

Sheriff Darnell's 2nd Six Months in Office Report May 2007 to November 2007



PROTECT, SERVE, SUPPORT WITH INTEGRITY

Sheriff Darnell was elected into office on November 7, 2006 and sworn in on November 14, 2006.

The report that follows is a "Six Month Accomplishment" report and reflects the changes, additions and expectations of the Alachua County Sheriff's Office for the period May 2007 through November 2007. The report, while quite detailed, only highlights some of the more significant accomplishments she has incorporated as the new leader of this five "C" Criminal law enforcement, Court security, Civil, Communications, and Corrections agency. The men and women of the Alachua County Sheriff's Office have contributed in many ways to each of these accomplishments and are being acknowledged for their professionalism, dedication and loyalty to serving all citizens of Alachua County.

This report as well as future reports will be published on the Alachua County Sheriff's Office website at www.alachuacountysheriff.org
Copies are also available by contacting the Public Information Office at 352-334-4050.

“MODEL THE WAY” (National Sheriff’s Institute, (NSI) - 2007)

“The task of the leader is to get his/her people from where they are to where they have not been.” – Henry Kissinger

Guiding the Transition in the First Year...

- **The Sheriff has continued meeting with other municipal leaders, and has recently focused on discussions of MSTU and law enforcement contract services with the City of Newberry. The City of Newberry passed a resolution on September 3rd to join the MSTU. Sheriff Darnell will continue working with the County Commission to encourage the other municipalities to either join the MSTU (which provides a portion of our law enforcement funding) or contract with ACSO for law enforcement services.**
- **The Sheriff has been in discussions with the City of Waldo and the City of Hawthorne concerning law enforcement dispatch services.**
- **Last year, the Sheriff committed to providing a monthly report to all the smaller municipalities. The reports have been modified, at the Sheriff’s request, to include more statistical information and special details that the ACSO provides to each municipality. Beginning in January, the Sheriff, with the assistance of commanders and crime analysts, will provide a monthly report to the two cities that have entered into the MSTU – Newberry and Archer.**
- **Command staff meetings are held at least twice monthly and afford an opportunity for all commanders and direct reports to collaboratively work on agency priorities. This year, the command staff was brought into the budget process for the first time. They were involved in helping the Sheriff set our FY 07/08 budget and review and make recommendations on where we had to reduce our budget by almost \$3.2 million. Commanders will be held accountable for their portion of the budget in terms of expenditures, overages, transfers and reductions.**

“People do not follow uncommitted leaders. Commitment can be displayed in a full range of matters to include the work hours you choose to maintain, how you work to improve your abilities, or what you do for your fellow workers at personal sacrifice.” – Stephen Gregg, Chairman and CEO of Ethix Corp.

Leadership Education Starts at the Top but is Shared with the Employees...

- Sheriff attended the Florida Sheriffs Association (FSA) Summer Conference (June 29-August 1, 2007)
- Sheriff was appointed to serve on several FSA Boards including: the Florida Model Jail Standards Committee, the Legislative Committee, and the newly formed FSA Deputy Sheriff’s Association Review and Disaster Relief Committee to look at benefits impacting deputy sheriffs across the state.
- Sheriff was appointed vice-chair of the Region 3 Law Enforcement Committee of the Regional Domestic Security Task Force.
- Sheriff was selected as one of five Sheriffs in the nation to the National Sheriffs Association University and Community Campus Safety Boards, to address violence on campuses.
- Sheriff received 11.25 certification hours for attending the FSA Diversified Training Program class August 1, 2007
- Sheriff recognized as one of 5 “2007 Women Who Make a Difference” by Gainesville Today
- All ACSO commanders have completed National Incident Management in Incident Command for 300 and 400 law enforcement levels.
- Cpt. Joel DeCoursey is scheduled to graduate from the St. Leo Command School on December 6, 2007.
- Crime Prevention Specialist Art Forgey achieved Crime Prevention Specialist in Elder Services certification from the Attorney General.

“ENABLE OTHERS” (NSI – 2007)

“Change is the law of life and those who look only to the past or present are certain to miss the future.” – John F. Kennedy

The Organizational Restructuring continues in the 2nd six months...

Phase 2 of the Sheriff’s Reorganization, which is a focus on the jail side of the agency, was delayed due to the unexpected termination of our

Department of the Jail Director in May 2007. Captain Tony Canchola served as A/Major of the DOJ from February through his retirement in August. Captain Charlie Lee was then selected to serve as the Interim Director/ Acting Major on August 20th. Phase 2 will be a priority as we start 2008. Robert Woody was selected as the new Jail Director on September 14, 2007. Mr. Woody is currently the Bureau Chief of Community Relations for the DOC, serving under DOC Secretary Jim McDonough.

Other organizational changes during this reporting period included:

- **Welcoming Bureau Chief Laura Knudson to the newly established Trauma Intervention and Special Services Bureau. This Bureau's focus is to expand crime victim service and advocacy; to create services for employees who are subjected to trauma as a course of their work and to enhance community based outreach programs, especially to underserved populations, i.e., elders, crime victims, minorities and youth, etc. A new Community Outreach Specialist/Victim Advocate position was filled by Inez Rios. ACSO has experienced a number of employee and employee family deaths, and on-duty injuries, requiring leave banks, counseling and medical resources. This Bureau, in conjunction with Human Resources, is tasked with assisting employees in need of these essential services and maintaining follow up.**
- **Joel DeCoursey was promoted to Captain on June 24, 2007 and was transferred to the Judicial Services Division, commanding the Civil, Court Security and Warrants Bureaus.**
- **Captain Donnie Love was transferred to commander of the Planning, Accreditation and Training Divisions on June 24, 2007.**
- **Captain Jim Troiano was transferred to the Department of the Jail, Support Services Division on August 20th.**
- **LeGran Hewitt was promoted to Captain on August 20th and was transferred to the Criminal Investigations Division as the commander.**
- **Public Information Office Sergeant Keith Faulk was temporarily reassigned to the Juvenile Relations Bureau on August 20th. He requested and was approved for reassignment as the PIO. Art Forgey was selected as a back-up PIO to Sgt. Faulk, and also continues in his role as a Crime Prevention Specialist.**

“INSPIRE A SHARED VISION” (NSI – 2007)

“In the last analysis, what we are communicates far more eloquently than anything we say or do.” – Stephen Covey

Communicating the Sheriff’s message...

- A new agency Mission Statement was created in October – *Service to the Community First. Commitment to the Employees Always. Through our partnerships we are always committed to serving others.*
- New agency Goals were established and the Sheriff held meetings in November to discuss our focus and priorities for the next year to both the community and to the employees. The Goals established for the FY 2007/08 period are:
 1. Provide the highest level of protection to our citizens and community.
 2. Provide the highest level of professional service to our citizens and community.
 3. Provide our employees with the support, development and resources that promotes excellence in protection and service.
- Command Staff meeting minutes continue to be posted at ASO headquarters and the DOJ and are also being emailed agency wide so that all employees have access to the decisions and information discussed at these meetings.
- The Civilian and Sworn Advisory Teams met in June, July and October to discuss employee issues with the Sheriff in an informal setting. A number of policy directives have been amended as a result of these discussions. The first teams will rotate to new members in January 2008, to give more employees an opportunity to represent their peers. Sheriff encourages employees to contact their representative should they have a concern or issue which may need to be discussed at these meetings.
- The Sheriff created a *Star Points* Newsletter for internal communications throughout the agency. Two issues have been published during this reporting period (August and October 2007).
- Grants Coordinator Kelly Amerson and County IT staff worked with the Sheriff to create a new ACSO website that is more interactive and includes new categories of information. The new website www.alachuasheriff.org was launched on November 14, 2007.

- We reported in the first six months the creation of a quarterly Office of Professional Standards report. This report briefly outlines each disciplinary action and is posted and emailed throughout the agency. Starting in October, the Sheriff has directed these reports be prepared monthly instead of quarterly to get the information out in a more expeditious manner to our employees.
- Employee surveys are included in each of the Sheriff's *Star Points* newsletters. Survey comments and suggestion box items are routinely taken to the Sworn and Civilian Advisory Team meetings for discussion and action.

“Leadership must be based on goodwill. Goodwill does not mean posturing and least of all, pandering to the mob. It means obvious and wholehearted commitment to helping followers.” – Admiral James B. Stockdale

A Commitment to the Community...

As we reported in the first six month's report, much of the role of Sheriff, by its very nature, is seen as continuous campaigning. However, the Sheriff has been an advocate for communities in Alachua County for a career lifetime. Personal involvement in the events listed below are simply a reinforcement of that commitment to serve the people of our community.

- State Polygraph Association Welcome Address 6/1/07
- Send off to Safety Patrol DC Trip 6/1/07
- Opening Comments Peaceful Paths Book Signing 6/2/07
- Kiwanis Club Speech on State of the ACSO 6/5/07
- Heart Walk Company Leader Kick-off 6/7/07
- State Narcotic Officers Association Speech 6/7/07
- SFCC Primetime (seniors) Group Speech 6/8/07
- Juneteenth Festival 6/16/07
- 8th Circuit Bar Association Keynote Speaker 6/20/07
- Recipient of the FL Council on Crime and Delinquency Distinguished Service Award 6/21/07
- Alcoholics Anonymous Speech to Triangle, Inc. 6/23/07
- Forest Grove Vacation Bible School Kick-off 6/23/07
- Torch Run for LEO Golf Tournament 6/23/07
- United Way Board Member Orientation 7/11/07
- Lincoln Estates Neighborhood Crime Watch 7/11/07
- Oak Hammock UF Retirees Speech 7/18/07
- Philippine Association Speech and Induction 8/11/07
- ACSO Host to Juvenile Law Update Seminar 8/14/07

- **ACSO Annual Property Auction** 8/18/07
 - **Girls Club Fundraiser** 8/18/07
 - **Honoring Former Sheriff Crevasse-Masons** 8/22/07
 - **Archer Community Center Groundbreaking** 8/25/07
 - **United Way Day of Caring @ Bread of the Mighty Food Bank w/ASO Commanders/Staff** 8/31/07
 - **Keynote-House of Hope Prayer Breakfast** 9/13/07
 - **Newberry Elementary School Read a long** 9/7/07
 - **Oath to Stephen Foster Elem. Safety Patrol** 9/26/07
 - **Oath to Norton Elem. Safety Patrol** 10/2/07
 - **Victim Vigil Speech** 10/4/07
 - **Am. Cancer Society Heart Walk** 10/13/07
 - **United Nations Day –Facilitated Workshop** 10/18/07
 - **Breast Cancer Walk** 10/20/07
 - **Interfaith Hospitality Network Gold Tournament** 10/22/07
 - **Safety in the Community Workshop** 10/25/07
 - **Public Defenders Association Speech** 10/29/07
 - **Homecoming Parade** 11/2/07
 - **Oath to Glen Springs Elem. Safety Patrol** 11/6/07
 - **Cable Show on Children’s Alliance** 11/6/07
 - **Gainesville Women’s Realtors Assoc. Speech** 11/6/07
 - **Southern Police Institute Speech state conf.** 11/7/07
 - **American Cancer Society Fundraiser** 11/9/07
 - **Alzheimer’s Walk** 11/10/07
 - **Forest Meadows Veterans Event Speech** 11/10/07
 - **Bikers on Parade for Am. Red Cross** 11/11/07
- **We have made significant donations to the following non-profit organizations this period: Archer Community Access Center-\$5,000, Pace Center for Girls-\$2,500, School Board of Alachua County-Drug Free Calendar-\$1,740, Boys and Girls Club of Alachua County-\$2,500, UF Foundation Share Fishing for Success-\$5,000, Children’s Home Society-\$300, Santa Fe High School-Fight Drug and Violence-\$80.**
 - **The ACSO took on a project to assist a local family and their 7 year old son, Earl Gardner, who had been badly burned over 50% of his upper torso. The Sheriff’s office collected monies, sent care packages to the Shriner’s Hospital, and sent cards and emails. To further their commitment to helping, staff submitted the Gardner Family as a candidate to ABC’s Extreme Home Makeover and assisted in the application, letter of support from the Sheriff and full video.**
 - **Donated approximately \$2,000 worth of seized property items to the Sunrise Rotary Club for their Reichert House and Child Advocacy Center fundraiser (June 2007).**

“ENCOURAGE THE HEART” (NSI – 2007)

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” – Jack Welch

Our employees and agency morale make us what we are...

- The annual ASO Employees Picnic was held on August 11, 2007 with over 100 employees joining in the fun, food and camaraderie at Poe Springs State Park.
- A blood pressure machine was installed in the gym by the County Wellness Staff.
- The Employee Fund committee is working with vendors to place healthy food in all ACSO vending machines in all three facilities.
- Employees who volunteered to serve as agency representatives for Quarterly Blood Drives, United Way Chairs, American Heart Walk, Breast Cancer Walk and Alzheimer’s Walk exceeded previous ACSO contributions in every category. Fundraising efforts and participation by employees was overwhelming and included garage sales, cake and scarf sales, lunches and individual soliciting.
- For the first time in the history of ACSO, the Police Benevolent Association ratified a union agreement for deputies, sergeants and lieutenants in October 2007. The bargaining teams for both the PBA and Administration held professional, collaborative bargaining sessions.
- Three Oath of Office and Promotion ceremonies were held for this six month reporting period.
- While this was a most difficult budget year for the county, the Constitutional Officers stood united to support the employees receiving a 3% or \$1,000 cost of living increase, whichever was greater. The BOCC ultimately approved a 2% or \$1,000 cost of living increase. No employees were laid off as a result of our \$3 million cut to our total budget.
- Tuition reimbursements and fitness bonuses were maintained despite the budget cuts.
- Sick Leave donations for employees who are not receiving full workers compensation benefits were approved by the Sheriff, giving the employee full pay, in most cases, when they are out on extended leave due to injury.
- Wellness Programs have been enhanced through County programs and numerous back pain, skin cancer screenings, hearing tests, blood pressure checks and walks have been held at ASCO and the DOJ.

- For the first time, the Sheriff recognized our K-9's who died this year after having served our agency as official law enforcement deputies. Memorial plaques were given to the handlers and will also be displayed in the Patrol Squad room.
- Employees were given an opportunity to attend, free CPR and RAD (Rape Aggression Defense) classes and numerous employees took advantage of these classes.
- To recognize our local law enforcement members killed in the line of duty, ACSO created and is selling memorial t-shirts that list the names of all local law enforcement agencies personnel who were killed in the line of duty.
- Payroll deductions were established for employees who wish to contribute to the Concerns for Police Survivors organization.
- Promotion eligibility requirements were amended to include possession of a degree or 240 hours career development courses and documented community service or two years military service with honorable discharge and documented community service.
- New retirement shadow boxes for all eligible employees replaced the long standing plaque. Boxes include rank or specialty insignia.

“CHALLENGE THE PROCESS” (NSI – 2007)

“Desire is the key to motivation, but it’s determination and commitment to an unrelenting pursuit of your goal – a commitment to excellence – that will enable you to attain the success you seek.” – Mario Andretti

Improving our services...

- Officers and deputies were sworn in by Sheriff Darnell on November 28th and given bond cards for the newly created multi-agency narcotics unit, partnered with Gainesville Police Department, University Police Department and the Florida Department of Law Enforcement. Additionally, Sheriff Darnell is now the chair of this district’s HIDTA (High Intensity Drug Trafficking Area). This partnership will provide federal monies and resources in narcotics enforcement.
- Implementation of a new automated reporting system with the installation of CTS Smart Cop. Patrol deputies went live with electronic reporting on laptops on November 5th.
- Some Policy Directives that have been reviewed and/or amended during this period include:
 - 1) **Expanded Protections Against Discrimination:** Added sexual orientation, transgendered and gender identity.

- 2) **Employment Wages:** Upon separation of employment employees, who are eligible, will receive payout checks in the pay period following the final wages pay period for any remaining comp leave, annual leave up to 240 hours, ½ sick leave if employed over ten years.
 - 3) **Employee Compensation:** allows for Field Training Deputy, Detention Officer and Service Technician training positions to be paid an additional \$50 per pay period and Data Entry. FCIC/NCIC and Certified CCC trainers to be paid an additional \$25 per pay period.
 - 4) **Honor Guard:** Added Honor Guards to receive specialty pay.
- **Incorporated new language to position announcements that reads “Minorities and protected classes are encouraged to apply.”**
 - **Jail expansion groundbreaking was held on September 25, 2007.**
 - **New phone lines installed at the DOJ providing for “menu options” that will give callers to the jail more efficient service.**
 - **Community bulletin boards installed on I-75 and major roadways advertising “Lock Crime Out” and “Move Over Law”.**
 - **Move Over Law brochures printed (at no agency cost) for deputies and staff to distribute throughout the community.**
 - **Newspaper inserts in the Gainesville Sun (August and September) listing Alachua County’s “Most Wanted” and “Sexual Offenders and Predators”.**
 - **ACSO hosted Victim Advocate Advanced Training through the Attorney General’s Office June 14, 2007.**
 - **Assisted University Police Department in implementing their Campus Emergency Reverse 911 project (April 2007).**
 - **Hosted an annual Juvenile Law and Information Update conference (August 14, 2007).**
 - **Major purchases made in the past six months include:**
 - 1) **Surveillance equipment**
 - 2) **Direct Link Camera system**
 - 3) **Radio Console CCC**
 - 4) **5 Mobile Radios, Control Stations**
 - 5) **31 Portable Radios at the DOJ**
 - 6) **25 Video Cameras for Patrol Cars**
 - 7) **Passenger vans and bus for DOJ**
 - 8) **Jail Ovens**
 - 9) **10 Ballistic Shields and 1 Ladder Shield – SWAT Team**
 - 10) **12 Body Armor and Tactical Vests – SWAT Team**
 - 11) **Motorola Printrak Latent Station (AFIS) – Forensics Unit**
 - 12) **1 Bi-Directional Amplifier System for Cell phones, radios and Nextel service within main building**
 - 13) **8 Heartstart Defibrillators**
 - 14) **3 Ford F150 Pick-up trucks**

- 15) Several computer replacements and upgrades throughout the agency
- 16) Several helicopter repairs and upgrades (\$11,521 and \$18,670)

- The Turkey Creek Lions Club donated \$300 to our Project Lifesaver program.

“Motivation is the art of getting people to do what you want them to do because they want to do it.” – Dwight Eisenhower

There is no limit to what can be achieved...

- Since November 2006, we have sworn in 21 Detention Officers, 8 Detention Deputies and 20 Deputy Sheriffs and hired 32 full time and 7 part time civilians and 13 full time and 3 part time Telecommunicator positions.
- We have made a total of 24 full time Telecom, 3 part time Telecom, 8 civilian and 7 sworn internal promotions during this six month period.
- A Recruitment Team was formed comprised of agency representatives from all classifications. The team attends job fairs and statewide academies and reviews our recruitment brochures, assists with display boards and promotes the agency in every job position we hire.
- Published job vacancies in the Southern Diversity Schools Job Search Journal (Fall 2007).
- The number of non disciplinary resignations is 46. Terminations due to failure to make probation requirements is 5.
- The number of retirements is 6.
- The number of resignations in lieu of terminations is 9. Resignations during investigations is 4. Terminations as a result of discipline is 7.
- From November 2006 to October 2007, we have answered over 122,000 Calls For Service.
- DOJ Lobby Renovations – to be completed by December 31, 2007.
- National Institute of Corrections conducted an on-site assessment in September and recognized the DOJ and staff for outstanding achievement and an excellent classification system which could serve as a model for jails throughout the nation.
- Expanded the rural services program with one additional deputy.
- Agency wide compliance for NIMS/ICS certification.

- Successfully awarded five grants including: Byrne Grant (\$108,620), Bulletproof Vest for Jail and Patrol (\$18,491), Project Safe Neighborhood Anti-Gang Initiative (\$58,509), Project Safe Neighborhood Anti-gun Violence (\$68,509), JAG COMSTAT Tactical Unit (\$92,050), Mobile License Plate Scanner (\$40,000-Byrne).

“CHALLENGE THE PROCESS” (NSI – 2007)

“People make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.” – Harry Truman

Change is growth and a necessary part of improvement...

- Future budget reductions, depending on the Property Tax outcome January 29, 2008-possible \$1.5 million budget cut to ACSO.
- Work to increase grant acquisitions and corporate sponsorship to offset budget reductions.
- Institute a District concept after a zone configuration and population study is completed. This type of study has not been done in 20 years.
- Teen Driver Challenge – a training program for Alachua County teens taught by ACSO personnel in a two-day workshop, as crash fatalities are the #1 cause of death among adolescents in Alachua County.
- Programs focused on youth violence, in a multi-agency approach to increasing crimes
- Inmate re-entry and work crew programs
- Continue efforts to deal with jail overcrowding
- Strategies regarding future growth of the city through annexations
- Partnership with GPD for a co-located Intelligence Center
- FBI Safe Street Task Force (Violence/Gangs)
- Computer Aided Dispatch (CAD) On Line
- Establishment of an Eastside Fishing for Success Program at the DOJ
- Support for a local DNA Lab
- Dispatch services for Waldo and Hawthorne
- Waterways Enforcement
- Work to Implement the Wage Study Recommendations
- Restructuring the Reserve Program