



## AGENCY GOALS AND OBJECTIVES 12//21/07

### **GOAL #1: PROVIDE THE HIGHEST LEVEL OF PROTECTION TO OUR CITIZENS AND COMMUNITY.**

Objective 1.1: By March 1, 2008, implement Phase I (Uniform Patrol Division only) of the District Law Enforcement program. Phase I will include:

- a. The reconfiguration of zone boundaries based on current call loads;
- b. The reconfiguration of the current three District designation to two Districts;
- c. Designate and implement a COMSTAT lieutenant (providing staffing allows) who will be charged with acting as a conduit and liaison for identifying crucial crime trends and community problems within the two districts and deploying crime fighting strategies to reduce or eliminate those identified problems; and
- d. Facilitate individual supervisor and deputy accountability to their areas of responsibilities.

Objective 1.2: The Combined Communications Center will work to improve the center's "Average Answer" time for 911 lines in order to get assistance to the community as quickly as possible, over the 3<sup>rd</sup> quarter 2007 improved time of 14.29%.

The CCC will work to improve the center's average "Call Start to Dispatch" time for high priority calls in order to get assistance to the community as quickly as possible, over the 3<sup>rd</sup> quarter 2007 improved time of 41.06%.

Objective 1.3: The Department of the Jail staff will work to formalize work of the Public Safety Coordinating Council and related committees to:

- Enhance and expand diversion programs and monitor results to determine success of these programs on an ongoing basis, with quarterly progress reports.
- Enhance in-house programs (Alcoholics Anonymous, Narcotics Anonymous, Parenting, Life Skills, etc.) on an ongoing basis, with quarterly project reports.
- Establish re-entry programs to enable and equip released inmates with resources and information for return to the community- Quarterly updates
- Continue efforts to identify and divert special risk populations (homeless, mentally ill, etc.) from incarceration to more appropriate placement or supervision.
- House and supervise inmates in a secure and fair manner, while practicing innovative correctional approaches in accordance with all local, state and federal laws – Ongoing.

Objective 1.4: The Uniform Patrol Division's Traffic Unit will focus efforts on high liability areas (I-75 and other major roadways and intersections) and high injury practices; and will immediately commit resources to reduce the number of fatalities and crashes on I-75 and along other major roadways in our jurisdiction, and utilize the Public Information Office to raise awareness reference I-75 risk.

Objective 1.5: The Criminal Investigations Division will work to:

- Increase the use of Crime Analysis information to develop incident driven coordination with the District Law Enforcement concept to include "hot spot" notification and coordination with other Divisions.
- Develop monthly municipal reports for the smaller municipalities.
- Develop a Domestic Violence unit and increase the coordination with Gainesville Police Department's established unit.
- Monitor and track the accomplishments of the newly formed Combined Narcotics Unit. This would include the street level narcotics, interdiction and the High Intensity Drug Trafficking Agency.
- Through the Juvenile Relations Bureau's Youth Violence Unit, we will identify at risk juveniles and target them for viable programs when they enter the judicial system.
- The Juvenile Relations Bureau will work with the local Juvenile Justice Steering Committee, the Children's Alliance and the Youth Violence Unit to assess the juvenile crime in Alachua County and recommend, collaborate and participate in community based resolutions.

Objective 1.6: The Public Information Office, working with various Commanders and Bureau Chiefs, will design a Public Service Announcement campaign, utilizing TV, radio and other methods to

educate, inform and increase public awareness, with the goal of focusing on themes each month.

Objective 1.7: The Trauma Intervention and Special Services Bureau (TISSB) will increase safety, raise awareness and provide crime prevention information through efforts including: Neighborhood Crime Watches, Business Watches, Project Lifesaver, Rape Aggression Defense training and Seniors vs Crime programs.

Objective 1.8: In an effort to provide improved protection to law enforcement and citizens, the Records Bureau will work with the CCC, DOJ, GPD and State Attorney's Office to provide current "No Contact Order" flag information in the new Records Management system – goal date September 2008.

Objective 1.9: The Training Bureau will work with other ACSO Divisions and Bureaus to develop and present in-service and/or roll call training blocks to LE and DOJ personnel that focus on identifying and addressing citizen concerns and victim needs, to include victims of Domestic Violence.

**GOAL #2: PROVIDE THE HIGHEST LEVEL OF PROFESSIONAL SERVICE TO OUR CITIZENS AND COMMUNITY.**

Objective 2.1: The Grant Unit will actively seek grant opportunities that will enable ACSO to work cooperatively with other governmental agencies and area communities designed to provide needed law enforcement services which target significant and specific community problems and citizen concerns.

Objective 2.2: The Training Unit and TISSB will continue diversity training for personnel to work toward cultural competency to enhance interpersonal skills and awareness when relating to co-workers and the community at large.

The Training Bureau will coordinate with Divisions Commanders, Bureau Chiefs and the PIO to develop a Citizen's Academy and establish other community partnerships. Our support will consist of supplying the PIO adequate resources to fulfill PSAs, educational television programs, radio talk shows, etc.

Objective 2.3: The Accreditation Unit during the 2007/08 Fiscal year will continue to support the philosophy of community policing, and commit the agency to a broad range of programs (such as crime prevention) that directly benefit the citizens of Alachua County by use of the administrative

reporting system which requires participation from citizens and community organizations through telephone contacts, agency surveys and public functions.

Objective 2.4: The DOJ will establish work crews utilizing sentenced and un-sentenced inmates; will establish vocational partnerships within the community (Santa Fe Community College, Florida Works, and Chamber of Commerce); continue to work toward improving overall customer service given to those who call the Department of the Jail; and enhance ongoing customer service through community and/or family contacts seeking information or guidance relative to inmate processes, needs, etc.

Objective 2.5: The CCC will increase the number of Quality Assurance (QA) reviews on customer service related topics to ensure all call takers are treating each caller with the highest level of professional service possible.

Objective 2.6: The Uniform Patrol Division will implement and maintain an active community information exchange program in order to build community trust and develop positive working relationships. Actions are to include:

- a. A proactive business contact initiative;
- b. A proactive and organized deployment of resources in order to provide additional coverage to the rural populations within the county via the Rural Services Unit and zone reconfiguration; and
- c. Allocating as many on-duty resources as available and practical to community relations events.

By June 2008, the Uniform Patrol Division will implement a communication strategy for our deputies and Field Service Technicians, in order to expand conflict resolution and overall professionalism when interacting with the public. This also coincides with providing better service to our citizens and community.

Objective 2.8: Criminal Investigations will work to establish a protocol for making the initial and subsequent contacts with victims of crime.

Objective 2.9: The PIO will review news articles, capturing pertinent information on each municipality in Alachua County to provide a weekly report to the Sheriff.

The PIO will proactively seek out news and community interest stories and coordinate the release of information with pertinent Division Commanders or designees.

The PIO will change the biannual report to an annual report, to include a citizen survey, accessible through the ACSO web site.

The PIO will establish and coordinate a "Shop with a Cop" program by September 2008, in preparation for the holidays.

Objective 2.10: TISSB will create and maintain excellence in service by ensuring certification and training for Bureau staff/interns/volunteers; developing unit training/procedure manuals; and improving service through continual re-evaluation of existing programs and processes; and will promote collaborations and develop strong working relationships between TISSB and ACSO divisions/bureaus to enhance excellence in service through shadowing, ride-a-longs, attending shift briefings, and victim advocate/detective partnerships.

Objective 2.11: The Warrants Bureau will conduct a minimum of two multi-divisional and multi-agency warrants sweeps to aggressively reduce the number of outstanding warrants. These operations will be conducted during night time hours twice per year. The sweeps will be coordinated with the Criminal Investigations Division, Uniform Patrol Division, Technical Services Division, DOJ, along with the Gainesville and University Police Departments, and other local municipal police departments within Alachua County. A statistical report will be submitted detailing the outcome after each sweep.

Objective 2.12: In January 2008, the HR Bureau will develop and implement a Community Based Recruiting Program to establish a pool of candidates that will equitably represent the diversity of Alachua County.

During the first six months of 2008, the HR Bureau, in conjunction with County Information Technology, will put in place an automated applicant processing system that will allow applicants to submit and track their job applications through the ACSO website; and the HR Bureau, coordinating with County IT will create an employee evaluation system that is simpler, less redundant and tied to clear, measurable performance objectives.

**GOAL #3: PROVIDE OUR EMPLOYEES WITH THE SUPPORT, DEVELOPMENT AND RESOURCES THAT PROMOTES EXCELLENCE IN PROTECTION AND SERVICE.**

Objective 3.1: The Training Bureau will work with the TISSB, CCC, DOJ, and related external sources to develop and present in-service and/or roll call training blocks to all LE, DOJ, and CCC personnel that increases employee awareness of chronic stress and critical incident trauma exposure after-effects; will implement and maintain a quarterly training program for supervisors.

Objective 3.2: CCC will develop a mentoring program within the bureau by selecting high performance employees to work with new hires. The mentors will be provided with enhanced instruction on how to effectively communicate, motivate and support new employees and co-workers.

The Training Bureau will increase the number of employees, including CCC and Records (reference lobby-front desk interaction) trained in Crisis Intervention. The training will provide the employee with beneficial information that will assist him/or her in dealing with individuals in crisis situations.

CCC will provide more scenario training that includes all areas within the agency as well as agencies throughout the community that would be involved if the situations were real. This goal can be reached by actively coordinating drills and measuring their success through after action assessments that identify deficiencies and successes.

The Training Bureau will coordinate debriefings on critical incidents that include the dispatcher, EMS, Fire, law enforcement and any other involved field unit. An example of a "critical incident" would be the recent shooting in Cross Creek. The assessment should include honest dialogue from all perspectives on what was done well, what was done poorly and who needs help dealing with the aftermath. Note: This is an "operational" debriefing, separate from the EAP sessions.

Objective 3.3: Uniform Patrol Division will expand the Incident Response Rifle Team capability to all members of the Uniform Patrol Division via issued rifles and an agency approved employee purchase option.

Objective 3.4: Criminal Investigations Division will establish a co-located Intelligence Unit with GPD, with collaboration among analysts to begin the 1<sup>st</sup> quarter of 2008 and co-location by 4<sup>th</sup> quarter of 2008, and include the DOJ Intelligence position

Objective 3.5: In conjunction with the Office of the Sheriff and Fiscal Bureau, the HR Bureau will update the agency's job classification and pay plan as recommended by the Evergreen Solutions Salary and Job Classification study, with a goal date of September 2008 (BOCC approval and funding permitting).

Objective 3.6: The Fiscal Bureau will continue working to update the existing accounting/payroll software by seeking new automated systems that will facilitate both time entry and management of employee schedules/time. Implementation of the new automated paperless time entry system (Executime) is anticipated to be up and running by February 2008.

(signature on file)

---

Sheriff Sadie Darnell

## **ACSO Value Statement**

**Protect, Serve, and Support Our Community  
with Integrity**