

# ALACHUA COUNTY SHERIFF'S OFFICE STRATEGIC PLAN w/Goals & Objectives CALENDAR YEARS 2018-2023



**PROTECT, SERVE AND SUPPORT OUR COMMUNITY WITH INTEGRITY**

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

*Sadie Darnell, Sheriff  
(signature on file)*

Date: June 2018

This report as well as future reports will be published on the Alachua County Sheriff's Office website at [www.alachuasheriff.org](http://www.alachuasheriff.org)

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

This Strategic Plan covers four successive calendar years, and is updated annually. It includes agency and commander 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 deputies, crime prevention, investigations and special teams. We operate the county jail with an average daily inmate population of 787 in 2016. The Combined Communications Center processes emergency and non-emergency calls for service for the ACSO, Gainesville Police, Alachua County Fire Rescue, Gainesville Fire Rescue, and various volunteer fire departments under contract with the County. The Center processed approximately 430,339 emergency and non-emergency calls from citizens in Alachua County in 2016. Of these calls, 228,394 were specifically for law enforcement services for Alachua County Sheriff's Office deputies, or the police officers of the Gainesville or High Springs Police Departments. Note: The Waldo Police Department was eliminated in 2014.

## **POLICY:**

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

## **MISSION STATEMENT:**

Service to the Community First. Commitment to the Employees Always. Through our partnerships we are The **A**lachua **C**ounty **S**heriff's **O**ffice – **A**lways **C**ommitted to **S**erving **O**thers.

## **VALUE STATEMENT:**

Protect, Serve and Support Our Community with Integrity.

# ALACHUA COUNTY SHERIFF'S OFFICE

## 2018 Strategic Plan Areas of Focus

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

**Goal #1. Strategy 1.1:** The Lethality Assessment Program (LAP) percentages of victims who screen in as high danger and agree to speak with a counselor should meet or exceed 65% annually.

**Objective 1.1.1:** Maintain the number/percentage of High Danger victims who speak with the domestic violence hotline at or above 65%.

**Assignment:** Patrol Operations Division

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:**

- Review Daily LAP screenings
- Establish ongoing dialogue with deputies and supervisors regarding the importance of the LAP screenings
- Communicate LAP screen percentages to the deputies and supervisors in Patrol so they can track their progress on a monthly basis.
- Send out email reminders about issues/problems that periodically arise.

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

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

**Assignment:** Patrol Operations Division

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:**

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

**Goal #1. Strategy 1.3:** Maintain and fully staff the Patrol Operations Division.

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

**Assignment:** Patrol Operations Division, Patrol Support Division

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:**

- Review the Patrol Operations Division Roster and Position Control Roster.

**Goal #1. Strategy 1.4: Continue to expand the radKIDS program as a pillar of youth and school safety to a larger community audience by leveraging partnerships with private, charter, and public schools throughout Alachua County.**

**Objective 1.4.1:** Increase public awareness regarding the victimization of children and decrease opportunities for victimization through education that enhances the ability of children and parents to utilize knowledge, skills, and power to protect themselves from violence and harm.

**Assignment:** Crime Prevention Unit

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Establishment and adoption of the radKIDS curriculum within the private, charter, and public school physical education curriculum throughout Alachua County. Increases in the number of educators, community members and child advocates trained and as certified radKIDS instructors.

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

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

**Timeframe for Implementation:** January thru December 2018

**Measurement of Accomplishment:** Annual Report. We plan to hold more classes in the summer utilizing on-duty time.

**Goal #1. Strategy 1.6: Assist E911 Office with process to upgrade 911 Phone System.**

**Objective 1.6.1:** 911 Telephone System Upgrade for emergency and non-emergency lines; purchase a system that has adequate compatibility for evolving NG911 technologies; integrated text to 9-1-1 capabilities, etc.

**Assignment:** CCC Administration working with the E911 Office

**Timeframe for Implementation:** Fall 2018

**Measurement of Accomplishment:** Completion of 911 phone system upgrade

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

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

**Assignment:** Court Security Bureau

**Timeline for Implementation:** Begin October 2016/complete by December 2020

**Measurement of Accomplishment:** Project completion

**Goal #1. Strategy 1.8: Monitor the LAP-Lethality Assessment Program and provide regular updates to related ACSO Divisions. Incorporate Maryland Network Against Domestic Violence’s updated Lethality Screen for LAP implementers in January, 2018.**

**Objective 1.8.1:** Provide monthly updates to Captain of Patrol Operations, Sheriff and InVEST, and Annual Report to Sheriff, community partners.

**Assignment:** Trauma Intervention Special Services Bureau

**Timeframe for Implementation:** Monthly, Annually

**Measurement of Accomplishment:** Regular Reports

**Goal #1. Strategy 1.9:** At the conclusion of calendar year 2017, 90% of all Patrol Operations staff will have attended at least one Youth and Community Resource Unit event.

**Objective 1.9.1:** At the conclusion of calendar year 2017, 90% of all Patrol Operations staff will have attended at least one Youth and Community Resource Unit (YCRU) event. Examples of YCRU events include: Books and Burgers, and Youth Dialogue.

**Assignment:** Patrol Operation Division

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Verification of the 90% benchmark by the conclusion of calendar year 2017.

**Goal #1. Strategy 1.10:** Participate in the Intimate Violence Enhanced Services Team (InVEST) with Peaceful Paths to improve victim safety and offender accountability. Update InVEST procedures and Memorandum of Understanding with InVEST partners in 2018.

**Objective 1.10.1:** Identify high risk victims and high risk offenders and work with community partners to create a safety net for victims and improved monitoring of offenders via weekly meetings and regular contact among team members.

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

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Weekly Agenda, LAP Summaries, Updates to Team

**Goal #1. Strategy 1.11:** Promote the highest level of shotgun efficiency by individual Warrants Investigator's abilities utilizing the KSG training program established in 2013.

**Objective 1.11.1:** Maintain the KSG shotgun system training program for investigators in order to increase accuracy levels, promote Close Quarter Combat (CQC) skills and raise round capacity.

**Assignment:** Warrants Bureau

**Timeframe for Implementation:** Ongoing

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

**Goal #1. Strategy 1.12:** To increase the safety and success of violent felony warrant apprehensions and other Warrant and Task Force operations by purchasing pole camera systems which are designed to visually clear attics, crawl spaces, and other dangerous areas without exposing Warrants Bureau Investigators to those areas.

**Objective 1.12.1:** Request the purchase of three pole cameras, one for each Warrants team.

**Assignment:** Warrants Bureau

**Timeframe for Implementation:** By the end of 2018. An IDR has been previously approved pending funding.

**Measurement of Accomplishment:** All three Warrants teams are equipped with functional pole cameras.

**Goal #1. Strategy 1.13: Evaluate emergency police dispatch (EPD) programs.**

**Objective 1.13.1:** Evaluate efficacy of commercially available programs for police call handling.

**Assignment:** CCC Administration/SSU/User Groups

**Timeframe for Implementation:** Program demonstration in 2018; potential implementation in 2019 or 2020.

**Measurement of Accomplishment:** Benchmarking/analysis of effectiveness of the implementation of EPD program.

**Goal #1. Strategy 1.14: The Department of the Jail staff as resources and funding permit will continue collaboration with the Public Safety Coordinating Council and related committees.**

**Objective 1.14.1:** Continue efforts to identify and divert special risk populations from incarceration to more appropriate placement of supervision. Provide CIT training to all staff to aid in the identification and diversion of the special risk populations.

**Assignment:** Inmate Support Bureau

**Timeframe for Implementation:** Ongoing

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

**Objective 1.14.2:** Increase staff involvement in identification and management of special needs populations.

**Assignment:** Security Operations Division/Support Services Division

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** 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. Two additional housing units have been dedicated for the purpose of relieving overcrowding of the Special Needs/Mental Health housing unit.

**Objective 1.14.3:** House and supervise inmates in a secure and fair manner, while practicing innovative correctional approaches in accordance with all local, state and federal laws.

**Assignment:** Security Operations Division

**Timeframe for Implementation:** Ongoing

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

**Goal #1. Strategy 1.15: CCC accomplishes Accreditation as an Emergency Fire Center of Excellence.**

**Objective 1.15.1:** CCC completes application and review process for International Academies of Emergency Dispatch (IAED) qualifications as a Center of Excellence in Emergency Fire Dispatch (EFD).

**Assignment:** CCC Support Services Unit/CCC Operations

**Timeframe for Implementation:** Summer 2018

**Measurement of Accomplishment:** Award of Accreditation by IAE

**Goal #1. Strategy 1.16: Deploy encryption for all ACSO public safety radios.**

**Objective 1.16.1:** To enhance secure communications between ACSO personnel and CCC

**Assignment:** TSD Radio Shop

**Timeframe for Implementation:** ACSO has encryption capable radios, however deployment is currently dependent upon GPD acquiring same. FY 18-19 is a tentative timeline.

**Measurement of Accomplishment:** ACSO personnel utilizing encrypted radios

**Goal #1. Strategy 1.17: Utilize Project 25 (P25) standards for ACSO public safety radios.**

**Objective 1.17.1:** To increase interoperability, vendor alternatives and effective use of radio system.

**Assignment:** TSD Radio Shop

**Timeframe for Implementation:** Summer 2018-dependent upon radio system consultant recommendations and upgrades to local trunked radio system.

**Measurement of Accomplishment:** ACSO personnel utilizing radios on P25 channels.

**Goal #1. Strategy 1.18: Increase efficiency and accountability for the Bureau/Operational Manual publishing and acknowledgement process.**

**Objective 1.18.1:** Update and automate all Bureau/Operational Manuals. Currently rebuilding the FARU Manual and JRB sub manuals.

**Assignment:** Policy and Accreditation Unit

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Update of manuals

**Goal #1. Strategy 1.19: Increase efficiency and accountability for agency forms and worksheets by assigning and implementing a review process for existing forms. This objective includes the proper formatting and approval of agency forms and worksheets which are currently being used without having previously been approved/authorized for use.**

**Objective 1.19.1:** Implement the use of fillable forms for ease of use in the field and lower printing costs for the agency on agency forms and worksheets

**Assignment:** Policy and Accreditation Unit

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Continued creation and transition to Electronic Fillable Forms.

**Goal #1. Strategy 1.20: Implement a rotational schedule for agency AED's in accordance with manufacturer warranty recommendation.**

**Objective 1.20.1:** Initiate a rotation schedule based on a seven year rotation for agency issued AED's.

**Assignment:** Property/Facilities Unit

**Timeframe for Implementation:** 2018-2019

**Measurement of Accomplishment:** Reports, Operational Readiness

**Goal #1. Strategy 1.21: Continue aggressive recovery of past-due false alarm revenues.**

**Objective 1.21.1:** Augment our internal alarm revenue collection efforts by exploring contracting with Advent (currently doing collections for the DOJ) to expand their collections solution to focus on our long past-due "resistant" accounts.

**Assignment:** FARU

**Timeframe for Implementation:** Fall 2018

**Measurement of Accomplishment:** Increase in recovery of past-due revenues and reduction in number of overdue accounts. Process is still being evaluated due to complexities such as University of Florida (which is exempt) alarms are imbedded in the database and cannot be parsed out. FARU is exploring approach of more focused and smaller scale submittals to Advent.

**Goal #1. Strategy 1.22: Increase data analytics of CCC processes to identify and implement best practices for call processing**

**Objective 1.22.1:** Use available data sources to identify best practices, train staff center-wide in those practices and where necessary, alter technology systems as applicable to increase the efficiency and effectiveness of the Communications Operations Bureau staff.

**Assignment:** COB Bureau Chief in conjunction with SSU

**Timeframe for Implementation:** December 2018

**Measurement of Accomplishment:** Identification of effective practices based on time spent and accuracy of result and development of finished training materials to raise the performance standard throughout the COB. COB Bureau Chief and SSU have increased use of data aggregation and reporting software (FirstWatch) which has increased data analytics and performance management. Project will continue through 2018.



**Goal #2. Strategy 2.1: Increase communication with municipalities.**

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

**Assignments:** Patrol Operations Division

**Timeframe for Implementation** Ongoing

**Measurement of Accomplishment:** Identify and monitor the increased patrols for the city halls, monitor the MSTU/contract area reports from the deputies, sergeants or lieutenants. Patrol Operations personnel have maintained frequent interaction with city officials within the various municipalities in Alachua County. Additionally, each MSTU/ Contract area has at least one sergeant and lieutenant assigned to make contact with city government on a weekly basis and attend regularly scheduled city meetings. At the conclusion of city meetings supervisors complete a written summary of the discussion which is provided to the Patrol Operations Commander and the Office of Sheriff.

**Goal #2. Strategy 2.2: Promote the implementation and subscription to a single information and alert platform (NIXLE, application-based, or other) and expand the use of web and social media outreach to inform and engage a larger audience throughout the community.**

**Objective 2.2.1:** Complete a redesign of the agency website, ensuring that the design is intuitive, informative, mobile compatible, and integrates with various social media platforms to include Facebook, Twitter, YouTube, Instagram, NIXLE, and our Sheriff’s App.

**Assignment:** Public Information Office

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Increase in subscription, downloads, and followers to our various social media platforms, as well as increased web traffic to our agency website.

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

<b>Assignment:</b>	Alachua County Juvenile Justice Council	Pelham
		Pardue
	Circuit 8 Juvenile Justice Board	Pelham
	Newberry High School, Academy of Criminal Justice Advisory Board	Levy/Monk
	Partners in Prevention of Substance Abuse (PIPSA)	As needed
	School Attendance Review Board (SARB)	Lowe
	System of Care Initiative	Pelham
	RED (Racial and Ethnic Disparity (RED)	As needed
	Disproportionate Minority Contact (DMC)	Pardue
	Black on Black Task Force	Pardue
	Youth Dialogue	Pardue
	Health Promotion & Wellness (HPW)	Pardue
		Levy
		Pardue
	Child Advocacy Council (CAC)	Low
	Juveniles & Mentors Uniting for a Purpose	As needed
	Gainesville for All Racial Justice Task Force	Pardue

United Church of Gainesville Racial Justice Task Force	Pardue
National League of Cities Disparity Initiative	Pardue
Aces in Motion / Connect and Serve	Pardue
Teen Intensive Practice Team Partnership for Strong Families	Pardue

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Monthly, Quarterly meetings

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

**Assignment:** Teen Court Program Staff

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Annual Report

**Goal #2. Strategy 2.5: Develop and implement protocols for the professional handling of Sexual Assault Kits (SAKS).**

**Objective 2.5.1:** The Alachua County Sheriff’s Office Criminal Investigations Division shall create and implement protocols to ensure the following: 1) No SAKS go unanalyzed by the Florida Department of Law Enforcement (FDLE), 2) All DNA Lab results returned from FDLE are handled properly, 3) Victims involved with SAKS are properly notified of events in their case.

**Assignment:** Criminal Investigations Division

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:**

1. Create a protocol update to Directive 791 and 792 concerning the sending and receiving of SAKS.
2. Create a protocol update to the Forensics Operations Manual outlining the point of contact and individual responsibilities concerning the receiving of DNA Lab results from FLDE.
3. Create a protocol update to the Criminal Investigations Manual outlining the notification process for sexual assault victims of major events in their cases, i.e. DNA CODIS hits.
4. Create a protocol update to the Criminal Investigations Manual outlining the notification process for cold case sexual assault victims of major events in their cases, i.e. DNA CODIS hits.

**Goal #2. Strategy 2.6: Monitor and improve the process that citizens and employees utilize to notify the agency of concerns and complaints.**

**Objective 2.6.1:** Routinely evaluate the avenues that citizens and employees utilize to report concerns, complaints and commendation.

**Assignment:** Office of Professional Standards Inspectors

**Timeframe for Implementation:** Ongoing

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

**Goal #2. Strategy 2.7: 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 2.7.1:** Participate on Alachua County Domestic Violence Task Force, Alachua County High Risk Response Team, Eighth Circuit Domestic Violence Fatality Review Team, North Central Florida Mental Health Coalition, Alachua County Coalition Against Sexual Violence, Child Death Review, Child Abuse Prevention Task Force North Central Florida Senior Advisory Network, Community Coalition for Aging Adults, and other initiatives as assigned.

**Assignment:** TISSB Bureau Chief

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Weekly report to Sheriff. Report on Goals and Objectives annually.

**Goal #2. Strategy 2.8: Seek additional funding for Victim Advocate Unit through the Victim's of Crime Act (VOCA) Grant to ensure improved service to victims of crime.**

**Objective 2.8.1** Submit proposal to Office of the Attorney General for NEW VOCA funds in FY 17/18 and FY 18/19 to enhance funding for the Victim Advocate Unit to include (1) furniture for Victim Waiting Area, (2) Supplies for Victim Services, (3) Emergency Fund for Victims of Crime (to replace victim's damaged doors, windows and repair locks) and (4) improved software to move to paperless files in the Unit and comply with VOCA reporting requirements.

**Objective 2.8.2** Include funding request for "second semester" paid internships in VOCA 2018/19 Grant proposal.

**Objective 2.8.3** Include funding request for a vehicle for Victim Advocate Unit in VOCA 2018/19 request.

**Assignment:** TISSB Bureau Chief, ACSO Contract & Grants Administrator

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** VOCA Grant proposal submission(s). VOCA Grant Award stipulating new funding. Expenditure of funds for identified goals.

**Goal #2. Strategy 2.9: Partner with Elder Options, Peaceful Paths, Three Rivers Legal Services, Office of the State Attorney and other local partners on Office on Violence Against Women Grant proposal: Enhanced Training and Services to End Abuse in Later Life Program.**

**Assignment:** TISSB Bureau Chief, ACSO Contract & Grants Administrator

**Timeframe for Implementation:** Dependent on OVW Grant award. Project start date is 10/1/2018 IF funded. Award announcement in Spring, 2018.

**Measurement of Accomplishment:** MOU, Grant Award, Grant Report on Training Objectives.

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

**Objective 2.10.1** Continue to provide the citizens and community assurance that the Sheriff's Office is expending tax dollars in a prudent and reasonable manner by abiding with all governmental accounting standards and practices. Implementing sound internal controls to reduce the risk of errors to include internal reviews of timesheets/payroll records, ensuring various levels of approvals on purchases, ensuring supporting documentation exists for all expenditures and obtaining competitive pricing for goods and services.

**Assignment:** Accounting and Budget Bureau

**Timeframe for Implementation:** Ongoing and annual audits

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

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

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

**Assignment:** Security Operations Division

**Timeframe for Implementation:** Ongoing

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

**Goal #2. Strategy 2.12: Review of Housing Security Inspection processes, and update DOJ Policy and Procedures as necessary.**

**Objective 2.12.1:** Supervisors are tasked with conducting security and sanitation inspections and walk-throughs on each shift, and these are documented daily.

**Assignment:** Security Operations Division

**Timeframe for Implementation:** Ongoing

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

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

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

**Assignment:** Facilities Services Unit/Transportation Facilities Support Bureau

**Timeframe for Implementation:** Ongoing

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

**Goal #2. Strategy 2.14: Continue with the Paws on Parole Unleashed Program.**

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

**Assignment:** Facilities Services Unit/Transportation Facilities Support Bureau

**Timeframe for Implementation:** Ongoing

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

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

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

**Assignment:** Inmate Support Bureau

**Timeframe for Implementation:** Ongoing

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

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

**Assignment:** General Counsel

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Monthly litigation reports

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

**Assignment:** General Counsel

**Timeframe for Implementation:** Ongoing

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

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

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

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

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

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

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

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

**Assignment:** FARU Supervisor/ACFR Fiscal/ BC Altenburger

**Timeframe for Implementation:** ACSO staff continues to work with ACFR Fire Inspector for final draft revisions to present to ACSO chain of command.

**Measurement of Accomplishment:** Approval from BoCC of new County FARU fee.

**Goal #2. Strategy 2.20: Host annual continuous education opportunities for local and regional public safety telecommunications agencies.**

**Objective 2.20.1:** Host a "Best Practices" summit at ACSO.

**Assignment:** TSD Manager Lanier/CCC & SSU

**Timeframe for Implementation:** Summer 2018/Ongoing

**Measurement of Accomplishment:** Completion of annual summit

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

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

**Assignment:** CCC Bureau/SSU Bureau

**Timeframe for Implementation:** Begin migration to NG911 during 2017 upon acquisition of new 911 phone system; anticipated to "go-live" in late Summer of 2018.

**Measurement of Accomplishment:** "Go-live" of program(s) operationally.

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

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

- Assignment:** Fleet Unit
- Timeframe for Implementation:** Dependent on budgetary approval
- Measurement of Accomplishment:** Purchase of new system and conversion of existing data.

**Goal #2 Strategy 2.23: Enhance current and develop a more comprehensive response to cold case investigations.**

**Objective 2.23.1:** Develop and enhance protocols pertaining to cold case investigations.

- Assignment:** Criminal Investigations Division
- Timeline for Implementation:** Ongoing
- Measurement of Accomplishment:**
1. Continue to provide logistical and investigative support to the Cold Case Investigator(s).
  2. Assign an additional detective to the Cold Case Unit in an effort to increase the probability of solving cold cases.
  3. Continue to partner with ACSO Victim Advocates to provide service to surviving family members.
  4. Take a comprehensive approach, to include partnering with the State Attorney’s Office, in solving and successfully prosecuting cold cases.

**Goal #2. Strategy 2.24: Work with school officials, Teen Court and other local organizations to utilize school based and community resources in lieu of criminally charging juveniles on school campus.**

**Objective 2.24.1:** As a general rule, incidents involving minor criminal acts committed by students on campus should be dealt with by school officials. Discretion should always be utilized when deciding whether law enforcement intervention is necessary. The safety of all students and faculty should be considered when making this decision.

- Assignment:** Juvenile Relations Bureau Deputies and Supervisors
- Timeframe for Implementation:** Ongoing
- Measurement of Accomplishment:** Comparison with last year’s statistics provided by the Patrol Support Division Administrative Assistant

**Goal #2. Strategy 2.25: Develop and implement an Intelligence-Led Policing (ILP) philosophy.**

**Objective 2.25.1:** Develop and eventually implement an ILP program into our daily routines to combat crime with the use of street knowledge mixed with analytical data to support our efforts.

- Assignment:** Criminal Investigations Division
- Timeline for Implementation:** Ongoing

**Measurement of Accomplishment:** Develop and implement an Intelligence-Led Policing program to combat crime with a top-down model by focusing efforts on prolific criminal offenders. Measure of success will reflect through the tracking and suppression of criminal activity across the county.

1. Develop a system to track prolific criminal offenders.
2. Develop outline for future ILP benchmarks within the ACSO.

**Goal 2. Strategy 2.26: The Youth and Community Resource Unit (YCRU) will promote community based programs to enhance better understanding and open communication between the Sheriff's Office and the citizens we serve.**

**Objective 2.26.1:** These will be accomplished by continuing to host monthly Youth Dialog sessions, Books and Burgers Events, Community Barbeques in strategic areas of the county, Doughnuts with a Deputy events in the local elementary schools, and establishing Operation C.O.N.E. to visit local neighborhoods on a semi regular basis.

**Assignment:** YCRU Staff

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Quarterly Reports, Annual Report

**Goal 2. Strategy 2.27: The Youth and Community Resource Unit will work to establish new community partnerships for outreach efforts and continue to foster existing ones.**

**Objective 2.27.1:** These partnerships are critical for a multifaceted support system for serving the citizens. This will be accomplished through community networking and the many different coalition meetings.

**Assignment:** YCRU Staff

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Quarterly Reports, Annual Report

**Goal 2. Strategy 2.28: The Youth and Community Resource Unit will continue efforts in reducing Racial and Ethnic Disparities in Alachua County.**

**Objective 2.28.1:** Focus will be on training the agency in the Youth and Community Resource Unit initiatives and policy reforms at ACSO in-service, as well as continuing to teach the law enforcement new hires on Procedural Justice, Implicit Bias, Trauma Informed Response, Adverse Childhood Experiences and its Effects on Adolescent Brain Development, Teen Court procedures, arrest alternatives, and de-escalation.

**Assignment:** YCRU Staff

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Annual Report

**Goal 2. Strategy 2.29: The Youth and Community Resource Unit will continue a good working relationship with juvenile probation officers and conduct periodic curfew checks for youth on probation.**

**Objective 2.29.1:** They will establish procedures for all Alachua County youth, and those on probation, to receive community service hours by serving at YCRU events.

**Assignment:** YCRU Staff



**Timeframe for Implementation:** Ongoing  
**Measurement of Accomplishment:** Quarterly Reports, Annual Report

**Goal 2. Strategy 2.30: The Teen Court staff will promote awareness and participation of the Teen Court Program.**

**Objective 2.30.1:** Staff will actively participate in public events and community outreach opportunities.

**Assignment:** Teen Court Program Staff

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Annual Report

**Goal #2. Strategy 2.31: CPR Training for Evidence Staff.**

**Objective 2.31.1:** Have Evidence staff that frequently interact with citizens obtain CPR certification.

**Assignment:** Evidence Unit

**Timeframe for Implementation:** 2018

**Measurement of Accomplishment:** CPR Certification

**Goal #2. Strategy 2.32: Begin to build files for the FCAC and CFA accreditation processes in July/August and November/December of 2020 respectively.**

**Objective 2.32.1:** Build files for Year 1 Accreditation processes for the 2020 assessments through file building and policy writing. Major Cloutier has implemented periodic meetings with DOJ command staff to ensure timely completion of FCAC file building and time sensitive audits.

**Assignment:** Policy and Accreditation Unit

**Timeframe for Implementation:** May 2018 (FCAC) and December (CFA) 2018

**Measurement of Accomplishment:** Completion of year 1 file building for FCAC and CFA as tracked through PowerDMS.

**Goal #2. Strategy 2.33: Cross-Train all positions within the Policy and Accreditation Unit.**

**Objective 2.33.1:** Require the administrative positions within the Policy and Accreditation Unit to be trained on both the responsibilities and duties for Policy requirements and Accreditation requirements.

**Assignment:** Policy and Accreditation Unit

**Timeframe for Implementation:** 2018

**Measurement of Accomplishment:** Successful completion of an Accreditation course and Policy procedures within the unit.

**Goal #2 Strategy 2.34: Enhance current and develop a more comprehensive response to Intimate Partner Violence.**

**Objective 2.34.1:** Develop and enhance protocols pertaining to Intimate Partner Violence Investigations.

**Assignment:** Criminal Investigations Division

**Timeline for Implementation:** Ongoing

**Measurement of Accomplishment:**

1. Assign two full time detectives inside of the SVU with the primary responsibility of investigating intimate partner violence based crimes.
2. Continue active involvement in the Intimate Violence Enhanced Services Team (INVEST) program and continue partnering with the Alachua County High Risk Team, Alachua County Domestic Violence Task Force, Eighth Circuit Domestic Violence Fatality Review Board.
3. Work with INVEST partners to update and maintain INVEST protocols.
4. Continue training for and applying best practices for combating Intimate Partner Violence.

**Goal #2 Strategy 2.35: Provide CIT training for all Records Bureau staff.**

**Objective 2.35.1** Provide CIT training for all current and future Records Bureau staff.

**Assignment:** Records Bureau

**Timeframe for Implementation:** Ongoing for newly hired personnel

**Measurement of Accomplishment:** Certificates of Completion

**Goal #2. Strategy 2.36: Achieve the ultimate compliance results from the Florida Department of Law Enforcement triennial audit of the agency's use of the Florida Crime Information Center (FCIC) and National Crime Information Center (NCIC) systems and the maintenance of all entered records.**

**Objective 2.36.1** Ensure all user certifications, record entries, and procedures are managed in accordance with the policies and procedures established by the Florida Department of Law Enforcement and the Federal Bureau of Investigation. Ensure and verify all entries are made in a timely and accurate manner, and remain current for all wanted persons, missing persons, protection orders, writs of bodily attachments, and for all stolen and recovered firearms, vehicles, and property items.

**Assignment:** Records Bureau

**Timeframe for Implementation:** On-going and triennial audits

**Measurement of Accomplishment:** Notice providing operation in compliance with the FCIC/NCIC rules, regulations and user agreements.

**Goal #2. Strategy 2.37: Provide accurate and up-to-date jurisdictional crime data to the Florida Department of Law Enforcement and Federal Bureau of Investigation annually and semi-annually.**

**Objective 2.37.1** Gather offense, arrest, homicide, domestic violence, stolen and recovered property, and law enforcement assaulted crime data within the parameters established in accordance with the Uniform Crime Reporting system. Review every agency offense and arrest report for proper statistical coding, capture report exceptions on separate spreadsheets for incorporation in the final reports and relay related data to other jurisdictional agencies for accurate jurisdictional totals county-wide.

**Assignment:** Records Bureau

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Timely and accurate reports.

**Objective 2.37.2** Join the U. S. Department of Justice initiative to transition to the data-rich National Incident Based Reporting System (NIBRS) to provide better and more meaningful local and national crime data. Switch the current agency records management software and educate staff in the variances from the current reporting parameters and procedures to the NIBRS system.

**Assignment:** Records Bureau

**Timeframe for Implementation:** January 2021

**Measurement of Accomplishment:** Timely and accurate reports.

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

**Goal #3. Strategy 3.1: Replace the current ACSO intranet (esp1) with a new upgraded Sharepoint portal.**

**Objective 3.1.1:** ITB staff is working to recreate the current Intranet Website in SharePoint. ITB has been working with various departments throughout the agency to obtain input in order to have a consistent look with much more functionality. Convert all current data that is on the esp1 site and review with areas of the agency to make sure the data is meeting the needs of the users and if not, work to redesign so that it is a useful tool.

**Assignment:** Technical Services Division/IT

**Timeframe for Implementation:** 2018-2019

**Measurement of Accomplishment:** The current Intranet will be upgraded with a new look, and all the information currently kept in the Outlook Exchange Public Folders will be accessible in the new SharePoint designed website.

**Goal #3. Strategy 3.2: Provide training to SRD's in the following areas: Basic SRD class, continuing education for SRD's, deputy survival for the SRD, and school crises and emergency management planning.**

**Objective 3.2.1:** Continue to provide the highest level of training to our SRD's to ensure the safety of our students and to comply with new requirements/mandates of the Marjory Stoneman Douglas High School Public Safety Act (SB 7026).

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

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Training bulletin/agenda and attendance roster/sign in. During 2018 School Resource Deputies are scheduled to receive numerous In-Service style training sessions, classes, and conferences on how to sufficiently carry out their duties:

1. ALICE Instructor Training to be held on July 12-13, 2018
2. radKIDS Instructor Training to be held in June 2018
3. CPTED for Schools class offered by the Florida Attorney General's Office
4. FASRO Conference for continued training being to be held in July 2018
5. All new JRB members will have a training manual to make sure they understand the vital role they play
6. Department of Education, Safe School requirements as it pertains to SB 7026

**Goal #3. Strategy 3.3: 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 3.3.1:** Certify two existing MO/URT members as Dive Instructors to allow for in house dive instruction at no additional cost to the agency. The certifications and accompanying training documentation will also help ensure in house training is legally defensible. MO/URT Team members attending this training have been required to sign an Employee Training Agreement (ACSO Form 84-07). Two current team members have completed the certification course. They will continue to work on their internship to achieve Dive Master Certification and ultimately instructor certification.

**Assignment:** MO/URT Commander

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Dive Master and Instructor Certificates. This is still an ongoing goal and it is anticipated that it will be completed in late 2018 or early 2019.

**Goal #3. Strategy 3.4: Implement a Drug Parcel Interdiction Program within Gainesville-Alachua County Drug Task Force.**

**Objective 3.4.1:** Implement a Drug Parcel Interdiction Program to achieve the following:

1. Reduce high-level illicit drug parcel trafficking, money laundering and structuring, and other related criminal activities.
2. Strengthen prosecution in state and federal courts for parcel and freight narcotic trafficking cases.
3. Identify and convict high-level drug traffickers, money structuring operations, and seize assets and proceeds of illegal drug trafficking.
4. Strengthen relationships with neighboring jurisdictions and other law enforcement agencies.

**Assignment:** Gainesville-Alachua County Drug Task Force

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:**

1. Detectives will keep a record of all cases initiated, persons arrested and prosecuted, and all seizures of narcotics and currency.
2. Detectives will keep a record of cases that require the use of surveillance equipment so the State Attorney's Office could be advised which cases have incriminating video or audio recordings to strengthen prosecutions.
3. Detectives will keep a photographic record of every parcel or freight shipment successfully interdicted to assist during court challenges or other needed requests.

**Goal #3. Strategy 3.5: Respond to emerging needs for professional development within victim services community to ensure excellent service to crime victims.**

**Objective 3.5.1:** Collaborate with victim service partners to host, develop and implement local training and forums (EX: Probation, Office of the Attorney General, Victim's Rights Week, etc.).

**Assignment:** Trauma Intervention Special Services Bureau

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Training Agenda

**Goal #3. Strategy 3.6: Continue to promote excellence in service with the aid of training and training reference sources.**

**Objective 3.6.1:** Work with the Dr. Grant McDougall and the Training Bureau Staff to present a number of training sessions reference the stressors inherent in public safety service for the spouses/significant others of our deputies and officers. Work with Roxane Harcourt (new EAP Program Coordinator) and Diana Orlando to incorporate a support network into our EAP Program.

**Assignment:** Human Resources Bureau

**Timeframe for Implementation:** Calendar Year 2018 is the revised time frame for implementation. End of calendar year 2018 for post implementation employee feedback survey.

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

**Goal #3. Strategy 3.7: Increase the number of cameras in the Evidence Room.**

**Objective 3.7.1:** Recommend purchasing several more cameras to add to the existing camera system so that all areas are under surveillance.

**Assignment:** Evidence Unit

**Timeframe for Implementation:** End of Fiscal Year 2018 dependent on budget approval

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

**Goal #3. Strategy 3.8: Advise agency personnel on requirements of county ordinances and various state statutes, including: Sheriff's duties and responsibilities; Florida's public records and open meetings laws; firearms laws; FL Mental Health Act; traffic laws, and regulations including the FLA, FLSA, ADA; constitutional issues, First Amendment free speech, Fourth Amendment search and seizure, etc.**

**Assignment:** General Counsel

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Legal bulletins

**Goal #3. Strategy 3.9: Evaluate feasibility of Property/Facilities and Fleet expansion.**

**Objective 3.9.1:** Our agency has outgrown its current location for its Fleet and Property Units. The supplies necessary to properly outfit our employees and vehicles continues to expand. Serious consideration should be given over the next couple of years to relocating the Fleet Unit to an offsite facility with more vehicle bays and a body shop area should be considered. After the Fleet Unit has been relocated, the feasibility of relocating the Property Unit to the existing Fleet area should be evaluated as a possibility. This expansion to the existing Fleet area would enable Property staff to relocate, expand their storage area, and allow for the existing Property offices to be repurposed for agency needs.

**Assignment:** Property/Facilities Unit, Fleet Unit

**Timeframe for Implementation:** Ongoing and dependent on budgetary allocation

**Measurement of Accomplishment:** Scope of work should be identified as a capital project need with coordination with County Facilities and engineering analysis and studies. The county is currently evaluating the purchase of additional land south of our current facility for possible expansion.

**Goal #3. Strategy 3.10: Digitize agency criminal records to improve accessibility and reduce storage costs.**

**Objective 3.10.1:** Manually review offsite storage records to identify records of administrative value for digitization and eliminate those no longer possessing any administrative value.

**Assignment:** Records Bureau  
**Timeframe for Implementation:** December 30, 2018-ongoing project  
**Measurement of Accomplishment:** Reduced Stored Records Volume and Cost

**Objective 3.10.2:** Complete and implement an in-house scanning system to convert the paper records into digitized records accessible via current electronic systems.

**Assignment:** Records Bureau  
**Timeframe for Implementation:** December 30, 2018  
**Measurement of Accomplishment:** Elimination of Paper Files

**Objective 3.10.3:** Convert microfilm and microfiche case file and arrest records to digitally stored images accessible via current electronic systems.

**Assignment:** Records Bureau  
**Timeframe for Implementation:** December 30, 2018  
**Measurement of Accomplishment:** Elimination of Microfilm and Microfiche Media

**Goal #3. Strategy 3.11: Work with CIB to make CAD data more available as a crime analysis tool.**

**Objective 3.11.1:** Assist in the agency’s move toward more intelligence-led policing by providing analysis of CAD data as an annex to other report-based data sources.

**Assignment:** CAD  
**Timeframe for Implementation:** Summer 2018 then ongoing  
**Measurement of Accomplishment:** Development of pathways for data requests and subsequent provision of data for inclusion in crime analysis information bulletins/CID investigative efforts.

**Goal #3. Strategy 3.12: Obtain an additional Deputy Sheriff position for the Civil Bureau.**

**Objective 3.12.1:** Ensure adequate zone coverage for the service of process and have backup available when needed to serve enforceable writs.

**Assignment:** Civil Bureau  
**Timeframe for Implementation:** ASAP, When funds become available  
**Measurement of Accomplishment:** Bureau receives additional Deputy Sheriff

**Goal #3. Strategy 3.13: To provide sworn and certified personnel with additional opportunities for Advanced and Specialized Training Classes.**

**Objective 3.13.1:** Work with the Institute of Public Safety, Santa Fe College to provide relevant and necessary advanced and specialized training for the agency's sworn and certified personnel through feedback from agency supervisors regarding employee needs. Send out a Survey Monkey to agency personnel for their suggestions.

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

**Assignment:** Training Bureau

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Certificates of completion on file. Expected to be presented during In-Service during 2018.

**Goal #3. Strategy 3.14: Work with FST Traffic Coordinator to develop more comprehensive training for the FST's in areas that would be applicable with their job description.**

**Objective 3.14.1:** Create a training curriculum to have Field Service Technicians undergo that pertains to their job description.

**Assignment:** Evening Shift Lieutenant

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Ongoing trainings taking place yearly; Records of attendance.

**Goal #3. Strategy 3.15: Complete certification and train the trainer process for Emergency Mental Health Dispatch (EMHD) and LifeBridges (suicidal caller protocol).**

**Objective 3.15.1:** CCC new hires and some staff require certification in EMHD and LifeBridges. In addition, CCC support services will learn how to teach portions of the curriculum.

**Assignment:** CCC Support Services Unit

**Timeframe for Implementation:** Summer 2017; program implementation in 2018

**Measurement of Accomplishment:** Staff certified in EMHD/LifeBridges and as trainers by 911 Training Institute.

**Goal #3. Strategy 3.16: Peer Support Training Certification course for specific CCC staff members.**

**Objective 3.16.1:** 9-1-1 Peer support programs can be an important early intervention and assistance resource for employees; certification ensures that peer support team members are properly trained.

**Assignment:** CCC Support Services Unit/CCC Operations

**Timeframe for Implementation:** Fall 2017; program implementation in 2018

**Measurement of Accomplishment:** Appropriate staff certified in Peer Support by the 911 Training Institute

**Goal #3. Strategy 3.17: Re-examine all behavioral aspects of officer safety protocols and practices in Patrol Operations to ensure compliance with established officer safety best practices.**

**Objective 3.17.1:** A great deal of emphasis has been placed on training and equipment as it pertains to officer safety. This review will focus primarily on behaviors of personnel within the Patrol Operations Division which could compromise officer safety. Conduct a systematic review of all facets of Patrol Operations to ensure compliance with officer safety best practices. This review will include the prioritization of calls in CAD, dispatch protocols, unit checks, best practices when conducting traffic stops and or citizen contacts, meal breaks, and locations where deputies may frequent.

**Assignment:** Patrol Operations Division

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Ongoing (Annual Review)

**Goal #3. Strategy 3.18: To change the position of Training Bureau Law Enforcement Mini-Academy Coordinator from a part time employee to a full time employee.**

**Objective 3.18.1:** Work with the Accounting and Budget Bureau to change the current Training Bureau part time position to a full time position.

**Assignment:** Training Bureau, Accounting and Budget

**Timeframe for Implementation:** Upon retirement of current Part Time Employee

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

**Goal #3. Strategy 3.19: To provide all sworn and certified personnel the opportunity to attend Crisis Intervention Team Training.**

**Objective 3.19.1:** Continue to work with the North Central Florida Crisis Intervention Team and the Institute of Public Safety, Santa Fe College in the coordination of additional Crisis Intervention Team Training. Assist the North Central Florida Crisis Intervention Team in establishing CIT Refresher and Advanced Courses.

**Assignment:** Training Bureau

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Certificates of completion on file

**Goal #3. Strategy 3.20: Purchase one new K-9 and successfully complete training.**

**Objective 3.20.1:** Upon completion of the Patrol canine school, the dog and handler must certify in both patrol work and either explosives detection or narcotics detection. The dog and handler will assist in staffing the Patrol Operations Division.

**Assignment:** K-9 Sergeant

**Timeframe for Implementation:** August 2018

**Measurement of Accomplishment:** Patrol and explosives or narcotics certification.

**Goal #3. Strategy 3.21: Purchase two new Gun Detection K-9s and successfully complete training.**

**Objective 3.21.1:** Upon completion of the gun detection school, the dogs and handlers must certify in gun detection. The dogs and handlers will assist in staffing the Juvenile Relations Bureau.

**Assignment:** K-9 Sergeant



**Timeframe for Implementation:** July 2018

**Measurement of Accomplishment:** Gun detection certification.

**Goal #3. Strategy 3.22: Develop and provide a classroom Critical Incident Training Program for ACSO Civilian staff.**

**Objective 3.22.1:** Develop curriculum and schedule training classes.

**Assignment:** Training Bureau

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Training recorded as completed in DMS system.

**Goal #3. Strategy 3.23: Develop and provide a classroom Critical Incident Training for the spouses and families of certified corrections and sworn employees. Would include discussions on developing a family plan for critical incidents that could occur during family events, outings, vacations, at family residence, etc.**

**Objective 3.23.1:** Develop curriculum and schedule training classes.

**Assignment:** Training Bureau

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Rosters of training scanned and filed. Lesson plans saved, scanned and filed.

**Goal #3. Strategy 3.24: Implement an electronic cash register on existing equipment to improve services tracking and overall customer service.**

**Objective 3.24.1:** Work with the Information Technology Bureau personnel to design and implement an electronic case register system on our existing computer systems to automate the point of sale receipting and tracking functions within the Records Bureau.

**Assignment:** Records Bureau

**Timeframe for Implementation:** December 30, 2018

**Measurement of Accomplishment:** Functioning Automated Cash Register

**Goal #3. Strategy 3.25: Implement an electronic Access database for tracking individuals processed for unescorted building access in compliance of the FBI CJIS Security Policy.**

**Objective 3.25.1:** Work with the Information Technology Bureau personnel to design and implement an Access electronic tracking system for all individuals processed for unescorted access in the ACSO facilities.

**Assignment:** Records Bureau

**Timeframe for Implementation:** December 30, 2018

**Measurement of Accomplishment:** Functioning Electronic Tracking System

**Goal #3. Strategy 3.26: Enhance Patrol deputies' knowledge on how to conduct a proper roadside interview and recognize deception.**

**Objective 3.26.1:** Provide basic interview and interrogation training for Patrol deputies to conduct a proper, professional roadside interview and recognize indicators of deception.

**Assignment:** Gainesville-Alachua County Drug Task Force

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** A training session to be conducted for/attended by Patrol deputies.

**Goal #3. Strategy 3.27: Continue providing training presentations to citizens, employees, and the community to educate on evolving narcotics trends and the dangers associated with Opioids and Fentanyl.**

**Objective 3.27.1:** Present current drug trends and inform citizens, employees, neighboring law enforcement agencies, and the community about the threat level that Opioids and Fentanyl have on our community's safety.

**Assignment:** Gainesville-Alachua County Drug Task Force

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Identify and respond to community groups, conduct in-service training for ACSO and neighboring law enforcement agencies, and inform the general public through presentations.

**Goal #3. Strategy 3.28: Review and update all Communications Operations Bureau (COB)-related directives.**

**Objective 3.28.1:** Initiate and complete annual review of all directives associated with the Communications Operations Bureau.

**Assignment:** COB Chief Klement/CCC Administration & SSU

**Timeframe for Implementation:** Initiate in Spring 2017 and then finalize by December 2018

**Measurement of Accomplishment:** Completion of updated policies

**Goal #3. Strategy 3.29: Emergency Mental Health Dispatch EMHD/LifeBridges.**

**Objective 3.29.1:** CCC staff is working with a vendor to create a program that allows E-911 call takers to obtain information and provide appropriate instructions during mental health crises situations.

**Assignment:** Technical Services Division/IT

**Timeframe for Implementation:** First Quarter 2019

**Measurement of Accomplishment:** The protocol for using an outside interface to be installed and implemented in the E-911 center which includes training of all call takers and supervisor. Data from a defined phone call including the wave file from the phone conversation can be utilized by public safety professionals.

**Goal #3. Strategy 3.30: Implementation of PulsePoint.**

**Objective 3.30.1:** ITB staff is creating a plan to implement PulsePoint program.

**Assignment:** Technical Services Division/IT

**Timeframe for Implementation:** Fall 2018

**Measurement of Accomplishment:** Technical Services will assist with implementation of the PulsePoint program. PulsePoint integrates with the CCC CAD system to notify citizen volunteers trained in CPR that there is a cardiac arrest nearby in a public location. The program has been funded with a soft go live anticipated in Summer 2018 with full public release in late Summer or early Fall 2018.

**Goal #3. Strategy 3.31: Expand efforts to keep the community informed of daily and weekly activities and accomplishments at ASO, and create better community awareness of issues which affect our ability to provide efficient and effective service.**

**Objective 3.31.1:** Upgrade the ASO Media Studio to support routine news media engagements, professional media/video briefings and statements, as well formal and informal employee photo and video features for use on social and other media.

**Objective 3.31.2:** Continue the purchase and upgrade of commercial grade video and photographic production equipment and software to be used to professionally produce visual media content for use on multiple media platforms.

**Objective 3.31.3:** Establish relevant social media video productions that highlight and communicate current case statuses, investigations, arrests, warrants, and other information to the public in a timely manner.

**Objective 3.31.4:** Consult with the Policy and Accreditation Unit to review, revise, and update our citizen survey, making it more responsive to community needs and concerns, ensuring access over multiple digital and social platforms.

**Objective 3.31.5:** Create tailored, analytics-based content for each social media platform maintained; consistent messaging, although specific to unique sites preferential use and consumer intent.

**Assignment:** Public Information Office

**Timeframe for Implementation:** Ongoing

**Measurement of Accomplishment:** Increase in the production of social media content, Public Service Announcements (PSAs), and the establishment of relevant social media broadcasts which highlight ASO involvement in the community. Community engagement will be measured also by an increase in citizen survey participation and total followership across all hosted social media platforms.

**Goal #3. Strategy 3.32: Implementation of electronic alarm interface (ASAP to PSAP) with CAD.**

**Objective 3.32.1:** ASAP to PSAP is a program that allows for electronic alarm activation information to automatically create an incident in the CCC CAD for dispatch.

**Assignment:** Technical Services Division (IT/CCC) and FARU

**Timeframe for Implementation:** Third Quarter 2019

**Measurement of Accomplishment:** Software module installed and staff training completed for CCC and FARU.

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

**AGENCY BUDGETARY INFORMATION:**  
**For Fiscal Year 2017/18:**

The Alachua County Sheriff’s Office total General Fund budget request for the fiscal year beginning October 1, 2017 and ending September 30, 2018 totals \$78,273,097. 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.

<b><u>General Fund:</u></b>	<b><u>Budget</u></b>
<b>521 – Law Enforcement</b>	<b>\$34,148,105</b>
<b>523 – Jail</b>	<b>32,638,534</b>
<b>525 – Combined Communications Center</b>	<b>8,273,989</b>
<b>711 – Court Security/Bailiffs</b>	<b>3,212,469</b>
<b>Total General Fund</b>	<b>\$78,273,097</b>
<b>Total Special Revenue Funds (Includes Grants, Inmate Commissary Restitution, LE Trust Fund, etc.)</b>	<b>\$ 2,860,497</b>
<b>Grand Total All Funds</b>	<b>\$81,133,594</b>

The budget funds salaries and benefits, operating expenses and capital related items. The budget is divided into four main functions consisting of Law Enforcement, Jail, Combined Communications Center and Court Security/Bailiffs. Law Enforcement represents 43.6% of the General Fund budget, the Jail represents 41.7%, the Combined Communications Center represents 10.6% and Court Security/Bailiffs represents the smallest portion at 4.1%.

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

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

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

<b>Status</b>	<b>Title of Project/Project Period</b>	<b>Amount</b>
Open	Criminal Justice Mental Health and Substance Abuse Reinvestment Grant 4/1/14 to 3/31/20	\$55,076
<i>Subcontract with Meridian to pay for Jail Diversion Specialist.</i>		
Open	Victims of Crime Act (VOCA) 10/1/17 to 9/30/18	\$147,199
<i>Pays partial salary and expenses for Victim Advocates.</i>		
Open	Byrne Direct 8/1/15 to 9/30/18	\$38,864
<i>Youth Dialogue Overtime and Speaker</i>		
Open	Florida Division of Emergency Management/US Dept. of Homeland Security 10/13/17 to 8/31/19	\$32,500
<i>Critical needs, sustainment, maintenance and planning for Regional Response Teams.</i>		

Open	North Florida High Intensity Drug Trafficking Areas (HIDTA) Funds Sub-grant through St. Johns County Sheriff's Office	varies
<i>Overtime for Highway Interdiction.</i>		
Awarded	Florida Division of Emergency Management/US Dept. of Homeland Security Pending receipt of sub-grant.	\$23,776
<i>EDICS radio upgrades.</i>		
Closed	Byrne Direct Funds – FY 2016 10/1/2015 to 9/30/2019	\$32,136
<i>Vehicle Purchase.</i>		
Closed	Rape Aggression Defense (RAD) Training and Safe Santa Fe Initiative 10/1/16 to 10/31/17	\$6,000
<i>Overtime for RAD instructors and Safe Santa Fe Materials.</i>		
Closed	Florida Division of Emergency Management/US Dept. of Homeland Security 10/20/16 to 12/31/17	\$51,000
<i>Specialty Team Sustainment and Maintenance.</i>		

### **PERSONNEL:**

For FY 2017/2018, the agency was budgeted for 855.00 full time equivalent positions (LE-349.75, Jail-363, CCC-112.50, Court Security-37.25). Volunteers and reserve employees continue to be utilized to augment personnel. Hiring qualified law enforcement, detention and civilian support staff that reflects the diversity of the Alachua County community takes frequent and targeted recruiting efforts.

### **POPULATION:**

The population estimate of Alachua County in 2017 was approximately 260,000. Student enrollment at the University of Florida and Santa Fe College exceeds 69,000. (Stats from BEBR, FL Population Studies and PublicSchoolReview.com)

### **ALACHUA COUNTY ANNUAL UCR STATISTICS:**

Part one crimes (Murder, Forcible Sex Offenses, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft) totaled 9,040 for calendar year 2017, as compared to 9,210 calendar year total for 2016.

### **ANTICIPATED CAPITAL IMPROVEMENTS AND EQUIPMENT NEEDS:**

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 2017/18 we requested the following items:

### **Enhancement requests in our FY 17/18 budget include\*:**

1. \$2.2 Million additional funds mainly related to a 25% increase in the cost of Health Insurance rates as mandated by the County. The cost of FRS and Workers Comp Insurance also increased.
2. \$5 Million to implement the Evergreen Wage Study results. This study was requested by the Board. The Board only provided \$1.5 Million for the equivalent of a 3% pay raise for employees.
3. \$1.4 Million for the replacement of vehicles.
4. \$784,000 of miscellaneous increases related mainly to the replacement or repair of obsolete equipment. Other increases were attributable to the increased cost of inmate medical, criminal investigations, prisoner transports, auto & liability insurance, hardware and software maintenance agreements, and the increased cost of other miscellaneous contracts.

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

**FRS Legislation Impacts to Employee and Employer:**

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

	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>	<u>FY 16/17</u>	<u>FY 17/18</u>
Regular Risk	5.18%	6.95%	7.37%	7.26%	7.52%	7.92%
Special Risk	14.90%	19.06%	19.82%	22.04%	22.57%	23.27%