

**Sheriff**



**Larry Ashley, Okaloosa County Sheriff**

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## **Okaloosa County Sheriff's Office Strategic Plan, 2013-2016**

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### **The Mission of the Okaloosa County Sheriff's Office:**

*Ensuring fair and equal administration of the law, safeguarding civil liberties and preserving public safety and doing so with professionalism and unity of purpose, while being good stewards of the public's trust.*

The men and women of the Okaloosa County Sheriff's Office remain committed to providing the best and most cost efficient law enforcement services to the citizens and visitors of Okaloosa County. Through innovation and a culture of process analysis the agency has a bright future of servant leadership and problem solving. At the beginning of Sheriff Ashley's first term of office all functions of the agency began to review operations in light of the agency's mission as stated above in our mission statement. This strategic plan is created as a plan forward as we outline specific goals for each division of the agency. The plan will be reviewed yearly as a measure of our successes and a tool to respond to challenging times in the years to come.



The Okaloosa County Sheriff's Office is accredited by the Commission for Florida Law Enforcement Accreditation.

*"The Okaloosa County Sheriff's Office provides equal access and equal opportunity in employment and services and does not discriminate"*

The Okaloosa County Sheriff's Office command staff conducted a strategic planning session in January 2013 designed to provide priorities for the agency in the coming years. The session gave direction for both short and longer term priorities. The priorities of the agency for the next three to four years are as follows:

- School Safety and Youth related Initiatives
- Expansion of agency volunteer organizations and opportunities
- Agency and component accreditations
- Increase efficiency through innovative ideas and technology
- Increased communication with the community
- Constant evaluation for the best use of resources

An agency must know where it has been in order to proceed forward. Our agency has had challenging years, but the members of the organization are committed and dedicated to the citizens of Okaloosa County.

### **The Past**

#### **Budget**

OCSO Budget has been reduced by \$4.9 million since 2007, over \$850,000 in unexpended funds was returned to the county, but the agency has cut over \$5.7 million during that time.

#### **Support Services**

The OCSO cut seven administrative support positions for the FY 2013 budget. Among those positions were a human resources clerk, information technology director and fleet services director. The effects of the reductions were mitigated by reorganizing functions and responsibilities across the effected work centers. Contingency capabilities have been reduced due to these reductions as well as delays in supporting functions for the operational units.

- The fleet manager position was eliminated

- The Information Technology Director was eliminated with the duties transferring to the Judicial Services Commander
- Community relations and crime prevention positions were reduced as well as several clerical positions.
- Information Technology: The agency continues to move toward a paperless environment which has reduced costs. The agency has capitalized on interagency partnerships to increase efficiencies

### **Human Resources**

Like other county agencies, the sheriff's office employees have not received a cost of living or merit increase in several years; as the economy rebounds this will become a significant detriment to retaining our experienced staff as well as recruiting new employees. Our benefits costs have decreased by over 10% since 2010, comparable to area agencies. While this trend is in relation to our reduced staffing levels, there is certain to be increased health insurance costs in the future. Total staff has been reduced by over 7% since FY 2008, including the reduction of 18 positions for FY 2013.

### **Operations**

The sheriff's office handled over 210,000 calls for service in 2012. This represents an increase of 14% over 2011 and over a 30% increase since 2008.

- The crime rate for the OCSO service population increased by close to 14% during 2010 and 2011.
- OCSO arrests increased by over 12% during 2012 after experiencing a 25% decline between 2007 and 2011.
- Index crime has declined 13% since 2007; however violent crime has increased by over 38% during that same timeframe.
- The OCSO lost 11 operations positions for the FY 2013 budget. This included 5 supervisory level positions, reducing oversight across the agency. Loss of oversight often equates to loss of efficiency and increased liability.

- The vehicle fleet has been cut by 57 vehicles since 2009.

### **The Future**

The Sheriff and staff remain committed to the safety and security of our community's youth. On the heels of the Sandy Hook School Massacre we placed a School Resource Officer in every public school in the county and we are working diligently with community partners to fund this effort. As public safety is the number one priority of local government, the safety of our community's children is our number one priority.

The OCSO will continue to expand our volunteer programs. These resources, which include The Sheriff's Posse, have provided thousands of man hours to the citizens and the agency has and continues to increase recruitment and opportunities to volunteer.

Employee compensation will need to be competitive with surrounding law enforcement agencies, as well as the private sector as the region begins to enjoy renewed economic growth.

The agency will continue to work towards locating the bulk of our south county operations at our administrative complex. This will provide for significant cost saving efficiencies as well as better command and control of resources.

Increased communication with the citizens we serve will continue to be a priority.

Advancements undertaken in information technology, particularly social media has helped meet this challenge as well as increasing efficiencies in our public information processes.

### **Conclusion**

Calls for service have increased (30%). The population is increasing. The county serves a record numbers of tourists. The OCSO expenditures have been reduced by over 19%. Field and supporting services have been minimized to sustain the budgets cuts. Violent crime is up by 38% percent since 2008. The Sheriff and staff will continue to work to insure that public safety is the focus of budgeting priorities.

Each of the agency's division and section leaders are committed to providing operational goals designed to support the agencies priorities.

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

Although the HR Team is relatively new to the agency, we've made great strides in improving the efficiency and effectiveness of the department. We've identified the following goals as top priorities:

#### **Goals:**

1. Complete a Compensation and Classification Study
  - Identified Mercer Group Inc., who will also conduct a staffing analysis to ensure proper staffing levels
2. Implement effective Performance Evaluation system
  - Created committee of supervisors to create templates using NEOGOV
  - New system will be in place before the next evaluation cycle in September 2013
3. Improve Recruiting & Pre-Hire Process
  - Identify a more effective psychological fitness exam
  - Emphasis on recruiting activities that will attract a more diverse sworn workforce
4. Workforce/Succession Planning
  - Prepare for future retirement of DROP participants

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

The Investigative Services Division has begun to establish our priorities for the upcoming FY 2013-2014 and beyond. With the uncertainties of the forthcoming budgets we are focused on fine tuning our current initiatives in an effort keep the division moving forward. Our goal is to approach the upcoming years by generating no new initiatives and essentially operating at the same funding levels as FY 2012-2013. Although we will focus on the same priorities as the

previous years we will continue to emphasize our cold case homicide work and our efforts to eliminate synthetic drugs from our community.

### **Criminal Investigations Section**

Each of the three Districts within the county has their own unique challenges based on a multitude of economic, geographic and demographic factors. Considering each District has its own challenges, the Investigative Services Division will focus efforts on the most prevalent crimes that are common among all districts. In addition to our Cold Case Homicides, Property Crimes and Economic Crimes are among the top priorities of the Criminal Investigations Sections. The Property Crimes Unit and the Economic Crimes Unit will continue proactive initiatives within all communities of the county.

### **Special Investigations Section**

Special Investigations will continue to focus efforts on drugs, street gangs and sex offender tracking. These areas can adversely affect safety and quality of life issues in all communities within the county. Our goal is to be proactive and address a community's quality of life complaints before they get out of control. Due to the reallocation of manpower and the lack of immediate response to these complaints, information sharing is paramount. Special Investigations will make every effort to share intelligence and develop strategies to seek quick resolutions for issues dealing with drugs, street gangs and sex offender violations.

### **GOALS:**

- Push education and awareness to the public and business community; Specifically to retailers, financial institutions, pawn, secondhand and metal recyclers.
- Increase efficiency by implementing a district concept where investigators and supervisors will be assigned to specific districts for better efficiency.

- Consolidation of training resources. (Partnering with specialty units for joint training opposed to shutting down units for extended periods and accruing unnecessary overtime.

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

Some of the priorities for the next year or two fall in the category of increasing efficiency through innovative ideas and technology. These are listed below, not necessarily in order of priority.

- Docuware (Imaging System): This year it is planned to expand the program to include Human Resources and Civil. In the upcoming years (2014-2016) we plan to expand the program to Records, Finance and Training. The process will include working closely with each section and developing index fields specific to their operation and then constructing those fields in the system. Costs of implementation will consist of licensing fees as the program grows and desk scanners at specific workstations. Other costs are personal cost in setup and training all to be completed with existing staff. This will reduce the amount of paper stored by the agency and documents will be more accessible to personnel.
- Installation of an additional remote UHF receiver in the Baker area is needed to improve communications in the northwest portion of the county. A location has been chosen in Baker and permission from the owner has been given for installation. The expense for this project includes an antenna cable, antenna, and labor to install. Current staff can install and configure the receiver. If funding is available, this would be a 2014 project. Completing this project will enhance communication capabilities specifically with portable radios when a deputy is away from a vehicle and improve officer safety in the process.

- It is important to keep agency computer equipment in the established replacement cycle. Laptops for cars are the most costly. They are utilized in all types of conditions while mounted in a moving vehicle. Replacement of 50 units per year is recommended. They are purchased with a 4 year warranty which pays for itself due to the conditions the equipment is exposed to. Due to costs, each unit is a capital item. Desktop machines cost less and are not capital items. Replacement of 50 units per year is recommended.

### **Special Operations, Charlie Nix**

Special Operations is comprised of a number of highly proactive units which support the Patrol Division. All assignments under the Special Operations Division are considered unique and fall outside the realm of normal patrol duties. Each requires a high degree of team camaraderie and discipline. All officers working in the Special Operations Division receive specialized training and develop a high level of proficiency and expertise for their particular assignment.

Our goal is to maintain our level of support by ensuring our units within Special Operations are properly trained and equipped to meet the needs of the agency.

Each unit within Special Operations has a defined strategic plan independently backed by goals to support the mission of that unit.

#### **Marine Unit:**

Goal: To continue to educate our visitors and locals so they might better understand boating violations for safer operation on our waterways.

- Strategy: To ensure our marine personnel are properly trained to meet the needs of the agency and the community.

Objective: To be highly visible in all areas of the Okaloosa County where boaters, vendors and water activities are ongoing.

Objective: To maintain an aggressive zero tolerance BUI policy to ensure waterways are safe for boating operators.

Objective: To add a third marine unit to meet the demands of the agency and the community. Our vessel traffic on waterways in the county warrants the need for another unit.

#### Beach Unit:

Goal: To continue to educate our visitors and locals so they might better understand county ordinances and state laws regarding the use of public beaches.

- Strategy: To ensure our beach personnel are properly trained to meet the needs of the agency and the community.

Objective: To be highly visible in all areas of the beaches within the county and maintain a level of professionalism so that our beaches are kept safe.

Objective: Beach personnel must maintain a high level of readiness at all times. They will be required to take and pass the beach safety and lifeguard certifications.

#### K-9 Unit:

Goal: To maintain the highest level of training in an effort to ensure each handler is properly trained and equipped to meet the needs of the agency and the community.

- Strategy: To provide the level of training needed to our handlers so they might meet the demanding skills set requires for them to be successful in accomplishing their mission.

Objective: To take advantage of all training opportunities available to the unit.

Objective: To add one bloodhound for long term tracking for all of the north end terrain. To add one more additional dual purpose canine for highway interdiction.

#### Street Crimes Unit:

Goal: To maintain the highest level of training in an effort to ensure each member of the Street Crimes Unit is properly trained and equipped.

- Strategy: To keep all members up to date on all training to better their skills and knowledge, and to promote a proactive response to high crime areas.

Objective: To target high volume crime areas with flexibility to adjust problems areas as they arise.

Objective: Maintain up-to-date equipment to meet the needs of the members and the operations being conducted.

Objective: To begin working on replacing the 2007 Fleet of SCU vehicles.

Traffic Unit:

Goal: To continue our efforts in educating the public through community events, safety briefings and proactive patrols.

- Strategy: Improve DUI Enforcement Services.

Objective: To add one additional DUI specialist to the south end of the county, which would allow for 1 per district.

Objective: Improve Teen Driver Challenge/Youth Traffic Safety Training by adding a "Teen Driver Challenge Week" during the summer break.

Objective: Train additional instructors for TDC.

Objective: Increase Posse and Reserve Deputy opportunities in traffic to cut down on overtime and related expenses.

## **Court Security Division, Eric Aden**

The Court Security Division is made up of both the Court Security and Detention Sections. Court Security is separated into two units comprised of the North or Crestview Court Security Unit and the South or Okaloosa County Courthouse Annex Extension (OCCA) Court Security Unit. Detention is commonly referred to as Booking and is also housed at the OCCA located in Fort Walton Beach.

The Court Security Division has seen many operational changes since moving to the new OCCA almost 18 months ago (October 1, 2011). Despite many technical challenges and problems that come with the construction of a facility of this size, the overall operations have proven to be an enormous advantage to both security and efficiency. The OCCA has increased our ability to operate within the guidelines of Florida Model Jail Standards for both adult and juvenile inmates. The enhanced design and equipment purchased with the facility have proven to increase safe movement of inmates, staff, the judiciary, court employees, and citizens entering, exiting, and operating within the building. The mere size of the facility and increasing court dockets have resulted in a demand for more security personnel.

The Crestview Courthouse still faces many challenges to become a more modern facility. There have been operational changes that have served to improve the safety and efficiency in Crestview. There is now a "single point of entry" policy for all citizens and employees of the facility. This mirrors the policy for the OCCA and decreases the chance of security breaches in Crestview. Currently, there is a task force actively discussing future renovations for the facility which will further increase security and make the court house more modern.

The Shalimar Courthouse Annex, which was temporarily vacated by the judiciary in October 2011 is also being reviewed for renovations by the county. If approved, and pending the outcome of any civil litigation or appeal, the county plans to renovate the Annex for additional judicial functions as well as other county governmental office space. If approved, upon completion of construction there will be a need for several Sheriff's Office personnel at this location.

Goals for the Division include:

1. The Purchase of a new Prisoner Transport Bus to replace the 1991 School Bus currently utilized for inmate transports weekly to and from Crestview and the OCCAE.
2. The purchase of a secondary DNA station at the OCCAE due to multiple venues simultaneously where DNA is to be collected.
3. The purchase of a new Magnetometer in Crestview (Purchased through Court Admin/County funds).
4. New video equipment to be installed at the Single Point of Entry in Crestview (Purchased through Court Admin/County funds)
5. Install a Public Address (PA) System at the OCCAE.
6. Have all Court Security staff complete ALERT training by FY 2015.

### **Youth Services Division, Mark Schniepp**

*Mission:* The School Resource Officers are highly trained, motivated deputies of the Okaloosa County Sheriff's Office whose primary focus is the safety and wellbeing of students and staff of thirty nine public schools throughout the Okaloosa County Area. The Youth Services Division brings an effective law enforcement response that further concentrates on the prevention of crime and the reduction of youth violence.

#### *Vision Statement:*

- Protection of students and staff while promoting a safe learning environment for all.
- Establishing youth relations and mentoring programs through positive law enforcement interactions.
- Provide educational classroom instruction on a variety of topics at all levels of school, including elementary, middle, and high school.
- Create an environment to cultivate good citizenship and respect for people, property, and the community.

Roles and Functions of the SRO

- Maintaining safety and a quick law enforcement response within each public school in Okaloosa County.
- Enforcement of law
- Liaison between school and other law enforcement agencies
- Mentor to and be a role model to students
- Provide another resource to all students, staff, and parents
- Provide safety and law related presentations and lectures to classes

#### Current Program Initiatives

- Youth Week: (Summer) Three, one-week sessions for grades 5th through 8th providing an “Insight to Law enforcement” using a variety of disciplines within the agency to expose students to the inner working of the sheriff’s office, patrol, investigations, crime scene, K-9, along with games and confidence building activities.
- Caruth Camp: Sponsored by the Florida Sheriff’s Association.
  - Local students ages 10 – 15 years are accepted and a contingency of our SRO’s travel to Inglis, Florida to act as counselors and mentors at the Florida Sheriff’s Youth Ranch. This program is a state wide Florida initiative that brings students and SRO’s together throughout the state.
- Teen Drivers Challenge: SRO’s along with their Traffic Enforcement partners provide a course to our new drivers with practical instruction and driving experiences that gives students actual hands on training with challenges that drivers face every day.
- Okaloosa County Sheriff’s Office Explorers: Youth program building leadership skills and providing a path to a possible law enforcement career.

#### Current Classroom Presentations

SRO’s are currently providing classroom presentations addressing trending topics that include:

- Bullying and Cyber Bullying
- Internet Safety

- Drug/Alcohol/Tobacco abuse
- Texting and Driving
- SWAT, Students Working Against Tobacco
- Law related classes, high school level

### Goals 2013 - 2016

#### Common Core Standards:

- Partnering with school district personnel, reviewing and evaluating existing programs, development of new programs specifically designed for the elementary school level.

#### Grants:

- Partnering with school district grant writers to explore and identify grants that can be targeted to enhance the SRO program.

#### FTO:

- Developing a component of the FTO program specifically for new SRO's.

#### CPI Training and Certification

- Certification of all SRO's in Nonviolent Crisis Intervention training. This program currently is utilized by the school district that has certified instructors. SRO's will learn a system of verbal and physical intervention techniques. Training scheduled for August 2013.

#### SRO Evaluation Standards:

- Development of specific SRO related standards that include school administrators, conducted bi-annually.

#### SRO Daily Tracked Activity Logs:

- Enhancement of Daily Activity Logs that will assist supervision and senior staff establish a measurement standard for activity at each school. Information to be documented will include complaints, reports, arrests, weapons confiscated, investigations, referrals to other agencies, meetings, classroom lectures and presentations, after school events, parent and child counseling. Supervisors will complete overall statistics for each school on a quarterly basis; this will establish the ground work for a measurement tool to determine how the program is working.

#### Supervision:

The current leadership for the SRO program is one Lieutenant, two Sergeants, and one corporal (assigned as full time SRO, FWB HS). Okaloosa County currently has thirty nine public or voucher schools within the district with an SRO assigned to each school. Student population for the district is approximately 30,000 students.

With the expansion of the SRO program, January 2013, the role of the SRO supervisor has changed dramatically.

The large number of schools in combination with significant distances between north county schools consumes the current supervision level. Ensuring that no school goes uncovered complicates staffing and obstructs sergeants from performing essential supervisory functions. The following is a recommendation for future consideration regarding supervisory duties and responsibilities.

#### *Supervisor Youth Services Division, Sergeant*

Job Description: Direct first line supervision over deputies assigned to the SRO unit.

Coordinates work assignments insuring that the safety of all district campuses is maximized on a daily basis. Communicates with school district staff providing time sensitive information regarding safety, security, and other events that would need a school district or law enforcement response.

Adequate Supervision: Currently the SRO program is divided by North District that is comprised of 12 schools, East District that is comprised of 9 schools and Central District that is the largest, 18 schools. Division of schools between line supervision is hindered do to geographic boundaries. The long distances between schools makes quality site visits time consuming. Take into consideration that one sergeant is dedicated to the North District Schools and the other to East and Central Districts. This puts serious restraints regarding the supervisory effectiveness and span of control. If the SRO program remains at its current level, serious future consideration should be given to expand the line supervisory sergeant level to three. This would allow for a more manageable span of control and would allow supervisors to stay mobile.

Implementation of supervisory approaches will include:

- Quality site visits and interaction with school administrators and teachers.
- Detail written SRO responsibilities designed uniquely for each school.
- Ensuring that the SRO's are performing their duties at a level that is expected by the agency and school district.
- Track and investigate complaints
- Formally evaluate SRO Performance
- Meeting with SRO's as a group to discuss Common issues and trends as well as sharing agency and programmatic information.

Diversity of Students:

Currently the school district serves a diverse population and needs of students. The following is a definitional break down of special needs students.

- EBD: Emotional Behavior disorder
- VE: Varying Exceptionalities – The department works with schools and parent to ensure that students with disabilities and gifted students receive the educational opportunities and related services through the IEP and/or EP services.
- CBS: Communication Behavior Social – Supports the needs of autistic children with communication disabilities.

- TAPP: Teen Age Parent Program.
- AP/IB: Advanced Placement and International Bachelorette Programs.

The following is a template outlining all schools and programs.

#### Vulnerabilities

- District Security: Even though physical campus security is an ongoing changing dilemma and the responsibility of the school district, vulnerabilities have been noted in the course of campus visits and forwarded to district security managers.
- Overall security program needs to be established and administered at the district level for all schools.

School District Security Coordinator, currently security decisions come from a variety of positions including administrators, facility maintenance, and from SRO's.

- Training for administrators and staff.
- Establishment of single point of entry.
- Campus security assessments by professional security coordinator.
- Common key system
- School Bus security program and monitoring, GPS, live feed camera systems.
- Common internet based camera systems for all schools and centrally monitored during hours of operations.
- LEO box located at each school with master key and mapping.

Most all schools within the district have re-evaluated their Crisis Plans and have conducted Lock Down drills. Since the expansion of the program January 2013, SRO's have been an essential tool in the debriefing of these drills and planning. Maps, Crisis Plans, and Cover Sheets depict personnel and numbers were placed on the OCSO intranet. This will allow all deputies and supervisors immediate access to critical information if an emergency response is required at any one of our schools.

Back Filling Schools: By nature even during a good week personnel are going to be absent, have court, sickness, or have another specialty assignment that takes an SRO from their campus.

Back filling by supervision takes away from their day to day responsibilities and with the number of schools, locations and distance complicates it even more. Consideration could be given for the following options to help alleviate and assist with the problem.

The OCSO Posse has been a tremendous asset but during the week is very limited for back filling schools.

Beach and Marine: During the fall and winter months', utilization of this unit to back fill or add an additional SRO at the high school level would be of tremendous assistance. Currently all personnel assigned to these units are SRO trained.

### **Fleet, Facilities & Property Management, Stan Griggs**

The Logistics Unit provides direct support to all field units and the administrative staff. Elements of the Logistics Unit include Fleet, which maintains vehicles; Electronics Maintenance, which installs and services electronics on vehicles, electric devices, and speed detection equipment; Facilities Maintenance, which maintains all facilities in good repair, cleanliness, and remodeling for more efficient use of space, and; Quartermaster that equips personnel with uniforms, gear, office supplies, and central shipping and receiving. The Logistics Unit includes the Evidence Room which maintains and accounts for over 63,000 pieces of evidence and property; and the Crime Scene Unit which serves the field units with expert crime scene investigative support, and provides a full time instructor to the CHOICE Crime Scene instruction in public school. Additionally, a trained Chaplain Corps provides counseling services, and assistance with death notification and support in highly emotional incidents, as well as wellness classes, and charitable events.

### **SUPPLY / QUARtermaster**

OBJECTIVE: Create a system of checking and managing department assets to ensure accountability of inventory, such as desk top computers, furniture, and vehicle electronics.

- GOAL 1: Purchase the necessary laptop, scanner, and printer to bar code inventory in the same manner as the evidence room.
- GOAL 2: Identify the property that requires monitoring, and the responsible party for that property, and enter it into the property module.
- GOAL 3: Bar code the identified property from GOAL 2. This will make subsequent inventories less cumbersome and give them more accuracy and integrity.

OBJECTIVE: Decentralize emergency response supplies, in the event the districts are cut off from one another.

- GOAL 1: Purchase a 500 gal. Mobile fuel container. (In progress)
- GOAL 2: Ensure each district has access to fuel, generators, rations, and other emergency supplies.
- GOAL 3: Purchase a pump for each district to extract fuel from gas stations, and make prior arrangements with fuel distributors for emergency fuel and for manual extraction from fuel stations if needed.

### FACILITIES MAINTENANCE

OBJECTIVE: Augment with additional part time help to receive OJT. Building and remodeling projects are taking a toll on routine maintenance.

- GOAL: Hire one additional part time employee to train and to be responsible for routine maintenance.

OBJECTIVE: Relocation of pole barn and related work shop and storage facilities in anticipation of building addition to complex.

- GOAL: Facility Maintenance staff tasked with planning construction (including cost analysis) of new work shop and storage facilities with added ease of access and enhanced security and safety of flammables, tools, and emergency supplies.

### FLEET

OBJECTIVE: Create a standardized system of vehicle rotation.

- GOAL 1: Set standard for rotation of patrol/CID vehicles at 6 years or 150,000 miles. Other vehicles set on a case by case basis.

OBJECTIVE: Formal training of mechanics. Currently learning as they go and relying on factory updates.

- GOAL: Send to formalized schools and seminars. Obtain ASE certification. Certification carries weight when issues over warranty or legal issues arise.

### CHAPLAINS

OBJECTIVE: Demand for Chaplain Support out of sync with manpower.

- GOAL 1: Continue recruitment of chaplains.
- GOAL 2: Revise general orders to allow motivated people to work in Chaplain Corps that do not meet the qualifications to be full-fledged Chaplains.

OBJECTIVE: Revise general order to meet requirements of Chaplain training. Currently, to satisfy requirements, costly out of state training must be sought.

- GOAL: Obtain certification of local assets to provide more in-house training.

### EVIDENCE ROOM

OBJECTIVE: Create a standardized purging system.

- GOAL 1: Hire part timer full time

- GOAL 2: Assign one evidence room tech to concentrate on using available resources to systemize purge.

OBJECTIVE: Remodel evidence room for more logical flow, decrease traffic inside Admin building, and increase space utilization.

- GOAL: Begin after command staff area remodel with left over materials.

### CRIME SCENE

OBJECTIVE: Increase training of CSIs. Technology and techniques rapidly change, and personnel must stay in touch with them, thus maintaining courtroom credibility.

- GOAL: Obtain IAI Level II certification.

OBJECTIVE: Bring latent print work station on-line. Latent prints can be identified in hours rather than weeks.

- GOAL 1: Obtain training on the utilization of the work station.
- GOAL 2: Hire additional CSI that is latent print certified. This fully utilizes the work station, plus CSIs are on call every other week which gives limited time for training or augmenting evidence room staff.

OBJECTIVE: CSI report format inadequate for investigative use or prosecution and should be revised.

- GOAL 1: Obtain input from CID, State Attorney, and ME to ensure adequacy of format.
- GOAL 2: Standardize a report format that can be filled out at the scene, providing more data and taking less time to produce.

### GENERAL

OBJECTIVE: Enhance professional appearance of personnel.

- GOAL: Obtain uniform clothing. (In progress)

OBJECTIVE: Utilize in house ability for education and morale support.

- GOAL 1: Identify topics and presenters. Chaplain briefings, wisdom from survivors, evidence packaging issues, and legal trends would be worthwhile.
- GOAL 2: Produce short 5-7 minute presentations for personnel to access at their convenience.

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

Facility Needs:

North District Office: Judge Joe Livingston Bldg.

Projector for conference room: This would allow for any OCSO division to utilize this conference room as a training tool and serve as an alternative meeting site for OCSO required training.

Equipping this conference room will give the agency more diversity and allow for specific training for the 64 employees assigned to the district and will lessen the amount of travel to the administrative complex in Shalimar for training.

This conference room can also be used by other state and local LEO agencies as needed. Our friends at Guardian Ad Litum (GAL) use the conference room regularly and addition of a projector would enhance their ability to recruit new volunteers.

Brackin District Office: Patrol / CID

(Priority One) Upgrading of the propane Generator; with the addition of the redundant fiber optics system in place at the Brackin Office, it is critical to ensure the availability of 24/7 power in the event of a natural disaster. The current generator will only power a portion of the Brackin Office. During a natural disaster, the Brackin Office is used as a command post, dining area, and sleeping quarters for those assigned to this district. With the addition of a whole building generator to the Brackin Office, District One can be self-sufficient until all power and utilities can be restored.

Renovation of the old front desk/ lobby area: Enclosing the lobby area will allow room for a Watch Commander office. This will allow the on duty W/C an area for interviews and privacy for daily business of the OCSO.

Renovation of the old front desk area will allow space for daily shift briefing and training to occur within a safe and secure setting. Plans are in place for a new LED Television to be placed in this new training room that will greatly enhance the ability of each section or division of the OCSO to give briefings, review operation plans prior to high risk warrant services and review current OCSO policies or CID cold cases.

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

The men and women of the Okaloosa County Sheriff's Office Central District look forward to the challenges and rewards offered by another year of Community Service in the Southwestern portion of Okaloosa County. We are focused upon three important responsibilities and plan to press toward excellence in all three.

#### **Increased Safety**

- Operational Safety:
  - Evaluate and employ sound techniques and tactics.
  - Take advantage of training opportunities.
  - Equipment and technology.
  - Continue to monitor and employ appropriate number of personnel.
- Vehicle Safety:
  - Educate personnel on driving hazards and distractions.
  - Regular and thorough vehicle inspections.

-Monitor/measure driving habits and patterns.

- Health and wellbeing:

-Encourage physical and mental fitness habits in members.

-Provide fitness activity time allotment for interested members.

-Create an environment of peer support.

### Increased effectiveness

With respect to quality of life and a reduction in the fear of crime by having a suppressive effect upon criminal activity:

- Monitor call types and numbers and conduct historical comparisons.
- Monitor and measure individual member activity levels looking for strengths and weaknesses.
- Recognize team as well as individual achievements.

-Awards.

-Visual aids.

### Enhance community trust, interactions and involvement

- Maintain communication, return messages (Phone & Email) promptly.
- Encourage members to conduct regular citizen and business contacts. (Measure)
- Have members attend civic and neighborhood meetings as staffing allows.
- Look for volunteer appropriate activities and encourage citizen involvement.

## **East District, Ted Pecot**

The East District covers approximately 189 square miles, in the south eastern parts of Okaloosa County. The 39 deputies are assigned patrol a diverse mix of beaches, waterways,

neighborhoods, retail, industrial, military reservation, and tourist locations. The district boundaries start on Okaloosa Island east of the Brook Bridge continuing through the City of Destin east to the Walton County Line. All police activities within Destin are provided under contract. Destin which has a population of 12,305 is known as the “Jewel of the Emerald Coast” and receives nearly 3.6 million visitors a year, who stay in one of the many condominium located along the coast. The East District continues north across Choctawhatchee Bay and includes the unincorporated communities of Seminole and Bluewater Bay. It also includes the Cities of Niceville, Valparaiso, Eglin Air Force Base and the Eglin Reservation north to Duke Field and the Walton County Line on State Road 285 these areas have a population of 30,108.

Based on service demand and call volume, the Sheriff’s Office has strategically placed district substations in these areas so that deputies and other members of the Sheriff’s Office can take ownership of their areas of responsibility furthering the community policing concepts. This provides consistent, efficient response to and prevention of criminal activity.

Goal: To maintain a high quality of life through the effective, efficient delivery of public safety services

Objective: Reduce crime through proactive initiatives and partnerships with the community.

Facilitate resolving neighborhood issues through collaborative partnerships.

Partner with community organizations and city staff to enhance overall quality of life.

Strategies:

- Deploy resources when and where the most citizen generated calls for service are received.

Patrol District Commander, Patrol Watch Commanders, Shift Sergeants.

- Timely deployment of resources in response to crime trends

Patrol District Commander, Patrol Watch Commanders, Shift Sergeants, Crime Analysis Personnel.

- Increase number of neighborhood watch associations

Crime Prevention, Community Policing

Performance Indicators:

- Percentage of change of overall crime
- Average response times
- Measurement
- Florida Department of Law Enforcement Uniform Crime Report
- Okaloosa County Sheriff's Office, Computer -Aided Dispatch
- Destin Citizen and Business Survey

Goal: To make the roadway safe for those who use them.

- Rationale-Traffic enforcement has a direct impact on highway and roadway safety. Destin City is listed in the top 10 cities of comparable size within Florida for alcohol related traffic crashes with injuries.

Objective: Reduce traffic related injuries and fatalities throughout the district. Enforce laws on county and city roadways, concentrating on roads and intersections historically identified as problematic. Address citizen complaints regarding neighborhood traffic problems

Strategies:

- Conduct speed enforcement on problematic roadways throughout the district

District Commander, Watch Commander, Shift Sergeant, Special Operations  
Commander

- Conduct DUI enforcement operations in problematic areas

District Commander, Watch Commander, Shift Sergeant, Special Operations  
Commander

- Conduct directed traffic enforcement in school zones during school year

District Commander, Watch Commander, Shift Sergeant, Special Operations  
Commander

- Work with DHSMV and City Traffic engineers to enhance traffic safety through traffic engineering planning and safety efforts

District Commander, Special Operations Commander, Destin City Manager, Traffic  
Engineers

Performance Indicators:

- Percentage of change in traffic related crashes and injuries
- Percentage of change in traffic complaints

Measurement:

- DHSMV Traffic Crash Data report
- CAD reporting data

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

Beginning with the initial accreditation of our agency, our primary focus in the Office of Professional Standards has been the efficiency of how we conduct business and to ensure our deputies receive the best available training. It is in response to this that we implement routine analysis for each segment of operations to ensure not only compliance for accreditation purpose but also for essential training needs of the agency. The continued professional development of our deputies on a regularly scheduled basis is a priority. Maximizing the value of our training dollar by hosting more localized training and utilizing resources that offer

assistance to cut costs is paramount during these economic times. The professional development of our deputies is also essential for succession planning and the organization's future.

Goal: Promote professionalism through training and educational programs to ensure a proficient work force.

Strategy: To ensure personnel are professionally prepared to meet the needs of the agency and ensure succession planning.

- Objective: Conduct annual training needs assessment for sworn and non-sworn personnel.
- Objective: To develop and implement professional development program for all supervisors.
- Objective: Prepare an annual training plan assessment based on the training needs assessment, supervisor surveys, and evaluations conducted.
- 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.
- Objective: To provide a version of vehicle operations training for sworn members on a condensed schedule which accommodates patrol units

Goal: Ensure compliance of accreditation items necessary for reassessments and determine policy compliance for each facet of agency operations.

Strategy: To ensure employees are competent in the application and adherence of agency policy and practices.

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

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

Goal: To ensure agency and individual accountability by effective and efficient use of equipment, facilities, and technology.

Strategy: To receive additional accreditation from nationally recognized sources such as CALEA.

- Objective: To assess current agency compliance with Florida Law Enforcement Accreditation (CFA) and evaluate additional requirements necessary to seek compliance for obtaining additional recognized certifications.