manager Lanier/CCC Bureau/SSU Bureau

Timeframe for Implementation: Initial summit held in June 2015, planning underway for next summit in late summer of 2016.

Measurement of accomplishment: Completion of annual summit

Update: Discussions are underway for the next summit tentatively set for early summer 2017

Goal #3. Strategy 3.24: Utilize public safety encryption standards for law enforcement radio communications

Objective 3.24.1: Install/activate/maintain radio encryption services

Assignment: ACSO Radio Shop/ITB

Timeframe for Implementation: End of FY 2016

Measurement of accomplishment: All applicable ACSO radios have encryption activated

Update: All applicable ACSO radios and consoles will be encrypted by the end of calendar year 2016

Goal #3. Strategy 3.25 Enhance knowledge on how to conduct effective juvenile sexual crime investigations.

Objective 3.25.1 Host training at ACSO regarding juvenile sex crime investigations.

Assignment: Criminal Investigations Division

Timeline for Implementation: Ongoing – Completed

Measurement of Accomplishment: An outside expert will be invited to host training that will be attended by detectives and patrol deputies.

Update: June 20 – 22, 2016, a juvenile sex crime investigations class was hosted in the PSR. The class was taught by two retired FDLE agents who specialized in child abuse investigations, and it was attended by several detectives from ACSO as well as investigators from other agencies.

Goal #3. Strategy 3.26: To change the position of Training Bureau Law Enforcement Mini-Academy Coordinator from a part time employee to a full time employee.

Objective 3.26.1 Work with the Accounting and Budget Bureau to change the current Training Bureau part time position to a full time position.

Assignments: Training Bureau, Accounting and Budget

Timeframe for Implementation: Upon retirement of current Part Time Employee

Measurement of Accomplishment: Full time deputy assigned to the Training Bureau

Update: Ongoing. No change.

Goal #3. Strategy 3.27: Evaluate our current hearing protection and determine if it is sufficient based on new and on-going hearing studies.

Objective 3.27.1: Review information presented in hearing studies and implement any changes necessary to provide better long term health for all employees involved in firearms training.

Assignments: Training Bureau

Timeframe for Implementation: Ongoing

Measurement of Accomplishment: Better hearing protection for all employees involved in firearms training.

Update: Soft ear plugs will now be worn in conjunction with the electronic ear muffs during live fire exercises. Additional hearing measures are being considered for Training Staff members who are routinely exposed to firearms.

NOTE: The Technical Services Division, which includes the Combined Communications Center, has a separate, detailed Multi-Year plan, updated annually, provided to the partner agencies and uploaded on the agency website.

AGENCY BUDGETARY INFORMATION:

For Fiscal Year 2016/17:

<u>General Fund:</u>	<u>Budget</u>
521 – Law Enforcement	\$31,919,086
523 – Jail	30,976,849
525 – Combined Communication Center	7,782,074
711 – Court Security/Bailiffs	3,042,021
Total General Fund	\$73,720,030
Total Special Revenue Funds (Includes Grants, Inmate Commissary Restitution, LE Trust Fund, etc.)	\$ 2,992,623
Grand Total All Funds	\$76,712,653

The Alachua County Sheriff’s Office total General Fund budget request for the fiscal year beginning October 1, 2016 and ending September 30, 2017 totals \$73,720,030. The main source of revenue in the General Fund is transfers in from the Board of County Commissioners consisting mainly of ad valorem revenues in the form of property taxes. The budget funds salaries and benefits, operating expenses and capital related items. The budget is divided into four main functions consisting of Law Enforcement, Jail, Combined Communications Center and Court Security/Bailiffs. Law Enforcement represents 43.3% of the General Fund budget, the Jail represents 42% , the Combined Communications Center represents 10.6% and

Court Security/Bailiffs represents the smallest portion at 4.1%.

Salaries and benefits represent over 82% of the total General Fund budget. Operating costs mainly consist of technology related expenses, liability and auto insurance and mandated contracts such as the Inmate Medical Contract, which alone represents 64%of the Jail’s operating costs. Vehicles represent the largest share of the capital related budgets.

In addition to the General Fund, the Sheriff’s Office has various Special Revenue funds which account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. Our Special Revenue funds consist mainly of State and Federal grants awarded to the agency throughout the year.

The following is a list of current grants/contracts and a description of each regarding the value provided to the community.

Status	Fund #	Title and Term of Project-Updated Dec. 2016	Amount
Awarded	134	North FL HIDTA (NFHIDTA) <i>Overtime and operational needs for HIDTA</i>	Varies
Awarded	151	CJMHSAR, 4-1-14 to 3-31-17 <i>Subcontract with Meridian to pay for Jail Diversion Specialist</i>	\$55,076
Awarded	183	Victims of Crime Act (VOCA), 10-1-16 to 9-30-17 <i>Pays partial salary for Victim Advocates</i>	\$131,718
Pending	225	RAD Training and Safe Santa Fe Initiative, 10-1-16 to 9-30-17 <i>Overtime to Santa Fe College RAD Instructors and for Safe Santa Fe Materials</i>	\$6,000

Awarded	232	Direct Byrne JAG Project, 10-1-13 to 9-30-17 <i>Equipment for special teams</i>	\$44,541
Awarded	235	Direct Byrne JAG Project, 8-1-15 to 9-30-18 <i>Youth Dialogue</i>	\$38,864
Awarded	236	Department of Homeland Security/FEMA, Thru 12-31-16 <i>Critical needs, sustainment, maintenance and planning for regional response teams</i>	\$120,800
Awarded	237	Special Teams - MO/URT (Byrne), 10-1-16 to 9-30-17 <i>SCUBA Masks and communications equipment - Byrne Countywide</i>	\$13,370
Awarded	238	Direct Byrne JAG Project, 10-1-15 to 9-30-19 <i>New Vehicle</i>	\$32,136
Awarded	239	Department of Homeland Security/FEMA, Thru 12-31-17 <i>Critical needs, sustainment, maintenance and planning for regional response teams</i>	\$51,000
Awarded	240	Patrol Support - Equipment, 10-1-16 to 9-30-17 <i>Byrne Countywide - Speed Trailer with message board</i>	\$16,000
Awarded	241	Ballistic Shields - Warrants, 10-1-16 to 9-30-17 <i>Byrne Countywide – Shields</i>	\$6,277
Closed	144	Problem Oriented Policing (POP), 10-1-15 to 9-30-16 <i>Overtime for Sheriff's Office for narcotics cases</i>	8,500
Closed	190	Special Teams - Equipment (Bomb Team) 10-1-15 to 9-30-16 <i>Byrne Countywide</i>	\$5,654
Closed	237	Special Teams - MO/URT (Byrne), 10-1-15 to 9-30-16 <i>Dry Suits for Dive Team - Byrne Countywide</i>	\$15,360
Total			\$545,296

PERSONNEL:

For FY 2015/2016, the agency was budgeted for 853.00 full time equivalent positions (LE-342.75, Jail- 361, CCC-112, Court Security- 37.25). Volunteers and reserve employees continue to be utilized to augment personnel. Hiring qualified law enforcement, detention and civilian support staff that reflects the diversity of the Alachua County community takes frequent and targeted recruiting efforts.

POPULATION:

The population estimate of Alachua County in 2015 was estimated at approximately 254,893,000. Student enrollment at the University of Florida and Santa Fe College exceeds 64,000. (Stats from BEBR, FL Population Studies and PublicSchoolReview.com)

ALACHUA COUNTY ANNUAL UCR STATISTICS:

Part one crimes (Murder, Forcible Sex Offenses, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft) totaled 8,915 for calendar year 2015, as compared to 9,091 calendar year total for 2014.

ANTICIPATED EQUIPMENT NEEDS AND OTHER ENHANCEMENT REQUESTS:

Equipment needs continue to be explored for alternative funding sources, i.e., state and federal forfeiture funds, grant funding, commissary funds, etc. Enhancement requests in the FY 16/17 budget include:

1. Law Enforcement:

- a. \$952,121 additional funds mainly for pay raises, higher FRS rates and higher Health Insurance rates as mandated by the State and County, respectively. The Board did not fund 5 Deputy Sheriff positions related to the previous year’s budget appeal but they did fund the increased costs of payroll, as indicated above.
- b. \$162,450 additional funds for a Racial & Ethnic Disparity Deputy Sheriff which the Board did not fund.
- c. \$500,000 additional funds for vehicles which the Board funded from savings returned by the Sheriff in the previous year.

2. Jail:

- a. 772,000 additional funds mainly for pay raises, higher FRS Rates and higher Health Insurance rates as mandated by the State and County, respectively, which the Board funded.
- b. \$137,864 additional funds for the increased costs of contracts, mainly the Inmate Medial contract with the Board funded.

3. CCC:

- a. \$129,000 additional funds mainly for pay raises, higher FRS rates and higher Health Insurance rates as mandated by the State and County, respectively which the Board funded.
- b. \$20,000 for Emergency Mental Health Dispatch (EMHD) training which the Board did not fund.

4. Court Security:

- a. \$95,000 additional funds mainly for pay raises, higher FRS rates and higher Health Insurance rates as mandated by the State and County, respectively which the Board funded.

***Uncontrolled rising costs, but recognized needs include:**

- Inmate medical contract and Inmate Food contract
- Ammunition
- There was an 8% increase in health insurance in the 2015-2016 year and another 8% increase in 2016-2017. Although we continue to anticipate rising health costs, if utilized, the Alachua County Health and Wellness Clinic that opened January 4, 2016 will save our employees co-pays for office visits and generic medications.
- Liability Insurance and Auto Insurance

*Alternative funding sources may need to be explored if the BOCC does not provide adequate funding.

FRS Legislation Impacts to Employee and Employer:

The Florida Legislature continues to increase the employer contribution rates. Employee contribution rates remain steady at 3%. Fiscal year comparisons of the employer contribution rates are as follows with an agency wide financial impact of over \$1 million dollars:

	<u>FY 2012/2013</u>	<u>FY 2013/2014</u>	<u>FY 2014/2015</u>	<u>FY 2015/2016</u>	<u>FY 2016/2017</u>
Regular Risk	5.18%	6.95%	7.37%	7.26%	7.52%
Special Risk	14.90%	19.06%	19.82%	22.04%	22.57%

Future Issues and Needs:

Anticipated personnel and capital improvements for the next five years include:

- City/County 5 Year Annexation Transition and review of impacts to ACSO- continue to attend/play role in annexation meetings as held by the county
- Unification of law enforcement services between ACSO and GPD
- Human Resources Bureau will launch a campaign to increase the number of females in sworn and certified positions.
 - Hired new HR Director Ivelisse Munoz
 - Evaluating the purchase of a new applicant tracking program
 - Implemented the “Cadet Training” program allowing for the commitment to hire up to eight (8) qualified deputy sheriff applicants
- Implementation of Wage Study for Equitable Wages-address pay compression issues
 - Completed by Evergreen Solutions with an initial overview of results to the BOCC on January 19, 2016
- Due to the age of the existing jail facility, a close relationship will need to be maintained with Alachua County Facilities to ensure the CIP projects and repairs continue and provide as little disruption as possible to the jail operation. Upcoming projects include:
 - Moving I-pod control/touch screen capability to main Command Center
 - Replace conveyers in Property Storage
 - Rear Parking Lot Entrance Gates
 - Housing Area Renovation, including toilets and showers
 - Replace windows and frames-recreation yards
 - Sand blast and paint recreation yard caging
 - Identify and replace outdated cameras throughout the facility
 - Update the plumbing in the Rear Confinement area
- Establishment of a Citizen’s Academy and “Coffee with a Cop” community interaction program by the Public Information Officer
- Establishment of an Assistance/Peer Support Program for Employees (Sworn Patrol Commander-the lead, involves agency-wide in particular, sworn and CCC employees) to promote staff resilience in aftermath of critical incidents.
- Rural Services continues to investigate and educate the public on Animal Cruelty cases
- Continue active participation in the 25 year equipment-replacement fund for the CCC through the Interlocal agreement that will roll over unexpended CCC budget dollars into future fiscal years for the specific purpose of replacing capital or otherwise unbudgeted critical equipment.
 - Maintain active participation and management of CCC Capital Equipment Replacement Fund that accrues reserve funds on an annual basis to replace capital infrastructure and mission critical equipment.
- PIB will increase the presence of ACSO by continuing to utilize social media markets.
- The Training Bureau will continue to focus on officer safety and strategies on traffic stops, serving high risk fugitive warrants, etc.
- The Patrol Division would like to continue updating the training and equipment associated with the Trauma Packs and to see the full implementation of the AED program, i.e., placing an AED in every Patrol Division vehicle.
- A new site for the Multi-Agency Narcotics/Drug Task Force Building will need to be considered in the next five year; options on possible locations continue.
 - Expand the personnel assigned to the Domestic Highway Enforcement Task Force.
- Identify and purchase equipment needed for the Crisis Management Team and train members to use the LRAD device.
- Develop and maintain an effective key box system for all Special Teams vehicles to include a maintenance and check out system for vehicles.

- Replacement of a 14 year old FLIR (Forward Looking Infrared) system with a new HD system. This would enhance our capabilities by providing higher altitude viewing, higher resolution in infrared and day color camera, and less operating noise. This upgrade would enhance the ability to assist covert units such as SWAT, Warrants and DTF.
- Civil Bureau would like to request a sworn FTE be added to their staff.
 - Due to funding, no additional positions were approved for the 2015/16 budget cycle
 - The County Administration Building is undergoing a renovation. Alachua County has agreed to expand and renovate the existing Civil Bureau. However, the scope and square footage of the expansion has not been agreed upon by the Sheriff's Office.

Other:

- ACSO TISSB received continued funding for the Victim Advocate Unit through the Victims of Crime Act (VOCA) fund, administered by Florida's Attorney General. From October 1, 2014 to September 30, 2015 (FY14/15) the VOCA grant award was \$104,230. In September, ACSO was notified that the VOCA grant award for the new fiscal year (FY 15/16) remained \$104,230. The VOCA grant is used to fund a percentage of the Victim Advocate positions. To ensure compliance with grant standards, the Office of the Attorney General conducted a monitoring site visit on 4/8/15. ACSO's grant program was noted to be in full compliance.
- The Victim Advocate Unit served 4,248 unduplicated victims from 1/1/15 to 11/30/15. Advocates served victims of child physical abuse, child sexual abuse, DUI/DWI crashes, Domestic Violence, Adult Sexual Assault, Elder Abuse, Survivors of Homicide, Robbery, Assault, Property Crimes, Harassment and Stalking.
- During this reporting period (1/1/15 to 11/30/15) the Victim Advocate Unit provided unduplicated and ongoing victims with 15,841 units of service. Service includes first response, crisis counseling; follow up contact, information and referral, criminal justice support, assistance with crime compensation, personal advocacy, assistance with injunctions, case management, telephone and letter contacts.
- Seniors vs Crime is a program of the Florida Attorney General's Office that is housed at the Sheriff's Office so local seniors can benefit from the service. Founded in 1989 by the Attorney General and the American Association of Retired Persons, the program uses retired volunteers to educate Floridians on consumer fraud and also to help in some consumer investigations. From 1/1/15 to 11/30/15, Seniors vs. Crime had 63 new cases. Thirteen (13) cases were resolved with recovery. The total recovered during this reporting period was \$26,348. Volunteers provided 731 hours of dedicated service.

Compiled by M. Hanna January 2017