

ALACHUA COUNTY SHERIFF'S OFFICE

April 4, 2011

ACSO MEMORANDUM #OS-11-007 –Amended*:

TO: All Personnel

FROM: Sheriff Sadie Darnell *S 4/5/11*

RE: Agency Goals and Objectives for Calendar Year 2011

On an annual basis, agency goals are created to ensure the Alachua County Sheriff's Office addresses current needs and priorities. The overall Agency Goals and Objectives have been established for calendar year 2011, and are published as attached.

Division Commanders and Bureau Chiefs will be responsible for providing updated responses to the objectives through a semi-annual report to the Sheriff in June and December 2011.

SD/mrh

Attch:

*There was an error found in the numbering of the Objectives, which has now been corrected, so please disregard the first report sent on March 25, 2011. I apologize for any inconvenience.



2011 AGENCY GOALS AND OBJECTIVES January - December 2011

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

Objective 1.1: The **Uniform Patrol Division** will expand on the District Law Enforcement program, by:

- Implementation of the new Airboat Ordinance to include public education, signage at County boat ramps, and enforcement with assistance from Fresh Water Fish Commission (FWC).
- Continue to transition from paper to electronic citations in order to encourage an increase in traffic enforcement efforts
- Continue to work with the Training Bureau to facilitate additional driver training in order to reduce the number of at fault crashes.
- Promote successful concepts utilized in the Southwest area of the County in the Hawthorne City Limits to include developing an advocacy group for the elderly residents, enhancing crime prevention efforts and deploying additional concentrated enforcement efforts.
- Promote successful concepts utilized in the MIKE Zone within the GOLF Zone in order to reduce crime.
- Conduct joint special teams training at least two times per year to better prepare for a multiple team response to critical incidents.
- Increase and improve communication between the Uniform Patrol Division and the Criminal Investigations Division in order to solve related crimes.
- Update UCR training (Uniform Crime Reporting) and train selected supervisors in UCR entry.
- Build and improve upon the current Field Training Program by exploring ways in which to streamline training, provide additional training for Field Training Deputies and provide an improved and more compelling curriculum.

Objective 1.2: The **Uniform Patrol Division** will:

- Continue to increase enforcement of high hazard moving violations including DUI, red light running, following too closely, failure to yield right of way, failure to use turn signals, etc.

Objective 1.3: The **Uniform Patrol Division Crime Prevention Section** will:

- Continue enhancing the Crime Prevention Information in a virtual format via our website and will:
 - Include a module on Animal Cruelty
 - Utilize the resources of the Humane Society of the U.S. for animal cruelty reports and possible rewards
 - Continue to work with Rural Services to provide information to the public/law enforcement on animal cruelty/dog fighting.

Objective 1.4: The **Uniform Patrol Division Reserve Unit** will work to expand the role of the Reserve Unit through Reserve Captain Steve Miller, utilizing them to assist Crime Prevention and during special events/details where able; and further will accomplish in order of priority, the following by target completion date:

- Recruitment (June 1)
 - a. 25-30 Reserve I Deputies (330 hr auxiliary certification)
 - b. 10-15 Reserve II Deputies (full CJSTC LEO standards)
- Establish 330 hour CJSTC Academy training for Reserve I Deputies in conjunction with Santa Fe Institute of Public Safety (June 1)
- Organize and implement field training program for new hires to include: (April 1)
 - a. Full-length Field Training Program (Reserve III classification)
 - b. 100-hour Field Training Program (Reserve I and II)
- Establish and enforce unit protocols for maintaining Reserve status (April 1)
- Investigate the possibility of adjusting the min-academy process so full-time transferred hired out of Reserve Unit do not repeat portions of training (based on assessment of time and ability- May 1)
- Develop Orientation Packet for all Reserve Unit new hires to include: (June 1)
 - a. Reserve Unit contact information
 - b. Reserve Unit member requirements:
 - Monthly meetings

- In-service training
- DMS compliance
- Field Training requirements
- Minimum time of volunteers

Convert 100% to VIMS software for volunteer hour tracking and event scheduling (April 1)

Revise Reserve Unit Directive 165 to conform with changes & additions to Reserve Unit policy and procedures (September 1)

Objective 1.5: The **Criminal Investigations Division** will

- 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.
- Increase concentration on drugs, guns and intimate partner violence incidents, intelligence driven, less focus on minor infractions and more emphasis on protection, warnings, tips, rapport building with citizens.
- Develop a countywide plan to prevent/combat gang activity to include: the DOJ, incorporating with the SBAC and Success by Six and Children’s Alliance partners.
- The Juvenile Relations Bureau will continue to 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.
- Continue work to establish a data bridge, at minimum with the Intelligence Unit with GPD.
- Market the agency’s Teen Driver program, increasing attendance and participation
- Increase UCR closure rates of cases assigned to the Detective Bureau by creating a “tickler system” to ensure quarterly follow-up with the State Attorney’s Office on all sworn-complaints filed by Detectives.
- Create report writing templates for increased data capture by Uniform Patrol Deputies on criminal cases. Templates will standardize most initial investigations by Deputies and ensure that important tasks are completed to increase the solvability factors of cases forwarded to the Detective Bureau.

- Increase investigative reviews of cold case files for additional leads, witnesses, suspects and potential DNA evidence for analysis and the latest testing processes.
- Identify additional space within the Detective Bureau to add an additional interview room to the existing interview room thus providing the opportunity to interview more than one suspect at a time.
- Improve the quality and ability to record statements within the interview rooms and develop a redundant system of capturing and storing the recordings.
- Develop a standardized training program and curriculum to ensure that new Detectives assigned to the Detective Bureau are made aware of all investigative tools, practices, resources and applicable case law.
- Standardize training of Detective personnel by establishing and requiring that all Detectives attend core training classes to ensure that Detectives are cross-trained in all aspects and types of investigations.
- Upgrade Forensic Unit's current photographic system to better protect digital evidence. Acquire technology allowing for authentication of digital photos, electronic audit trails, digital time source by employing data encryption to prevent tampering.
- Submit a plan to expand the Internet Crimes Against Children (ICAC) involvement utilizing current staff resources.

Objective 1.6: The **Department of the Jail** staff will continue collaboration with the Public Safety Coordinating Council, DELTA 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.

- Expand the Inmate Work Crew program with additional crews as staff capacity and pertinent inmate population is available.
- 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, including focus of the Top 20 recidivists through the Intensive Case Management Work Group.
- 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 1.6a: The **Department of the Jail** staff will collaborate with Domestic Violence Task Force by participating in Jail Workgroup to look at no contact violations by inmates, jail recordings of phone calls, VINE calls to victim regarding inmate release. Identify steps to increase victim safety and report same to DV Task Force.

Objective 1.7: The **Information and Technology Unit** will:

- Continue to work with the CTS vendors and staff on improving CTS functionality.
- Ensure service to victims by including a field on CTS generated reports for the victim contact information (address, phone number, family/friend contact).
- Ensure compliance with accreditation standards on victim notification by including check off on CTS generated reports for distribution of:
 - o Victims Rights Brochure
 - o Brochures will be also added to ACSO website to ensure victim access to required brochures
 - o Legal Rights and Remedies (domestic violence) in English and Spanish
 - o Sexual Battery Victims Rights and Remedies (English and Spanish)
 - o Include in “flag information” that once on-scene and appropriate, for deputy sheriff to verify information is current.

Objective 1.8: The **Combined Communications Center** will develop a new dispatch process for fire and medical calls to improve dispatch efficiency and minimize errors.

Objective 1.9: TISSB will coordinate Lethality Assessment Program (LAP) Review Team to ensure continuation and quality of LAP program.

Team will meet quarterly to review and have representation from Patrol (reports), Crime Analysis (trends), Detectives (follow up), Training (updates new deputies, Sgt., incorporate in annual training), State Attorney's Office, Peaceful Paths, TISSB, Tech Support (flag address). Provide updates from Maryland.

Review of Law Enforcement Best Practices Workgroup (Major Fellows) report to Domestic Violence Task Force and InVEST Standards /FCADV and incorporate practices to ensure quality service to victims of domestic violence. Provided Best Practices to Patrol Quality Control. Domestic Violence Unit incorporated InVEST standards as part of grant. Continue this practice regardless of continuation of grant.

Objective 1.10: The **Trauma Intervention and Special Services Bureau Chief and OPS** will provide victims of domestic violence by agency employees an agency point of contact to assist victim through the investigative process.

Objective 1.11: The **Warrants Bureau** will conduct quarterly warrants sweeps on high profile felony warrants and will work with the United States Marshals Service on their annual "Fugitive Operation" in and around Alachua County. The **Warrants Bureau** will conduct annual warrants sweeps on outstanding domestic violence felony warrants during the month of October for National Family Violence Apprehension Detail.

Objective 1.12: The **Accreditation Unit** will ensure that ACSO directives address deputy safety issues, and work with Division Commanders and Bureau Chiefs to ensure they provide for adequate training, equipment and procedures to their staff.

Objective 1.13: The **Accounting & Budget Bureau** will continue working towards efficiency and cost savings through automation, transitioning to paperless in various functions of the bureau.

The next project for Accounting & Budget will be to move away from the 4 copy purchase orders and automate them to include being able to sign them electronically and email them to vendors electronically; as well as starting paperless filing in the accounts receivable and trust fund areas.

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

Objective 2.1: The **Accreditation Unit** 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 and on line contacts, agency surveys and public functions.

The Florida Accreditation Office [which oversees the Commission for Florida Law Enforcement Accreditation (CFA) and Florida Corrections Accreditation Commission (FCAC)] has transitioned to a paperless tracking/standard system, called "Standards Power DMS." Innovative Data Solutions' (IDS), the creators of the Directive Management System (DMS), created the program which works in conjunction with DMS. In order to be able to utilize the system completely, each Accreditation Assistant and the Accreditation Manager This new system which became mandatory to use in March 2011, will require:

1. Obtain three (3) stand alone document scanners for the Accreditation Assistants that director connect to their PCs.
2. Train all Accreditation Unit personnel in Standards Power DMS use.
3. Scan all FCAC and CFA documents into the Standards Power DMS program. Attach all related ACSO and DOJ Directives and Procedures.
4. Attend CALEA Conference in Montgomery County Maryland to obtain Reaccreditation Certificate for Public Safety Communications Accreditation where the Combined Communications Center was awarded with the designation of FLAGSHIP status for the second consecutive accreditation cycle. 2008 – 2011 1st; 2011 – 2013 2nd.
5. **Achieve Reaccredited Status with FCAC for the Department of the Jail**
 - FCAC Mock Assessment to be held during the month of April/May
 - FCAC On-Site Assessment to be held during the month of July/August
 - FCAC Reaccreditation scheduled for **October 2011**

Achieve Reaccredited Status with CFA for Law Enforcement

- CFA Mock Assessment to be held during the month of August/September
- CFA On-Site Assessment to be held during the month of November/December
- CFA Reaccreditation scheduled for **February 2012**

Objective 2.2: The **Training Unit and TISSB** will collaborate to ensure training for personnel in prevention and intervention in domestic violence.

Objective 2.3: The **DOJ** will expand on vocational partnerships within the community (Santa Fe 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 2.4: 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 2.5: Criminal Investigations will ensure that new Detective protocols for contacting all victims of assigned cases is carried out, through periodic monthly supervisor checks work to establish a protocol for making the initial and subsequent contacts with victims of crime.

Detectives will team with Victim Advocates to provide enhanced services to victims.

Detectives will increase utilization of Victim Advocates to assist victims on scene when appropriate.

Objective 2.6: The **Uniform Patrol Division and the PIO** will improve follow up contacts with victims of reported crimes, to include updating the notification information on the status of their investigations.

Objective 2.7: The **Criminal Investigations Gainesville Alachua County Drug Task Force (GACDTF)** will Ensure the General Fund Budget, Byrne Grant Budget, and the CADET Budget (HIDTA) are properly administered.

Manage overtime and other investigative costs. Complete monthly and quarterly reports for HIDTA, and the Byrne Grant. Successfully pass quarterly audits for investigative/evidence expenses conducted by the Gainesville Police Department and the Alachua County Sheriff's Office. Successfully pass NFHIDTA on site inspection/review in November.

Ensure the CADET meets the Performance Measures for the year established by the North Florida High Intensity Trafficking Area Executive Board. Increase case productivity and quality for the Gainesville-Alachua County Drug Task Force. Attempt to have more cases prosecuted in Federal Court.

Assign one detective to investigate indoor grow operations. Indoor Grows continue to increase each year.

Prescription Pills continue to be the number narcotics problem in the State of Florida. GACDTF will designate certain personnel prescription pill cases. These personnel will also receive advanced training in handling such cases.

Narcotics and money shipped by the various parcel carriers continues to increase. Medicinal Marijuana from California is the primary source. GACDTF personnel will train with other agencies with established parcel interdiction units to combat this growing epidemic.

Objective 2.8:

The **PIO** will improve on this objective by reviewing news articles, capturing pertinent information (crime, growth, citizen concerns and major non-crime issues) on each municipality in Alachua County to provide a weekly written summary report to the Sheriff, as well as:

-The **PIO** will be responsible for creation and publication of the agency's annual report.

-The **PIO** will coordinate the Youth Ranch and internal (Secret Santa) holiday events, as well as other charitable events that focus on the agency's "community giving gifts."

-The **PIO** will market the agency by:

- Utilize free outlets such as Alachua County's cable channel 12, the city of Newberry's cable channel and the TV's located in the DOJ and admin building lobbies for air time.
- Produce in-house 2 minutes PSA's and educational videos with a high-definition camcorder to be uploaded to ACSO's YouTube site.
- The **PIO** will strive to increase media interaction with the University of Florida student run television, print and radio stations in an effort

to increase dialogue with the Alachua County student population. Informal polls conducted by the PIO during guest lecture session at the UF School of Journalism revealed that a very small percentage of students view WCJB TV 20 or read the Gainesville Sun. Conversely, almost everyone polled at UF reads The Alligator. Given that this demographic make up 80,000 of Alachua Counties 245,000 residents it is evident our message is missing this group.

Objective 2.9: The **TISSB** will enhance first response procedures for advocates and establish a procedure that delineates first response by Crisis Center and Rape Crisis Center.

Staff will work with the Alachua County Children's Alliance in incorporating safety needs for first responders and home visitors. Updates will be made in 2011.

TISSB will work with ITU to create a Victim Services folder on ACSO Intranet with information valuable to citizens and employees and will load (1) When Someone You Love is Killed, (2) Information for Victims of Child Abuse and Their Families, (3) Community Resources for Elder Victims, and (4) Safety Plan

TISSB will work collaborate with the Training Bureau to improve understanding of Victim Services by adding a training module to DMS series on the services provided to victims and add information module on the Patrol Intranet.

Objective 2.10: The **Administrative Services Manager**, by June 2011 will provide a report of current and pending grants with a concise description of each regarding the value provided to our community.

Objective 2.11: The **DOJ** will continue efforts toward implementation of a Justice Reinvestment at the local level (JRL) formerly known as the Urban Institute Initiative, site through collaboration with stakeholders.

Objective 2.12: The **CCC** will re-establish Critical Incident Stress Management teams.

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 continue to find opportunities to include civilian staff in pertinent training, i.e., crisis intervention, customer service, community policing, etc., including:

- **Department of Law Enforcement Sworn In-Service Training**

In light of current trends in the country of officers killed responding to calls, by ambush and while driving; the focus of this year's in-service training will be on practical exercises in the high-liability areas of training; defensive tactics, firearms, driving and CPR/first aid. The Training Bureau will endeavor to provide the most timely, pertinent and useful training in these areas with a focus on getting back to the basics.

- **Department of the Jail Sworn In-Service Training**

The Training Bureau will work hard to provide additional in-service training hours to DOJ personnel to get them on par with the in-service training offered to Law Enforcement personnel. DOJ personnel currently receive 20 hours of in-service training annually while Law Enforcement personnel receive 48 hours.

- **Directive Management System (DMS) Training**

The Training Bureau will continue to use DMS to augment and prepare for in-service training. Additionally, the Bureau will strive to utilize the system to bring case studies and other timely training to sworn personnel. In 2011 the Training Bureau will attempt to provide additional training to civilian staff using the DMS system.

- **Supplemental Training**

The Training Bureau will continue to provide supplemental courses such as: Crisis Intervention Training (CIT), Civilian CPR, Civilian Driving, Retiree Firearms Qualifications, Remedial Driving and Supplemental Firearms. Training Bureau staff will work hard to find additional supplemental training for sworn and civilian staff members.

- **Recruitment Program**

The Training Bureau will strive to take a more active role in the recruitment of potential corrections and law enforcement candidates. This will include participation in the file review process for the basic recruit classes as well as the traditional identification of high quality candidates who are attending the basic recruit classes. Additionally, the Training Bureau will strive to add a recruiting and training coordinator program which will attract

prospective employees to our agency and guide them through the training process from the time they are hired until they are released from the field training program.

- **New-Hire Training**

The Training Bureau will plan, coordinate and facilitate four (4) scheduled law enforcement new-hire academies during the year. Additionally, the Training Bureau will work with the Human Resources Bureau in scheduling additional new-hire academies, when necessary, to best meet the staffing needs of the agency.

Objective 3.2: CCC will continue the mentoring program within the bureau, and continue with enhanced technology by:

The mentors will be provided with enhanced instruction on how to effectively communicate, motivate and support new employees and co-workers. A feedback report from the new hires shall be provided to the Sheriff on a semi-annual basis.

The CCC will implement improved employee notification systems, exploring enhanced methods of notifying special teams members and other defined groups, and exploring a geographical sworn employee notification system, via dialogic, for notification regarding a small classification of very high priority incidents taking place near their homes. Examples of calls would be active shooters, hostage situations or Amber/ Silver alerts.

The **Information Technology Unit** will improve on the transition of ACSO users to new IT programs by providing better initial training and more materials for ongoing or post-deployment-added users.

The CCC will utilize the technology to its fullest potential and have a technically savvy staff prepared for transitioning into Next Generation 911 (NG911), installing the hardware and software expected to accept video transmissions, pictures, text messages, medical information and crash notification from any device capable of calling 911 is targeted for February 2010.

The CCC will continue to provide personnel with advanced training and promotional opportunities to increase the agency value with highly skilled, cross-trained personnel. The Technical Services Division has already begun this migration toward all employee development by spreading the available training dollars to benefit all employees instead of only a few of the top tier leadership. The number one goal is to continue to hire and train staff so we end 2010 with a full complement of trained, solo operators.

Objective 3.3: The **Uniform Patrol Division** will conduct joint special teams training at least two times per year to better prepare for multiple team response to critical incidents.

Objective 3.4: The **Evidence Unit's** new personnel will obtain certified training on evidence procedures from the International Association of Property and Evidence.

Objective 3.5: The **Court Security Bureau** will communicate court security related intelligence among the various state Judicial Justice Centers having a secure access for law enforcement personnel. This will be done by providing other agencies access through a link posted on CJNet. Additional security measures will include:

The **Court Security Bureau** will upgrade the Security cameras at the Criminal Courthouses which will enable the bureau to consolidate the control rooms from both courthouses to the criminal courthouse. The camera upgrades will also allow remote visual access to the courthouses in the case of an emergency circumstance.

The **Court Security Bureau** will replace the Duress Alarms in the Civil Courthouse, in conjunction with Court Administration providing funding.

The **Court Security Bureau** will enhance the current CSB quarterly internal training.

The **Court Security Bureau** will be working with the Directive Management staffing to add a component to the DMS for Court Security specific training. In an effort to provide the CSB deputies with essential training, online classes will be conducted to circumvent classroom environments which court scheduling limits. This training will cover subjects such as fingerprints, DNA collection submission, and X-Ray interpretations.

The **Court Security Bureau** will conduct quarterly training for the Rapid Response Rifle Team.

Objective 3.6: The **Administrative Services Division** will continue to manage the Annexation Strategy Team meetings, marketing the message that county property tax reductions from annexations do not and should not equate to ACSO reductions in personnel.

Population and growth statistics should be included in the reports back to the Sheriff and in advance of scheduled annexations to assist with publicity efforts.

Objective 3.7: The **Public Information Office** will coordinate awards recognitions as well as plan the annual awards ceremony. The **PIO** will identify an intern to assist with daily maintenance of social media sites as well as planning the 2011 annual awards ceremony.

Objective 3.8: The **Human Resource Bureau** will fully implement the automated Human Resource system, incorporating changes to the new performance evaluation system.

The **Human Resources Bureau** will ensure supervisor and employee understanding of the offerings of the Employee Assistance Program (EAP) by providing training on program services, supervisor's roles and responsibilities and identification of employee behaviors which would indicate the existence of employee concerns, problems and/or issues that could impact employee job performance (per directive).

The **Human Resources Bureau** will enhance the volunteer program by ensuring that volunteers sign off on directives related to code of conduct, personal appearance, etc.

Objective 3.9: **TISSB** in collaboration with CCC, Alachua County Crisis Center and sworn designee will establish a Peer Support Workgroup to consider options that promote staff resilience in critical incidents. (Intranet educational pieces on trauma, support group for call takers, training, ACSO Peer Support team)

Objective 3.10: The **Accounting & Budget Bureau** will continue to strive for no findings in the annual independent audit of the agencies financial statements.


Sheriff Sadie Darnell

ACSO
ONE AGENCY, ONE MISSION
Protect, Serve, and Support Our Community
with Integrity