

Sheriff



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OKALOOSA COUNTY SHERIFF'S OFFICE

January 2015 Update to 2013-2016 Strategic Plan

(These updates are reviewed on an annual basis and revised as needed.)

Human Resources, Stephanie Pella

Compensation Strategy: Formulate compensation philosophies, systems and policy that drive performance, provide internal equity and external market competitiveness. This is an ongoing goal that has taken time to fully analyze.

Objectives: Determine compensation philosophy; Design a compensation structure; Develop up to date Special Assignment Compensation method; and Address impacts of past compensation practices and provide options for adjustments.

Classification Strategy: Build a classification model that incorporates position control numbers and ease of tracking costs, EEO stats and position progression.

Objectives: Design a new classification system; Revise job descriptions; and Develop up to date job postings.

Benefits Strategy: Offer OSCO employees and their eligible dependents a fair and affordable benefit package, including ancillary benefits that enhance the overall package.

Objectives: Maintain self-funding; Incorporate Affordable Care requirements; and Continue to provide wellness incentives.

Workforce Planning & Employment Strategy: Conduct Workforce Planning and Employment activities that result in a culturally diverse, high performing and competent organization, to include non-sworn employees.

Objectives: Maintain and implement recruitment plan with established budget; Maintain and implement Equal Employment Opportunity Action Plan; Hire competent, qualified applicants; and Implement FDLE hiring standards. Plan for succession into position vacated by retired employees.

Risk Management Strategy: Strive to enforce methods that decrease risk management liabilities.

Objectives: Manage Worker's Compensation Claims; and Implement agency-wide harassment prevention training.

Employee Relations Strategy: Proactively address employee relations.

Objectives: Provide quality customer service to OCSO employees and applicants; Interpret policies, procedures, State and Federal regulations; and Maintain and Ethical culture that is right for OCSO. Utilize NEOGOV system that has been established.

Record Management Strategy: Improve upon current work practices used for record management.

Objectives: Improve the Personnel Action Form content and functionality; Clean and restructure the filing vault; and operate all aspects of HR electronically.

General Orders/CALEA Standards Strategy: Partner with organizational leaders to maintain, update, and adhere to OCSO General Orders and CALEA Standards.

Objectives: Create Military Leave GO and continue reporting data as required to maintain accreditation

Investigative Services, Major Arnold Brown

Special Investigations Section:

The Special Investigations Section has been restructured to include the Drug Task Force, Fugitive Warrants, and the K9 Unit to effectively target and dismantle drug organizations and to locate and arrest violent offenders. The Special Investigations Section participates in federal task force operations with the Drug Enforcement Administration and the US Marshal Service. Participation in these federal task forces promotes efficiency in tracking offenders across multi-jurisdictional areas.

Criminal Investigations Section:

Criminal Investigations Section has been structured into various units to provide goals and objectives to various elements working within those units to strengthen community partnerships and increase efficiency.

Property Crimes Unit goals and objectives to work in conjunction with other law enforcement entities, second hand dealers, recyclers, retail theft association of community loss prevention personnel and property thefts.

Economic Crimes Unit goals and objectives are to partner with other law enforcement entities, financial institutions fraud specialist and identity thefts.

Crimes Against Children Unit goals and objectives are to work in conjunction with prosecutors, medical and health care professionals with specific forensic training on crimes committed against children and use a multi-disciplinary approach to ensure the wellbeing of the children while successfully building criminal cases against offenders

Cyber Crimes Unit goals and objectives are to work in conjunction with other state and federal law enforcement agencies and task forces in regard to internet based crimes which may include crimes investigated by all the other units as more crimes are occurring via the internet.

Domestic Violence Unit goals and objectives are to ensure that domestic violence cases are investigated thoroughly and cases prosecuted successfully. Provides continuing training to agency personnel in regard to domestic abuse and participates in community based programs for victim services.

Crime Scene Unit goals and objectives are to provide the response to appropriately process, collect and document physical evidence at crimes scenes. The collection, preservation, storage and appropriate processing of all physical evidence collected by agency members.

- 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
- 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.
- Increase efficiency and training of agency personnel in the collection and preservation of evidence and the legal purging of property and evidence that no longer holds evidence value.

Information Technology and Judicial Process, Captain Paul Abbott

Some of the priorities I am planning for the next year or two fall in the category of increase 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 (2014-2017) I 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.

Costs associated with expanding Docuware in 2015-2017:

Licensing: \$15K for 15 additional users (concurrent) each year

Scanner: \$600 each X 6 each year

- There is a need to install additional remote UHF receivers in the Baker area to improve communications in the northwest portion of the county and in west Destin to improve communications in Destin and on Okaloosa Island. A location has been chosen in Baker and permission from the owner has been given for installation. A location in Destin is currently underway. The expense for this project is a remote receiver, antenna cable, antenna and labor to install. Current staff can install and configure the receiver. If funding is available this would be a 2016 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.

Cost estimate for Remote Receiver, Antenna, cabling and installation labor \$24K

- 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. Communications Center and IT machines have more processing demands than regular users. That requires more speed/memory. These machines are higher end workstations vs desktops. There a total of nine (9) workstations in Communications and four (4) workstations in IT. These machines are capital items and should be replaced every three years.

Costs for ruggedized laptop for patrol vehicle:

Laptop \$2300 each X 50 \$115K

Desktops \$500 each X 50 \$25K

Workstations 13 X 2K \$26K

- Dual or secondary authentication (log-in) requirements by the FBI CJIS Security Policy. Access to mobile devices in a non-secure area that have the ability to access CJIS requires dual authentication. Dual authentication means two forms of log-in identification to access a CJIS; by utilizing something you know (password) and something you have such as a pin number, fingerprint, etc. This effects between 185-200 laptop computers throughout the agency. IT is using the current digital persona system to become compliant with the CJIS requirement. Although this meets the requirement, in practice it's proving to be challenging from a user standpoint. Other alternatives are using a "soft token" app on a smartphone by receiving an SMS text to a phone, use of paper tokens and hard tokens. Costs associated with these solutions are still being evaluated. The key is to make it easily usable for the user and be compliant with the FBI CJIS Security Policy.

Costs associated with this program:

Personnel costs for setup time

Hardware/software costs – \$15,500

Court Security, Lieutenant Jay Jones

Court Security at the Okaloosa County Courthouse Annex Extension (OCCA) in Fort Walton Beach, as well as in Crestview remained having manpower issues through mid-year 2014 due to retirements, illnesses and unfilled vacancies. Auxiliary members and part-time deputies were often used to augment these vacancies. OCCA has one remaining bailiff vacancy. The Crestview Courthouse and the Detention section are now fully staffed. Heavy court docket weeks still and will always require the use of additional personnel other than those regularly assigned. As of 12/09/14 OCCA has screened 138,308 patrons; the Crestview Courthouse has screened 83,665 patrons.

The Crestview Courthouse renovation is still in its beginning stages. Plans have been selected to build an additional building along Hwy 90 for court and transportation functions. Court functions will be moved to the new building upon completion and renovation of the existing courthouse will commence as the budget permits. The proposed plans have not been approved by the BOCC as of this writing. The plans if approved will provide better security for the staff, the judiciary, the inmates, and the public. With renovations forth coming to the Crestview Courthouse there is no longer a need for movement of the camera system monitoring to the security area because the screeners do not have the ability to leave their post to monitor the system if needed without interrupting entry into the courthouse.

Problems still exist with the technology systems at the OCCA. Areas affected have been the alarm system, camera systems and the detention section control panels. There were several lightning strikes in 2014 which caused issues to our security system. The last lightning strike in November disabled detention door card readers and remote operation of the detention doors for ten days. Manual operation of the rollup doors was accomplished for six days until facility maintenance was convinced to attempt an alternate method of repair.

The new transportation bus which was purchased for detention has been received and is in operation. The old bus was donated to the county for training purposes. All LE certified detention officers now have issued vehicles.

Evidence lockers have been installed at the OCCA in the Bailiff workroom in hopes of saving valuable street time within patrol operations. Unfortunately patrol units will not be able to drop weapons due to its location in the building. The only way to have a fully functional (non-restricted) evidence locker at the OCCA would have been to install it in the sally port; however, due to the non-temperature controlled environment this was not an option. Bailiffs will have the ability to drop seized weapons or any other evidence received at OCCA.

The sexual offender registration database was moved from HQ to Detention in mid-June. Since then Detention has registered 212 Sex Offenders. All criminal registrations for the south end are now done at the OCCAE. To date, Criminal Registrations totaled 694. Through November 30th the Detention Facility booked 5550 adults, 276 juveniles and transported 3751 for court purposes. Of the 5550 adults booked, 3394 were transported to OCJ.

The DNA Team comprised of Detention and Court Security staff has increased our efficiency with the state mandate. Currently we have a 96% collection rate. We are currently developing a protocol with OCJ concerning DNA collection to avoid duplication in efforts and to increase compliance percentages.

Due to the increased number of patrons requesting seized items to be returned, a form was developed to assist in the tracking of these specific items along with a means of contacting the owner. See OCSO Form 3104.

In October Combat Tourniquet Training was provided for 18 members of the Court Security and Detention.

Policy updates for CALEA compliance were completed for Court Security and Detention during 2014.

Updated goals:

- Solidify procedures with OCJ to reduce duplicate efforts and increase efficiency with the state mandated DNA collection
- Fill the final Bailiff vacancy in Court Security and prepare early for the departure of Screener Sam Brunson in March, 2015
- Budget for an additional screener position when there is a known completion date for the courthouse renovations in Crestview. The additional screener will be needed to monitor systems in the new "secure" security room.
- Installation of a shower and eye wash station at the OCCAE Detention area for decontaminations

Attempt to update the current Bond Schedule through the Public Safety Coordinating Council with other stakeholders having input. It has not been revised since 2007.

Youth Services, Lieutenant Mark Schneipp

Updated Goals:

- Instituting Deputy CARES: As a result of School Resource Officers being placed in Okaloosa County Schools, the Okaloosa County Sheriff's Office has partnered with Okaloosa County School District by assisting them in maintaining and sometimes implementing mentoring programs. This program will assist in providing positive role models for the youth of Okaloosa County, Florida. The program, "CARE" (Conversations About Real Experiences) is specifically designed for at risk teens in the middle school environment.

- Implementation “Character Counts” program part of the Junior Deputy Leadership Program, JDLP, Elementary School Level Only. The JDLP group will give out 1-2 tokens/coins per day every day to students who display the character trait on the coin. (trustworthiness, respect, fairness, citizenship, responsibility).
- Selected as FASRO (Florida Association of School Resource Officers) Unit of the year Award 2014, currently in the process of submitting Youth Services for the National Unit of the year award with NASRO. (National Association of school Resource Officers)
- Implemented R.A.M. (Random Anti-Terrorism Measures) Program that enhances random security measures district wide.
- Sexual offender Standard Operating Procedures and implementation and enforcement of a more accountable transient sexual offender program have been instituted.
- 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.
- Autism Training, All SRO’s will be attending and receiving detailed training in dealing with students with disabilities, specifically Autism.
- Efforts continue to build partnerships with funding sources, as well as, enhancing the standards of the Unit.

Fleet, Facilities, and 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. Former units under Logistics: Evidence, CSI, Choice, and Chaplains, were reassigned to other divisions under department reorganization in 2014.

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.

GOAL 4: Create a full time position for newly hired part time maintenance employee with split duties of inventory/property control and grounds maintenance.

OBJECTIVE: Continue to decentralize and monitor the quality and levels of emergency response supplies, in the event the districts are cut off from one another.

GOAL 1: Ensure each district has access to fuel, generators, rations, and other emergency supplies.

GOAL 2: Ensure prior arrangements with fuel distributors for emergency fuel and for manual extraction from fuel stations if needed.

FACILITIES MAINTENANCE

OBJECTIVE: Reorganization of outbuildings and interior renovation to facilitate the centralization of heretofore satellite operations into the HQ complex.

GOAL: Maintenance staff tasked with planning construction (including cost analysis) of new interior design of HQ with added ease of access and enhanced security as well as safety of flammables, tools, and emergency supplies.

FLEET

OBJECTIVE: Create a standardized system of vehicle rotation.

GOAL: 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.

North District, Captain Larry Ward

Goals:

- Provide operational safety - Regular training for Officer Safety, Defensive Tactics, specialized equipment training.
- Increase efficiency and effectiveness within the District- Assigning additional manpower during peak hours to handle call load, allowing for more proactive patrols in higher crime areas.
- Interact more affectively with the public- Spending more time in the smaller communities and neighborhoods increasing the quality of life for our citizens.
- Increase public trust- Working within OCSO Policies and FSS, to ensure all citizens are treated fairly and equally.

Facilities:

All upgrades and improvements have been completed to all North District Offices with the exception of the new generator for the Brackin Office that will operate the entire building during a power outage, this upgrade is in the 2014/2015 OCBC Building Budget.

We have need of additional storage shelters for our boats and other equipment to remove from the elements.

North District Office- Our new FORTS / AFIS Registration System is working well in meeting the needs of both the criminal and civilian registration needs of our growing community. Sex Offenders are traced regularly per FSS, and this information is publicized regularly through social media to educate the general public.

Equipment:

The OCSO is in the process of deploying Taser Axon Flex Body Cameras for every deputy and supervisor assigned in the North District Patrol Division, School Resource Officer Program and Court Security. This initiative will serve several purposes:

1. Audio/ Video record of all interactions with the public
2. Reveal officer deficiencies and identify any need for addition training
3. Reduce false accusations by victims or suspects of wrong doing by deputy
4. An accurate record of events needed for prosecution by courts
5. Reinforces transparency which the public expects from Law Enforcement

Manpower/ Personal:

The North District has experienced a 9.9% increase in calls for service over the past 4 years. Due this increase, our ability to conduct proactive patrols has been limited to certain times in each shift. Our research indicates a higher spike in calls for service and in progress calls beginning at approximately 10 am and lasting until 12 am on a normal day.

We currently have 24 deputies assigned to 4 shifts in the North District, we propose an additional two personal, one assigned to A/C shifts and one deputy assigned to B/D shifts. These deputies would work a 12pm-12am on a daily basis thus allowing for more pro activity during each shift. This "overlap" of a deputy working a partial day / night shift will allow for more flexibility and concentration of manpower. This increase in manpower would should ultimately lead to solving and preventing more crime in our community and impact the quality of life for our citizens.

Central District, Captain 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 continue to focus upon three important responsibilities and will press toward excellence in all three.

1. Focus on Safety.
 - Operational Safety:

- Evaluate and employ sound techniques and tactics.
- Regular, practical officer safety training
- Equipment and technology.
- Based upon average activity timeframes, adjust personnel levels within the shifts to address peak activity times.
- Vehicle Safety:
 - Goal: Maintain 100% training rate for Emergency Vehicle Operation Course.
 - Regular and thorough vehicle inspections.
 - Monitor/measure driving habits and patterns.
 - Reduce at fault crashes by at least 50%.
 - Emphasis on safe parking by backing.
- Health and well being:
 - Encourage physical and mental fitness habits in members.
 - Encourage fitness activity time allotment for interested members.
 - Create an environment of peer support.
 - Promote involvement with our Chaplaincy and Employee Assistance.
- 2. 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.
 - Track call types and numbers and conduct historical comparisons.
 - include time /activity tracking.
 - Monitor and measure individual member activity levels looking for strengths and weaknesses. Recognizing strength and remediating weakness.
 - Recognize team and individual achievements.
 - Utilize the District Sergeant to focus and facilitate our problem detection, diagnoses and deterrence.
 - Recover and allocate a position to address district traffic concerns addressing the dissolution of the agency traffic unit.
- 3. Enhance community trust, interactions and involvement.
 - Effective communication:
 - Internal: Regular and thorough information pass on
 - External: Prompt reply to citizens,
 - Effective use of public information outlets
 - 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.
 - Citizen ride longs
 - Posse and Volunteer recruitment
 - Effective application of existing Posse and Volunteer members.

East District, Captain Ted Pecot

Growth trends in our largest service populations which are Destin and Bluewater Bay/Seminole have been explosive. Between 2000 and 2014 Destin which has a current population of 13,633 and Bluewater/Seminole which has a current population of 12,730 revealed a 44% and 33% increase in population respectively. The 2014-2019 projections indicate the trend will continue with 10.79% and 9.38 % increases. In addition the tourist population has been at an all time high. Okaloosa County is

the number 2 driving destination in Florida and the number 4 overall tourist destination in the State. Unfortunately our service population is growing at a much more dramatic rate than our manpower to service them.

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. Add at least one more deputy to each shift funded by the county. This was included in the initial manpower allocations for this fiscal year and was cut due to funding.

Up-date: One traffic unit was assigned back to the district in October of 2014. In addition the Okaloosa County Sheriff's Office and the City of Destin were awarded a \$50,000 Federal Grant "Drive Sober in Destin" for the fiscal year 2014, which ran from October 1, 2013 through September 30, 2014. The D.U.I enforcement began January 25, 2014. The federal grant funded education and awareness to the public, along with D.U.I./Safety Checkpoints, D.U.I. saturation patrols, and low man D.U.I. patrols. The purpose and objectives of this grant were to reduce the number of alcohol related traffic incidents by 5% from the previous fiscal year. With the help of this Federal Grant, the Okaloosa County Sheriff's Office reduced those incidents by a combined average of 33% in the 2014 fiscal year.

-Fiscal year 2014 had sixty-one traffic crashes, compared to the seventy-five crashes during the 2013 fiscal year. This is a 19% decrease in traffic related crashes involving impaired drivers.

-Fiscal Year 2014 had sixteen injuries reported due to alcohol related traffic crashes compared to fiscal year 2013 where twenty three injuries were reported. This is a 30% decrease in injuries sustained from alcohol related traffic crashes.

-Fiscal year 2014 had one fatality traffic crash compared to two fatalities in fiscal year 2013. This is a 50% decrease in fatality traffic crashes.

Throughout the grant funded overtime, the Okaloosa County Sheriff's Office performed approximately nine hundred hours of D.U.I Enforcement patrols and D.U.I./Safety Checkpoints. The combined four quarters yielded one thousand one hundred and ninety one traffic stops, seventy-nine D.U.I.'s, ninety-nine speeding citations, twenty-four seat belt citations, seventeen open container citations, twenty-three narcotics arrests, forty-four other citations and, eight hundred and fifty-six warnings for traffic related incidents.

In addition to the D.U.I funded patrols, the Okaloosa County Sheriff's Office conducted traffic safety presentations to the United States Air force and Navy personnel, currently stationed on Eglin Air Force Base and Hurlburt Field. During the funded grant, Safety Check Point press releases were posted through social and printed media to the public, along with message board placements along Highway 98 within the City of Destin.

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 17 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. They had also cut a Marine position in 2012. The City could then seek reimbursement from the TDC.

Up-date: The City of Destin added 3 deputies to the contract this year with the understanding they would add 2 more in FY 2015-2016. These positions were intended to bolster the patrol shifts where the calls for service continue to increase. The 3 deputies are currently being utilized in a 12a-12p schedule to assist during the peak call hours. Additionally the Destin City Manager recognizes the problems faced and has been cooperating with the Sheriff's Office to help build consensus with businesses, property managers and legislators addressing problem areas.

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.

Up-date: The 2 beach positions remain unfunded. In addition one Marine Patrol position was lost this year due to funding. All attempts to have the positions funded by Destin, Okaloosa County or the TDC failed to gain support from the TDC or legislators.

Current patrol manning for the district is 47 sworn personnel. We anticipate 2 additional personnel FY2015-2016 from Destin. Additional requested increases would include funding for the 2 Beach Units and 1 Marine Unit cut from previous years and 4 additional personnel for an increase of 1 sworn deputy per shift for the unincorporated areas. This would bring the total manpower to 56 personnel.

Professional Standards, Captain 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. The Inspector of Professional Development will routinely assess and ensure that the training needs of supervisory staff and the work force are sufficient to maintain the skill sets necessary to be effective and complete the agency's mission.

The following is an update for 2015 on the progress of our current OPS Strategic Plan:

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

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

This is a recurring process due to reassignments and restructuring of the agency. The Inspector of Professional Development will ensure that an assessment will be conducted regularly of all supervisory staff and workforce. This assessment will be two fold and consist of an organizational assessment and an individual assessment. The organizational assessment will determine what skill sets and knowledge the agency will require to alleviate weaknesses as well as enhance competencies. Factors taken into consideration should include technology driven changes and the need for any change in organizational structure to enhance efficiency. The individual assessment will analyze training needs for job specific skill sets. This assessment will include an individual's performance requirements and satisfy developmental strategies recommended by stakeholders. This objective will be constant and carried over into 2015.

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

Supervisor training programs completed for 2014 included comprehensive instruction on various Management Techniques, Professional Standards, Civil and Legal Updates, Risk Management, and a variety of other essential topics for the supervisory role. This instruction will be updated and will

continue annually as a refresher for current supervisors and as an orientation program for newly promoted supervisors. The Sergeant Training and Evaluation Program (STEP) has been drafted and forwarded to command for review and approval for implementation in 2015.

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

This objective will be integrated with the first objective and will be a continuing process of assessment conducted by the Inspector of Professional Development during each 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.

The Inspector of Professional Development was established to ensure successful career development for sworn and non-sworn employees. This objective will be incorporated with the first objective regarding the development of an annual audit of agency employees training and identify their needs.

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

The Vehicle Operations training program was restructured and currently includes an on-line training segment to prepare students for the practical driver's training. This enhancement allows for better utilization of practical training time and reduces overtime costs. Vehicle operations training have been dependent upon instructors and driving pad availability. This objective will be enhanced as opportunity permits to meet demand as it requires specialized instructors. Additional instructor candidates for agency vehicle ops training will be assessed and prospective candidates will be provided opportunities for specialized courses of instruction to increase numbers.

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

During 2014 the Inspector for Professional Compliance and Accreditation successfully completed a comprehensive Staff Inspection course of instruction in preparation for inspections to be conducted for accreditation required on-site assessments. These staff inspections are scheduled to take place during 2015.

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. This objective has been completed.