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.

Sadie Darnell, Sheriff (signature on file)  Date: September 27, 2013

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 352-334-4050.

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 1000+. The Combined Communications Center processes emergency and non-emergency calls for service for the ACSO, Gainesville Police, Alachua County Fire Rescue, Gainesville Fire Rescue, Waldo Police Department and various volunteer fire departments under contract. The Center processed approximately 408,316 emergency and non-emergency calls from citizens in Alachua County in 2012. Of these, 249,391 were specifically for law enforcement services for either ACSO or police officers with the Gainesville, Waldo or High Springs Police Departments.

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 Units (PBA and FOP) 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. Specific objectives, selected by the Sheriff and Chief Deputy may be included as part of the command staff’s annual performance evaluations.

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

Goal #1. Strategy 1.1: Juvenile Relations Bureau - Reorganization: Respond to the need for additional security in our schools.

Objective 1.1.1: Staff twelve elementary schools with School Resource Deputies. Provide assistance to private, parochial and charter schools as needed.

Assignment: Juvenile Relations Bureau Staff - Select new 12 SRD’s, JRB Supervisors

Update: On January 28, 2013 twelve (12) additional School Resource Deputies were assigned to twelve elementary schools in Alachua County to better ensure the safety and security of students, faculty and staff.

On January 28, 2013 two (2) additional Juvenile Relations Bureau Sergeants began supervising the twelve (12) School Resource Deputies.

The Juvenile Relations Bureau currently has twenty eight (28) School Resource Deputies assigned to twenty six (26) Alachua County public schools.

The Juvenile Relations Bureau has provided assistance to numerous private, parochial and charter schools.

Status – Complete

Goal #1. Strategy 1.2: Patrol Support Division - Reorganization: Actively participate in the reorganization of the Patrol Support and Operations Divisions to achieve the Sheriff’s stated goal of placing a deputy sheriff in Alachua County public schools.

Objective 1.2.1: Collapse both the Traffic Unit and the COPS Unit to facilitate the selection and placement of 12 new school resource deputies and 2 supervisors assigned to the Juvenile Relations Bureau, Patrol Support Division.

Assignment: Patrol Support Division personnel

Update: Both the Traffic Safety Unit and the Community Oriented Policing Units were collapsed in January 2013 immediately following the Sandy Hook school shooting. This shift in focus paved the way for the creation of the newly formed Patrol Support Division Evening Shift as well as the reassignment of personnel to the Juvenile Resource Bureau.

Status: Complete
**Goal #1. Strategy 1.3** Ensure Alachua County School Board employees are aware of the current challenges involved in creating a safe environment for student attending school and school-related functions.

**Objective 1.3.1:** The JRB will provide training to School Board of Alachua County personnel in the following areas. Crisis and emergency management, crisis response team development, early identification behaviors and direct to threat scenarios.

**Assignment:** Juvenile Relations Bureau Supervisors and School Resource Deputies Training Bureau

**Update:** In January of 2013, a School Safety and Security Working Group was formed to provide recommendations for improving school safety in Alachua County. One of the recommendations was to use law enforcement and school board personnel to train on a regular and on-going basis, all school board personnel in the areas of crisis and emergency operations management, crisis response team development, early identification behaviors and direct to threat scenarios.

The twenty eight (28) School Resource Deputies assigned to twenty six (26) Alachua County Schools have provided instruction and training to their individual schools based on the above recommendation.

Additional training has been provided to school interns at St. Leo University.

**Status:** On-going

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**Goal #1. Strategy 1.4** The Criminal Intelligence Bureau will continue to improve upon the Child Sexual Predator Task Force (CSPTF) by working together with other agencies to identify, investigate, and prosecute offenders.

**Objective 1.4.1** Child Sexual Predator Task Force leadership will ensure that an active role is taken in chat and Cyber tip investigations with an extra emphasis on follow-up, suspect identification, and apprehension.

**Assignment:** Child Sexual Predator Task Force

**Update:** As tips are received from ICAC, they are assigned to a CSPTF Detective and to date seven Cyber tips were received which resulted in one search warrant with one arrest for Child Pornography. In addition, the CSPTF has assisted ICAC with "Traveler Operations" in Clay County and Saint John’s County Sheriff’s Offices.

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**Goal #1. Strategy 1.5** Ensure proper response of detectives to child abduction calls.

**Objective 1.5.1** Establish Detective Bureau protocols to ensure proper response of detectives to child abduction calls. Review current Child Abduction Response Team protocol and ensure systems are in place to provide prompt/efficient investigative response. Plan for and execute a tabletop exercise regarding a missing/abducted child case to ensure proper Detective Bureau response.

**Assignments:** Criminal Investigations Division
Update: The Detective Bureau is planning to conduct an exercise in November/December.

**Goal #1. Strategy 1.6** The Criminal Intelligence Bureau (CIB) 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 1.6.1** Criminal Intelligence Bureau Leadership will ensure that best practices are explored and followed up on to determine which methods will work for our agency.

**Assignment:** Criminal Intelligence Bureau

Update: Working collectively with CIB and the Detective Bureau, 10 known offenders primarily from the Mike Zone have been identified as repeat offenders who are actively involve in criminal activity. This pilot project initiative is entitled “Offender Based COMPSTAT” and it focuses on those who are most likely to reoffend. Offenders selected for this list were based upon offense criteria, past criminal history and intelligence from a variety of sources as to their current criminal activity. A newly developed blog within the existing JOOMLA site was created by the Information Technology Bureau as a means of tracking and maintaining intelligence on this group of offenders. CIB will manage the initial entry of the offenders into JOOMLA and the initiative will be managed by a Detective Bureau Sergeant and a Detective. The Detective will coordinate with the Patrol deputies assigned to the Mike Zone as to the type and frequency of interactions with the identified offenders. The goal is to have frequent interactions with these offenders in order to reduce recidivism by this group of offenders.

**Goal #1. Strategy 1.7** Focus traffic enforcement on high hazard moving traffic violations

**Objective 1.7.1** 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 Operation, Patrol Support Division

Update: The deputies were instructed to concentrate on the high hazard traffic violations. There have been details and individual zone deputies assigned to area address complaints and concerns from citizens. The traffic complaints from citizens have not increased. The complaints from citizens on deputies for the minor traffic violations have dramatically decreased. The actual data will be compared at the end of the year.

**Goal #1. Strategy 1.8** Juvenile Relations Bureau – Teen Driver Program: Reach out to and recruit more teen drivers through the Teen Driver Program
**Objective 1.8.1:** The Juvenile Relations Bureau will enhance marketing of the agency’s Teen Driver Challenge Program.

**Assignment:** High School Resource Deputies, Public Information Officer

**Update:** In 2013 the Juvenile Relations Bureau has recruited teen drivers to the Teen Driver Challenge Program using the following methods.

- 4 x 6 Teen Driver Challenge banners were provided and displayed at many of the public and private high schools in Alachua County.
- Lt. Lee conducted a presentation at Eastside High School for PTA at Eastside High School.
- Teen Driver Challenge instructors conducted presentations at all Alachua County Driver Education classes. Approximately 500 students attended the presentations.
- School Resource Deputies conducted a Teen Driver Challenge “Safety Day” at Eastside High School.
- The Teen Driver Challenge vehicle and Seatbelt Convincer was displayed at the Alachua County Sheriff’s Office annual safety day and awards banquet.
- The ACSO was provided a vendor booth at the 2013 Gainesville Home and Garden Show at the University of Florida. Teen Driver Challenge pamphlets and information was distributed.
- Lt. Lee conducted a presentation for the Alachua County Children’s Alliance.
- From January thru September of 2102, 92 Alachua County Students have participated in the Teen Driver Challenge Program.
- Design and distribution of business size pledge not to text cards

**Update:** PIO/Ongoing. The Teen Driver Program is being referenced heavily during campaign against texting while driving.

**Goal #1. Strategy 1.9** Continue to promote safety with the aid of communication and training.

**Objective 1.9.1** Implement a practice of notifying the Petitioners upon service of Injunctions for Protection, when contact information is provided.

**Assignment:** Civil Bureau

**Update:** Ongoing. In August of 2013, agency policy was updated to include this procedure.

**Objective 1.9.2** Provide training to all newly hired Deputy Sheriffs on the service of Injunctions for Protection.

**Assignment:** Civil Bureau

**Update:** Ongoing. In September of 2013, new training material was incorporated to further assist with all future training.

**Objective 1.9.3** Ensure the availability of a backup Deputy during the service of all Injunctions for Protection and all other Enforceable Writs.
Assignment: Civil Bureau

**Update:** Implemented and ongoing

**Goal #1. Strategy 1.10** Continue to promote safety with the aid of accurate data and training.

**Objective 1.10.1** Establish a second party validation process for injunction entries in the FCIC system.

Assignment: Records Bureau Supervisors

**Update:** Implemented

**Objective 1.10.2** Coordinate CJIS Online Level I security training for all non-CJIS-security certified agency personnel in compliance of the FBI CJIS Security Policy.

Assignment: Records Bureau Chief and Supervisors

**Update:** Ongoing

**Goal #1. Strategy 1.11** Continue to promote safety with the aid of communication and training.

**Objective 1.11.1** Apply for training and equipment based grants to support special teams and bureaus.

Assignment: Grant Unit

**Update:** Accomplished and ongoing.

**Objective 1.11.2** Introduce and create a new 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

**Update:** Accomplished. Shotguns have been received, lesson plans have been written, and training has been implemented. Shotguns have been issued to all field investigative personnel. Additional shotguns are being sought for Fugitive Investigator and Transport positions so that ACSO Warrants units will be 100% outfitted. We are waiting for grant funding for the remaining shotguns.

**Objective 1.11.3** Provide training to all sworn personnel on the safety concerns involving the warrants investigative process and how the lack of effort to communicate with the Warrants Bureau can affect ongoing warrant investigations and officer safety.

Assignment: Warrants Bureau
**Update:** Accomplished. A training block was conducted during In Service Training earlier in the year to all sworn personnel. Ongoing as needed with new hires.

**Objective 1.1.4.** Provide CIT training opportunities specifically related to enhance skills and knowledge levels to deal with persons in a crisis state.

**Assignment:** Warrants Bureau

**Update:** Ongoing. One investigator is awaiting next available CIT class. Once certified, all sworn deputies and supervisors assigned to the Warrants Bureau will have attended the CIT course and have been certified.

**Goal #1. Strategy 1.12**

**Objective 1.12.1.** Conduct quarterly warrant sweeps on high profile warrants and will work with the United States Marshals Service on their “Joint Fugitive Operations” in and around Alachua County.

**Assignment:** Warrants Bureau

**Update:** Accomplished and ongoing. A minimum of four warrants sweeps have been completed every year to include afterhours sweeps of individuals who have remained elusive during traditional warrants service hours, an annual national domestic violence sweep, and an annual sweep associated with the release of the Gainesville Sun’s “Alachua County Most Wanted” publication.

**Goal #1. Strategy 1.13** Increase interoperability capabilities

**Objective 1.3.1** Create an "interoperability playbook" in either paper or electronic version (or both) that is available to Combined Communications Center personnel and partner agency first responders.

**Assignment:** Radio Manager (also use RDSTF 3 Interoperability Committee as a resource)

**Update:** In process—ASO Radio Shop has participated in multiple exercises and meetings with public safety entities in the region to assess current and future capabilities for interoperability. One of the next steps is to transfer information gained into a format that is of use and accessible to the field responders (hard copy and electronic).

**Goal #1. Strategy 1.14** Establish and develop a specialty team for Communications (COMMS Team)

**Objective 1.4.1** The COMMS Team, made up of three squads of four members each, would further communications education in CCC, and promote interoperability between the Alachua County CCC and neighboring counties, as well as all 13 (thirteen) counties in the RDSTF 3 region. COMMS Team will participate in regularly scheduled training with other specialty teams and other agencies.
Assignment: Combined Communications Center Bureau Chiefs and Division Manager

Update: Team has not been formalized or funded as a standing line item due to budgetary constraints. However, members that would be on COMMS Team are active on a voluntary basis, and participate in interoperability support (real-life and exercises) within the RDSTF Region.

**Goal #1. Strategy 1.15** Implement the iWATCH program and promote reporting through news articles and the use of social media.

**Objective 1.15.1** Coordinate with FDLE and the Jacksonville Sheriff’s Office to implement and promote the iWATCH program. Disseminate literature into area schools, businesses, and other government agencies to educate the public about the program. Conduct presentations to area citizens at local crime watch meetings. Promote through social media.

Assignment: Public Information Office, Crime Prevention and School Resource Deputies

Update: Completed implementation May 2013, promotion is ongoing

**Goal #1. Strategy 1.16** Comprehensive upgrade of TriTech VisiCAD

**Objective 1.16.1** Manage the upgrade of the Tritech VisiCAD to the “Neptune” platform to enhance the performance and capabilities of the CAD (Computer Aided Dispatch), which will have a positive impact on 9-1-1 personnel, citizens and responders.

Assignment: Support Services Unit/CAD and Information Technology Bureau

Update: Neptune upgrade was uploaded onto CAD Training Servers in June 2013, but did not perform as promised. CAD team continues to work with vendor to resolve issues. New go live is anticipated before end of 2013.

**Goal #1. Strategy 1.17** Establish a Fire Dispatch Review Committee (FDRC)

**Objective 1.17.1** To identify potential process improvements by reviewing fire dispatch and alarm reporting systems and provide recommendations to administration on best practices and proposals for change.

Assignment: The FDRC will be comprised of a Combined Communications Center supervisor, two dispatchers/call-takers and a representative from each fire rescue partner agency

Update: FDRC has been initiated and continues to meet on a regular basis

**Goal #1. Strategy 1.18** Monitor and Improve the LAP-Lethality Assessment Program

**Objective 1.18.1** Improve number/percentage of High Danger victims who speak with the domestic violence hotline to 65%.
**Assignment:** Trauma Intervention Special Services Bureau staff, Domestic Violence Detective, Patrol Captain

**Update from Patrol:** The Patrol Operation Division did not meet their goal of 50% for the months of January, April and August of this year, however, the average for the year is 59.6%.

**Update from TISSB:** Reporting Period: January 1, 2013 to August 31, 2013 (SEE CHART BELOW)

The previously established goal for deputies to be successful in encouraging 59% of High Danger Victims to speak with the domestic violence Hotline was met in February, March, May, June and July (5 out of 8 months in this reporting period).

For the 2013 goal “to improve the percentage to 65%”, Deputies were successful in March and May (2 out of 8 months in this reporting period).

<table>
<thead>
<tr>
<th>Month</th>
<th>Lethality Screens</th>
<th>Screens per day</th>
<th>Positive</th>
<th>Negative</th>
<th>DNA</th>
<th>Positive Spoke to counselor</th>
<th>Spoke to Went for services</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>30</td>
<td>.96 /day</td>
<td>17 (56%)</td>
<td>9 (30%)</td>
<td>5 (16%)</td>
<td>10 (58%)</td>
<td>4 (40%)</td>
</tr>
<tr>
<td>February</td>
<td>34</td>
<td>1.21/day</td>
<td>24 (70%)</td>
<td>9 (26%)</td>
<td>1 (02%)</td>
<td>15 (62%)</td>
<td>8 (53%)</td>
</tr>
<tr>
<td>March</td>
<td>36</td>
<td>1.16/day</td>
<td>28 (77%)</td>
<td>8 (22%)</td>
<td>0 ( 0%)</td>
<td>19 (67%)</td>
<td>11 (57%)</td>
</tr>
<tr>
<td>April</td>
<td>32</td>
<td>1.06/day</td>
<td>20 (62%)</td>
<td>7 (21%)</td>
<td>5 (15%)</td>
<td>11 (55%)</td>
<td>8 (72%)</td>
</tr>
<tr>
<td>May</td>
<td>48</td>
<td>1.54/day</td>
<td>32 (66%)</td>
<td>15 (31%)</td>
<td>1 (02%)</td>
<td>23 (71%)</td>
<td>12 (52%)</td>
</tr>
<tr>
<td>June</td>
<td>46</td>
<td>1.53/day</td>
<td>22 (47%)</td>
<td>22 (47%)</td>
<td>3 (06%)</td>
<td>13 (59%)</td>
<td>5 (38%)</td>
</tr>
<tr>
<td>July</td>
<td>28</td>
<td>0.90/day</td>
<td>20 (71%)</td>
<td>7 (25%)</td>
<td>1 (03%)</td>
<td>12 (60%)</td>
<td>6 (50%)</td>
</tr>
<tr>
<td>August</td>
<td>39</td>
<td>1.23/day</td>
<td>20 (51%)</td>
<td>18 (46%)</td>
<td>1 (02%)</td>
<td>9 (45%)</td>
<td>( )</td>
</tr>
</tbody>
</table>

**NOTE:** TISSB Bureau Chief was appointed to the National LAP Advisory Council and attended teleconference meetings on 8/22/13 and 9/18/13 to look at emerging trends with the LAP program, collaboration with the Jeanne Geiger Center High Risk Team model and Johns Hopkins University with the Danger Assessment.

The LAP is distributed to the State Attorney's Office, Peaceful Paths, ACSO Victim Advocate Unit and Special Victims Unit. On 1/15/13 Alachua County Court Services was added to the distribution list to assist in First Appearance assessments.

**Goal #1. Strategy 1.19** Provide victim services as required by Victims of Crime Act (VOCA) Grant contract and related Florida State Statute 960.001;

**Objective 1.19.1** Document types of victims served (child physical abuse, child sexual abuse, DUI/DWI crashes, domestic violence, adult sexual assault, elder abuse, adults
molested as children, survivors of homicide, robbery, assault, stalking, harassing calls, property crime) and types of services (crisis counseling, follow up contact, information and referral, criminal justice support, assistance with victim compensation, personal advocacy, telephone contacts, written contact) provided. Continue to serve a minimum of 280 unduplicated victims per month.

**Assignment:** Victim Advocate Unit/Trauma Intervention Special Services Bureau

**Update:** Reporting Period: January 1, 2013 to August 31, 2013 (SEE CHART BELOW)

(Statistics reported for the VOCA project must be for VOCA paid staff, match and/or volunteers. Therefore the VOCA report does NOT report statistics for the entire victim services staff, only those that are VOCA funded. If the VOCA employee is paid less than 100% in the VOCA project, then ACSO can only report that percentage of their statistics.)

**CURRENT FUNDING FORMULA (VOCA FY 2012/13)**

<table>
<thead>
<tr>
<th>Position</th>
<th>%VOCA funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victim Advocate 1</td>
<td>100%</td>
</tr>
<tr>
<td>Victim Advocate 2</td>
<td>70.25%</td>
</tr>
<tr>
<td>Victim Advocate 3</td>
<td>22.94%</td>
</tr>
<tr>
<td>Victim Advocate 4</td>
<td>49.87% MATCH</td>
</tr>
</tbody>
</table>

The Victim Advocate Unit met the established goal of serving 280 unduplicated victims in the months of April, May, and July during this reporting period. The Unit is required to advise the Office of the Attorney General (OAG) when VOCA staff is unable to meet the goal. The OAG was notified of the 3 month FMLA for a Victim Advocate, which impeded the Unit’s ability to meet goal in January, February and March. The inability to meet goal in June (staff were out of the office 19 days due to training, trial(s) or vacation leave) & August (decline in sexual batteries, burglaries & property crimes).

<table>
<thead>
<tr>
<th>1/1/13 to 08/31/13</th>
<th>Type of Victim</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Physical Abuse</td>
<td>5</td>
</tr>
<tr>
<td>Child Sexual Abuse</td>
<td>10</td>
</tr>
<tr>
<td>DUI/DWI Crashes</td>
<td>0</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>52</td>
</tr>
<tr>
<td>Adult Sexual Assault</td>
<td>0</td>
</tr>
<tr>
<td>Elder Abuse</td>
<td>0</td>
</tr>
<tr>
<td>Adults Molested as Children</td>
<td>0</td>
</tr>
<tr>
<td>Survivors of Homicide</td>
<td>0</td>
</tr>
<tr>
<td>Robbery</td>
<td>5</td>
</tr>
<tr>
<td>Assault</td>
<td>21</td>
</tr>
<tr>
<td>Other: Attach separate list</td>
<td>159</td>
</tr>
<tr>
<td>TOTAL VICTIMS REPORTED</td>
<td>252</td>
</tr>
</tbody>
</table>

**Type of Service**

|---------------------|------|------|------|------|-----|------|------|------|---------------|
The total unduplicated victims served for VOCA from 1/1/13 to 8/31/13 was 2,214. The total units of service provided to (unduplicated and ongoing) victims was 6,177 units. Office of the Attorney General conducted a 3-year VOCA audit on 2/7/13 and the Unit was in compliance.

In contrast, the total unduplicated victims served by the ACSO Victim Advocate Unit in this reporting period was 2,840. The total units of service provided to unduplicated and ongoing victims was 8,255. (SEE CHART BELOW)
<table>
<thead>
<tr>
<th>Personal Advocacy</th>
<th>20</th>
<th>29</th>
<th>28</th>
<th>46</th>
<th>21</th>
<th>25</th>
<th>40</th>
<th>29</th>
<th>238</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone Contacts</td>
<td>152</td>
<td>119</td>
<td>160</td>
<td>151</td>
<td>178</td>
<td>128</td>
<td>164</td>
<td>118</td>
<td>1,170</td>
</tr>
<tr>
<td>Other:</td>
<td>228</td>
<td>259</td>
<td>250</td>
<td>272</td>
<td>304</td>
<td>200</td>
<td>311</td>
<td>223</td>
<td>2,047</td>
</tr>
<tr>
<td><strong>Total all Types of Services</strong></td>
<td><strong>952</strong></td>
<td><strong>934</strong></td>
<td><strong>1038</strong></td>
<td><strong>1091</strong></td>
<td><strong>1222</strong></td>
<td><strong>916</strong></td>
<td><strong>1216</strong></td>
<td><strong>886</strong></td>
<td><strong>8,255</strong></td>
</tr>
</tbody>
</table>

**Goal #1. Strategy 1.20** Participate in the Intimate Violence Enhanced Services Team (InVEST) to improve victim safety and offender accountability.

**Objective 1.20.1** Identify high risk victims and high risk offenders and work with community partners to create a safety net for victims and improved monitory of offenders. Consider inviting GPD DV Unit to partner with InVEST.

**Assignment:** Trauma Intervention Special Services Bureau staff, Criminal Investigations Division Special Victims Unit, InVEST advocate, Juvenile Relations Bureau

**Update by Detectives:** The Detective Bureau has a full-time dedicated domestic violence detective.

**Update by TISSB:** The Intimate Violence Enhanced Services Team (InVEST)membership includes ACSO Victim Advocates, Peaceful Paths InVEST Advocate, ACSO Special Victim’s Unit DV detective and TISSB Bureau Chief. The InVEST team meets weekly to review all LAP screens received in the prior week along with other cases identified by the team during daily review of ACSO case reports. During this reporting period the team met 32 times.

From January to August the Team reviewed 291 LAP screens and coordinated wrap around services for the victim. ACSO Victim Advocates review all domestic disturbances along with LAP screens. Summaries are provided to Peaceful Paths and DV Detective on a daily basis to ensure timely follow up. Detective Moore has worked to increase offender accountability by listening to jail calls to find violations of the first appearance no contact order or violation of injunction for protection and then seeking additional charges. He is conducting well-being checks on the victim with Victim Advocates, sometimes catching the defendant violating no contact orders. In reviewing patrol sworn complaints in IPV, the detective seeks arrest warrants when relevant.

The Gainesville Police Department’s Domestic Violence Unit met with the InVEST Team on 8/7/13 to review current practices of each, adopt new practices that would enhance current efforts and identify possible collaborations. GPD was represented by Captain Lynne Benck, DV Detective Bruce Ferris, DV Detective Stephanie Tortora, GPD DV Victim Advocate Barbie Hechevaria, Loretta Golden, Director of Alachua County Victim Services and Rape Crisis Center.

**NOTE:** There were two (2) IPV homicides in this reporting period.
On June 7, 2013 (Case #13-1235) Steven England killed his girlfriend and then took his own life. Murder occurred in his apartment. Weapon used: firearm.

On 8/24/13 (Case #13-7731) Claudia Davis killed her intimate partner. Murder occurred in her partner’s home. Weapon used: knife.

**Goal #1, Strategy 1.21** The Trauma Intervention Special Services Bureau will establish method(s) to provide victim services to underserved victims injured in DUI crashes investigated by FHP in Alachua County.

**Objective 1.21.1** Ensure first responder victim advocate availability for victims of DUI/DWI crashes and related follow ups services.

**Assignments:** Victim Advocates

**Update:** No Report for this reporting period

**Goal #1. Strategy 1.22** The Public Information Office (PIO) is to maintain compliance to Public Records Law and showcase efforts of the agency employees through the use of social media and submissions to agency newsletter.

**Objective 1.22.1** Post relevant news related article from local media onto agency social media sites such as Facebook and Twitter; communicate with division commanders about newsworthy efforts of employees and highlight those stories through agency newsletters and social media.

**Assignment:** Public Information Office

**Update:** Ongoing, The Alachua County Sheriff’s Office has experienced significant growth of our social media platforms and continues to be a positive platform to communicate with citizens.

**Goal #1. Strategy 1.23** Establish a location and procedure for a permanent prescription pill take back box in a continued effort to get unused and unwanted medication off the streets.

**Objective 1.23.1** Purchase a permanent secure prescription pill take back box. Develop an agency location for the installation of the drop box. Develop an agency directive addressing the procedure for handling and disposal of unwanted an excess prescription pills.

**Assignment:** Crime Prevention, Public Information Office

**Update:** Ongoing, the Crime Prevention Unit has continued to participate and coordinate drug take back events throughout Alachua County. A plan for locating a drop box at our facility is being formulated.
Goal #1, Strategy 1.24: Increase the number of personnel assigned to Crime Prevention to address the needs and requests by the public.

Objective 1.24.1: Due to an increasing awareness of crime and crime prevention measure there is a significant number of requests by local business and community organizations to receive crime prevention services such as CPTED and other presentations.

Assignments: Crime Prevention

Update: Ongoing, assignments are being tracked to show the needs and requests of the community.

Goal #1, Strategy 1.25: The Property/Facilities Unit shall continue close coordination with the ACSO Training Bureau to ensure we are providing the most current equipment and weapons to our deputies as it relates to both lethal and non-lethal weapons.

Objective 1.25.1: Bi-annual meetings between the Training Bureau and Property/Facilities staff to ensure that we are able to obtain the most current weapons (both lethal and non-lethal) that are on the market and continue to work with the replacement schedules to ensure timely rotation of weapons.

Assignment: Property/Facilities Unit and Training Bureau

Update: Accomplished and ongoing; Property is continuing to work with the Training Bureau on this matter.

Goal #1, Strategy 1.26: Improve the interior/exterior footage of the existing surveillance system to improve the areas that did not have acceptable views for the safety for both employees and citizens on the property.

Objective 1.26.1: Either replace or increase the existing camera system to improve the available footage for the ACSO Administration property.

Assignment: Property/Facilities Unit, Information Technology Unit and Audi/Video Specialist, Criminal Intelligence Bureau

Update: Completed. The surveillance system has been upgraded and additional cameras have been installed.

Goal #1, Strategy 1.27: Upgrade our existing arbitrator camera system to the newer model arbitrator 360 kit.

Objective 1.27.1: Approximately 60 of our existing 150 arbitrator cameras have already been replaced with the newest model arbitrator unit.

Assignment: The Fleet Unit and Information Technology Bureau

Update: Ongoing. The cameras are updated as we purchase new agency vehicles.
**Goal #1. Strategy 1.28:** For future vehicle purchases, evaluate and purchase computer notebooks or tablets that would replace the laptops in our vehicles.

**Objective 1.28.1:** By decreasing the size of the laptop, the docking station is also decreased resulting in increased room inside the vehicle and increased safety for the drivers and passengers in the event of a crash. Once the notebook or tablet is selected, the new model would be installed in any new vehicles purchased and there would be a rotation to upgrade the new equipment into existing vehicles.

**Assignment:** The Fleet Unit and Information Technology Bureau

**Update:** There were several options recently evaluated at the Fleet Conference and the Fleet Unit is continuing to work with the Information Technology Bureau to provide a recommendation for purchases.

**Goal #1. Strategy 1.29:** Reduce employee risk on narcotic and gun destructions

**Objective 1.29.1:** The Evidence Section’s current practice is to have one Evidence Custodian, one Second Key individual, and an employee outside the division (who has audited the drugs and verified against the destruction list) to accompany Evidence personnel to the burn site. The goal is to have at least two armed Deputy Sheriffs accompany the Evidence personnel on evidence destructions and perform the audit on the narcotics slotted for destruction. Generally, the Evidence Section transports ten to twelve large boxes of narcotics and three to four boxes of guns during these destructions. The estimated value of the narcotics alone on the last narcotics destruction was approximately $500,000.

**Assignment:** Evidence Section and various sworn Division personnel

**Update:** This is dependent on staffing in Patrol. Since last publication, there have been two narcotic destructions. The first destruction, we were able to utilize two sworn personnel, but the second destruction, only one sworn person was available. On future destructions, the Evidence Unit will continue to recommend two sworn individuals.

**Goal #1. Strategy 1.30** Provide a systematic, objective and impartial method of investigating concerns regarding employee misconduct.

**Objective 1.30.1** 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

**Update:** Ongoing. The Office of Professional Standards staff receives reviews and objectively investigates allegations of employee misconduct. Upon conclusion of the investigation or inquiry, complainants and subject employees are notified of the findings.
Goal #1. Strategy 1.31 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 1.31.1** Continue efforts to identify and divert special risk populations from incarceration to more appropriate placement of supervision

Assignment: Department of the Jail

**STATUS/UPDATE:** Ongoing; continue to identify Special Risk inmates and refer them to the Jail Release Coordinator for more appropriate placement.

**Objective 1.31.2** 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.

**STATUS/UPDATE:** 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.

**Objective 1.31.3** 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

**STATUS/UPDATE:** Ongoing; Security supervisors attend Classification’s daily Move Meetings for input about Security concerns. Security supervisors review reports and address concerns with Classification.

**Objective 1.31.4** Research and develop plan to redesign GED program during the summer of 2014. GED Computer Based Testing to begin January 2014.

Assignment: Programs Unit/Inmate Support Bureau

**STATUS/UPDATE:** Ongoing research and collaboration with the School Board of Alachua County. GED Computer Based Testing is integrated with Jail and currently being utilized.

**Objective 1.31.5** Participated on the Court Services Pre-Trial Risk Assessment Initiative, Communication Strategy committee.

Assignment: Inmate Support Bureau – Bureau Chief

**STATUS/UPDATE:** Met with the team on January 17, 2013; participated in conference calls. This initiative ended January 28, 2013.
**Objective 1.31.6** Assist FDLE in updating the State-wide Biometric Identification System/Livescan Capture Contract to provide agencies the opportunity for updated technology and streamlined workflow enhancing the effectiveness of arrest fingerprint processing.

**Assignment:** Booking Support Bureau – Bureau Chief

**STATUS/UPDATE:** A State-wide meeting and a conference call with Charlie Schaeffer, from FDLE, were held to identify agency workflow needs and requests. As the current State contract for *Live Capture Electronic Fingerprinting Equipment* will expire on 11-28-13, FDLE and the Florida Dept. of Management Services (DMS) will re-negotiate the contract based on the information compiled from these meetings. A draft contract has been prepared which will be presented to potential vendors in mid September. Proposals and negotiations will occur through late October at which time the best and final offers will be reviewed by the State-wide group.

**Goal #1. Strategy 1.32** Provide building safety and act as liaison between contractors and vendors.

**Objective 1.32.1** Sergeant conducted yearly fire inspection with County Fire Inspector. Fire Exit signs needed to be removed where fire exits no longer exist due to changes in the physical plant. Doors propped open require fire magnets installed in the event the alarm activates the doors automatically close. Work Orders were submitted to Facilities Maintenance and these issues were corrected to ensure compliance with applicable fire codes.

**Assignment:** Facility Services Unit – Sergeant/Transportation and Facilities Support Bureau

**STATUS/UPDATE:** One addition door was relocated to facilitate the proper closure of a fire shutter. Close liaison between the Facilities Services Sergeant and the County Fire Inspector continues to ensure the facility remains in compliance with all fire codes.

**Objective 1.32.2** Kitchen Security Unit continues to work with Facilities Maintenance and Mandese White Construction Company to oversee any equipment deficiencies currently under warranty. German engineers met with Kitchen Security Sergeant regarding a defective float switch on the dish machine. The engineers took the switch back to Germany to study the part and determine why it had to be repaired and/or replaced several times since installation in 2010.

**Assignment:** Kitchen Security Unit - Sergeant/Transportation and Facilities Support Bureau
STATUS/UPDATE: Kitchen Security Sergeant continues to work closely with Facilities Maintenance to identify and correct any equipment warranty issues as they arise. Research by German engineers on the defective float switch continues.
Goal #2: Provide the highest level of professional service to our citizens and community.

Goal #2. Strategy 2.1: Increase communication with municipalities and continue to keep the public information by utilizing the media and internet effectively.

Objective 2.1.1: Increase communication with municipalities, through daily contacts with the city hall employees or by conducting daily increased patrols

Assignments: Patrol Operation Division

Response: There are daily auto generated calls for Increased Patrols for the municipalities. In addition the assigned supervisors are making contact with the city hall personnel on at least a weekly basis.

Objective 2.1.2: Ensure that Media and Web Based Most Wanted Publications are announced in a timely manner in an effort to keep the public informed.

Assignment: Warrants Bureau and PIO

Update: Accomplished and ongoing.

Goal #2. Strategy 2.2: Patrol Support Division – Evening Shifts: Oversee the development and organization of two new evening patrol shifts reporting to the Patrol Support Division, creating a mission statement that clearly defines the goals and objectives of the newly created evening shifts.

Objective 2.2.1: Select two eligible sergeants and eligible deputies to supervise the new evening shifts reporting to Captain David Clark in the Patrol Support Division.

Assignment: Patrol Support Executive Lieutenant

Update: In January of 2013 a selection process was held for two sergeants to lead the Patrol Support Division Team 1 and Team 2 Evening Shifts. Sergeants Joseph VanGorder and Jon Schabruch were selected for the positions. Immediately following their selections both sergeants were tasked with selecting deputies to fill the eleven newly created evening shift positions resulting from the collapse of the former evening shift, COPS Unit and Traffic Safety Unit. These positions were filled in February of 2013. In addition, two K-9s and a Field Service Technician were assigned to each of the two evening shifts. This newly created evening shift reports to the Patrol Support Division Commander via the chain of command.

The Patrol Support Division Evening Shifts operate with a “Patrol First” mindset, responding to calls for service between the hours of 1400 and 0200. The evening shift assignment carries no geographical constraints and as such deputies assigned to these squads are expected to adjust accordingly to provide coverage for areas experiencing high call load volume. In addition, the two evening shift sergeants are expected to utilize a data driven approach to resource allocation by analyzing information from a variety of sources. These sources include, but are not limited to, citizen requests for service, intelligence gathered by other divisions/bureaus, and crime analysis (COMSTAT
information). Evening shift deputies will liaison with representatives from the other divisions within the ACSO to enhance communication and provide uniformed support when needed.

This mission statement will be refined to a more concise format by the end of this calendar year.

Status: Partially Complete

**Goal #2. Strategy 2.3.** Patrol Support Division – Honor Guard – Motor Unit: Create a motor component of the Honor Guard with a well-defined deployment plan, directives and SOP for standard issue equipment and required qualifications for training; selecting members from eligible candidates.

**Objective 2.3.1:** Select a Motor Unit team leader from eligible candidates.

Assignment: Patrol Support Executive Lieutenant

Update: Deputy Darin Patterson was selected as the Team Leader for the Honor Guard Motor Unit in January of 2013. Deputy Patterson reports to the Patrol Support Division Commander via the chain of command. At the conclusion of a selection process five additional team members were selected in February 2013. Each of the new team members were provided standard issue equipment including: helmets, uniforms, rain gear, and radio microphones. In lieu of creating a new directive entirely, draft revisions to the Honor Guard Directive 605 have been submitted to the DRC for review. These revisions cover the mission statement/ purpose of the Honor Guard Motor Unit, deployment criteria, team member selection, as well as equipment and training.

Status: Partially Complete

**Goal #2. Strategy 2.4.** Juvenile Relations Bureau- Juvenile Crime: Assess juvenile crime in Alachua County.

**Objective 2.4.1:** The Juvenile Relations Bureau will continue to work with the local Juvenile Justice Committee and other community based youth programs to assess the juvenile crime in Alachua County and recommend, collaborate and participate in community based resolutions.

Assignments: Juvenile Relations Bureau

Update: Both sworn and civilian Juvenile Relations Bureau personnel attended numerous meetings relating to juvenile crime in the Alachua County Community. The Juvenile Relations Bureau provides more members to these committees than other law enforcement or area community organizations.

- Lieutenant David Lee is a commission member on the State of Florida, Department of Education, Education Practices Commission, and (EPC).
- Sergeant Denise Scott is a board member of the Partners in Prevention of Substance Abuse, (PIPSA)
Sergeant Denise Scott is a board member of the Newberry High School, Academy of Criminal Justice Advisory board.

Sergeant Eddie May is a member of the School Attendance Review Committee, (SARB).

Sergeant Eddie May and Teen Court Case Manager, Greg Pelham area members of the Circuit 8 Juvenile Justice Board.

Greg Pelham, Teen Court Case Manager, is the residing chair of the Juvenile Justice Committee.

Greg Pelham, Teen Court Case Manager, is a board member of AMIKids

Teen Court staff hosted their yearly “Youth Summit” at Eastside High School for juveniles that are currently on probation. Approximately 40 juveniles attended.

Teen Court staff actively participates with community agencies such as Job Corps, Partners in Prevention of Substance Abuse (PIPSA), and the Black on Black Crime Task Force.

The JRB’s Teen Court Program continues to be one of the top diversion programs in the State of Florida and they continue to have an excellent relationship with the Juvenile Justice community.

The JRB’s School Resource Deputies nominated numerous juveniles to participate in programs such as the Florida Sheriff’s Youth Ranch. This summer, ten (10) JRB deputies worked the 2013 FSA Youth Caruth Camp in Inglis, Florida.

Status: On-going

Goal #2. Strategy 2.5. Juvenile Relations Bureau – Teen Court Program: Promote awareness and participation in the Teen Court Program.

Objective 2.5.1: The Teen Court Program will grow community awareness and support of the program by actively participating in public events and media opportunities.

Assignment: Teen Court Program Staff

Update: The Teen Court Program has grown community awareness and support of the program by actively participating in public events and media opportunities:

- Teen Court staff hosted their yearly “Youth Summit” at Eastside High School for juveniles that are in the Teen Court program or currently on probation. Approximately 30 juveniles attended.
- Gregory Pelham is the chairman of the local Juvenile Justice Council, and Angie Chesser and DeAndre Fields are board members.
- Teen Court staff hosted a PIPSA Town Hall meeting at Lincoln Middle School.
- Teen Court staff actively participates with community agencies such as Job Corps, Partners in Prevention of Substance Abuse (PIPSA), and the Black on Black Crime Task Force.
- Teen Court staff worked with GPD to update their policy regarding the use of civil citations.
Teen Court staff met with ORCAP, a group of loss prevention officers from retailers throughout the county, to promote Teen Court and the benefits of the program and the use of civil citations.

Teen Court staff conducted Teen Court/civil citation training for each GPD patrol role call.

Angie Chesser participated in Newberry High School’s annual expo event to promote the Teen Court program.

Angie Chesser presented to UF law students to explain the Teen Court process and how it relates to juvenile justice, and recruit volunteers.

Teen Court staff attended Santa Fe College’s volunteer expo to recruit college interns and volunteers.

Angie Chesser attended Alachua County’s Home and Garden Show to bring awareness to the Teen Court program.

Angie Chesser was a guest speaker at UF Law School’s Youth Symposium, while DeAndre Fields was in attendance with Teen Court participants.

Gregory Pelham is a board member for AMI Kids.

**Status: On-going**

**Goal #2. Strategy 2.6** The Criminal Intelligence Bureau will Continue to develop and implement a more action-based and effective COMSTAT presentation. Obtain and include weekly reports from Forensics reference latent evidence processing.

**Objective 2.6.1** Criminal Intelligence Bureau leadership will encourage members of this Bureau to establish and maintain ongoing communication and intelligence sharing with members of other Bureaus in order to make necessary improvements to COMSTAT.

**Assignment:** Criminal Intelligence Bureau

**Update:** COMSTAT has continued to grow and encourage the sharing of information between bureaus. A new map showing days of peak incidents during the week have been included and a map depicting Field Interviews and there location near crimes have been included and updated weekly. Crime patterns are closely monitored and provided to patrol in order to provide them with the most up to date information for a response and plan of action to address the problem. GPD LT. Halvosa continues to attend weekly COMSTAT meetings and a representative from ACSO CIB attends the GPD tactical briefing weekly. High Springs P. D. was invited to attend COMSTAT and did so in August. Crime Analyst has reached out to the Juvenile Relations Bureau to better enhance the sharing of intelligence for the SROs in schools. In addition, CIB also works closely with the North Florida Fusion Center, Det. Jody Branaman, DOJ Analyst F. Cole, and gang Detectives G. Guzman and J. Francis. There is an Intelligence Liaison Officer assigned within the CIB.
Goal #2. Strategy 2.7 The Criminal Intelligence Bureau 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 2.7.1 Criminal Investigations Bureau 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 Intelligence Bureau

Update: Changes have been made and it is a continuous improvement of these reports. Changes include the addition of several categories to include separating categories such as Murder/attempted murder, Domestic Incidents/Disturbances and identifying patterns.

Goal #2. Strategy 2.8 Follow up on narcotic leads/complaints and conduct thorough narcotics investigations on violators within Alachua County.

Objective 2.8.1 Squad Supervisor’s will monitor active leads/cases and ensure they are completed in a timely manner.

Assignments: Detectives assigned to the Gainesville/Alachua County Drug Task Force and the North Florida High Intensity Drug Trafficking Area

Update: As of September 23, 2013, GACDTF Detectives have generated 445 case numbers and 96 leads have been assigned/investigated. Case jackets are completed and forwarded to the State Attorney’s Office in a timely manner.

Goal #2. Strategy 2.9 Identify and address any deficiencies in the community response to Domestic Violence. Improve Forensic response to Business, Residential, and Conveyance Burglary scenes.

Objective 2.9.1 Complete an analysis of Domestic Violence case load. Develop a method to track recidivism rate of Intimate Partner Domestic Violence. Identify and address any deficiencies in the community response to Domestic Violence.

Assignments: Criminal Investigations Division

Update: Analysis has been completed and shows a lack of follow through by the SAO. Many cases are dropped and not pursued by the state. A domestic violence report focusing on intimate partner violence is near completion in which three years of data was examined to determine the rate of recidivism and the prosecution of those arrested.
**Objective 2.9.2** Increase Detective Bureau involvement in Domestic Violence (DV) investigations and continue to work as part of the InVest Team, focusing on high risk offenders. Improve service delivery to DV victims via proactive follow up with victims within 72 hours, photographs of bruising, injuries, etc., and increase the number of DV cases assigned and followed-up by Detective Bureau personnel.

**Assignments:** Criminal Investigations Division

**Update:** Achieved, ACSO has a dedicated DV Detective

**Objective 2.9.3** The Forensics Unit will collaborate with the Uniform Patrol Division to improve Forensic response to Business, Residential, and Conveyance Burglary scenes. The increased response will allow Crime Scene Investigators the opportunity to process Burglary scenes for prints and trace evidence.

**Assignments:** Forensics Unit

**Update:** Achieved – Forensics personnel are responding to more crime scenes to assist Patrol.

**Goal #2. Strategy 2.10** Provide employees training in Crisis Intervention and Mental Health First Aid to enhance the level of service to the community.

**Objective 2.10.1** Starting with supervisors, ensure sworn and certified employees are provided with current, consistent and regular access to Crisis Intervention training; and civilian employees have access to Mental Health First Aid Training.

**Assignment:** Training and Human Resources Bureaus

**Update:** Accomplished and ongoing. CIT training is continually offered and accessible through the Institute of Public Safety. To date, approximately 41% of sworn and approximately 53% of all certified employees have been certified in CIT. In August of 2013, the Human Resources Bureau hosted the first Mental Health First Aid Training for civilian supervisors.

**Objective 2.10.2** Obtain 100% attendance from all sworn and certified employees for the Crisis Intervention Training class.

**Assignment:** Training Bureau

**Update:** Ongoing.

**Goal #2. Strategy 2.11** Act as community ambassadors for the Sheriff’s Office to enhance collaboration and avoid duplication of victim services in Alachua County.

**Objective 2.11.1** Trauma Intervention Special Services Bureau staff will participate in victim related committees, task forces and coalitions.

**Assignments:** Trauma Intervention Special Services Bureau Staff
Update: TISSB participates in victim focused committees, task forces and coalitions in the community as well as groups that provide service to victims. This participation ensures collaboration and increases staff knowledge of the safety net services available to victims of crime.

Coalition Against Sexual Violence (CASV)
This is a multidisciplinary team composed of prosecutors, rape crisis, forensic nurse examiners, victim advocates and law enforcement. It affiliates with the Florida Coalition Against Sexual Violence. During this reporting period it met 7 times. The group developed and then annually updates the Alachua County Adult Sexual Battery Response Protocol and surveyed providers regarding implementation of the protocol. At the March 14, 2013 meeting, Lt. Certain of ACSO-DOJ presented the requirements of the Prison Rape Elimination Act. This year CASV is expanding to Bradford and Union counties. Members worked on a Sexual Assault Awareness Campaign that was launched in September on member websites and social media.

Commercially Sexually Exploited Children workgroup (CSEC)
This workgroup meets on the first Monday of the month. It was established with the advent of the Safe Harbor Act in Florida. Commercial Sexual Exploitation of Children (CSEC) which is; sexual activity involving a child in exchange for something of value, or promise thereof, to the child or another person or persons. CSEC met four times during this reporting period.

Alachua County Coalition Against Human Trafficking (ACCAHT)
ACCAHT membership includes victim services, child welfare, prosecution, law enforcement, social services, health department, juvenile justice and faith community. ACCAHT has hosted two local conferences for the community: 1/31/13, 5/21/13 and 9/18/13 to increase understanding of human trafficking. Committees include: Victim Advocacy, Education, Community Awareness/Fundraising and Criminal Justice. This group affiliates with the Florida Coalition Against Human Trafficking.

Sexual Battery Committee/GCOSW (SBC)
The SBC meets on the 2nd Monday of the month. During this reporting period, the SBC met 7 times. The purpose is to plan an annual conference/training for the community on violence against women. The 2013 Annual conference was held on May 7, 2013. The conference for 2014 is scheduled for May 6, 2014.

Victim Rights Week Committee (VRW)
VRW has representation from Victim Advocate programs in Alachua County. The purpose is to plan events for National Victim Rights Week, recognition of the plight of crime victims. The VRW committee met 6 times during this reporting period. Victim Rights Week was the week of 4/21/13. Events included Art in the Park (4/21), Candlelight Vigil for survivors (4/23), Victim Assistance Academy (4/25) and Victim Advocate Recognition breakfast (4/26).

Child Abuse Prevention Task Force (CAPT)
CAPT meets the 3rd Tuesday of the month. Membership includes child welfare programs. Focus is on Child Abuse Prevention Month in April and related activities. CAPT met 6 times during this reporting period.

Child Fatality Review – did not meet during this reporting period.

Child Protection Team Operations Advisory Committee
This Committee is composed of law enforcement, victim services, prosecutor, child welfare agencies, mental health and medical. The purpose is to collaborate on Child Protection Team initiatives, provide guidance on child welfare practices and serve as a vehicle for communication among partners. The Committee met once during this reporting period.

Community Coalition for Older Americans (CCOA)
CCOA met 6 times during this reporting period. Membership includes elder serving agencies, social service programs and elders. The purpose is to plan an Elder Summit to highlight the needs of elders in the community.

Drug Endangered Children Task Force (DEC)
Multidisciplinary Task Force with representation from Child Protection Team, Partnership for Strong Families, Department of Children & Families, Child Advocacy Center, Meridian, GPD, ACSO, Victim Services, and Drug Task Force that affiliates with the Florida Alliance and the National Alliance for Drug Endangered Children. DEC meets the 4th Tuesday of the month. It met 6 times during this reporting period. The task force provided in-service training to all sworn GPD and ASO staff. It is launching a pilot project to provide enhanced services to Drug Endangered Children and their families.

Mental Health Coalition of North Central Florida (MHCNCF)
MHCNCF is an inclusive coalition of community members: peers, providers, advocates, citizens, family members, community leaders, law enforcement and the business community with a focused interest in and commitment to improving the community’s mental health. The mission is to create and sustain a mental health friendly community; improve resources for mental health services, teach and research. The Coalition serves as a clearinghouse for mental health resources. TISSB Chief serves on the Board of Directors which meets Quarterly and participates on the quarterly membership meetings. TISSB Chief attended 5 meetings during this reporting period.

Goal #2. Strategy 2.12 Improve crime victim’s timely access to services by increasing Patrol and CID requests for first responder victim advocates to scene, hospital, etc.

Objective 2.12.1 Review related Directives and draft changes that will ensure victim advocate engagement. Provide training update on directive changes.

Related Directives:
- Directive 626 Next-of-Kin Notification
- Directive 629 Death Investigation
Assignment: Trauma Intervention Special Services Bureau, Patrol, Criminal Investigations Division

Update: by TISSB  No report in this reporting period
Update by CID: Response:

DIR 630 Missing Persons Investigations - last revised 1/31/2012. Recommended updates forwarded to PPA on or about 10-29-2012. Waiting on action from PPA.

DIR 636 Investigation of Sexual Battery – last revised 02/22/2011. Recommended updates forwarded to PPA on or about 09-18-2012. Waiting on action from PPA.

DIR 641 Investigation of DV – last revised 02/13/2013. Recommended updates were forwarded to the PPA on or about 11-16-2012. Recommended updates are incorporated in the current directive.

DIR 642 Abuse of Elderly – last revised 04/05/2010. Reviewed 9/26/2013.  No further action required.

DIR 661 Human Trafficking – New directive 09/21/2010. Recommended updates forwarded to the PPA on or about 12-12-2012. Waiting on actions from PPA.

DIR 733 Child Abuse Procedures – last revised 02/13/2013. Recommended updates forwarded to the PPA on or about 01-14-2013. These recommendations are incorporated in the current directive.

**Goal #2. Strategy 2.13** 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 2.13.1** 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, Child Advocacy Center Core-Agency, United Way Community Impact Team

Assignment: Trauma Intervention Special Services Bureau Chief
Update: Bureau Chief Knudson has participated as the Sheriff’s Representative on the following community initiatives:

1. **Alachua County Domestic Violence Task Force (ACDVTF)**
   ACDVTF membership includes Clerk of the Court, Peaceful Paths, State Attorney’s Office, Department of Children and Families, GPD, ACSO, UPD, APD, UF Source Program, Three Rivers Legal, Court Administration, Victim Services, Crime Prevention. During this reporting period, the ACDVTF met five (5) times: January 30, February 20, July 17, August 21, and September 18th. TISSB Bureau Chief serves as co-chair and co-authored the Coordinated Community Response Plan for the ACDVTF, identifying gaps in the system wide response to Intimate Partner Violence. TISSB Chief chairs the Safety Committee which includes reporting on the ACSO LAP Summary and initiation of the High Risk Team. TISSB Victim Advocate serves on the Civil & Criminal subcommittee.

2. **Alachua County High Risk Response Team (HRT)**
   HRT’s purpose is to prevent Intimate Partner Murder by increasing offender accountability and enhancing victim safety. During this reporting period, the High Risk Team met 8 times. Team members include Peaceful Paths, ACSO, GPD, UPD, State Attorney’s office, Retired Judge, UF Law School Source Program, Three Rivers Legal Services, Batterer’s Intervention Program, Alachua County Court Services, DOC – Probation and victim services. Several Team members attended the first national conference on the Jeanne Geiger Crisis Center High Risk Team model in Boston, April 9-12, 2013. TISSB Chief chairs the Firearm Surrender committee, IPV Homicide Trend Data committee and participates on the Judicial Education workgroup. HRT developed an MOU for the team and distributed it to partner agencies on 9/24/13. The formal launch of the team will be on 10/22/13 with a press conference and ceremonial signing of the MOU.

3. **Eighth Circuit Domestic Violence Fatality Review Team (DVFRT)**
   The purpose of the DVFRT is to review the Intimate Partner Violence murders in the counties of the 8th Circuit to determine how to improve system response to prevent future murders. The Medical Examiner’s Office chairs the team which is composed of 8th Circuit law enforcement, Peaceful Paths, Another Way, Child Welfare agencies, legal services, State Attorney’s Office, Probation Services and Victim Services. DVFRT is affiliated with Florida’s Domestic Violence Fatality Review Team and is scheduled to develop an annual report to the community and the Florida Team. TISSB Bureau Chief is assigned to DVFRT and attended 5 meetings/training during this reporting period.
4. **Alachua County Children’s Alliance (ACCA)**
   This Alliance includes organizations focused on improving the lives of children in Alachua County in the areas of education, health and safety. ACCA membership meets monthly. The Sheriff serves on the Board of ACCA. TISSB Chief attended 8 ACCA meetings in this reporting period and 1 board meeting for the Sheriff.

5. **Child Advocacy Center Core Agency Team** – Team meetings are suspended.

6. **United Way Community Impact Team (UWCIT)**
   The UWCIT is composed of leadership in business (banking, real estate, innovation hub, chamber of commerce), social services, health, law enforcement and government. The purpose is to review agencies funded by United Way to capacity to meet outcomes in the established impact areas: education, financial, health and immediate needs. TISSB Chief was appointed to the team in 2012. During this reporting period, the team met 9 times. TISSB Chief attended UW Safety Symposium on 9/12/13. The Sheriff serves on THRIVE Alachua for United Way. TISSB Chief attended the UW steering committee on 3/27; the Strategic Plan Review on 4/2, the Promise Neighborhood Review on 4/17 and the CEO Leadership Breakfast on 6/14 for the Sheriff.

**Goal #2, Strategy 2.14** Ensure that forfeiture actions brought on behalf of the Sheriff and other entities (the Gainesville-Alachua County Drug Enforcement Task Force (GACDTF) and the Domestic Highway Enforcement Task Force (DHETF)) are meritorious, and pursued with the aim of securing the most advantageous resolution possible for the Sheriff. This reflects state policy of using the provisions of the Florida Contraband Forfeiture Act (FCFA) to deter and prevent the continued use of contraband articles for criminal purposes while protecting the proprietary interests of innocent owners and lienholders and securing proceeds collected under the Act as supplemental funding for authorized purposes. This benefits the Sheriff and the community.

**Objective 2.14.1** Review each Contraband Forfeiture Request submitted by deputies, or other individuals affiliated with the GACDTF, or the DHETF for applicability of the FCFA, thoroughness, compliance with agency or contractual limitations, and search and seizure law. Anticipate possible defenses. Determine whether initiation of forfeiture complaint is appropriate. Draft affidavits on behalf of involved personnel, draft complaint, complete other paperwork required by Administrative Order and the Florida Rules of Civil Procedure, file complaint.

**Assignment:** General Counsel

**Objective 2.14.2** Pursue necessary court Orders to further the forfeiture action, conduct necessary discovery, attend hearings as necessary, resolve case either through settlement, default, summary judgment, or trial

**Assignment:** General Counsel
**Update:** This year, General Counsel filed two forfeiture proceedings on behalf of the Sheriff. Both cases resulted in successful forfeitures. One case involved a 2001 Chrysler minivan which was being used by three individuals who had installed a skimmer device on an ATM machine located outside of the Jonesville Publix. The other case involved a 2003 Ford Explorer that had been used to transport 105 grams of cannabis.

**Goal #2, Strategy 2.15** Facilitate and coordinate defense of lawsuits brought against Sheriff and Sheriff’s Office personnel.

**Objective 2.15.1** Most lawsuits filed against the Sheriff and/or Sheriff’s Office personnel are covered by the Florida Sheriffs’ Risk Management Program, with defense provided by outside counsel. The General Counsel’s role is act as liaison between outside counsel and personnel to: facilitate educating the outside counsel on the facts surrounding the incident or actions which precipitated the lawsuit; coordinating meetings with involved personnel; securing requested documentation and information. The General Counsel also consults with outside counsel and provides input on legal strategies; consults with the Claims Manager with the Risk Management Program to determine whether settlement should be pursued; and sits as the Sheriff’s Representative in any mediation sessions.

**Assignment:** General Counsel

**Update:** At the beginning of the year, Sheriff Darnell was a defendant in two lawsuits. One had been filed by an individual who had been arrested for the murder of his brother; his criminal case was thrown out and he pursued litigation for false arrest, false imprisonment, and malicious prosecution against the Sheriff and Deputy Thomas Kinsey. Separate counsel was appointed for Deputy Kinsey. Coordination of the defense involved maintaining communication with two attorneys and Claims Counsel for the Florida Sheriffs Risk Management Program, and participating in court-ordered mediation. The suit was eventually resolved with the entry of a Summary Judgment on behalf of both defendants.

A second suit had been filed by a very litigious individual who was formerly employed by the County and was squatting on land. The land owners obtained a Writ of Possession which was served by numerous deputies. General Counsel defended this suit, which was dismissed by the Court.

A lawsuit which was filed by an inmate is still pending against two sergeants at the jail should be resolved soon; coordination of defense for this claim involved setting up meetings with outside counsel, monitoring whether the inmate was still in the jail or not and transmitting this information to outside counsel.

In August, a lawsuit was filed by two federal inmates over money which had been seized in 1999. General Counsel has filed a Motion to Dismiss based on the statute of limitations and anticipates that this case will be dismissed after a hearing scheduled to take place in October.
In September, the mother of an individual shot by two deputies in June of 2011 brought suit against the Sheriff and the two deputies. General Counsel had previously transmitted to the Florida Sheriffs Self-Insurance Fund all investigative information, and is coordinating with outside counsel regarding representation and initial responses to the Complaint.

General Counsel also responds to Orders from the Courts regarding Petitions for Writs of Habeas Corpus.

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.

**Goal #2. Strategy 2.16** Coordinate and hold annual agency awards ceremony.

**Objective 2.16.1** Recognize the efforts of agency employees and citizens by hosting an annual awards ceremony and ensure that award information is forward to Human Resources for each individual’s file.

*Assignment:* Public Information Office


**Goal #2. Strategy 2.17** Report Uniform Crime Statistics to FDLE for inclusion in the state and national crime statistic information reported to the public.

**Objective 2.17.1** Review all offense reports, arrest reports, issued criminal citations, Drug Task Force case information, and Office of the State Attorney clearance reports for complete and accurate data.

*Assignment:* Records Bureau

*Update:* Accomplished with the 2013 Semi-Annual Report and Ongoing for all future Semi-Annual and Annual Reporting periods.

**Goal #2. Strategy 2.18** Reduce offsite records storage costs and provide more efficient public record responses.

**Objective 2.18.1** Review offsite storage records for appropriate action (correct labeling, condensing and destruction).

*Assignment:* Records Bureau Chief

*Update:* Ongoing-As of September 24, 2013, 85 boxes have been reviewed for removal of 81 boxes from the inventory, resulting in an annual savings of $260.50.

**Goal #2. Strategy 2.18:** Implement an Automatic External Defibrillator maintenance program which will ensure that AED’s in the vehicles and the AED’s in the ASO buildings have current batteries and pads to ensure functionality of equipment.
**Objective 2.18.1:** There previously was not an AED maintenance program established to replace the batteries and pads of our existing AED equipment.

**Assignment:** Property/Facilities Unit

**Update:** Ongoing. AED program has been set up on an annual basis. Funding has been allocated and replacement batteries and pads are being ordered and stocked.

**Goal #2. Strategy 2.19:** Completion of Evidence Audit

**Objective 2.19.1:** Beginning July of 2012, the Evidence Unit began renovations and initiated a large scale audit with the assistance of the Office of the Professional Standards. Approximately 66,000 items were removed from the evidence room and relocated to alarmed pods in the secured parking area of the Sheriff’s Office. Once the construction was complete, staff from the Evidence Section and the Office of Professional Standards began systematically moving the items back into the evidence room and simultaneously completing a manual and computer audit of every piece of evidence.

**Assignment:** Evidence Section, Office of Professional Standards and Cold Case Unit

**Update:** OPS Inspectors have completed the manual component of the Evidence audit and documented their findings. The administrative report is in review. The audit has been completed and the Office of Professional Standards is currently preparing the report. Every item was computer scanned to verify the accuracy of the records. The Cold Case Unit assisted by opening and repackaging items that were involved in Cold Cases and verifying the identity of the items.

**Goal #2. Strategy 2.20:** Increase evidence destruction to keep up with space needs

**Objective 2.20.1:** The industry standard currently recommends that Evidence staff dispose of approximately 50% of items that are taken in annually to maintain space needs in order to keep the evidence room manageable. In order for the Evidence Section to manage that amount of destruction, it was necessary to obtain additional personnel. The new Assistant Evidence Custodian was moved into the Evidence Section in May of 2013. The goal is to increase our destruction from our existing 25% up to 50%.

**Assignment:** Evidence Section

**Update:** In 2012, the Evidence Section disposed of 3664 pieces of evidence. As of September 2013, the Evidence Section had already disposed of 4435 items. It is projected that the Evidence Section will have disposed of almost 6000 items by the end of 2013, doubling the quantity of items disposed of in 2012.

**Goal #2. Strategy 2.21** Continue to provide the utmost customer service to all citizens and attorneys regarding Civil Process.

**Objective 2.21.1** Provide an additional option of Debit and Credit Card payments for the collection of Civil Process fees.
Assignment: Civil Bureau

Update: Ongoing. We are continuing to research the possibility of accepting credit cards for payment of Civil Process. We are in the process of contacting other Clerk’s Offices and other Sheriff’s Offices to review their practices and procedures. When complete, the information will be compiled and evaluated to determine the feasibility for our agency, as well as the legality of temporarily receiving and handling funds that are in excess of the Florida Statute Fee Schedule. At this time, a final determination has not been made.

Objective 2.21.2 Provide resources and information to citizens in need for filing evictions by adding the Clerk of Court’s Eviction Packet link to our agency’s Website.

Assignment: Civil Bureau and Information Technology Bureau

Update: Implemented in September of 2013, and ongoing

Objective 2.21.3 Post and monitor all notices of upcoming Sheriff’s Sales of Levied property on ACSO’s website Announcement page.

Assignment: Civil Bureau

Update: Implemented and ongoing.

Goal #2. Strategy 2.22 Continue to work cooperatively with the Alachua County Clerk’s Office.

Objective 2.22.1 Closely review all documents that are received through the newly implemented Clerk’s Office statewide E-Filing System.

Assignment: Civil Bureau

Update: Ongoing

Objective 2.22.2 Maintain open communication with the Clerk’s Office.

Assignment: Civil Bureau

Update: We have successfully implemented the review of all e-filed documents. We will continue ongoing communication with the Clerk’s Office during the full implementation of the e-filing system.

Goal #2. Strategy 2.23 Continue to keep the public informed by utilizing the media and Internet effectively:

Objective 2.23.1 Ensure accreditation events are announced in a timely manner in an effort to keep the public informed.

Assignment: Policy and Accreditation and Public Information Office

Update: Accomplished and ongoing.

Goal #2. Strategy 2.24 Ensure citizens’ voices are heard through surveys offered on the website.
Objective 2.24.1 Review, respond to and maintain copies of citizens’ surveys.

Assignment: Policy and Accreditation, Public Information and Office of the Sheriff

Update: Ongoing

Goal #2. Strategy 2.25 Provide policies and procedures upon request.

Objective 2.25.1 Process all requests for policies and procedures expeditiously. Strive to respond to any requests for documentation within 24 hours of request receipt.

Assignment: Policy Unit

Update: Accomplished and ongoing

Goal #2. Strategy 2.26 Continue striving towards compliance with established Fire Rescue benchmarking standards for call processing and dispatch

Objective 2.26.1 Decrease Fire Rescue call entry and dispatch times by a minimum of five percent over the best monthly percentage in these respective areas from calendar year 2012.

Assignment: Combined Communications Center Supervisors, Combined Communications Center Administration, Support Services Unit and Computer Aided Dispatch team

Update: Pilot project started in August of 2013, with associated call processing policy changes for greater impact on call processing and dispatch times. To date, over 10% improvement in each category since start of pilot project.

Goal #2. Strategy 2.7 Revisit the False Alarm Reduction Unit (FARU) County fee structure.

Objective 2.7.1 The FARU Supervisor (as ASO’s representative) will prepare documentation in concert with ACFR to demonstrate the need for the restructuring and will take the steps necessary to get agency chief executive approval of the proposal and then get it 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 needing additional revision.

Assignment: False Alarm Reduction Unit Supervisor, Alachua County Fire Rescue

Update: In progress: Meeting convened with Alachua County Public Safety Director, ACSO Chief Deputy and other key staff in September 2013 to revisit change in fee structure and interlocal language reference allocations. Public Safety Director will bring this issue to the new County Manager for review. ACSO BC Altenburger will be working with the ACFR Fire Marshall as “point” personnel.

Goal #2. Strategy 2.28 Develop and implement an electronic public records request form.
Objective 2.28.1 Develop and implement an electronic Public Records Request form accessible via the agency’s website to promote the ease of reporting and distributing public record request while maintaining high service levels to customers and partners and enabling supervisors to maintain a high level of awareness of operational performance.

Assignment: Information Technology Bureau and Records Audio Specialist

Update: IT Bureau completed public access to electronic crash reports. Discussions with Records Bureau Chief for implementation of other electronic public records are ongoing.

Goal #2. Strategy 2.29 Implement Administrative Commander and Administrative Supervisor positions in Combined Communications Center.

Objective 2.29.1 Using current FTE full time equivalent allocations; create 2 new positions within the organization (Administrative Commander and Administrative Supervisor) that will absorb administrative duties such as schedule management and discipline for the CCC to free up other CCC leadership to concentrate heavier on tactical operations.

Assignment: Manager Lanier, Human Resources, and Bureau Chief

Update: Goal has been completed.

Goal #2. Strategy 2.30 Increase efficiency, security and service with wireless technology capacity and footprint.

Objective 2.30.1 Extend wireless network technology at the DOJ and other appropriate ACSO sites and consider adding a secondary internet network connection for all wireless activity—which will increase security and efficiency of the primary network.

Assignment: Information Technology Bureau

Update: The Information Technology Bureau has completed a robust wireless network infrastructure at the DOJ that is utilized by DOJ employees in addition to other law enforcement agencies. ITB continues to evaluates options for increased and/or improved wireless access at other ACSO sites.

Goal #2: Strategy 2.31 Follow the Federal Funding Accountability and Transparency Act on all federal awards.

Objective 2.31.1 Keep the public informed of all grant awards

Assignment: Grant Unit

Update: Ongoing

Goal #2. Strategy 2.32 Purchase a new Fleet maintenance computer program
**Objective 2.32.1:** The existing Fleet maintenance computer program is almost 14 years old. There are many tasks that have to be generated manually as the computer does not have the functionality for in-depth reporting or cost analysis reporting. An upgrade for the system was purchased in 2005 to enable an interface with our fuel program to accurately track gas/oil usage. One of the largest weaknesses in the system is a lack of accuracy in tracking preventative maintenance scheduling and inventory control. The median price for a Fleet computer program with a fuel usage interface is approximately $40,000.

**Assignment:** Fleet Unit

**Update:** The Faster Fleet Management System has been identified as the preferred software for purchase dependent on funding during the next fiscal year.

**Goal #2. Strategy 2.33** Right-size the Fleet

**Objective 2.33.1:** Evaluate the current Fleet size and reduce surplus units that are not frequently utilized.

**Assignment:** Fleet Unit

**Update:** In the last four months, the Fleet Unit has sent twenty-two vehicles to auction and currently have nineteen identified to send to Tampa Machinery.

**Goal #2. Strategy 2.34** Utilizing re-refined oil and lubricants in agency vehicles.

**Objective 2.34.1:** Evaluate vendors who have the resources to supply our agency with re-refined oil and lubricants. There is little cost advantage to this change but will certainly lessen the impact to the environment. Additional research also indicates that utilizing re-refined oil may extend maintenance cycles.

**Assignment:** Fleet Unit

**Update:** Rozier’s Oil is pricing this product for the agency and once the amount is identified will evaluate cost effectiveness of the product.

**Goal #2. Strategy 2.35:** Implementation of a no idle policy.

**Objective 2.35.1:** There is a variety of different products that are currently available which enable a vehicle to continue to operate emergency lighting that does not require a vehicle to idle needlessly. This implementation should significantly reduce fuel and other operational costs.

**Assignment:** Fleet Unit

**Update:** Dana Safety Supply is sending a test product manufactured by Havis for the Fleet Unit to test and evaluate its effectiveness.

**Goal #2 Strategy 2.36** The Accounting & Budget Bureau will continue to strive for no findings in the annual independent audit of the agencies financial statements and any other audits (IRS, FRS, etc.).
**Objective 2.36.1**

**Payroll:** The Quality Control Specialist will continue to audit all employee timesheets, to ensure compliance with our directives. A Payroll Audit is conducted biweekly to monitor any changes made to an employee, and to ensure compliance with Dir. 311, that any monetary change requires a Personnel Action Form. Florid Retirement System Reconciliations are performed monthly, to ensure accuracy of contributions. IRS Internal Revenue Service Form 941 is prepared and reconciled quarterly.

**Grants:** The Accounting Supervisor audits, purchases, and wages charged against grants to ensure they are in the scope of the awarded contract. The Quality Control Specialist audits timesheets for those employees using the wage grant codes to ensure compliance with the regulations of the awarded grant.

**Accounts Receivable/Payable:** Before checks are disbursed or funds deposited, all transactions are audited to ensure correct recognition of account numbers. Daily Deposits are checked against validated receipt from bank. Bank statements are reconciled monthly.

**Purchasing:** Daily audits are performed on automated purchase orders, to check account numbers, and items purchased. No purchase orders are issued without three levels of approvals.

**Assignment:** Accounting & Budget

**Update:** The independent audit for the Fiscal Year Ending 9/30/2013 is currently ongoing. The auditors performed the interim audit the week of September 9, 2013 and had no issues or concerns to report. They will be back the week of December 9, 2013 for the final wrap up of the audit.

**Goal #2 Strategy 2.37** The Accounting & Budget Bureau will continue working towards efficiency and cost savings though automation, transitioning to paperless in the remaining functions of the Bureau.

**Objective 2.37.1** Continue transitioning Accounts Payable and Payroll to paperless. The reduction in the usage of paper will save the agency money and help with efficiency.

**Assignment:** Payroll and Accounts Payable

**Update:** Going paperless in Accounts Payable has been accomplished. Transitioning to 100% paperless in Payroll is an ongoing project.

**Goal #2. Strategy 2.38** Monitor and improve the process that citizens and employees can notify the agency of concerns and complaints.

**Objective 2.38.1** Routinely evaluate the avenues that citizens and employees can report concerns, complaints and commendations.

**Assignments:** Office of Professional Standards Inspectors
Update: Ongoing. OPS Inspectors have identified areas of improvement and have partnered with ITU staff to implement upgrades.

Goal #2. Strategy 2.39  Internal work for minor maintenance and upkeep continues to be done and monitored by Security staff, i.e., painting of common areas, graffiti removal, rust and old paint removal, etc.

Objective 2.39.1. Staff continues to collaborate with Alachua County Facilities and vendors for current and upcoming construction project that will benefit both inmates and staff upon completion.

STATUS/UPDATE: Ongoing; Administrative Lieutenant will continue weekly meetings with County Facilities staff to discuss current and upcoming construction projects, i.e., implementing Video Visitation, expanding the Muster Room, re-doing the roof to prevent leaks, and upgrading the HVAC system to help maintain a uniform/comfortable temperature. Medical Unit implemented electronic medical record. Implementation was preceded by ten (10) days of round the clock on-site training of medical personnel, with “Go Live” on August 24, 2013.

Objective 2.39.2. Cooperative efforts continue with Facilities to identify security/safety upgrades and needed repairs to improve the building’s appearance and utilization and to provide a safe and secure environment for inmates and staff.

STATUS/UPDATE: Command Center Upgrade – Completed; however, there are tweaks and adjustments to system, ongoing as of this date; Roof and HVAC Project – Ongoing; estimated completion end of November 2013; Jail Window Replacement – Completed; Video Visitation – Installation and Start-up Phase completed successfully; 2nd phase installation adjustments are impending; Muster Room – expansion to be completed by September 30th; Installation of UPS – Ongoing; Pressure-Washing of Building – Ongoing; done by inmates.


Assignment: Security Operations Division

STATUS/UPDATE: Completed; new policy and forms in place.

Goal #2. Strategy 2.40  Inmate Work Crews provide services to the community.

Objective 2.40.1 Work Crews provide labor for area schools during summer vacation at no cost to the Alachua County School Board; provide services to 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. Paws on Parole Unleashed Program came online in February 2013. First Graduation took place in April and will continue approximately every sixty days.

Assignments: Facility Services Unit/Transportation Facilities Support Bureau
Update: Work crews continue their momentum in servicing both internal agency and external needs, to include the School board. There have been additional PAWS graduations in June and August and one upcoming in October, 2013 and the annual contract extension has been completed.

**Goal #2. Strategy 2.41** 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 2.41.1 Objective** Bureau of Justice Grant for Jail Release Coordinator. Coordinator attended the Pre-Trial Risk Assessment and Community Supervision: Tools to Advance Public Safety Seminar. Jail Release Coordinator, Jail Diversion Specialists and Classification Supervisor attended the Veterans Administration Homeless Summit.

**Assignment:** Programs Unit/Inmate Services Bureau

**Update:** Ongoing processes, Supervisors are ensuring that there is continual training and seminar attendance.

**Goal #2. Strategy 2.42** As funding and resources permit, liaison between the Department of the Jail and the community to assist inmates with gaining skills to become successful upon release.

**Objective 2.42.1 Objective** Bureau of Justice Grant for Inmate Transition Program Manager. Increase inmate interest in the program, provide even more educational opportunities (classes, seminars, and computer based learning) and continue building relationships with community organizations and potential referral resources for the inmates. Track the recidivism rate of the program participants so that comparisons can be made with the general population.

**Assignment:** Programs Unit/Inmate Services Bureau

**Update:** Ongoing process, progress is tracked via monthly/quarterly reporting.

**Goal #2. Strategy 2.43** Improve and increase customer service in the Jail lobby.

**Objective 2.43.1** The Civilian Lobby Team (6 employees) implemented in February 2013 to improve customer services. Expand Bureau-wide customer service training to include books, videos, online training and offsite training. Increase and update lobby informational data to include slideshow presentation on Lobby TVs and printed material.
Assignment: Booking Support Bureau

Update: All members (6 employees) of the Civilian Lobby Team have completed the online training, *Dealing with Difficult Citizens*, presented by Code 4 Public Safety Education. The BSB Training Supervisor is researching customer service training for all BSB employees that will be suitable to our work and environment. A comprehensive informational power point has been loaded on all DOJ Lobby TVs providing jail visitors with necessary and helpful information.

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

**Goal #3. Strategy 3.1** Work with the Clerk of the Courts Office to facilitate submitting traffic citations electronically

**Objective 3.1.1** Collaborate with Clerk of the Court representative to facilitate the electronic submission of the citations. This would benefit the agency by saving the costs of paper/printer cartridges.

Assignment: Patrol Operation Division, Patrol Support Division

Update: Complete

**Goal #3. Strategy 3.2.** 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 3.2.1:** Standardize and audit all special team’s paperwork to meet the strict documentation required of special team commanders.

Assignment: Patrol Support Executive Officer

Update: The Patrol Support Division Executive Lieutenant met individually with each special team commander to discuss operational readiness. Some areas of improvement in training, equipment and personnel development were identified and discussed. Plans to remedy these deficiencies have been implemented and are either completed or underway. Several significant equipment and training needs were identified including: a new SWAT equipment truck, Bomb robot repair and upgrades, a new MOURT boat, and Dive Instructor training for MOURT designated trainers.

In addition, expectations regarding documentation associated with special teams including: after actions, lesson plans and training rosters was conveyed verbally and in writing to each special team commander. Once completed in a standard format the documentation is provided to the Training Bureau and or posted to the All Special Teams calendar as appropriate. A monthly audit completed by the Training Bureau and the Patrol Support Division Executive Lieutenant ensures compliance.

Status: Complete
Objective 3.2.2: Replace the existing MOURT Dive Boat with a more modern vessel capable of supporting patrol and dive platform functions.

Assignment: Patrol Support Executive Officer

Update: The ACSO grants coordinator is currently exploring grant funding which may be utilized for the purchase of a new MOURT boat which is capable of supporting a variety of missions including: search and rescue, recovery operations, and routine waterway enforcement.

Objective 3.2.3: Replace existing MOURT Team dive apparel and apparatus some of which has been in operation for 30 years.

Assignment: MOURT Team Commander

Update: The MOURT purchased equipment and dive apparel significantly improving the safety and efficiency of rescue and recovery operations. The items purchased include: buoyancy compensators, regulators, masks, boots, fins, (2) waterproof high intensity LED spotlights, and one EPIRB personal locator beacon for divers deployed in high risk waters. The vendor utilized donated one additional EPIRB at no cost.

Status: Complete

Objective 3.2.4: Acquire the necessary training to certify two current MOURT team members as nationally certified Dive Instructors, to provide instruction to other MOURT Team members.

Assignment: MOURT Team Commander

Update: Two MOURT members are currently attending Dive Instructor training. They have achieved the first level of this training by certifying as Rescue Diver. The second phase titled Dive Master is ongoing.

Status: In progress

Objective 3.2.5: Acquire a new equipment/mobile command vehicle for the SWAT team which will replace the existing 20 year old vehicle.

Assignment: SWAT Team Commander

Update: The SWAT Team took delivery of an equipment truck capable of consolidating munitions and call-out related gear into one deployable platform. A significant portion of the funding for this vehicle was obtained from grant funds.

Status: Complete

Objective 3.2.6: Standardize the ACSO special teams' command post layout in order to facilitate greater communication, functionality and individual team participation during exercises and critical incidents involving the deployment of multiple specialized teams.

Assignment: Patrol Support Executive Officer
**Update:** The SWAT, Bomb, and Negotiations Teams participated in a joint table top exercise followed by a practical aimed at developing a model critical incident command post. The goal of the training was to increase the interoperability of each special team’s command post equipment, streamline the communication between special team commanders during a critical incident and identify specific command post requirements for each respective special team. The standard format identified was documented in a training after action and has been utilized during several critical incidents this calendar year.

**Status:** Complete

**Goal #3. Strategy 3.3** Work closely with Division Commanders and Bureau Chiefs to ensure Directives and procedures are current, in compliance with standards and statutes, address the safety and training of employees, and operational readiness of equipment in an effort to safeguard and provide the highest quality of service to our employees and the community.

**Objective 3.3.1** Stay abreast of any changes made to standards by the Florida Police Accreditation Commission and Florida State Statutes. Review and implement all standard changes identified by PowerDMS within 90 days of receipt.

**Assignment:** Policy and Accreditation

**Update:** Accomplished and ongoing

**Goal #3. Strategy 3.4.** Juvenile Relations Bureau- Training: Ensure JRB deputies are trained sufficiently to carry out daily functions of their assigned positions and identify the training needed to support the School Safety Initiative.

**Objective 3.4.1:** Provide training to SRD’s in the following areas: Basic SRD class, deputy survival for the SRD, crises and emergency management and school safety surveys and audits.

**Assignment:** Juvenile Relations Bureau, Training Bureau, FL Atty General Office

**Update:** In 2013, School Resource Deputies received numerous In-Service style training sessions on how to sufficiently carry out their daily duties.


In July of 2013, fifteen (15) School Resource Deputies attended a 40 hour Basic School Resource Deputy class at the Santa Fe College Institute of Public Safety.

In July of 2013, a total of thirty (30) School Resource Deputies, Supervisors and Teen Court Staff attended the Florida Association of School Resource Officers (FASRO) conference in Orlando, Florida.

**Status:** Partially Complete

**Objective 3.4.2** Collaborate with the Juvenile Relations Bureau (JRB) commander to identify the training needed to support the School Safety Initiative.
Assignment: Juvenile Relations Bureau and Training Bureau

Update: Accomplished. Officer Survival School was determined to be the best course of action.

Objective 3.4.3 Coordinate and provide an Officer Survival School for JRB deputies in support of the School Safety Initiative.

Assignment: Training Bureau

Update: Accomplished. The JRB Officer Survival School was conducted by the Training Bureau in August of 2013 and was very successful.

Goal #3. Strategy 3.5: Patrol Support Unit – Field Training Program: Respond to the need for professional development within the Field Training Program to ensure a higher standard and quality of training for newly hired deputies, newly promoted supervisors and FST’s to include formal orientation.

Objective 3.5.1: Collaborate with field training deputies to develop and implement a formal Field Training & Evaluation Program (FTEP) Manual and standardization of training objectives and observational evaluations.

Assignment: Patrol Support Division Commander, FTEP Supervisor, Field Training Deputies

Update: On April 30, 2013, a fifty-nine (59) page ACSO Law Enforcement Field Training and Evaluation Program Manual was completed and its use was implemented during FTEP class 2013-01. The FTEP Manual includes an overview of the FTEP Program, Goals and Objectives, a review of the Chain of Command, Expectations of Trainees, FTDs and the FTEP Coordinator as well as thirty-three (33) Standard Evaluation Guidelines. A comparable FTEP Manual has also been created for newly hired Field Service Technicians. A standardized course of curriculum has been implemented which formalizes a four (4) week classroom training program for both newly hired Law Enforcement Deputies as well as Field Service Technicians prior to the new hires being assigned to their respective Field Trainers. A formal course of instruction for Law Enforcement Sergeants and Lieutenants is still in the process of revision and finalization.

Status: Complete

Objective 3.5.2: Convert to an automated system for documentation of training progress and identification of both deficiencies and effectiveness within the Field Training Program.

Assignment: FTEP Supervisor

Update: On June 16, 2013, the ADORE program from MdE-Inc was implemented to standardize and automate the evaluation of our Field Training and Evaluation Program. All Trainees, FTDs and Watch Commanders received training on utilization of the software to complete and approve Daily Observation Reports as well as to research and compare trends in both Field Training Deputy and Deputy Trainee performance. The software was also introduced for utilization in the Field Training of...
Field Service Technicians and Reserve Deputies. The utilization of the automated tracking program, along with the newly implemented Standardized Evaluation Guidelines (SEGs) have resulted in a more efficient training program which is easily tailored to address specific deficiencies in a trainee’s performance which can now be recognized quicker and addressed more effectively.

**Status: Complete**

**Goal #3. Strategy 3.6** Continued development and implementation of the Patrol Rifle Program.

**Objective 3.6.1** Continue to provide timely and pertinent patrol rifle training to deputies.

*Assignment:* Training Bureau and Special Teams Commanders

*Update:* Training Bureau - Ongoing

**Objective 3.6.2** Provide an issued Patrol Rifle Weapon system and additional training to all Deputies previously carrying personal rifles.

*Assignment:* Training Bureau

*Update:* Accomplished and ongoing. We have issued 169 rifles to Deputies out of 181 in inventory. The next Patrol Rifle Class is scheduled for November of 2013.

**Goal #3 Strategy 3.7** Provide supplemental training to the Gainesville-Alachua County Drug Task Force (DTF).

**Objective 3.7.1** Develop and implement a course for the DTF to include the following: Ballistic Shield Operations, Source Recovery Operations, Vehicle Takedown Operations, and Officer Rescue Operations.

*Assignment:* Training Bureau and SWAT

*Update:* Ongoing-Training Bureau working out the scheduling with DTF

**Goal #3. Strategy 3.8** Develop a curriculum that will enhance current supervisor and leadership training providing opportunities for professional development. The curriculum will include topics such as customer service/satisfaction, stress reduction and provide think tank sessions to encourage employee ideas for efficiency and job satisfaction.

**Objective 3.8.1** Collaborate with the Human Resources Bureau (HR) to identify the training needed to develop the curriculum.

*Assignment:* Training Bureau and Human Resources

*Update:* This supplemental program is ongoing in its development.

**Objective 3.8.2** Coordinate and provide a Supervisor and Leadership Course for supervisors of the Alachua County Sheriff’s Office.
**Objective 3.8.3** Work with Santa Fe College to provide an Ethics Course to further develop available training to ACSO employees in supervisory and leadership positions.

**Assignment:** Training Bureau

**Update:** This supplemental program is ongoing in its development.

**Goal #3, Strategy 3.9** Continue to conduct training for the Department of the Jail (DOJ) with a strong emphasis on firearms manipulations and proficiency.

**Objective 3.9.1** Due to the number of training hours provided, firearms training will be combined with practical defensive tactics and scenario based training.

**Assignment:** Training Bureau

**Update:** Accomplished.

**Objective 3.9.2** Provide supplemental firearms training

**Assignment:** Training Bureau

**Update:** Accomplished.

**Objective 3.9.3** Provide additional Crisis Intervention training for Detention staff to assist with recognition, stabilization and referral to the appropriate support bureau or unit.

**Assignment:** DOJ Security Operations Division

**Update:** Ongoing, with commitment to send at least one (1) Detention Deputy/Officer per shift to all CIT classes, with the ultimate goal to have all Officers CIT-trained.

**Objective 3.9.4** Continue to provide supervisory training to Sergeants and Lieutenants

**Assignment:** DOJ Security Operations Division

**Update:** Ongoing; ensure all supervisors’ NIMS training is up-to-date; send at least one supervisor per shift to upcoming Officer Discipline Training class; send newly promoted Lieutenants to NIMS 300 class; assign Administrative Lieutenant as PREA Coordinator.

**Objective 3.9.5** Provide Transport and Facility training to DO’s.

**Assignment:** Transport and Facility Services Bureau
**Update:** Ongoing; ensure all supervisors’ NIMS training is up-to-date; send at least one supervisor per shift to upcoming Officer Discipline Training class; send newly promoted Lieutenants to NIMS 300 class; assign Administrative Lieutenant as PREA Coordinator.

**Objective 3.9.6** Provide Basic Gang Training and Gainesville Commission on Violence Against Women, Sexual Battery Conference to Classification Caseworkers and Programs Unit. Certified Gang Training provided to caseworkers.

**Assignment:** Inmate Support Bureau

**Update:** 3 Caseworkers attended Basic Gang Training and Intermediate Gang Training and are certified. 4 Caseworkers attended the Sexual Battery Conference and additional staff will attend when permissible.

**Objective 3.9.7** Provide caseworkers with Intervention Strategies and Case Management training specifically for Transition Program for high risk inmates (BOJ)

**Assignment:** Classification Unit/Inmate Support Bureau

**Update:** Ongoing. 2 Caseworkers certified in the Transition Program, additional staff will attend when permissible.

**Goal #3. Strategy 3.10** Provide the timely, pertinent and useful training in high liability areas, i.e.: defensive tactics, firearms, driving and Cardio Pulmonary Resuscitation/Trauma Kit with a focus on basic skills building in defensive tactics, rifle proficiency and the practical application of skills learned.

**Objective 3.10.1** Scenario Training with emphasis on skills learned in previous in-service cycles in a school setting.

**Assignment:** Training Bureau

**Update:** Accomplished and ongoing.

**Goal #3. Strategy 3.11** Continue to utilize the Directive Management System to augment and prepare for in-service training for sworn and certified employees and bring other relevant training to all ACSO employees.

**Objective 3.11.1** Training developed and then loaded on DMS

**Assignment:** Training Bureau

**Update:** Accomplished and ongoing.

**Goal #3. Strategy 3.12** Research and develop a new use of force simulator program for use in both law enforcement and corrections in-service curriculums.

**Objective 3.12.1** Research and purchase a state of the art simulator system and implement it into the in-service training curriculum

Objective 3.13.1 To allow for, and encourage the further educational opportunities available to each Court Security Bureau employee.

Assignment: Court Security Bureau
Update: Accomplished and ongoing


Objective 3.14.1 Cultivate more employees who will focus on developing more Training Deputies within the Court Security Bureau.

Assignment: Court Security Bureau
Update: Ongoing

Goal #3. Strategy 3.15 Continue to promote excellence in service with the aid of training and training reference sources.

Objective 3.15.1 In conjunction with the Training Bureau, Employee Assistance Program representatives will implement a mini-academy presentation that addresses the stressors and challenges that new deputies, officers, and their families will experience.

Assignment: Human Resources and Training Bureau staff
Update: Accomplished and ongoing. Training Bureau - The program has been implemented into the mini-academy presentation. Ongoing is our focus to share this information with family members. Several options are being looked into. Dr. Grant McDougal presented the first session to a Deputy Sheriff mini academy on July 22, 2013. Class reviews were positive.

Objective 3.15.2 Provide Critical Incident Training to enhance the skills and knowledge levels of all personnel, as staffing levels and availability permit, to deal with persons in a crisis state.

Assignment: Records Bureau Chief and supervisors
Update: All five Records Bureau Supervisors have attended both the Critical Incident Training and the Mental Health First Aid Training. Staff will be permitted to attend as class availability and staffing levels permit, i.e., going.

Objective 3.15.3 Finalize the training manual draft into a formal indexed online manual.
Assignment: Records Bureau Training Supervisor

Update: Ongoing

Objective 3.15.4 Attend Florida Department of Law Enforcement Criminal Justice Information Systems topic training classes at the Santa Fe College Institute of Public Safety to enhance the skills and knowledge levels of all personnel, as staffing levels and availability permit, to better perform their duties.

Assignment: Records Bureau

Update: Ongoing

Goal #3. Strategy 3.16: In-service training for Evidence Section personnel and designated Second Key personnel

Objective 3.16.1: Hold quarterly in-service training sessions amongst the above individuals to discuss various topics such as best practices for purging, changes in case law, updated packaging requirements, security measures and many other topics.

Assignment: Evidence Section and designated Second Key personnel

Update: All evidence custodians and Bureau Chief have attended Hazmat training. The evidence supervisor and Bureau Chief attended OSHA training provided by the TREEO Center for working with hazardous materials and obtained their certification. Quarterly in-service training is ongoing.

Goal #3. Strategy 3.17: Training enhancements and opportunities for Fleet technicians

Objective 3.17.1: The Fleet technicians need to attend trainings offered at dealerships and vehicle manufacturers to ensure they are working most efficiently on the equipment they are servicing. This could include online courses, courses offered at dealerships and manufactures, and courses at both the University of Florida and Santa Fe College. At least semi-annually, the Fleet technicians and radio shop personnel need to have in-service training to ensure consistency with equipment, repairs and to address any new shop equipment that has been purchased.

Assignment: Fleet Unit/Radio Shop

Update: All of the technicians are attending the FSA Fleet Conference in October and the Radio Technician is attending the Emergency Vehicle Technician course to obtain his certification in October.

Goal #3. Strategy 3.18: Training for new Property Unit and Evidence Section personnel

Objective 3.18.1: With the addition of personnel in the Property Unit and Evidence Section, there are new employees who require enhancement on
computer skills such as office programs to include Outlook, Excel and Word to increase productivity.

Assignment: Bureau Chief

Update: Ongoing. County IT has been contacted to determine availability of classes. In the past, the County has provided these classes at no cost. Currently, they are not providing this service due to staffing and funding. We are continuing to research availability of classes that will provide this service at no cost to the agency.

**Goal #3. Strategy 3.19** Provide all Civil Bureau personnel the opportunity to receive the most up-to-date and relevant training.

**Objective 3.19.1** Civil Bureau will coordinate with the Training Bureau to provide all Civil Bureau personnel the opportunity to receive training in Cardiopulmonary Resuscitations (CPR) and the Automated External Defibrillator (AED).

Assignment: Civil Bureau and Training Bureau

Update: Accomplished and ongoing.

**Objective 3.19.2** Continue to offer training and/or information to all Civil Bureau personnel relating to new laws or pending Legislative changes on Civil Process Service.

Assignment: Civil Bureau

Update: Accomplished and ongoing throughout the year. During the months of June and July of 2013, a total of 5 bureau personnel attended the Basic Civil Process Course conducted by Avalon Legal Information.

**Goal #3. Strategy 3.20** To provide more education and support to Court Security Bureau personnel which will enhance their safety and abilities.

**Objective 3.20.1** Send all CSB employees to the Crisis Intervention Training (CIT).

Assignment: Court Security Bureau

Update: Ongoing. Currently-approximately 25% of the Bureau has been certified.

**Objective 3.20.2** Send additional Court Security Bureau employees to advanced Court Security training.

Assignment: Court Security Bureau

Update: Accomplished. Several Deputies and Supervisors have attended advanced Court Security training this year.

**Goal #3: Strategy 3.21** Keep up-to-date with mandatory federal and state laws pertaining to all areas of grant administration
**Objective 3.21.1** Continue to attend advance training sessions to stay current of changing laws.

**Assignment:** Grant Unit

**Update:** Ongoing

**Goal #3. Strategy 3.22** Respond to emerging needs for professional development within victim services community to ensure excellent service to crime victims

**Objective 3.22.1** Collaborate with victim service partners to develop and implement local training (EX: Probation, Injunction Court, etc.).

**Assignment:** Trauma Intervention Special Services Bureau Chief, Victim Advocates

**Update:** Bureau Chief Knudson has participated as the Sheriff’s Representative on the following community initiatives:

**Alachua County Domestic Violence Task Force (ACDVTF)**
ACDVTF membership includes Clerk of the Court, Peaceful Paths, State Attorney’s Office, Department of Children and Families, GPD, ACSO, UPD, APD, UF Source Program, Three Rivers Legal, Court Administration, Victim Services, Crime Prevention. During this reporting period, the ACDVTF met five (5) times: January 30, February 20, July 17, August 21, and September 18th. TISSB Bureau Chief serves as co-chair and co-authored the Coordinated Community Response Plan for the ACDVTF, identifying gaps in the system wide response to Intimate Partner Violence. TISSB Chief chairs the Safety Committee which includes reporting on the ACSO LAP Summary and initiation of the High Risk Team. TISSB Victim Advocate serves on the Civil & Criminal subcommittee.

**Alachua County High Risk Response Team (HRT)**
HRT’s purpose is to prevent Intimate Partner Murder by increasing offender accountability and enhancing victim safety. During this reporting period, the High Risk Team met 8 times. Team members include Peaceful Paths, ACSO, GPD, UPD, State Attorney’s office, Retired Judge, UF Law School Source Program, Three Rivers Legal Services, Batterer’s Intervention Program, Alachua County Court Services, DOC – Probation and victim services. Several Team members attended the first national conference on the Jeanne Geiger Crisis Center High Risk Team model in Boston, April 9-12, 2013. TISSB Chief chairs the Firearm Surrender committee, IPV Homicide Trend Data committee and participates on the Judicial Education workgroup. HRT developed an MOU for the team and distributed it to partner agencies on 9/24/13. The formal launch of the team will be on 10/22/13 with a press conference and ceremonial signing of the MOU.

**Eighth Circuit Domestic Violence Fatality Review Team (DVFRT)**
The purpose of the DVFRT is to review the Intimate Partner Violence murders in the counties of the 8th Circuit to determine how to improve system response to prevent future murders. The Medical Examiner’s Office chairs the team which is composed of 8th Circuit law enforcement, Peaceful Paths, Another Way, Child Welfare agencies, legal services, State Attorney’s Office, Probation Services and Victim Services. DVFRT is affiliated with Florida’s Domestic Violence Fatality Review Team and is scheduled to
develop an annual report to the community and the Florida Team. TISSB Bureau Chief is assigned to DVFRT and attended 5 meetings/training during this reporting period.

Alachua County Children’s Alliance (ACCA)
This Alliance includes organizations focused on improving the lives of children in Alachua County in the areas of education, health and safety. ACCA membership meets monthly. The Sheriff serves on the Board of ACCA. TISSB Chief attended 8 ACCA meetings in this reporting period and 1 board meeting for the Sheriff.

Child Advocacy Center Core Agency Team – Team meetings are suspended.

United Way Community Impact Team (UWCIT)
The UWCIT is composed of leadership in business (banking, real estate, innovation hub, chamber of commerce), social services, health, law enforcement and government. The purpose is to review agencies funded by United Way to capacity to meet outcomes in the established impact areas: education, financial, health and immediate needs. TISSB Chief was appointed to the team in 2012. During this reporting period, the team met 9 times. TISSB Chief attended UW Safety Symposium on 9/12/13. The Sheriff serves on THRIVE Alachua for United Way. TISSB Chief attended the UW steering committee on 3/27; the Strategic Plan Review on 4/2, the Promise Neighborhood Review on 4/17 and the CEO Leadership Breakfast on 6/14 for the Sheriff.

Goal #3. Strategy 3.23 Enhance agency capacity to serve someone experiencing a mental health crisis and improve intervention efforts

Objective 3.23.1 Provide pilot training of Mental Health First Aid to civilian supervisors and evaluate its efficacy and relevance prior to implementing agency wide. Once efficacy is established, coordination of this training to be assigned to the Training Unit.

Assignment: Trauma Intervention Special Services Bureau Chief, then Training Unit

Update: Mental Health First Aid is an evidenced based model which helps participants expand knowledge of mental illnesses, their treatments and local services. It helps reduce the overall stigma by improving mental health literacy. Pilot training of Mental Health First Aid was provided to 22 ACSO civilian supervisors on July 18, 2013 and July 25, 2013. The training class had representation from Records, Fleet, Accounting & Budget, Accreditation, Human Resources, Jail Diversion, Jail Release, Jail Booking, Jail Chaplain, Property & Evidence, and Trauma Intervention. Training was provided by psychologist, Dr. Joe Munson, Vice President of Outreach Services at Meridian Behavioral Healthcare. At completion of the training the supervisors received certification for three (3) years. Documentation of training completion was provided to Human Resources and Training Bureau.

Goal #3. Strategy 3.24 Provide support, professional development and training opportunities to agency supervisors specific to the disciplinary process and conducting internal investigations.
Objective 3.24.1 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

Updated: Ongoing. OPS Inspectors and staff provide assistance with administrative investigations and inquiries on a routine basis to supervisors throughout the agency.

Through a partnership with the Florida Department of Law Enforcement Florida Criminal Justice Executive Institute, the Alachua County Sheriff’s Office is hosting an Officer Discipline course October 22-24, 2013. Currently twelve (12) agencies throughout the State of Florida will be in attendance. Twenty four (24) ASO supervisors and commanders are registered to attend.

Goal #3. Strategy 3.25 Improve property crime investigation techniques

Objective 3.26.1 Enhance access to surrounding counties’ pawn data. Improve property crime investigation techniques by providing property detectives access to FINDER (Florida Integrated Network for Data Exchange and Retrieval) and PawnWeb data bases. FINDER/PawnWeb software is utilized by Marion County and 24 other Florida counties. Additional funding may be required to achieve objective.

Assignment: Criminal Intelligence Division

Update: Achieved - ACSO Detectives have access to FINDER. We were able to secure access for 15 detectives at no cost to the agency.

Goal #3. Strategy 3.27 Collaborate with the Information Technology Bureau continue to find ways to put publicly available information that will increase public awareness and safety, and to render that information more readily and effectively applicable to criminal investigations.

Objective 3.27.1 Provide a user-friendly, publicly available method of identifying area sexual predators and distinguishing them from sexual offenders to promote public safety and provide faster investigative results in missing/abducted child cases or other cases where a crime is suspected of containing a sexual element.

Assignment: Information Technology Bureau

Update: The Information Technology Bureau has created a beta version of this product that is being reviewed in conjunction with the Criminal Investigation Division. Presentation will be prepared for the Office of the Sheriff.
Objective 3.27.2. Promote awareness of the investigative availability of this tool through training and investigation procedure documentation revision.

Assignment: Criminal Investigations Division

Update: See also 3.27.1. Once approved by the Sheriff, CID will make notification via a bulletin that the program is in operation, how to access the program and provide instruction on what documentation must be completed when coming in contact with a sexual offender/predator.


Objective 3.28.1 Document turnover rates by Department and Division to identify issues and trends.

Assignment: Human Resources Bureau Chief and Research Analyst

Update: Turnover charts and trends will be produced in January of 2014.

Objective 3.28.2 In conjunction with Division Managers and Department Heads, develop recommendations to change or alter policies and procedures to address the issues and trends identified.

Assignment: Human Resources Bureau Chief and Employment Manager

Update: The HR Bureau Chief and Employment Manager are meeting with the CCC Division Manager and Commanders on a monthly basis, and collaborating on recruitment, interviewing and testing criteria. Meetings have resulted in the theatre advertising, which we hope will reach a new applicant pool. This process is on-going.

HR Bureau Chief and Employment Manager initiated the first law enforcement to corrections cross-over academy in September of 2012 in an effort to reach an improved applicant pool. No turnover has taken place among this group to date. Another law enforcement to corrections academy is planned for early 2014.

Objective 3.28.3 Communicate and network with other public safety agencies and professional organizations to identify programs, policies, and training that have helped their agency reduce turnover.

Assignment: Human Resources Bureau Staff and Divisional Staff

Update: HR Bureau Chief will begin this process in early 2014.


Objective 3.29.1 Conduct research and present ideas and concepts to Command Staff.

Assignment: Human Resources Bureau Chief and Research Analyst
Update: No action take to date.

Objective 3.29.2 Include clear career path movement in Agency Succession Plan Model
Assignment: Human Resources Bureau Chief, Major Support Services/Command Staff
Update: No action to date.

Objective 3.29.3 Using Survey Monkey, conduct periodic employee surveys to obtain feedback regarding employee overall sense of satisfaction.
Assignment: Human Resources Bureau Chief and Research Analyst.


Objective 3.30.1 Maintain monthly statistics identifying employees at all levels in DROP and/or in a position to retire due to years of service.
Assignment: Human Resources Bureau Research Analyst
Update: Scheduled for publication in January of 2014.

Objective 3.30.2 Review monthly reports, statistics, and update Succession Plan as needed.
Assignment: Human Resources Bureau Chief, Research Analyst, Major of Support Services

Objective 3.30.3 Monitor current promotional eligibility lists to ensure suitable candidates are prepared for promotion.
Assignment: Human Resources Bureau Chief and Command Staff
Update: A promotional assessment for the rank of DOJ Lieutenant was completed in August of 2013. A LE enforcement assessment for the rank of Lieutenant is scheduled for April of 2014 and a law enforcement Sergeant assessment is scheduled for May of 2014.

Goal #3. Strategy 3.31 Promote wellness and methods to reduce health care costs.

Objective 3.31.1 Develop a non-smoking policy for all employees hired after October 1, 2013
Assignment: Human Resources Bureau Chief
Update: A revised version of the employment application, open position announcements, and Directives 342, 223, and 353 were submitted to the Chief Deputy on January 15, 2013.
Objective 3.31.2 Work with County Wellness Coordinator to provide smoking cessation, nutritional information, and physical fitness opportunities to ACSO employees.

Assignment: Human Resources Bureau Benefits Coordinator

Update: Monthly wellness emails from the County Wellness Coordinator are sent out agency-wide. Weekly fitness and yoga classes are held weekly in the gym and patrol squad room. Periodically, chair massages are arranged for the Administration Building, DOJ and the CCC.

Objective 3.31.3 Assist ACSO employees with taking advantage of Blue Rewards offered through County and Constitutionals Self Insurance Program.

Assignment: Human Resources Benefits Coordinator

Update: In 2012 – Three workshops were held at ACSO to provide one on one instruction on to navigate the Blue Rewards website. The Benefits Coordinator provided one on one to employees on a request basis.

In 2013 – Monthly workshops at ACSO as well as one on one instruction upon request continued. As changes to the program occur – workshops will be scheduled.

Goal #3. Strategy 3.32 Relocation of Fleet and Property/Facilities Unit

Objective 3.32.1: Due to the number of vehicles in our Fleet, we have simply outgrown this facility, both in parking and mechanical bays, with no room for expansion. During the next 2-3 years, there is a need to aggressively pursue a lease option or purchase of an existing automotive dealership with multiple bays to include a body/paint shop.

Currently, ACSO spends over $31,000 per year painting new Patrol Vehicles to match our green and white paint scheme. Additionally, for FY 2012, ACSO spent over $80,000 in body paint and repairs. The initial overhead necessary for a body shop is large, but would certainly be cost effective in approximately a year and then subsequent savings from that point would be significant.

Once the Fleet Unit was relocated to an off-site facility then the Property Unit would move into their former building. This move would give the Property Unit much needed space and prevent delivery personnel from entering the actual Administration Building. In addition, the purchase of rollaway shelving (same as in the Evidence Section) would be requested.

Assignment: Support Services Bureau Chief and Fleet Unit/Property Unit in coordination with County Facilities

Update: Ongoing.

Goal #3. Strategy 3.33 Strive to continually improve office efficiency and promote excellence.
**Objective 3.33.1** Make documents readily accessible and minimize storage/retrieval costs by electronically filing all Deputy Worksheets, Court Appearance Logs, and Levy documentation.

**Assignment:** Civil Bureau

**Update:** Implemented and ongoing. Documents are now being electronically scanned and filed when received. All previous documents have successfully been electronically filed, dating back to January of 2013.

**Objective 3.33.2** Implement a new software program for the Court Liaison that will provide timely, reliable, and accountable service while creating a more efficient flow of subpoena issuance, delivery, and tracking. A proposal has been submitted.

**Assignment:** Civil Bureau

**Update:** Ongoing. Due to budget constraints, we are unable to purchase a new program at this time.

**Objective 3.33.3** Transfer/Hire a Deputy to assist with the service of Civil Process.

**Assignment:** Civil Bureau

**Update:** Ongoing. Due to budget constraints, we are unable to purchase a new program at this time.

**Goal #3. Strategy 3.34** Enhance the safety and security of both Courthouses through the expansion of the Courthouse Rifle Team, and procurement and utilization of specialized courtroom and individual equipment.

**Objective 3.34.1** Court Security Bureau would like to add two new members during this year to the Courthouse Rifle Team.

**Objective 3.34.2** Court Security Bureau would like to procure and issue specially designed footwear and equipment suspenders to those Deputies requesting them, in an attempt to mitigate chronic pain associated with standing for long periods of time while wearing a duty belt. General Rule of Thumb: When the Defendant is standing, the Deputy is standing. Many hearings (Violation of Probation, Case Management, Juvenile, etc.) require the Defendant to stand at the podium approximately 90% of the time.

**Assignment:** Court Security Bureau

**Update:** Ongoing

**Goal #3. Strategy 3.35** Fully staff the Accreditation Unit

**Objective 3.35.1** Hire an Accreditation Assistant to maintain and manage the FCAC files.

**Assignment:** Policy and Accreditation Unit

**Update:** Ongoing. Due to low staffing within the agency, a permanent transfer may not be accomplished.
Objective 3.35.2 Train the Directive Management System DMS Secretary IV in the Accreditation process to provide additional assistance in assessment readiness and file maintenance.

Assignment: Policy and Accreditation Unit

Update: The Directive Management System DMS Secretary IV is scheduled to begin Accreditation training November 18, 2013.

Goal #3. Strategy 3.36 Fully staff the Warrants Bureau

Objective 3.36.1 Transfer or hire a Warrants Technician to replace Clerical Tech position being vacated December 2013.

Assignment: Warrants Bureau

Update: Ongoing. Due to low staffing within the agency, a permanent transfer may not be accomplished.


Objective 3.37.1 Institute an Employee Morale Team after authoring a morale survey and analyzing results.

Assignment: The morale team will be headed by the Technical Services Division Manager initially and comprised of up to two employees from each shift and two shift supervisors who are nominated and voted by their peers. Bureau Chief will also lead the meetings as appropriate.

Update: Morale Team has been actively meeting since January, with multiple initiatives and recommendations implemented. An additional survey will be distributed in 2014 to compare results.

Goal #3. Strategy 3.38 Increase information sharing agency wide by updating ACSO Intranet.

Objective 3.38.1 Consolidate current systems into an agency wide data information sharing platform (files, calendars, phone numbers, helpdesk tickets, etc.) that will go live by end of the 2013 fiscal year.

Assignment: Information Technology Bureau

Update: ESP1 (ACSO Intranet) has been revised to provide links to multiple shared files that are used universally. Next phase is to bring in a Sharepoint site in 2014.

Goal #3. Strategy 3.39 Revise Communications Operations Bureau’s quality-assurance program

Objective 3.39.1 Move the Communications Operations Bureau’s quality-assurance program into an electronic format from current paper format- which will augment performance tracking capabilities and provide trending capabilities.
Assignment: Bureau Chief

Update: Project has been successfully completed

**Goal #3. Strategy 3.40** Increase Combined Communications Center staffing via recruitment efforts

**Objective 3.40.1** Form a Combined Communications Center recruitment team to assist Human resources with increasing qualified applicant pool.

Assignment: Commander and Communications Center staff, with Human Resources

Update: Recruitment team has been actively meeting and has initiated various projects including revision of recruiting brochure and other handout materials, in addition to creating promotional ads played before the start of movies in local theaters. Rollout of updated materials and promotional advertising beginning in October of 2013.

**Goal #3. Strategy 3.41 (Joint goal with Criminal Investigations Division)** Continue to find ways to put publicly available information to use to increase public awareness and safety and to render that information more readily and effectively applicable to criminal investigations.

**Objective 3.41.1** Promote awareness of the investigative availability of this tool through training and investigation procedure documentation revision.

Assignment: Criminal Investigations Division

Update: We have tested the program and provided feedback to ITU

**Goal #3. Strategy 3.42** 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; Florida’s Mental Health Act; traffic laws; federal laws and regulations including: the Family and Medical Leave Act; the Fair Labor Standards Act; the Americans with Disabilities Act; constitutional issues such as: First Amendment free speech, freedom of religion, and inmate access to the courts concerns; Fourth Amendment search and seizure questions; Fifth Amendment rights against self-incrimination, etc.

**Objective 3.42.1** Research various questions as they arise in the course and scope of agency personnel’s duties and responsibilities and provide direction.

Assignment: General Counsel

Update: General Counsel has disseminated eight Legal Updates on numerous topics, including on Update which gave synopses of some of the laws passed by the 2013 Legislature. General Counsel has also reviewed cases as they are published by the Courts and apprised affected units of decisions. For example, the 1st DCA recently
decided that law enforcement had engaged in entrapment in an internet child predator sting. General Counsel passed that ruling along to ACSO’s child predator task force.

General Counsel is heavily involved in union negotiation preparation and strategy, and argued for the Sheriff in an impasse hearing held before a Special Magistrate after the bargaining unit for the jail declared impasse. This unit eventually ratified a contract.

**Goal 3, Strategy 3.43** Respond to varied questions from Command Staff concerning legal effects/ramifications of decisions or courses of action involving consideration of statutes and constitutional concerns, including collective bargaining issues and labor relations; Law Enforcement and Correctional Officer Bill of rights; constitutional officer concerns; public finance (including public funds) mutual aid, etc.

**Assignment:** General Counsel

**Update:** General Counsel is contacted on a daily basis for advice on numerous topics, including gun disposal, public records, contract review, citizen complaints, and labor and employment issues, and strives to render timely and informed direction and recommendations.

**Goal #3, Strategy 3.44** Enhance agency record keeping and ordering process.

**Objective 3.44.1** Facility Services Unit continues to track inventory and streamline the ordering process. Implemented the Opti-View imaging software in Booking Support and Inmate Services Bureau to scan documents and store electronically reducing the amount of unnecessary paperwork stored in Archives and/or Inmate Files. Streamline statistical data collection methods and reporting utilizing Crystal Reports, Jail-wide data collection coordination (reduce duplicated effort).

**Assignment:** Support Services Division – Department of the Jail

**Update:** The Facilities Services unit’s streamlining of the inventory and ordering process continues. Many commonly used items are now on an automatic re-order process after the average monthly usage of these items was determined.

**Objective 3.44.2** Facility Services Unit continues to track inventory and streamline the ordering process. Implemented the Opti-View imaging software in Booking Support and Inmate Services Bureau to scan documents and store electronically reducing the amount of unnecessary paperwork stored in Archives and/or Inmate Files. Streamline statistical data collection methods and reporting utilizing Crystal Reports, Jail-wide data collection coordination (reduce duplicated effort).

**Assignment:** Support Services Division – Department of the Jail
Update: The Booking Support Bureau is working to design an effective set-up in Opti-View for file archival that will maximize the amount of inmate file related data that can be archived in this manner. Several rosters, dockets, and calendars are already being maintained electronically.

Update: Ongoing – assigned caseworker is responsible for many of our data reports.

Objective 3.44.3 Develop the data analyst for the jail. This position would be responsible for tracking varied bureau statistics, data collection and generate regular reports.

Assignment: Inmate Support Bureau

Update: Ongoing – assigned caseworker is now assigned and responsible to track and handle many of our data reports.

Goal 3, Strategy 3.45 The Detective Bureau and the Department of the Jail will partner with the State of Florida and the Food & Nutrition Service (SNAP) of the US Department of Agriculture to combat illegal trafficking of Food Stamp benefits.

Objective 3.45.1 The Detective Bureau and Department of the Jail will send detectives to training, will disseminate the information learned to others within the agency, and conduct EBT Fraud investigations as necessary within Alachua County. Jail staff will report electronically instances at the Booking when inmates come in with ACCESS and/or EBT cards in multiple names to the Department of Children and Families.

Assignment: Detective Bureau and Department of the Jail

Update: One BSB CJ Tech. II attended the Public Assistance Fraud training with key Detectives at the State Law Enforcement Bureau (SLEB) summer conference. A plan for notification has been coordinated with the Detective Bureau for instances when arrestees have in their possession ACCESS or EBT cards showing a different name of issuance than the arrestee. Detective Update: Detectives have attended training and are currently conducting EBT Fraud investigations.

AGENCY BUDGETARY INFORMATION:
For Fiscal Year 2012/13:

The Alachua County Sheriff’s Office total General Fund budget request for the fiscal year beginning October 1, 2012 and ending September 30, 2013 totals $65,352,381. 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

<table>
<thead>
<tr>
<th>General Fund</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>521 – Law Enforcement</td>
<td>$29,005,114</td>
</tr>
<tr>
<td>523 – Jail</td>
<td>26,784,643</td>
</tr>
<tr>
<td>525 – Combined Communication Center</td>
<td>6,894,603</td>
</tr>
<tr>
<td>711 – Court Security/Bailiffs</td>
<td>2,668,021</td>
</tr>
<tr>
<td>Total General Fund</td>
<td>$65,352,381</td>
</tr>
<tr>
<td>Total Special Revenue Funds</td>
<td>$ 3,802,204</td>
</tr>
<tr>
<td>(Includes Grants, Inmate Commissary Restitution, LE Trust Fund, etc.)</td>
<td></td>
</tr>
<tr>
<td>Grand Total All Funds</td>
<td>$69,154,585</td>
</tr>
</tbody>
</table>
Security/Bailiffs. Law Enforcement represents 44.4% of the General Fund budget, the Jail represents 41%, the Combined Communications Center represents 10.6% and Court Security/Bailiffs represents the smallest portion at 4%.

Salaries and benefits represent over 81% 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 63.3% 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. ARRA stands for American Recovery & Reinvestment Act.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title of Project/Project Period</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Awarded</td>
<td>COMSTAT Tactical Unit 10/01/09 – 09/30/12</td>
<td>$95,265</td>
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<tr>
<td></td>
<td>The COMSTAT Tactical Unit funds were used to purchase the mobile license plate scanner and over time. ($47,632) The “Paws on Parole” type program funded a 12 x 24 (6) dog kennel, training agility course, canine training supplies, and funds for a canine trainer. ($47,632).</td>
<td></td>
</tr>
<tr>
<td>Grant Closed. PGI funding still open</td>
<td>Problem Oriented Policing Unit (POP) 10/01/09 – 09/30/10</td>
<td>$97,400</td>
</tr>
<tr>
<td></td>
<td>Funds overtime to work narcotic related cases and purchase surveillance equipment.</td>
<td></td>
</tr>
<tr>
<td>Grant Awarded</td>
<td>Problem Oriented Policing (POP) 10/1/10 - 9/30/11</td>
<td>47,000</td>
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<tr>
<td></td>
<td>Funds overtime to work narcotic related cases and purchase surveillance equipment.</td>
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<tr>
<td>Grant Awarded</td>
<td>Victims of Crime Act (VOCA) 10/1/10 - 09/30/11</td>
<td>$94,230</td>
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<tr>
<td></td>
<td>Salaries for Victim Advocates</td>
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<tr>
<td>Grant Awarded</td>
<td>Project Safe Neighborhood (PSN) Anti-firearms &amp; Violence Project 10/01/11 – 09/30/12</td>
<td>$7,493</td>
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<tr>
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<td>Overtime to work violent crimes</td>
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<td>Grant Awarded</td>
<td>FEMA Hazard Mitigation 12/21/09 – 11/30/12</td>
<td>$76,828 + $16,000</td>
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<tr>
<td>Grant Award</td>
<td>Description</td>
<td>Amount</td>
</tr>
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<td>-------------</td>
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<tr>
<td>Problem Oriented Policing (POP)</td>
<td>$20,000</td>
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<tr>
<td>Department of Homeland Security (SWAT, Bomb &amp; Aviation)</td>
<td>$270,000</td>
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<tr>
<td>Department of Homeland Security (SWAT, Bomb &amp; Forensics)</td>
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<tr>
<td>Department of Homeland Security (SWAT &amp; Bomb)</td>
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<td>Child Sexual Predator Task Force</td>
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<td>Child Sexual Predator Task Force</td>
<td>$490,147</td>
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<tr>
<td>Solving Cold Cases with DNA</td>
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<tr>
<td>Region III Regional Drug Strike Force</td>
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<td>Bulletproof Vest Partnership</td>
<td>$1,431.85</td>
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<tr>
<td>Justice Reinvestment Grant</td>
<td>$67,741.42</td>
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<td>DOT – Motorcycle Safety</td>
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<tr>
<td>Bulletproof Vest Partnership</td>
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<td>Anti-Gang Initiative</td>
<td>$50,646</td>
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<td>Anti-Gang Initiative</td>
<td>$17,733</td>
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<tr>
<td>FY 2010 POP – PGI from working POP grant overtime details.</td>
<td>$17,635</td>
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<tr>
<td>Narcotic Equipment</td>
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<tr>
<td>Project Generated Income</td>
<td>FY 2011 POP- PGI from working POP grant overtime details.</td>
<td>$94,230</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Narcotic Equipment</td>
<td></td>
<td></td>
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<tr>
<td>Project Generated Income</td>
<td>FY 2012 POP - PGI from working POP grant overtime details.</td>
<td>To date $80,568.83</td>
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<tr>
<td>Narcotic Equipment</td>
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<tr>
<td>Awarded</td>
<td>DHS Homeland Security (2009) deobligated funds</td>
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<tr>
<td>Gas mask and robot upgrade</td>
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<td>$75,000</td>
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</tbody>
</table>

**PERSONNEL:**
During 2012, the agency averaged 852 permanent positions, 165 volunteers and 3 reserve employees. 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 of Alachua County as of April 2011 was approximately 247,000. Student enrollment at the University of Florida and Santa Fe College exceeds 69,000. Alachua County Public Schools had an approximate 29,351 enrollment of students in 65 public schools and centers for the 2011/12 school year. (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 10,139 for calendar year 2012, as compared to 10,511 calendar year total for 2011.

**ANTICIPATED CAPITAL IMPROVEMENTS AND EQUIPMENT NEEDS:**
In the fifth of tumultuous budget years, with the country trying to come out of an historical recession, capital improvement and equipment needs are still being explored for alternative funding sources, i.e., state and federal forfeiture funds, grant funding, commissary funds, etc. Because we have delayed some needed equipment in the past budget cycles, for the FY 2012/13 FY we requested the following items.

**Enhancement requests in our FY 12/13 budget include:**

1. **Law Enforcement:**
   a. $391,214 Additional funds for capital items such as computers, cars and radio replacements- NOTE: due to budget concerns, Sheriff voluntarily reduced our request by reducing the vehicle account so the final enhancement request was for $191,214
   b. $408,625 Additional funds for increased cost of air cards, fuel & contractual agreements
   c. $130,358 Additional funds to hire two additional ITU staff members

2. **Jail:**
   a. $201,685 for 5 new Criminal Justice Technicians
   b. $896,794 for 12 new Detention Officers
NOTE: Due to budget concerns, Sheriff agreed to reduce the jail request by eliminating the civilians, plus some and we ended up receiving $798,479 which funded 11 Detention Officers.

3. **CCC:**
   a. $112,028 Additional needed due to the increase in cost of software & hardware maintenance agreements

*Uncontrolled rising costs, but recognized needs include:
- Inmate medical contract, Costs increased in 2012/2013
- Jail Food Contract – possible increase
- Ammunition – up 21% since 2004, unknown amount
- Health Care – increased in 2011/2012 by 4.7% and again by 3% in 2012/13 to employer and employee
- Liability Insurance and Auto Insurance
- Utilities and Fuel

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

**FRS Legislation Impacts to Employee and Employer:**
Effective July 1, 2011, the state mandated that all employees must contribute 3% to the Florida Retirement System. Projected employer savings due to the reduction in employer contributions to the FRS is at approximately $2.4 million. On January 17, 2013 the Florida Supreme Court reversed the trial court’s decision and held that the 3% contribution by employees to their retirement is constitutional; therefore, the 3% employee contribution will stand. As a result, the Sheriff provided funds so that all non-bargaining unit employees who had contributed to the FRS received a one-time lump sum restoration payment equal to the 3% mandated contribution taken from their pay from 7/1/11 through 3/29/13, and also received a 3% adjustment to their base hourly rate of pay to help offset the mandatory contribution. PBA and FOP Bargaining Units were given the same opportunities after their contracts were ratified later.

**Future Issues and Needs:**
Anticipated personnel and capital improvements for the next five years include:

- The COPS Unit has been disbanded in an effort to staff Juvenile Relations Bureau deputies in each of the county elementary schools. We are working to provide services to the MSTU funded cities using Patrol Division and the PSD Evening Shifts.
- City/County 5 Year Annexation Transition Plan and review of impacts to ACSO
- Countywide Growth of Businesses, Recreation/Parks
- Unification of law enforcement services between ACSO and GPD
- Implementation of Wage Study for Equitable Wages-address pay compression issues
- 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.
- Establishment of a Citizen’s Academy 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. (Lt. Maynard has been tasked as the point of contact.)

- Unsolved major cases: review of service to families of these cases to ensure proper communication over time. Increase involvement of victim advocates.
- 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.
- ACSO must also reestablish a regular replacement schedule for agency IT infrastructure equipment, 3 year replacement cycle for servers and 4 years for PC’s. Concurrent with PC replacement schedule, ITB will move users from Windows XP to Windows 7 to enhance required security parameters.
- Enhance the wireless presence at the DOJ. The Information Technology Bureau will add wireless access points throughout the DOJ so any member of ACSO will now be are now able to use the wireless with the proper credentials. The wireless capability will enable ACSO users to log on to our network anywhere at the DOJ. For example, Detectives, or Warrants Staff can utilize their laptops from anywhere in the DOJ. We will also allow visitors with the proper access such as the State Attorney Office staff to access their network from our wireless connections. The Public Defender, Gainesville Police, University Police, etc. will also be able to access their respective networks with the proper credentials.
- 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.
- One of the Aviation aircraft was decommissioned due to needed repairs and the other one is in the process of being repainted. This should keep us in the Aviation business approximately another 8-10 years.
- Grant Administrator researching grant or RDSTF funding for a new watercraft. Agency currently has two certified boat operators.
- A new site for the Multi-Agency Narcotics/Drug Task Force Building will need to be considered in the next five years
- The Honor Guard will need 7 new shotguns.

Updated 2013