

## **Okaloosa County Sheriff's Office**

### **February 2014 Update to 2013-2016 Strategic Plan**

#### **Human Resources Department, Meribeth Poole**

The HR Team is underway towards their initial goals previously discussed in the Plan. To date, they are initiating additional goals in hopes of creating even more efficiency and quality for the Agency and its future. Those goals include: being paperless by the end of the calendar year 2014; incorporating education incentives for non-sworn employees; implementing agency-wide harassment prevention training; developing a budget to support and enhance recruiting efforts locally and out of the area through job fairs and other workforce venues; analyze a completed Compensation Study to determine and incorporate an appropriate pay scale.

#### **Investigative Services Division, Arnold Brown**

The Special Investigations Section has been restructured to include the Drug Task Force, Fugitive Warrants, Street Crimes, and the K9 Unit to effectively target and dismantle drug organizations and to locate and arrest violent offenders.

#### **K-9 Unit:**

The K-9 Unit will maintain the highest level of preparedness in an effort to ensure each handler is properly trained and equipped to meet the needs of the agency and the community. Their focus is to conduct street level, proactive, criminal enforcement, while still providing support to patrol and investigative functions.

#### **Street Crimes Unit:**

The Street Crimes Unit will focus on street level criminal activity and work in concert with the Drug Task Force, and K9 Units to target and disrupt/dismantle drug trafficking organizations. They will additionally focus on high crime areas and work in concert with the Criminal Investigations Section in regard to Property Crime issues. They will also support and interact with the Patrol division to identify high crime areas and develop strategies to remove criminal elements from the community.

#### ***Updated Investigative Services Division GOALS:***

- Clearly define goals and objectives for each element working within the division and measures to gauge productivity and increase efficiency
- Establish/foster partnerships with other federal, state and local agencies in regard to multi-jurisdictional crimes
- Continue to enhance cyber-crime training and capabilities
- Increase involvement with ICAC
- Enhance communication between divisions/sections/units to identify, target, and dismantle, criminal activity

- Enhance crime scene investigations to establish a mechanism to identify latent prints at crime scenes for immediate entry and comparison against local/regional/state/national fingerprint data bases.

### **Information Technology and Judicial Process, Paul Abbott**

No updates at this time.

### **Court Security Division, Eric Aiden**

Court Security at the Okaloosa County Courthouse Annex Extension (OCCA) in Fort Walton Beach, as well as, in Crestview has seen increased workloads and cases despite decreased manpower. Additionally, both courthouses screened a larger percentage of citizens through the Single Point of Entry. A manpower shortage has created a tremendous strain, especially in the South End. Court Security consistently calls out part timers or reserves to fill mandatory voids caused by vacancies. Training and some leave requests are denied to cover required court proceedings. Despite these shortcomings, they manage to operate efficiently and safely with the resources provided. The addition of a DNA Team comprised of Detention and Court Security staff has increased our percentages and places us in the upper echelon for the state.

The task force for the Crestview Courthouse renovation selected a proposed plan for renovations to bring the current facility to a better standard of security for the staff, the judiciary, the inmates, and the public. This will be voted on by the Board of County Commissioners in FY2014. In 2013, the county updated the door control system and alarms. Also, the Single Point of Entry now mimics the OCCA with an entirely new system to include card readers.

Occasional problems with the system and the technology at the OCCA still exist. This not only affects the alarm system, but the camera system and Detention as well. In early September, Detention sustained a lightning strike, which caused a power surge. All card key readers were rendered inoperable. This was not corrected until December.

As of this update, Detention is fully staffed, allowing continuity of operations. The unit is still minimally manned, thus causing a strain when someone is sick or wants to take Leave. Early in 2013, they actually had to shut Booking down, due to manning issues, but were able to open back "24 hours" operations once the manning resources were restored. Detention also increased in all areas of production without any increases in staff. The continued demand on vehicles for the agency has created a shortage of vehicles issued to Detention. We currently have three officers that are without an assigned vehicle. Detention also continues to struggle with training. As many new hires are brought to Detention, they require specialized training with a veteran Booking Officer. The Unit is made up of about half veterans and half that are still in training. A new Prisoner Transport Bus was procured, which will arrive in FY2014.

**Updated goals:**

- Try and increase DNA to 99% on average quarterly
- Have the County move all camera systems from the upstairs security office to the office located behind the screening station in Crestview
- Allow Court Security staff to complete ALERT training by the end of FY2016
- Fill the current three vacancies in Court Security, as well as, fill the 4<sup>th</sup> vacancy for Bill Harwood's June 2014 retirement
- Procure vehicles for all Detention full time officers
- Provide additional training for newer officers assigned to the Division

### **Youth Services Division, Mark Scheipp**

#### **Updated Goals:**

- Books to Badges: A program that involves the student, as well as, the parent to volunteer for identified needs of the school. Student and parents earn points. Once a student achieves a level of points, the student is designated a Special Deputy for the day allowing the student to shadow the SRO. This program has been very successful.
- Safety patrols, involving students to assist the SRO's with hall monitoring and other special functions. Safety patrol students also assist students that need help. Several of the elementary schools have adopted this programs and it too has had great success.
- Expansion for the Explorers program to include North District recruitment and meetings.
- R.A.M. (Random Anti-Terrorism Measures) Program that enhances random security measures district wide.
- Re-finishing our sexual offender Standard Operating Procedures and implementation and enforcement of a more accountable transient sexual offender program.
- Advanced CPI training, last year 90% of the SRO's received certification in this method of verbal and physical de-escalation techniques. Advanced certification will fine tune the SRO's skills in non-violent confrontation management and de-escalation techniques.

### **Fleet, Facilities, and Property Management (Logistics Unit) Stan Griggs**

The Logistics Unit continues to prepare for assets moving from the Courthouse Annex to the Administration building. This includes supplies and physical renovation planning and actions. In the original Strategic Plan the Evidence Room accounted for 63,000 pieces of evidence and property, but that figure has been updated to over 72,000 pieces. Also, an additional goal has been initiated respective to the Supply/Quartermaster area, which includes the procurement of necessary equipment to ensure the Agency is prepared for civil unrest and NBC incidents.

In addition, the Logistics Unit has established a new objective to complete a merger of electronics assembly and repair shop with the Fleet Maintenance shop. This objective has prompted new goals to include: reorganize the shop for the most efficient use of space and ensure safety by distancing machinery from other workstations; obtain the services of a qualified inspector to periodically check and service lifts to ensure safety and proper function; appoint a maintenance shop manager to coordinate the activities of three full time employees and one part-time employee.

One new hire was completed to fill a vacancy for an Evidence room technician. The Chaplain Corps have also been reorganized to align with the Professional Development area within the Office of Professional Standards.

### **North District, Larry Ward**

The North District continues to utilize the facilities, equipment, and manpower it is allocated. As of the update, the same facility needs exist.

### **Central District, Ken Lapee**

#### **Updated Goals:**

- Focus on Safety.
  - a. Operational Safety:
    - Regular, practical officer safety training
  - b. Vehicle Safety:
    - Goal: 100% training rate for Emergency Vehicle Operation Course.
- Increased effectiveness in the District with respect to quality of life and a reduction in the fear of crime by having a suppressive effect upon criminal activity.
  - a. Utilize the District Sergeant to focus and facilitate our problem detection, diagnoses and deterrence.
- Enhance community trust, interactions and involvement.
  - a. Effective communication:
    - Internal: Regular and thorough information pass on
    - External: Prompt reply to citizens,  
Effective use of public information outlets
  - b. Look for volunteer appropriate activities and encourage citizen involvement.
    - Citizen ridealongs
    - Posse and Volunteer recruitment
    - Effective application of existing Posse and Volunteer members.

### **East District, Ted Pecot**

Patrol Operations have been manned based on minimum staffing levels; which equates to eight deputies and one supervisor per shift for the East District. It is typical to work with only six deputies covering the shift. On any given day there are two people out sick, flexing overtime, training, or on leave. Lost time should be accounted for and figured into the staffing levels. With 10 personnel assigned to each shift, it would allow for lost time and help to maintain a minimum staffing level of

eight. On those rare occasions when no one was out, there would be the ability to assign those personnel to proactive enforcement addressing problem areas. Most policing models indicate we should be operating one third reactive, one third administrative, and one third proactive time. Unfortunately, we operate half reactive, half administrative. This leaves little or no time for proactive enforcement. One of the alarming trends in Destin is the growing number of crashes involving injury and death that is directly attributed to aggressive driving, impaired driving and excessive speed. The 2012 Florida Department of Transportation ranked Destin number 9 out of 121 cities for speed related crashes, 10 out of 121 for alcohol related crashes, and 16 out of 121 for aggressive driving crashes. The only way to combat these numbers is proactive enforcement.

**Goal: Reallocate deputies assigned to the traffic unit to District assignments. This allows District Supervision the ability to utilize those personnel based upon trend analysis.**

A very similar city just to our east is Panama City Beach. The population is nearly identical to Destin and they experience the same tourist population. Panama City Police Department has 54 officers. The City of Destin funds 14 positions.

**Goal: Add at least one deputy to each shift within the City of Destin. In addition, Destin should fund two beach positions that patrol in the City. They cut those positions from last year's contract. The City could then seek reimbursement from the TDC.**

Manpower reductions last year eliminated 2 Beach Patrol positions which equates to a 50% reduction in manpower. Due to this short fall, we provide 7 day week coverage utilizing volunteer members of the Posse. Those personnel do not have the ability to take enforcement action without a sworn deputy with them directing their action. Because they are volunteers, all shifts are not filled. In addition, Beach Patrol deputies have been provided Life Guard Training and certification. This enables them to take action, if required, during water rescue operations or at least makes them aware of their capabilities. The Posse members do not have this training.

During any given time in the spring through fall, there are an estimated 50,000 visitors vacationing in our area. Most of those visitors are utilizing the beaches. Our Tourist Development taxes are currently not available to pay for Beach Patrol activities. If we encourage the tourists to come, we have an obligation to provide appropriate staffing to provide for safety and security. We need to at least reinstate the two lost positions. Our counterparts to the east in Walton County have 15 personnel assigned to beach patrol activities.

**Goal: If we are unable to get Destin to fund the beach positions, which were cut, then replace the two positions cut from last year's budget for beach patrol. Also, develop a method to allow for TDC dollars to be utilized for funding those positions directly related to policing the tourist population.**

### **Professional Standards, Ron Gay**

Some of the goals established for the OCSO Strategic Plan are a continuous process as annual training needs for sworn and non-sworn personnel fluctuate due to reassignments, promotions, and separations from the agency. The goal to "Promote professionalism through training and educational

programs to ensure a proficient work force” will remain constant. Having a newly assigned Inspector for “Professional Development,” the Professional Standards portion of the Strategic Plan will need to be redefined in the future with two subdivisions: “Professional Development” and “Professional Compliance and Accreditation”.

The following is an update on the progress of our current Strategic Plan:

**Objective:** Conduct annual training needs assessment for sworn and non-sworn personnel.

This is a recurring process due to the extensive number of reassignments and restructuring of the agency. The SRO manning doubled and several specialized units were down-sized or temporarily eliminated. Manpower throughout the agency was impacted as a result of resignations, retirements, and a recruitment program which remained fluid. This objective will be carried over into 2014.

**Objective:** To develop and implement professional development program for all supervisors.

We conducted two different training programs this past year. One was targeted at current supervision to maintain proficiency and the other was targeted towards newly promoted supervisors as an orientation process. We are currently in the development stage of a Sergeant Training and Evaluation Program (STEP) with a projected midyear presentation for approval.

**Objective:** Prepare an annual training plan assessment based on the training needs assessment, supervisor surveys, and evaluations conducted.

This will be conducted in conjunction with the first objective and will be a continuing process during the year.

**Objective:** To develop and prepare an annual training inventory to identify sworn and non-sworn skill sets that have been obtained and those that will be needed for future development.

An additional Inspector position was created to fulfill the requirement. One of his duties is to establish a Professional Development program to ensure successful career training and progression and conduct the training needs assessments.

**Objective:** To provide vehicle operations training for sworn members on a condensed schedule, which accommodates Patrol units.

The Vehicle Operations training program was restructured and now includes an on-line training segment to prepare students for the training. This enhancement now allows for better utilization of practical training time and reduces overtime costs.

**Objective:** Conduct regularly scheduled staff inspections on an annual basis for operations.

The Office of Professional Standards conducted staff inspections of Patrol Division and Criminal Investigations Division in preparation for our CFA On-site Assessments.

**Objective:** Develop and implement a revised line inspection form for supervisors which mirror CFA standards for assessments.

A separate Line Inspection form was designed and fielded for the Patrol Division to use for monthly vehicle inspections. The current Line Inspection Form used for quarterly Inspections was revised to include all applicable items associated with CFA requirements. The form will be reviewed again to ensure compliance with the CALEA requirements.