

# Department of Corrections

## 2015 Annual Report



*Mike Williams*  
Sheriff



*Director Tara Wildes*



**Chief Darryl Daniels**  
*Division of Health Services*



**Chief Mike Devlin**  
*Prisons Division*



**Chief Tammy Morris**  
*Jails Division*



**Assistant Division Chief  
Ruben Bryant**  
*Community  
Transition Center*



**Assistant Division Chief  
Warren Calloway**  
*Pre Trial Detention  
Facility Operations*



**Assistant Division Chief  
Claude Colvin**  
*Montgomery  
Correctional Center*



**Assistant Division Chief  
George Pratt**  
*Pre Trial Detention  
Facility Services*

JACKSONVILLE SHERIFFS OFFICE



## Jacksonville Sheriff's Office

Duval County, Florida

*Mike Williams, Sheriff*

501 E. Bay Street  
Jacksonville, FL 32202

February 22, 2016

Sheriff Mike Williams  
Office of the Sheriff  
501 East Bay Street  
Jacksonville, Florida 32202

Dear Sheriff Williams:

Enclosed is the Department of Corrections Annual Report for the year 2015.

The report reflects the professionalism and dedication of a committed group of individuals who work well together to obtain results. You can be proud of the dedication of the fine men and women throughout the Department of Corrections who serve this agency and community well.

Sincerely,

Tara Wildes, Director  
Department of Corrections

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[www.jaxsheriff.org](http://www.jaxsheriff.org)



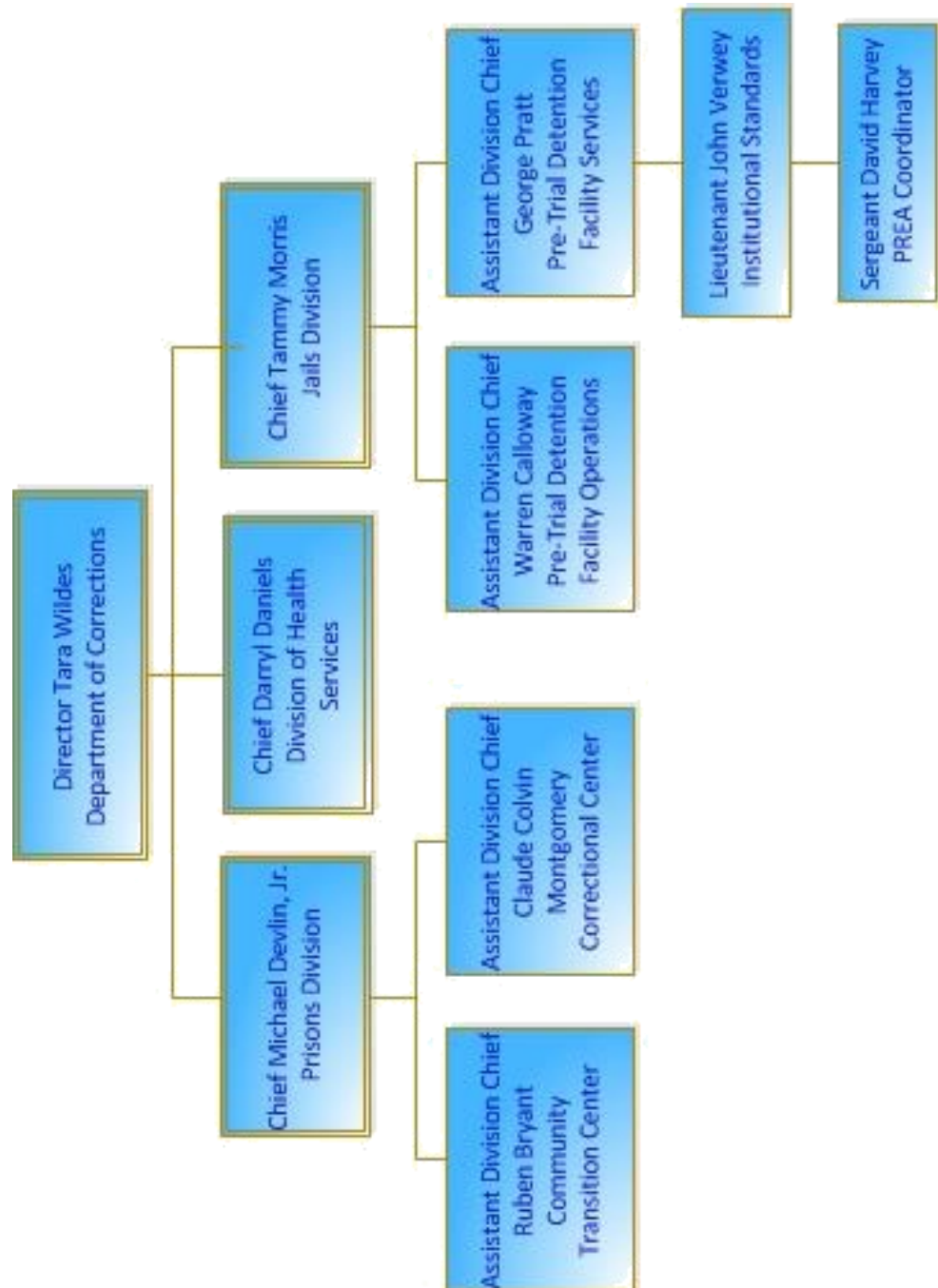
# 2015 Annual Report

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The Department of Corrections is led by Director Tara Wildes and comprised of three (3) divisions: Division of Health Services, overseen by Chief Darryl Daniels; Prisons Division, overseen by Chief Michael Devlin, Jr.; and the Jails Division, overseen by Chief Tammy Morris. One (1) police officer, Seven hundred and forty-two (742) corrections officers, one hundred and thirty-seven (137) civilians, and thirty-three (33) civilian part-time employees are assigned to this department. The organizational chart on the following page depicts the facilities assigned to this department.

# Department of Corrections Organizational Chart





# *Jails Division*

## PDF SERVICES UNIT

### **Laundry, Commissary, Food Service, Bond Custodian**

Sergeant Marisa Carter is the Laundry, Commissary, Bond Custodian and Food Service Sergeant at the Pre-Trial Detention Facility. She is responsible for supervising all of the various functions of these areas, in addition to working on any special projects needed for the facility. Her team, which consists of five officers and one part time civilian, is responsible for the following functions: Facility Laundry, Food Service Security, and Bonds. Also under Sgt. Carter's purview are five civilian commissary (Keefe Commissary) employees and 43 civilian food service (Aramark food service) personnel.

The food service personnel and two officers, utilizing inmate labor, supervised the making of over 284,700 meals for an average daily population of approximately 2,600 inmates at the Pretrial Detention Facility (PDF). Sgt. Carter also administers the preparation of staff meals and the Sheriff's Annual Christmas luncheon.

Laundry personnel, consisting of three officers, utilizing inmate labor as well, provided uniform exchange twice weekly and linen exchange once weekly to inmates housed in the Jails Division. Also, this past year a trial phase was initiated to launder inmate personal clothing purchased from the commissary once weekly.

The PDF had kiosks installed in all inmate housing areas for the electronic ordering of inmate commissary, moving away from paper ordering forms. The kiosks were provided by the commissary vendor, but required collaboration with Information Systems Management (ISM) and support service personnel during the installation. We are still in the first phase of utilizing the kiosks but look forward to moving on to all the functions the kiosks are able to perform. Sgt. Carter also sorts through all unclaimed commissary orders and distributes to several nonprofit organizations throughout the community.

Facility bond custodian Marvin Nash, a part time civilian employee, processed 8,369 Surety Bonds, 367 Cash Bonds and 422 Purges.

### **Maintenance, Receiving, Sanitation**

The Services Unit at the PDF saved the city tens of thousands of dollars by fabricating new items and repairing furniture and equipment. The welding shop built two wheeled tray drying racks for the kitchen. These were built at a fraction of the cost to purchase new and will last significantly longer than similar commercially available racks. This same group also built and installed a cage to protect the new water softener for the kitchen. Chemical stations were installed on each floor of the jail to save money and also limit access to dangerous chemicals that previously were transported by inmates in gallon containers. Eight cages were fabricated, painted and installed to secure the 15-gallon chemical containers in each area. Ladders were built and installed on bunks in the lower level housing area to improve access to the top bunk. Many repairs in the PDF were done in-house, including repairs to cell doors, floors, handrails, windows/window frames, and food carts.

The new freezer floors were completed in the kitchen as well as newly fabricated rails installed to protect kitchen appliances. The floor in the laundry was resurfaced and the chemical cages were repaired, sanded and repainted. Many dorms were painted as was the entire M2 clinic and numerous offices at the PDF and the Jacksonville Reentry Center (JREC). The sixth floor cells and dorms were deep cleaned this year.

Facility infrastructure changes required by the Americans with Disabilities Act (ADA) and Prison Rape Elimination Act (PREA) were completed by services personnel. Curtains were made at MCC and installed in front of the dorm showers in over half the PDF dorms and the rest will be completed in 2016. A curtain was installed around the medical screening area in booking to comply with PREA privacy standards. Cane guards were installed throughout the facility in accordance with the ADA and painted yellow for safety. New benches were installed in the first floor court hallway and the lower level hallway to assist in applying restraints. Finally, three large fans were purchased and installed in the sally port to draw in fresh air and help cool this area in the summer.

## **Property and Postal Service**

The Property area is comprised of a combination of operations and support sergeants and thirty officers. Sergeant Peoples also processes property issues and claims for all three institutions. She is responsible for all unclaimed property and lost property claims.

The Postal Services unit is comprised of two officers. The Postal Officers oversee all incoming and outgoing mail and inter-office mail. They are one of the first defenses against keeping contraband from entering the jail through our mail system. The Postal and Property Liaison Officer also fills in when there is a vacancy in the Services Unit.

The Property Room Officers are responsible for all incoming and outgoing property. They set up commissary accounts for all inmates coming into the facility. They issue PIN numbers to each inmate for the use of the inmate telephone system. A semi-annual property inventory was also conducted, as is required by accreditation.

## **FUGITIVE AND TRANSPORTATION UNITS**

In 2015, the Fugitive Unit transported a total of 1,941 inmates. 153 inmates were transported in Duval County, 1,721 were transported outside of Duval County throughout the State of Florida, and 67 inmates were transported outside the State of Florida. The Fugitive Unit transported 55 inmates for deposition at the State Attorney's Office. Personnel travelled 159,534 miles and 18 commercial flights to make these transports. The Fugitive Unit also had 295 extradition cases in which 252 were approved, 31 rejected and 12 pending.

In 2015, the Transportation Unit transported a total of 44351 inmates to the Duval County Court House.

In 2015, the Transportation Unit transported a total of 1857 inmates to the Florida Department of Corrections.

## **JUDICIAL PROCESS UNIT**

The Judicial Process Unit (Court Office) continues to work closely with various agencies and departments to minimize the wait time on transporting inmates to other facilities. During 2015, over 2000 inmates were transported to state prison. The alliance between the State Attorney's Office, bonding agencies, and the Department of Corrections continues to strengthen due to our regularly scheduled meetings. Coupled with the Clerk of Courts and the Judicial Officers, the telephone court hearings arranged by this office has resulted in improving short-term court appearances and the reduction of numerous commutes. In 2015, the Judicial Process Unit processed over 35,000 inmates for Regular Scheduled Court and over 44,000 inmates for J-1 First Appearance Court.

## **INMATE CLASSIFICATION UNIT**

In the 2015 the Classification Unit in conjunction with the Security Committee, conducted 11,871 Weekly Inmate Reviews of inmates that are house in Specialized Housing or Confinement. This is a vital process that ensures the proper regulation and usage of our Specialized Housing and Confinement units for the inmate population.

Classification personnel are also responsible for holding inmate disciplinary hearings, conducting post sentence assessments, making labor and program assignments and facilitating inter-facility moves.

## **IMMIGRATION CUSTOMS ENFORCEMENT UNIT**

### **ICE 287(G) PROGRAM**



The 287g program continued in the Jails Division with our ICE Unit; the unit is comprised of five active Officers and one Sergeant. They assist Immigration and Customs Enforcement Division of the Department of Homeland Security in the detection and removal of criminal aliens. For 2015, 1,783 criminal aliens were encountered.

After being fingerprinted and interviewed, 200 of those encountered met ICE's criteria to be placed in removal proceedings. Since inception, the unit has encountered 13,475 foreign born inmates, and placed 2,209 in removal proceedings from 96 different countries.



In the spring of 2015, the unit underwent an inspection by the DHS Office of Professional Responsibility. The inspection lasted for 3 days and covered all aspects of ICE 287g policy and procedures. Once the inspection was over, we were very pleased to learn that the inspectors found no deficiencies and ranked our unit in the top 1% in the nation.

### SECURITY UNIT

The Security Unit is responsible for the Implied Consent Program, Key Control, Fire Safety Inspections, and Facility Access to all Department of Corrections Facilities. The permanent staffing for the Security Unit in 2014 consisted of a sergeant, and three corrections officers.

During 2015 there were 1259 breath tests conducted and 964 refusals. The unit trained 16 new Breath Test Operators and recertified 9 BTOs. Over 1000 contractors, vendors, volunteers, and community partners were screened for access to provide a myriad of services to the Department or inmates. The Jails Divisions passed its annual Fire Inspection without any deficiencies noted.

### INTELLIGENCE UNIT



The Department of Corrections Intelligence Unit assisted the Special Investigations/Integrity Unit, Homicide, Patrol Gang Unit, Crime Analysis, and several other units with gathering intelligence for high profile cases such as, William Ebron, Lonna Barton, and Donald Smith. The unit was successful in gathering criminal intelligence that led to five inmates having add-on charges placed on them for *Introduction and Possession of Contraband in a Detention Facility*, along with two civilians having warrants placed on them for *Introduce or Smuggling Contraband into a Detention Facility*. The unit investigated and prevented numerous cases of witness tampering, conspiracy to commit murder, and escape attempts.

The unit continues to promote intelligence awareness by teaching a 4 hour block to all new recruit classes, and it assisted with instructing officers at the Montgomery Correction Center in gang/security threat group recognition. The unit also selected and

trained officers to work on a task force that specifically targeted security threat group members and suspected members based on intelligence that was received through the unit. The unit along with the task force identified 42 undocumented local and national gang members belonging to 12 different security threat groups. The unit and the task force wrote 66 Field Investigation Reports.

### **Jails Division Operations**

The Jails Division Operations personnel are responsible for the intake, booking, release, transfer, care, custody, and control of pretrial and sentenced inmates incarcerated in Duval County. In 2015, Operations processed 31,605 inmates into jail and released 31,683 inmates. The Jails Division Operations is the largest unit within the Department of Corrections with 391 personnel assigned to supervise, on average, 2,611 inmates daily (2015 ADP) around the clock, 365 days a year. The Operations watches have 37 officers who are dual certified in corrections and law enforcement, known as Dual Certified Officers (DCOs).

### **Dual Certified Officers Program**

The Dual Certified Officer (DCOs) program has officers assigned at all three DOC facilities, working in both operations and support services positions. There are currently 81 DCO's in the Department of Corrections. The DCOs are responsible for completing a Basic Law Enforcement program and maintaining their training throughout the year. The DCO program has made great strides in expanding the ongoing efforts to alleviate some of the workload for Zone 1 and Zone 6 Patrol Officers. During 2015, DCOs made a total of 4,281 arrests with a total of 5,491.

On October 1, 2015, DCOs began completing on-view arrests at DOC facilities. This transition put more focus on the Corrections personnel handling the incidents from start to finish as they arose in and around the facilities. The DCOs were tasked with investigating the crimes, reporting them accurately, handling evidence, filing charges, and attending court. In the two months of the year that this program expansion was concluded, a total of 28 cases were filed by DCOs. Of those 28 cases, 12 have resulted in additional time for the offender, 5 have been dropped, and 11 are still pending.

## JACKSONVILLE REENTRY CENTER (JREC)

The Jacksonville Re-entry Center (JREC) is committed to our community partners and offender service providers who work with us and provide guidance and oversight through their participation in monthly Jacksonville Area Discharge Enhancement (JADE) meetings. To that end, JREC works cooperatively with law enforcement agencies, state attorneys, public defenders, health service providers, businesses and other agencies for referrals and customer services. JREC coordinates the sharing of information among the participating agencies to facilitate the screening of former offenders and case processing for program referrals.

The Jacksonville Sheriff's Office, Department of Corrections will, in conjunction with participating agencies, operate a "Portal of Entry" whereby ex-offenders returning from local, state or federal incarceration can be provided assistance for successful reentry into our community. The Jacksonville Re-entry Center serves as one arm of this re-entry portal, which serves as a one stop shop as much as possible for those returning to Duval County.

At JREC, the returning former offender can also take care of the requirements of felony or sex offender registration. Opportunities to succeed in society are maximized and reasons to reoffend minimized; from housing, to employment to the basics of food and clothing, JREC attempts to prevent the circumstances that would lead an individual back into criminal behavior.

**Dismas** is another arm of the Sheriff's Office reentry initiative. This program is designed to address the needs of offenders which have been or are at risk of being involved in crimes of violence. These groups of offenders are addressed through *Offender Notification Meetings* that includes communicating a focused deterrence message to a targeted group of high-risk offenders at risk for gun crime. The message is communicated through a coordinated and aggressive law enforcement response to firearms violence, making offenders know they are more visible to police and the community. This group of ex-offenders will also be connected with necessary services to meet needs and provide alternatives to criminal involvement.

## HIGHLIGHTS

JADE members made up of local, state and community partners participate in sub-committees that are formed to address specific barriers that are identified by members. Current committees are Information Sharing, Mental Health, Sex-Offender Housing and Employment.

Through the collaborative efforts of the Mental Health Sub-committee over forty individuals from JREC and the Florida Department of Corrections completed an eight hour class entitled "*First Aide Mental Health*".

Fiscal year 2015-16

Clients that signed a three month contract	644
Nights of transitional housing provided	6,387
Mental Health service hours provided	1,168.50
Clients receiving clothing	661
Clients receiving food goods	627
Weekly Bus Passes provided	2,445
Clients that became employed while in the program	314
Florida Identifications/Driver's License	224
Clients that successfully completed program	360
Clients assisted without completing program	339
Clients arrested while in program	78
Information provided to individuals who did not sign a contract	4875

**JREC Correctional Services Counselor staff** began providing pre and post release case management services for the "New Leash on Life" Jacksonville Sheriff's Office program participants and is completing arrangements to begin working with the DAWN program participants. Inmates in the New Leash on Life are transported to JREC

pre-release to have comprehensive needs assessment administered. Additionally, inmates attend a Career Development Orientation which includes job search skills, resume' writing, mock interviews as well as financial literacy. Upon release participants are provided comprehensive case management services.

**Bicycles:** Many JREC clients reside at transitional housing locations that are long distances from bus stops. This poses additional barriers to both seeking employment and arriving to employment locations on time. To address this dilemma JREC staff solicited donations for used bicycles and have been able to provide this viable transportation source to clients in need.

**Recidivism reduction:** The Jacksonville Reentry Center provides holistic services to **all** eligible individuals regardless of the severity of their sentence. Eligibility is based upon three factors; the individual must have been a resident of Duval upon arrest, they must be convicted of a felony offence and sentenced to the Florida Department of Corrections and or be a JSO inmate that is participating in either the Transition From Jail to Community program, the New Leash on Life program or the DAWN program. Program participants continue to recidivate at lower rates than the general JSO population.

**JREC is a model** that many Florida Sheriff's Offices as well as local providers look to for assistance in implementing their own re-entry portals. This year, Brevard, Broward, Marion and Orange County staff as well as representatives from Santa Rosa have toured the JREC facility.



# Prisons Division

## MONTGOMERY CORRECTIONAL CENTER

The Montgomery Correctional Center (MCC) is charged with equivalent responsibilities of public safety and public service. Our primary public safety role is to provide care, custody and control of county sentenced inmates. Public service is provided by utilizing county sentenced inmate labor for carefully selected community work projects. It is estimated that the utilization of inmate labor from MCC saved the taxpayers of our city over 5.8 million dollars in 2015.

The Montgomery Correctional Center consists of three compounds: the North Unit functions as a sentenced male facility with a capacity of 560; the South Unit as a female facility, designed to house 190 sentenced and un-sentenced prisoners; and an annex (C-Building) that can house an additional 56 prisoners. Throughout 2015, MCC maintained an average daily inmate population of 533.

In July 2015, MCC broke ground on the new Health and Rehabilitative Facility. The new facility will replace the two aging trailers currently being used for health services at the MCC. Combining both clinics will increase the overall efficiency of our inmate health services and will also provide needed classroom space for our continuously expanding inmate programs. Construction is scheduled to be completed in March 2016.



The MCC Services Unit, led by Sergeant Richard Long made impressive strides in 2015. Our core duties are to support the facility operations through food service, sanitation, maintenance, and procurement activities. This past year we have added an additional focus of improving and increasing the inmate vocational training opportunities at MCC. The next few pages will outline the initiatives we hope to build upon in 2016.

Travis Bowles and Officer Harry Johnson in the Metal Shop, continue to be an invaluable resource to not only the Jacksonville Sheriff's Office, but the entire City of Jacksonville. In 2015, Travis Bowles and Officer Johnson completed over 130 metal fabrication projects for the DOC, JSO Swat, JSO K-9, JSO Gun Range, PAL, VA Cemetery, Emergency Preparedness Unit, Police Academy, JSO Honor Guard, JTA, Public Buildings, and the IM Sulzbacher Center. Their continued contribution to the City of Jacksonville over the past year has been exceptional. The inmates involved in this vocational program receive valuable welding and metal fabrication training from our certified welding trainer.





The “A New Leash on Life” (ANLOL) canine training program at the MCC had another great year. A new program partner, Pit Sisters, took over for First Coast No More Homeless Pets (FCNMHP) and brought a renewed excitement to the program. Carson Tinker from the Jaguars is now the program spokesman bringing more awareness to our cause. Our program goal is to re-socialize homeless dogs by teaching them basic obedience skills utilizing inmate trainers. This program has proven to reduce euthanasia rates among our homeless pet population. The program also provides job and life skills such as teamwork, responsibility, patience and problem solving to the inmates. Officer Irre oversees the program and has

supervised 8 classes, which included 41 dogs and 61 inmates that completed the 10 week program. This program garnered positive publicity for the JSO through several news stories by First Coast News, Channel 4 News and The Florida Times Union.





The inmate participants of ANLOL have also welcomed the opportunity to interact with the children attending the Parent Help Center's "Camp Consequence". After the children are introduced to the dogs, the inmates take the opportunity to share with the children how their decisions have real consequences, which could lead to them being incarcerated. This has been a mutual benefit for the inmates and the troubled children attending Camp Consequence. Additionally, ANLOL participants have been offered re-entry services by our Jacksonville Re-entry Center to assist with their transition back into our community.





The MCC Prisons Industries Unit, also under the supervision of Sergeant Long, launched the JSO Alterations Shop in 2015. Thus far, Officer Pitney and her inmate workers have completed over 10,000 uniform alterations. This prison industry will save the JSO over \$32,000 a year in alterations expenses. An additional 2000 man-hours per year are estimated to be saved by eliminating the need for each officer to handle their own alterations delivery and pick-up at alternate sites. The alterations shop is now expanding into embroidery to make an even larger impact on our uniform expenses. Currently Officer Pitney is processing the embroidery of all of the Community Service Officer and Communications Unit uniforms.





A Primary mission of the MCC alterations shop is to provide job skills and a path to employment for the women incarcerated at MCC. We are very fortunate to have partnered with Rethreaded to add additional services for the women participating in our shop. Rethreaded's mission is to provide employment opportunities and social services to those involved in human trafficking and prostitution in Jacksonville. We look forward to expanding this partnership in 2016 to assist the women at MCC during their transition back into our community.



Sergeant Dukes and Officer Andino of the MCC Services Unit, partnered with Aramark Food Service to launch the IN2WORK Culinary Vocational Program. Inmates enrolled in this 12 week program are instructed by Aramark food service professionals. The course covers the use of basic kitchen equipment, restaurant operations, and safe food handling practices. The program concludes with the inmates preparing for and taking the ServSafe certification exam, which is required to work in the food industry. The IN2WORK program will assist the participants with finding employment in the robust food service industry in Florida, which makes up over 12% of available employment opportunities.



The MCC Facilities' Manager Frank Bass displays a custom podium he constructed for Sheriff Mike Williams utilizing inmate labor in his carpenter shop. Frank and his team ensure MCC is maintained in



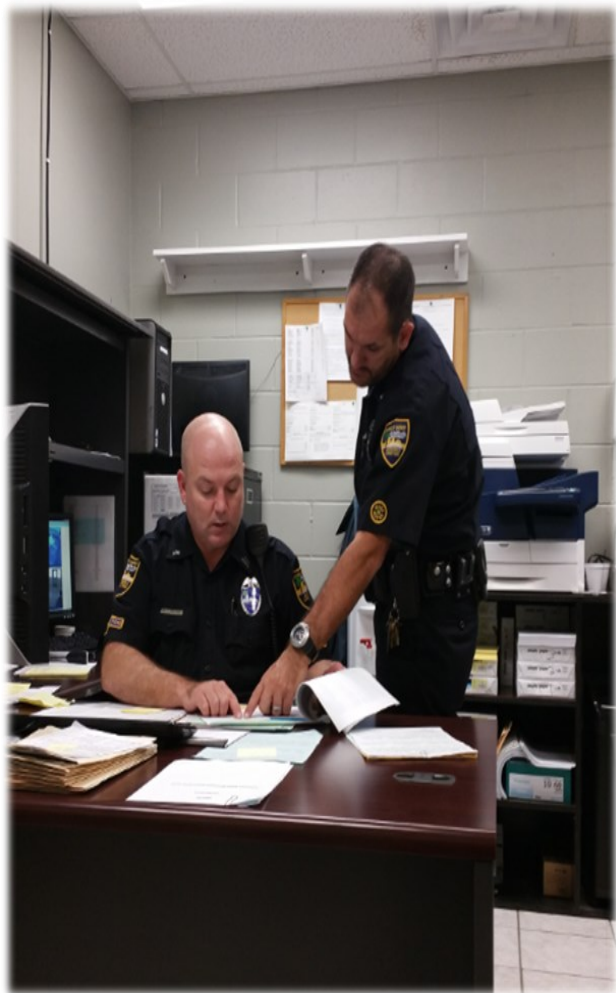
the best possible condition.

Vocational Training Specialist Travis Bowles and Sergeant Richard Long of the MCC Services Unit were recognized as the Civilian Employee and Corrections Supervisor of the YEAR for 2015. We are very proud of their accomplishments and dedicated service to the Citizens of Jacksonville.

The MCC Security and Classification Units are led by Lieutenant Chad Starling and Sergeant Chris Harris. The primary focus of these units is internal and external institutional security and the proper identification, designation and housing of inmates while they are incarcerated at MCC. The end goal of the Security and Classification Units is to provide and maintain a safe and secure environment for the public, MCC staff, and the inmates incarcerated at this facility.

The MCC Security Unit investigates potential breaches in facility security from outside and inside the institution. The Security Unit conducted numerous investigations involving the introduction of hard contraband from off compound work locations, as well as engineered contraband drops on compound, by both civilians as well as inmates housed at the institution. The Security Unit uses a wide array of resources to include the Crime Analysis Unit, surveillance, recorded inmate telephone conversations, intercepted mail correspondence, and inmate informants for the interdiction of illicit contraband. The Security Unit was also active in collaborating with the JSO Intelligence and Integrity Units when investigations warranted their involvement. In the calendar year 2015 Security Unit investigations led to the dismissal of some civilian supervisors for failure to properly adhere to and/or violation of the guidelines set forth in the JSO Civilian Inmate Supervisor Program.

MCC Classification Officers Steve Smithgall and Brian Nielson screen and classify the inmates upon their arrival to ensure they are assigned a proper housing location and given an appropriate work crew assignment determined by their charges and past criminal history. The coordination and utilization of inmate labor at Montgomery Correctional Center resulted in an estimated savings of over five million dollars to the City of Jacksonville in 2015. The Classification Unit also maintains and updates inmate records for those that fall under specific categories, such as; Sexual Predators, Blood Borne Pathogens, Mental Health, Escape Risks and Security Threat Groups (STG).



Starting in July of this year, a renewed emphasis was placed on the identification and documentation of STG members housed among the inmate population at MCC. The MCC Security and Classification Unit began coordinating with the Jails Division Intelligence Unit and the CTC Security Unit in this endeavor, sharing information and attending the monthly gang intelligence meeting held at the Police Memorial Building. MCC Classification Officers began conducting more thorough inmate interviews to include specific questions to more accurately identify potential STG members. Any distinguishing features such as tattoos were photographed and documented for intelligence gathering.

Sergeant Harris coordinated with the Patrol Gang Unit and initiated training for selected shift personnel at MCC. Since attending this training, these officers through routine duties such as searches, shakedowns, and investigations have forwarded numerous gang related leads to the Security Unit for follow-up. The MCC Security Unit submitted Field Investigative Reports with documentation on 15 previously undocumented inmates and routed the information to the Intelligence unit as well as the JSO Gang Unit.

The Community Projects arm of the Security Unit, under the direct supervision of Sergeant Harris, continues to be a valuable asset to the Jacksonville Sheriff's Office and to the community it proudly serves. Utilizing a team of five inmates, Officer Brynn Hatton works with JSO Patrol Officers in and around the Jacksonville area to help with

**Officer Brynn Hatton**



special projects to include the removal of urban blight, elimination of vagrant camps and beautification projects as delegated by proper authority. Officer Hatton is also heavily involved in cleaning illegal dump sites and other special projects upon request.

Officer Grady Mixon works in conjunction with Officer Hatton, assisting as demands for inmate labor increases or larger scale projects arise. Officer Mixon also supervises an independent inmate work crew to maintain the grounds around MCC when not directly involved in Community Projects.

Community Projects Officers, utilizing inmate labor, have worked hand in hand with the City of Jacksonville on large projects such as the city sponsored tire buyback program at Everbank Field in March, The Greater Jacksonville Kingfish Tournament, The Jacksonville Equestrian Center and a significant clean up and blight removal project in the Ken Knight area of Jacksonville.

The MCC Community Projects team built a new relationship with the Duval Extension Service – Urban Forestry Division in 2015. This is a group of retired volunteers who have completed a Master Gardener Program. These volunteers prune and trim trees in city parks twice each month as a way to “give back” to our great city. These volunteers work tirelessly on our city parks trimming tree branches, removing dead trees, pulling weeds, etc... This generates large amounts of debris. Our inmates remove the debris, so the volunteers can enjoy their time without having the burden of heavy lifting.

**Officer Grady Mixon and the Duval Extension Service - Urban Forestry Division**



Below are examples of Homeless Camps / Blight projects completed in 2015 by the MCC Community Projects Team.

**Homeless Camps / Blight  
Before / After**





With the assistance of MCC and CTC Watch Commanders, we were able to generate additional officers on Fridays through our Career Enhancement Program. This allowed our Community Projects team to be a vital component of the “Operation Cease Fire” initiative, started by Sheriff Mike Williams to combat violent crime in our community.

Working with Patrol Sergeant Donald Smith, our Community Projects teams targeted all 6 zones. MCC provided up to five trucks and twenty inmates at a time, expediting the positive impact desired for targeted areas. In



2015, the Community Projects team removed 2,326 yards of debris and dumped 64,955 pounds of trash at the Trail Ridge Landfill.

To further demonstrate our commitment to service the needs of the City of Jacksonville on projects and initiatives such as these, the MCC Administration has submitted a request to the Jacksonville City Council for supplemental funding in order to fully staff the Community Projects team utilizing retired officers to supervise additional inmate work crews.





The MCC Security Unit oversaw the completion of two large projects at the Montgomery Correctional Center in 2015. Security Technology Officer David Lucas coordinated with and worked alongside civilian contractors on the installation of the new panel and intercom systems throughout the facility.



The Security Unit also coordinated with City of Jacksonville Public Works and The Environmental Air Quality Division to clear, remove and burn years of overgrowth and unused pasture fencing. Over twenty large piles of debris were permitted for burning.

The completion of this project has created a more open line of sight for added security and improved the overall look of the facility grounds.

The MCC team is excited about the promise that 2016 holds and we look forward to the challenges ahead. We share a common goal of serving our community with pride and distinction and consider it an honor to represent and protect the citizens of Jacksonville each day.

JACKSONVILLE SHERIFF'S OFFICE / DEPARTMENT OF CORRECTIONS

INMATE WORK SAVINGS

ANNUAL 2015

MONTH	FACILITY	Category One: In-Facility Job Assignments	Category Two: On-Compound Job Assignments	Category Three: Off-Compound- Job Assignments	Average Wage	Total Wages
<b>*CTC AND MCC BASED ON 8 HOUR WORK DAY</b>						
<b>**PDF BASED ON A 10 HOUR WORK DAY</b>						
January	CTC*	956	409	335	\$10.29	\$139,944.00
	MCC*	4085	846	1004	\$10.29	\$488,569.20
	PDF**	4736	0	0	\$10.29	\$487,334.40
<b>DEPARTMENT TOTALS (JAN)</b>						<b>\$1,115,847.60</b>
February	CTC*	838	319	404	\$10.29	\$128,501.52
	MCC*	3792	826	876	\$10.29	\$452,266.08
	PDF**	4140	0	0	\$10.29	\$426,006.00
<b>DEPARTMENT TOTALS (FEB)</b>						<b>\$1,006,773.60</b>
March	CTC*	983	341	519	\$10.29	\$151,715.76
	MCC*	4342	879	950	\$10.29	\$507,996.72
	PDF**	4510	0	0	\$10.29	\$464,079.00
<b>DEPARTMENT TOTALS (MAR)</b>						<b>\$1,123,791.48</b>
April	CTC*	899	342	416	\$10.29	\$136,404.24
	MCC*	4173	961	1048	\$10.29	\$508,902.24
	PDF**	4280	0	0	\$10.29	\$440,412.00
<b>DEPARTMENT TOTALS (APR)</b>						<b>\$1,085,718.48</b>
May	CTC*	958	373	389	\$10.29	\$141,590.40
	MCC*	4114	894	956	\$10.29	\$490,956.48
	PDF**	4582	0	0	\$10.29	\$471,487.80
<b>DEPARTMENT TOTALS (MAY)</b>						<b>\$1,104,034.68</b>
June	CTC*	1042	372	405	\$10.29	\$149,740.08
	MCC*	4350	982	922	\$10.29	\$514,829.28
	PDF**	4824	0	0	\$10.29	\$496,389.60
<b>DEPARTMENT TOTALS (JUN)</b>						<b>\$1,160,958.96</b>
July	CTC*	1041	459	469	\$10.29	\$162,088.08
	MCC*	4430	910	859	\$10.29	\$510,301.68
	PDF**	4957	0	0	\$10.29	\$510,075.30
<b>DEPARTMENT TOTALS (JUL)</b>						<b>\$1,182,465.06</b>
August	CTC*	951	355	523	\$10.29	\$150,563.28
	MCC*	4495	833	859	\$10.29	\$509,313.84
	PDF**	4791	0	0	\$10.29	\$492,993.90
<b>DEPARTMENT TOTALS (AUG)</b>						<b>\$1,152,871.02</b>
September	CTC*	940	321	438	\$10.29	\$139,861.68
	MCC*	4026	716	843	\$10.29	\$459,757.20
	PDF**	4841	0	0	\$10.29	\$498,138.90
<b>DEPARTMENT TOTALS (SEPT)</b>						<b>\$1,097,757.78</b>
October	CTC*	994	295	479	\$10.29	\$145,541.76
	MCC*	4154	842	857	\$10.29	\$481,818.96
	PDF**	4749	0	0	\$10.29	\$488,672.10
<b>DEPARTMENT TOTALS (OCT)</b>						<b>\$1,116,032.82</b>
November	CTC*	912	308	406	\$10.29	\$133,852.32
	MCC*	3962	642	680	\$10.29	\$434,978.88
	PDF**	4594	0	0	\$10.29	\$472,722.60
<b>DEPARTMENT TOTALS (NOV)</b>						<b>\$1,041,553.80</b>
December	CTC*	953	348	465	\$10.29	\$145,377.12
	MCC*	3974	634	890	\$10.29	\$452,595.36
	PDF**	4506	0	0	\$10.29	\$463,667.40
<b>DEPARTMENT TOTALS (DEC)</b>						<b>\$1,061,639.88</b>
<b>ANNUAL TOTALS</b>						
		In-facility	On-Compound	Off-Compound		
	CTC*	11467	4242	5248	\$10.29	\$1,725,180.24
	MCC*	49897	9965	10744	\$10.29	\$5,812,285.92
	PDF**	55510	0	0	\$10.29	\$5,711,979.00
	TOTAL DOC JOBS	116874	14207	15992		
	TOTAL DOC DOLLARS	\$10,763,463.48	\$1,169,520.24	\$1,316,461.44		\$13,249,445.16

## COMMUNITY TRANSITION CENTER

The Community Transition Center (CTC) is one of two facilities belonging to the Prisons Division. The CTC is a 300-bed minimum security facility located at 451 Catherine Street. The CTC is commonly known as the “Programs Facility.” The primary focus of the CTC is to reshape the behavior of our county sentenced inmates, providing them with tools they can use to become more productive members of society upon their release. The CTC provides numerous programs and classes for our inmate population with this goal in mind.

### **Matrix House Substance Abuse Treatment Program**

Matrix House continues to be the CTC’s flagship program. This program is provided by River Region Human Services which is contracted by the City of Jacksonville to provide an intensive, clinically structured substance abuse program, based on the Therapeutic Community model for 135 inmates at any given time. The River Region and the CTC corrections personnel work closely together to efficiently and effectively facilitate this program.

Matrix House is designed to help the inmates identify and change negative behaviors that have led to their substance abuse. The inmates are given group and individual therapy throughout the 120-day in-house treatment program. They are also encouraged to learn from each other and the staff members to become more accountable for their actions. These inmates are required to participate in one year of After Care treatment once they complete our in-house treatment.

Upon successful completion of the Matrix House and After Care programs, participants are recognized at the Matrix House Commencements, which are held three times each year. It is a joyous occasion where the ‘graduates’ are recognized and share how they are doing in their recovery and reintegration into society.



## **CTC SECURITY / SUPPORT SERVICES UNIT**

The CTC Support Services Unit is comprised of one lieutenant, one sergeant and nine officers. Because CTC is relatively small in comparison to our other two facilities, there are fewer officers to provide similar services as the other facilities. Instead of being responsible for one job or task, these officers are responsible for several functions and must manage their time, so as to be effective and efficient in their assigned duties. All officers are cross trained in other areas so they are able to assist with the duties of their colleagues.

For example, one of our Support Services team members, Officer Mary Moore, is the Laundry and Grounds Officer. She is responsible for all aspects of managing the inmate laundry, such as supervising an inmate work crew as they wash, dry, sort and fold the inmate uniforms; ordering supplies, linen and uniforms; and the maintenance of laundry equipment. She utilizes an inmate work crew to keep the facility grounds neatly landscaped and clear of litter. She is the backup officer to several other duties around the facility when other Support Services Officers are off duty or in need of assistance.

The Support Services team is led by Lieutenant Toni Owens and Sergeant Joshua Benoit. They are responsible for supervising all of the various functions of Support Services, in addition to completing any special projects needed for the facility. At any given time, the Support Services team is working on or overseeing numerous projects such as the replacement and installation of our classroom trailer, installation of

fencing around the inmate recreation area, the installation of the new walk-in refrigerator/freezer in the CTC kitchen, etc.... The Support Services team is responsible for the following functions: facility maintenance, laundry, grounds, accreditation, vendor contract compliance, classification, disciplinary report hearings, chemical testing, food service, inmate labor, key control, armory, vehicle upkeep, technology needs, facility security and gang intelligence.

**Portable Classroom Installation**



**Chemical Testing Officer Mayo**



### **Home Detention Program**

The Home Detention program also falls within the purview of CTC Support Services. The Unit consists of three Field Investigator Officers, who are charged with the tracking and supervision of the inmates in our Home Detention and Work Furlough programs. The Home Detention Program allows eligible inmates the ability to serve their sentences while confined to their home. Although this may sound like it would be easy, it is not. Not only are these inmates monitored 24/7, they are required to stay at their home unless they are on an approved activity such as the weekly visit with their Corrections Counselor, going to and from their place of employment, medical appointments, etc...

The staff assigned to this unit constantly monitors the participants by both computer monitoring and physically contacting the inmates while they are in the community. This team of officers is able to track the inmates with the GPS monitoring devices the participants are required to wear. Our Field Investigators are out in the community daily ensuring that these inmates are in compliance with program rules and regulations.

### Home Detention Officers Tucker and Hullender



Each participant is also assigned to a Corrections Counselor who ensures that they abide by the program rules and other stipulations required by the courts. Participants are drug tested on a weekly basis are also required to pay board fees to assist with the cost of their incarceration. Not only does this program offset incarceration costs, it also allows the participant to remain a productive citizen unlike conventional incarceration. The Home Detention program assists inmates in making positive steps towards a more productive life upon release.

### DEPARTMENT OF CORRECTIONS PROGRAMS UNIT

The Department of Corrections (DOC) Programs Unit is led by Lieutenant David Kilcrease and Sergeant Equilla Stallworth. The members of the Programs Unit facilitate and/or assist with the various programs, classes, and events offered at the Pretrial Detention Facility (PDF), the Montgomery Correctional Center (MCC), and the CTC. The Programs Unit acts as the DOC's liaison to community partners, volunteers, faith based organizations and other human services entities that wish to partner with the Jacksonville Sheriff's Office (JSO). This joint effort reduces recidivism and in turn enhances public safety by providing rehabilitative programs and services for our inmate population.

The goal of the programs provided by the DOC is to address the criminogenic needs of the individuals incarcerated. It is our hope that by addressing the root causes of the individuals' criminal behavior, that they will be provided the means to have successful

reintegration into society and become productive citizens. By providing these services for the inmate population, the DOC is aiding in the overall JSO effort to enhance public safety.

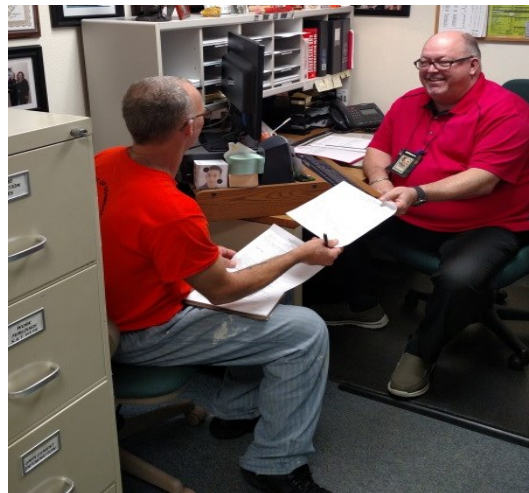
### **Job Readiness and Work Furlough Program**

This program, supervised by Ms. Lorna Jones –Stutson, is designed to assist inmates in returning to the work force while incarcerated and maintaining employment after incarceration. In the Job Readiness stage, CTC Corrections Counselors assist eligible inmates in learning how to develop their resume, apply for jobs, interview for positions, and with obtaining their Social Security cards and Florida Identification cards. Once an inmate obtains employment, they are moved to the Work Furlough stage and are charged a board fee to offset the costs of their incarceration. The inmates are required to wear a GPS ankle monitor, which allows staff to track their movements as they go to and from their place of employment or other approved destinations. Work Furlough inmates return to CTC at the end of their work day.

Under the guidance of our Corrections Counselors, the participating inmates are able to gain valuable work experience while incarcerated and many of them maintain their employment upon release.

Ms. Jones-Stutson and her team are dedicated to making a difference and take great pride in assisting the inmates in these programs.

**Corrections Counselors April Wilson and Jim Fischer**





The following chart displays the numbers of inmates served in each program and the numbers relating to the efforts of the CTC Corrections Counselors in the 2015 calendar year:

### **2015 CORRECTIONS COUNSELOR FIELD INVESTIGATION STATISTICS**

<b>HOME DETENTION PROGRAM</b>	
OFFICE	1058
PHONE	1614
<b>TOTAL:</b>	<b>2672</b>

<b>SCREENS</b>	
HD	101
WF	240
JRP	266
STUDENT	9
<b>TOTAL:</b>	<b>616</b>

<b>WORK FURLOUGH PROGRAM</b>	
OFFICE	1591
phone	1968
<b>TOTAL:</b>	<b>3559</b>

<b>CASE LOAD TOTAL</b>	
JRP/PRE REL	360
WF	240
HD	360
STUDENT	9
<b>TOTAL:</b>	<b>969</b>

<b>PRE-RELEASE PROGRAM</b>	
OFFICE	1570
PHONE	1616
<b>TOTAL:</b>	<b>3186</b>

- 458 Inmates were allowed out on GPS monitoring for job searches/interviews
- 128 Inmates were allowed out on GPS ,monitoring to obtain their Social Security identification
- 240 Inmates gained employment as part of the program

#### **Thinking for a Change (T4C)**

The Programs Unit continues to expand the use of T4C, our integrated, cognitive behavioral, change program for offenders housed within our 3 facilities. Previously, the program was delivered to small groups of offenders to give them the components necessary to modify their thinking process. This was well received by the participants and was very successful in changing behaviors. Building upon this success, the Programs Unit took our use of T4C a step further by having Programs Unit Officers Gevonnia Thurman and Lashanda Frazier introduce the program to our community

partners (Women’s Center of Jacksonville, Clara White Mission, Operation New Hope, Hubbard House and others) to assist them with better understanding the needs of the clientele once they leave the correctional setting. Officers Thurman and Frazier also delivered a synopsis of how T4C works to corrections staff during In-Service training for supervisors and officers. In 2015, over one hundred fifty eight inmates, from all three institutions, graduated from the program. Furthermore, ten River Region staff members, five Corrections Officers and sixteen community partners completed the program.

The Programs Unit also introduced T4C to one hundred and sixty-four (164) 4th and 5th grade students at Smart Pope Livingston Elementary School. Officer Deon Johnson facilitated these classes. Officer Johnson’s presence at the school was welcomed by the faculty who viewed him as a positive role model for the students. Officer Johnson’s involvement also provided an opportunity for the students to interact with a law enforcement officer, outside the typical law enforcement environment. The goal of this training was to introduce positive social skills in early childhood with the hope that the skills will stay with the children as they grow into young adults and beyond.

### **Classes and Events**

Classes at each of our facilities follow proven, evidence-based practices and most are facilitated by volunteers. Our volunteer force, a critical component to our success, is successfully managed by the members of the Programs Unit. Some highlights from classes held at our facilities are:

#### **Pre-Trial Detention Facility Classes**

- Duval County Public School #176 held the 2015 graduation ceremony in Court room J2 on June 4<sup>th</sup>. Nineteen students received their High School Diploma. Eleven of the students were participants in our new juvenile arts class. The “Cathedral Arts Program” showcased their paintings that were specifically created for the graduation ceremony. These same paintings were later put on display during the Downtown Art Walk.

- DAWN (Developing Adults With Necessary Skills) provides GED, Life Skills and the Vocational preparation classes necessary for the adult county sentenced population of 18-23 year olds to successfully reintegrate into society. The program lost perhaps its greatest advocate in Mr. Richard McKissick, who passed away on January 1, 2016. Mr. McKissick was truly committed to the rehabilitation of the inmates in the DAWN program. Mr. McKissick's dream for the program was that Sherriff Mike Williams and Mayor Lenny Curry address the inmates involved. That dream came to fruition on December 7, 2015, prior to his abrupt passing. Mr. McKissick will be missed immensely.

**Mayor Curry and Sheriff Williams addressing the DAWN Program**



### **Montgomery Correctional Center**

- For the third year, the Programs Unit has partnered with Bishop John E. Guns and the St. Paul's Missionary Baptist Church to facilitate "A Father's Blessing". This event is just one of many in which corrections partners with the community to address the criminogenic need of family re-integration. Twelve inmates from the T4C class and the "A New Leash on Life" K-9 Program participated in the making of video messages for their children during the Christmas holiday. It was filmed at MCC, giving each participant the chance to say "Merry Christmas" and to express how they felt about not being home for the holidays with their family. The church provided an event for the children and family members of the inmates involved, during which they were able to view the videos, have dinner, create Christmas cards for their incarcerated loved ones, and were given gifts on behalf of their incarcerated fathers.

- This event was well received by the inmates and more importantly by the children involved. Bishop Guns pledged that the church would provide the inmate participants and families assistance in their re-integration, post incarceration. It is vital that these men have positive involvement in the lives of their children and the DOC is working hard to ensure they do.



## Community Transition Center

- Writing for Change - Encourages our female inmates to use creative writing as a way to discover more about their feelings and inner-self through journaling.
- Financial Literacy – The “LISA Initiative” addresses the financial concerns that women from all walks of life experience, by providing financial education, training and mentoring; allowing women to take control of their lives and make the positive changes necessary to achieve financial security.

**Parenting Class**

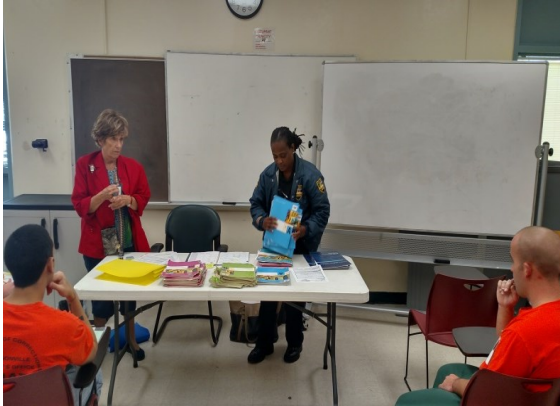


**Thinking 4 A Change**



- Taking the First Step - Self-esteem class for women that provides them with the tools to make positive changes in their lives.

**GED TABE Testing**



**Taking the 1st Step**



- In conjunction with CTC Personnel, River Region hosted a holiday celebration for their clients that included a holiday dorm decorating contest (won by the women's treatment dorm). The Correctional Counseling staff (with donations from ARAMARK, Firehouse Subs and Matrix Alumnus Lisa Sorenson) hosted a holiday celebration for the non-treatment inmates at the CTC.

**Annual MATRIX Holiday luncheon and decorations created by MATRIX participants**



## **Program Unit Personnel in the Community**

In 2015, members of the Programs Unit furthered the JSO's mission of "Community Focused" by participating in the following:

- Several members of the unit served on the JSO committee and participated in the 6<sup>th</sup> Annual Hubbard House Domestic Violence Awareness Walk, that raised over \$3800 for Hubbard House.
- SHADCO Meetings & Safety Fairs - Informed the community of the various programs offered within the DOC and our efforts aimed at helping offenders.
- Participated in the Transition from Jails to Community marketing video produced by the National Institute of Corrections (NIC). At our agency, the video captured a T4C lesson being taught by Corrections Officers. Several staff members were interviewed along with past inmate participants of our T4C program.
- Officer Thurman was the key note speaker during the Women Renewed Graduation, which was held by the Women's Center of Jacksonville. Women Renewed is a program that serves female ex-offenders and assists with counseling, education, workforce readiness and case management.
- Sergeant Stallworth, along with Officers Bridget Allen and Thurman, partnered with Police Officers from The Police Athletic League to be Celebrity Readers at Brentwood Elementary. Each officer read to a classroom of 3<sup>rd</sup>-5<sup>th</sup> grade children and then distributed books.
- Female Program Unit members served on a committee of female law enforcement, PAL employees and volunteers to present the DNA Unique Sleepover. The sleepover was held at the Police Athletic League on 33<sup>rd</sup> Street for 140 girls in grades 5<sup>th</sup>-8<sup>th</sup> with the goal of building their self-esteem and confidence, while showing them that law enforcement personnel do truly care about them.

- Program Unit personnel partnered with the Salvation Army so more than 20 inmates could obtain gifts to send to their children for Christmas. The inmates were allowed to wrap the gifts and Programs staff made arrangements for family members to receive the gifts in time to put under their Christmas Trees for Christmas.

**Mothers wrapping gifts for their children SHADCO Safety Fair at the Avenues Mall**



The following chart displays the number of inmates involved in each program, class, or event during the 2015 calendar year:

<b>PDF</b>		<b>MCC</b>		<b>CTC*</b>	
<u>PROGRAM/CLASS/EVENT</u>	<u>TOTAL</u>	<u>PROGRAM/CLASS/EVENT</u>	<u>TOTAL</u>	<u>PROGRAM/CLASS/EVENT</u>	<u>TOTAL</u>
FIRST STEP	169	FIRST STEP	115	YOUTHBUILD	124
DOOR	664	DOOR	37	LITERACY WORKSHOP	28
T4C	24	T4C	47	T4C	371
DAWN	207	SUBSTANCE ABUSE	3540	GED	654
HOPE AT HAND	90	GED	210	PARENTING	267
CATHEDRAL ARTS	85	ANGER MANAGEMENT	251	AA BIG BOOK STUDY	454
SUBSTANCE ABUSE	6876	WOMEN'S CENTER OF JAX	350	EDUCATION ASSIST	258
S.P. LIVINGSTON	492	SELF ESTEEM	132	YOGA 4 CHANGE	745
GED	218	YOGA 4 CHANGE	206	DOMESTIC VIOLENCE INTERVENTION	1136
SCHOOL #176	734	MONEY MANAGEMENT	15	MONEY MANAGEMENT	331
YOGA 4 CHANGE	208	<b>TOTAL INMATES FOR MCC:</b>	<b>4903</b>	LISA INITIATIVE	106
TURNING POINT	207			TAKING THE FIRST STEP	145
MENTORING	7			WELLS FARGO	89
ANGER MANAGEMENT	25			AA MEETINGS	921
WOMEN'S CENTER OF JAX	12			MADD VICTIM IMPACT PANEL	87
BORN LEARNING	48			ART THERAPY	14
INSIDE/OUT DADS	23			30 DAY EOS SUPPORT	39
MONEY MANAGEMENT	47			WRITING 4 A CHANGE	116
<b>TOTAL INMATES FOR PDF:</b>	<b>10136</b>			NARCOTICS ANONYMOUS MEETINGS	150
<b>TOTAL NUMBER OF TOURS:</b>	<b>180</b>			LITERACY (TUTORS)	180
<b>TOTAL # OF PEOPLE ON TOURS:</b>	<b>1914</b>			<b>TOTAL INMATES FOR CTC:</b>	<b>6091</b>

\*NUMBERS FROM JULY 1-DEC 31 DUE TO TRANSITION

The emphasis for all our programs, classes and events, is to give our inmates the opportunity to improve both their personal lives and their relationships with their families. When inmates are placed in our custody, our ultimate goal is to return them to the community a better person than when they arrived. We have had much success in this endeavor.

### **FUTURE AT CTC**

The future of CTC is bright as we continue to improve the facility grounds, our processes and the quality of life for the inmates we work with, as well the entire CTC staff. The CTC remains dedicated to helping inmates become better citizens and ultimately not return to a life of crime. We enjoyed much success in 2015 and expect 2016 to be even better as we proudly continue to provide the best services possible for the citizens of Duval County.





## Division of Health Services



The Division of Health Services (DHS) provides medical, mental health and dental services for the inmate population within the care and custody of the Jacksonville Sheriff's Office, Department of Corrections (DOC). Our overall objective is to ensure that the basic health care needs of each inmate are provided.

Similar to all correctional systems in the nation, the aging inmate population imposes significant challenges medically and financially to the DOC. We have been able to streamline processes, reduce waste and maintain an efficient Health Care program, ensuring judicious use of the tax payers' dollars.

### Medical

The Division of Health Services entered into a contract with the AIDS Healthcare Foundation (AHF) to provide medical and pharmacy services for people with HIV/AIDS. There has been an estimated savings of \$154,876.37 since inception. Three days of HIV medications are also being given to patients upon release for continuity of care.



The Division of Health Services (DHS) and the Duval County Health Department have enacted a plan to mitigate sexually transmitted diseases (STDs) and to fight the increasing HIV issues in our community by testing all inmates younger than 25 years of age within two weeks of arrest. All patients can be tested for gonorrhea, chlamydia, syphilis and other STDs by request at any time.

DHS also provides pregnancy testing upon intake for all females within a defined age range. Tuberculosis (TB) testing is performed at intake based on the patient's responses to the TB questionnaire or if health staff suspects TB infection. Otherwise, TB testing is offered and performed at the Initial Health Assessment.

Immunization history for every inmate under the age of 18 is reviewed during the Initial Health Assessment. If immunizations are necessary, the inmate is transported to the Department of Health for vaccine administration.

## **Mental Health**

Basic mental health services occur in a timely manner. The DHS mental health staff review referrals, complete verification of medications, and schedule mental health initial and follow-up evaluations with psychiatrist according to policy.

## **Pharmacy**

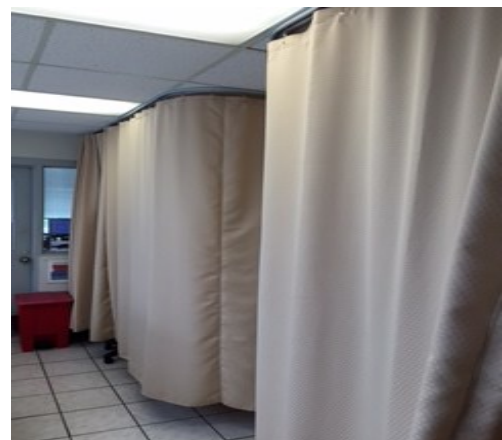


Treating a very sick inmate population is very expensive. Pharmacy is one of the most important and costly components of the health care operation. Shrewd prescription practices, ordering, billing, reconciliation, continuous surveillance and rigorous auditing processes helped maintain the pharmacy expenses successfully within budget.

## **Accreditation**

The Jacksonville Sheriff's Office was reaccredited by the American Correctional Associate (ACA) and recognized as an agency in the "top 1% of country" by the ACA Commission Chair. Additionally, we were inspected by the Florida Model Jail Standards (FMJS) medical inspector and found in 100% compliance with all standards, receiving an exemplary report. Furthermore, in April 2015, the Jacksonville Sheriff's Office was found to be in compliance with 100% of all applicable standards for the Florida Corrections Accreditation Commission (FCAC).

In 2015, each clinical area within the Department of Corrections was redesigned to allow additional privacy for medical visits while ensuring the safety and security of health care staff and others. As seen in the photographs, privacy curtains were installed in the medical screening intake area.



Multiple trainings were provided to Division of Health Services employees during the year of 2015. The Dentist provided oral care training regarding the difference between non-emergencies and emergencies as well as symptoms and treatment for specific dental problems. Training was also provided to the nursing staff performing health assessments on patients. The DHS employees were also trained on the importance of mental health services and triage during medical emergencies.





# DEPARTMENT OF INVESTIGATIONS AND HOMELAND SECURITY

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*2015 Annual Report*

JACKSONVILLE SHERIFF'S OFFICE



**OFFICE OF THE SHERIFF**  
CONSOLIDATED CITY OF JACKSONVILLE  
DUVAL COUNTY

501 EAST BAY STREET • JACKSONVILLE, FLORIDA 32202-2975

MIKE WILLIAMS  
SHERIFF

Sheriff Mike Williams  
Office of the Sheriff  
501 East Bay Street  
Jacksonville, FL 32202

Dear Sheriff Williams:

Enclosed is the 2015 Annual Report for the Department of Investigations and Homeland Security.

The report reflects the professionalism and dedication of a group of highly skilled individuals that comprise the Department of Investigations and Homeland Security. The Department's division, sections, units and specialty teams work together within the agency, and cooperatively with our state and federal partners with the common goal of preventing and solving crime in our community. We can be proud of the dedication and service provided by these men and women.

Sincerely,

Thomas R. Hackney, Director  
Department of Investigations, Homeland Security, and Narcotics / VICE

TRH/JS

WWW.JAXSHERIFF.ORG

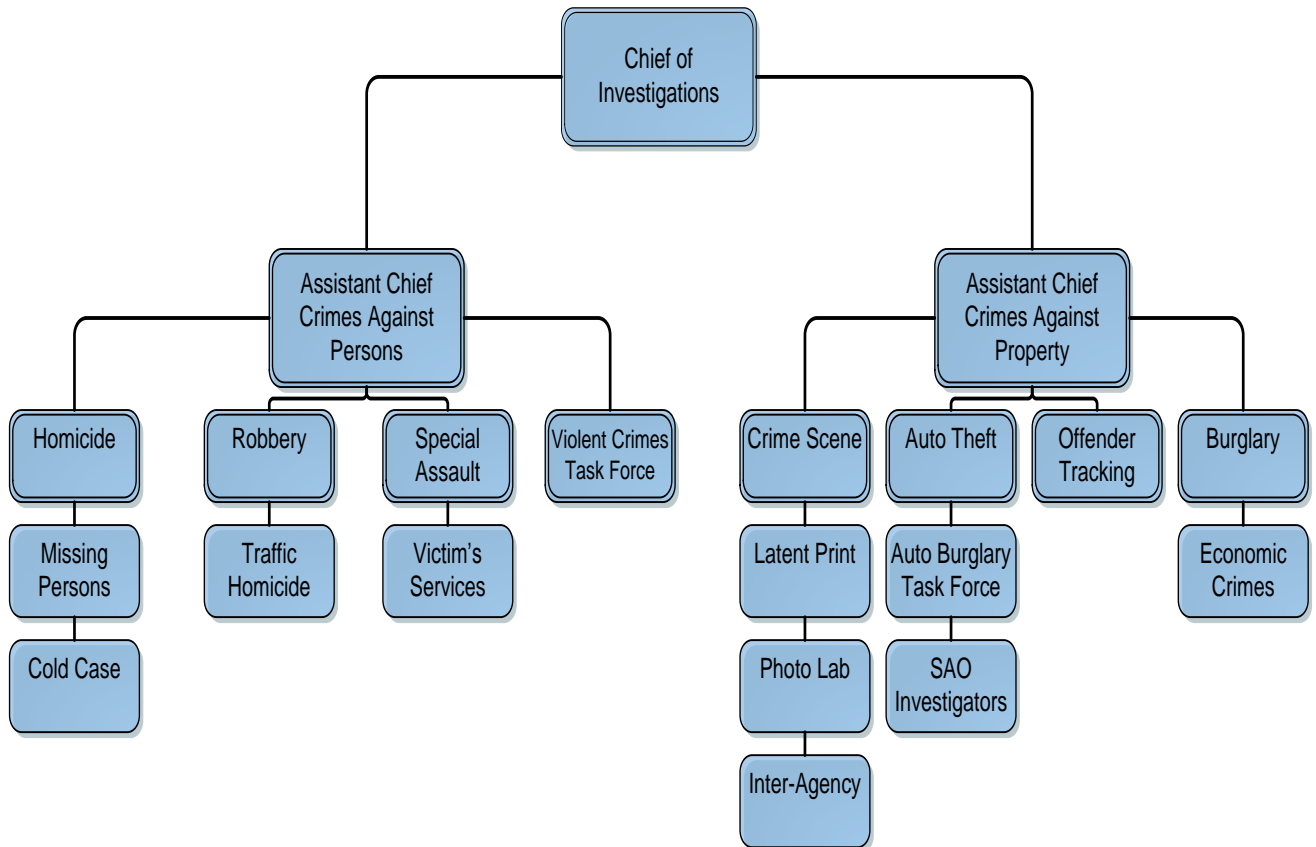


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# INVESTIGATIONS DIVISION





# Department of Investigations



The Department of Investigations and Homeland Security is divided into two major divisions, one of which is the Investigations Division. Traditional investigative units are located in the Investigations Division, which includes Homicide, Missing Persons, Cold Case, Robbery, Special Assault (Sex Crimes, Family Violence, Child Abuse, and Victim Services), Violent Crimes Task Force (includes Aggravated Battery), Burglary, Crime Scene Unit, Missing Persons, Traffic Homicide, Auto Theft, Economic Crimes, Property Recovery, Photo Lab, Crime Lab, and Inter-Agency Investigations. The Division is staffed with one chief, two assistant chiefs, eight lieutenants, 26 sergeants, and 156 detectives. Additionally, there are three permanent light-duty detectives and 17 civilians, for a grand total of 213 employees.

Most units in the Investigations Division continue to exceed the 2014 National Average as illustrated in the table below.

<b>Clearance Rates</b>	<b>2014</b>	<b>2015</b>	<b>National Average 2014*</b>
Murder	64.6%	46.4%	56.2%
Rape	57.8%	64.8%	37.0%
Robbery	25.9%	23.2%	22.5%
Aggravated Assault	44.5%	41.8%	43.1%
<b>Total Violent Crime</b>	<b>41.4%</b>	<b>41.1%</b>	<b>36.0%</b>
Burglary	12.6%	14.2%	9.2%
Larceny	16.6%	16.0%	15.2%
Vehicle Theft	16.8%	18.7%	7.6%
<b>Total Property Crime</b>	<b>15.8%</b>	<b>15.9%</b>	<b>13.1%</b>

\* 2014 UCR Clearance Rates for Cities with populations from 500,000 to 999,999

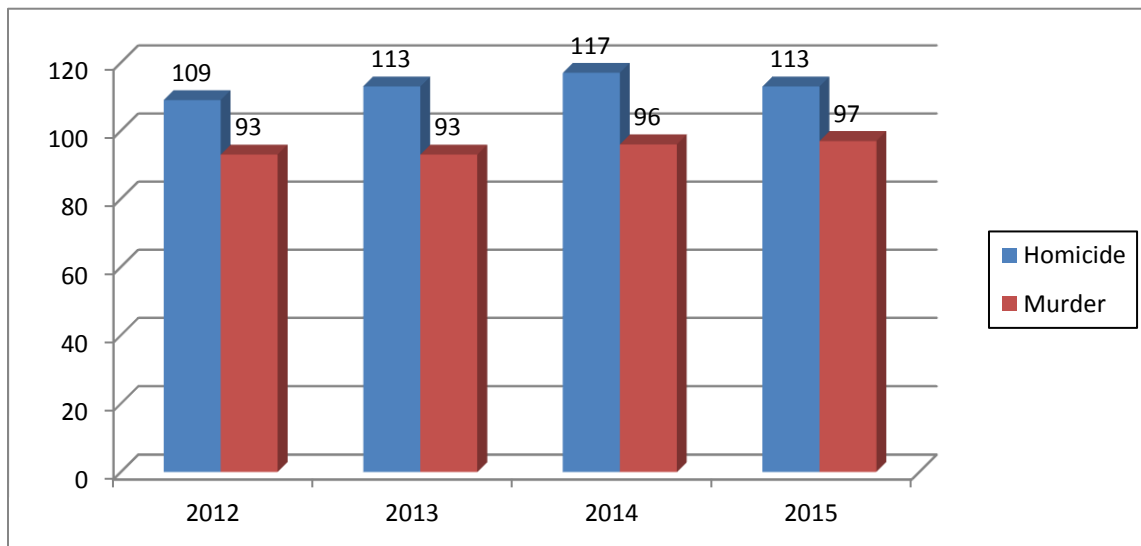
During the year, there were many outstanding investigations conducted throughout the Division. Many of those cases are highlighted within this report.

## HOMICIDE

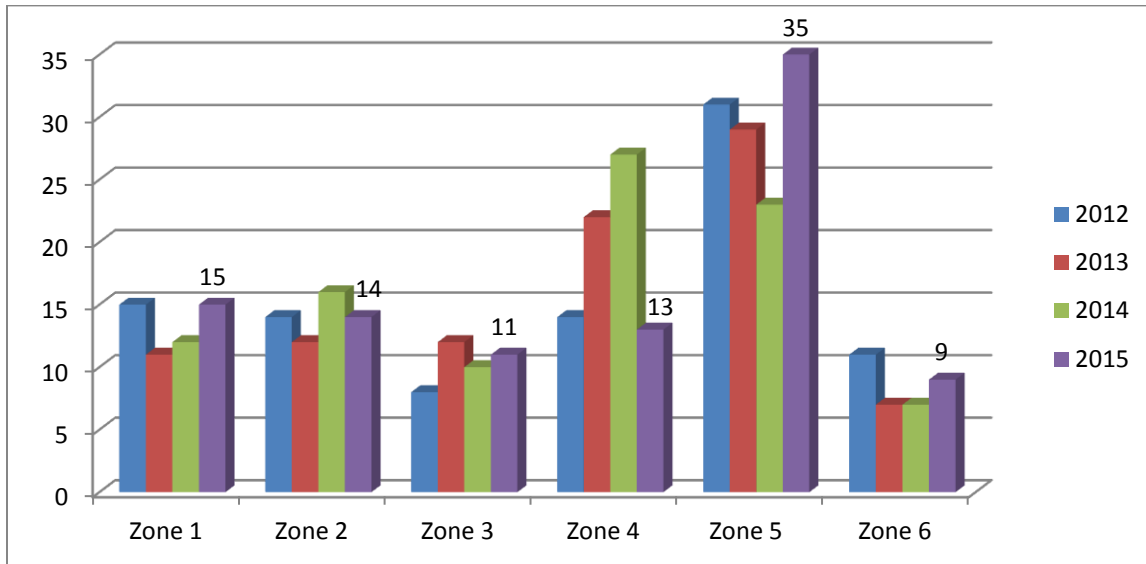
The Jacksonville Sheriff's Office Homicide Unit is staffed with one lieutenant, seven sergeants, twenty-eight detectives, and one civilian. The Homicide Unit investigates crimes of violence and death utilizing the team concept. There are six active or "hot" teams and one Cold Case Team. Each hot team is staffed with one sergeant and four detectives. The Cold Case Team is staffed with one sergeant and four detectives.

The Homicide Unit continued its relentless efforts to fully investigate and solve every case assigned to them in 2015. The Jacksonville Sheriff's Office Homicide Unit murder clearance rate for 2015 was 46.39%. The 2014 national average clearance rate for cities with similar populations was 56.2%. The number of homicides decreased 3.42% from 117 homicides in 2014 to 113 homicides in 2015. During the 2015 calendar year, there were 97 murders, a 1.04% increase from 96 murders in 2014.

Four year comparison of homicides and murders:



## Four year comparison of murders by zone:



Varying terminology is used between Florida State Statutes (FSS) and the Uniform Crime Reporting (UCR) system to track the number of Homicides and Murders. The varying terminology can create confusion when trying to compare numbers between FSS and UCR. The UCR system is a national program designed to standardize local crime reporting statistics. The Jacksonville Sheriff's Office Homicide Unit submits crime reporting data to the Florida Department of Law Enforcement (FDLE), as do all other law enforcement agencies in the State of Florida, and the FDLE submits crime reporting data from the entire state to the Federal Bureau of Investigation (FBI). The FBI then uses the data to compile the UCR. Some of the most common terms, definitions, and differences between FSS and UCR are listed below.

### **Glossary of Terms**

In general terms, Homicide is the killing of one person by another and is not necessarily a criminal act.

- Under FSS, the Homicide category includes both criminal and non-criminal offenses such as:
  - Murder - the unlawful, willful killing of one human being by another.

- Manslaughter - the killing of a human being by the act, procurement, or culpable negligence of another.
  - Justifiable Homicide - the killing of another human being while resisting another person attempting to murder or commit a felony against said person. Justifiable homicide is a non-criminal offense.
  - Excusable Homicide - the killing of another human being by accident or misfortune while doing any lawful act by lawful means with usual ordinary caution and without any unlawful means. Excusable homicide is a non-criminal offense.
- The UCR system utilizes categories and definitions that are different from the FSS. Also, the UCR system does not have an “Excusable Homicide” category. The following are some of the UCR related terms:
    - Murder - the killing of one human being by another. In general terms under UCR, any death due to a fight, argument, quarrel, assault or which occurs during the commission of a crime or by premeditated design is included in this category.
    - Negligent Manslaughter - the killing of another person through negligence.
    - Justifiable Homicide - the killing of the perpetrator of a serious offense either by a law enforcement officer in the line of duty or by a private citizen, during the commission of a serious criminal offense.

As a result of the differences in definitions between FSS and UCR, it is possible to have the same incident fall into different categories when comparing FSS and UCR. For example, an incident may be deemed an excusable homicide within FSS and be deemed a murder for UCR.

In addition to homicides, detectives assigned to the Homicide Unit investigated hundreds of other incidents, including undetermined deaths, accidental deaths,

suicides, abductions, law enforcement incidents, and life-threatening aggravated battery cases during 2015.

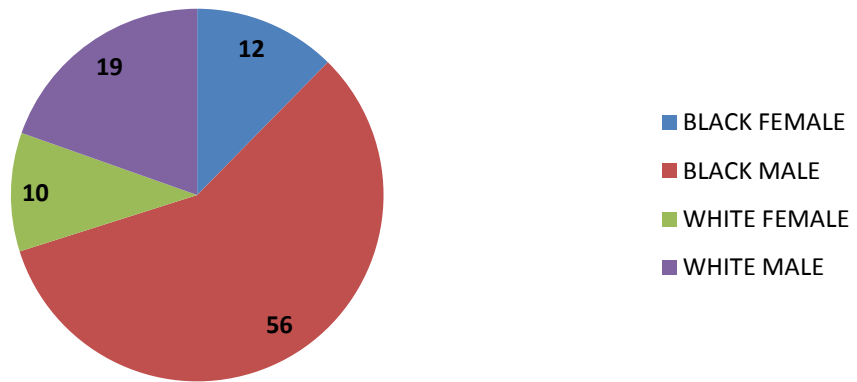
There were several cases that received a great deal of media attention in 2015:

In June, an employee of an Avondale restaurant was shot and killed while taking the trash out at closing time. In July, a two year old boy became a national story when he was reported missing by his mother's boyfriend who staged an auto theft / abduction in an effort to cover up the abuse and death of the victim. In September, the skeletal remains found in the yard of a Northside home were identified to a woman who had been missing for 22 years. Her husband was located in another state and arrested for her murder.

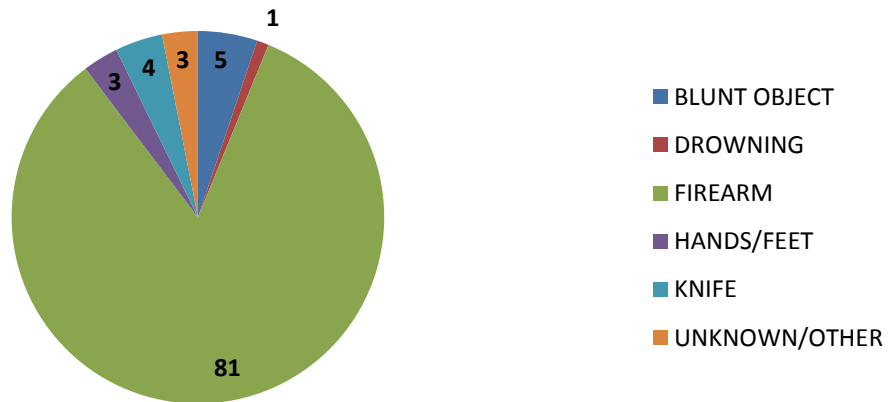
During 2015, the Homicide Cold Case Team investigated 11 officer-involved shootings as compared to 16 officer-involved shootings in 2014, resulting in a 31.25% decrease from 2014. Ten of the shootings involved injuries to the suspects, and one was a non-injury shooting.

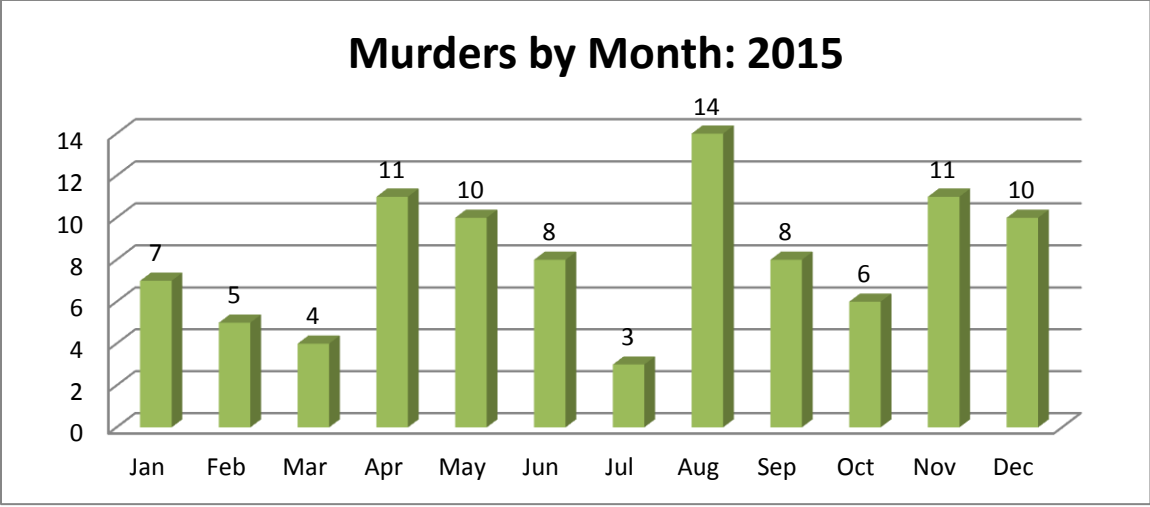
The Cold Case Team investigated a total of six in-custody incidents, with five of them being in-custody deaths. Five in-custody incidents involved inmates incarcerated in the Pre-Trial Detention Facility and one in the Community Transition Center; three were ruled natural deaths, one was a suicide, one was a suicide attempt and one death is pending classification. Additionally, the Cold Case Team responded to one suspected child abduction call out. The child was found deceased six months later and the suspect was arrested. The Cold Case team made one arrest for the 1993 murder of Bonnie Haim.

### Murder Victims by Race & Sex: 2015



### Weapons Used in Murders: 2015

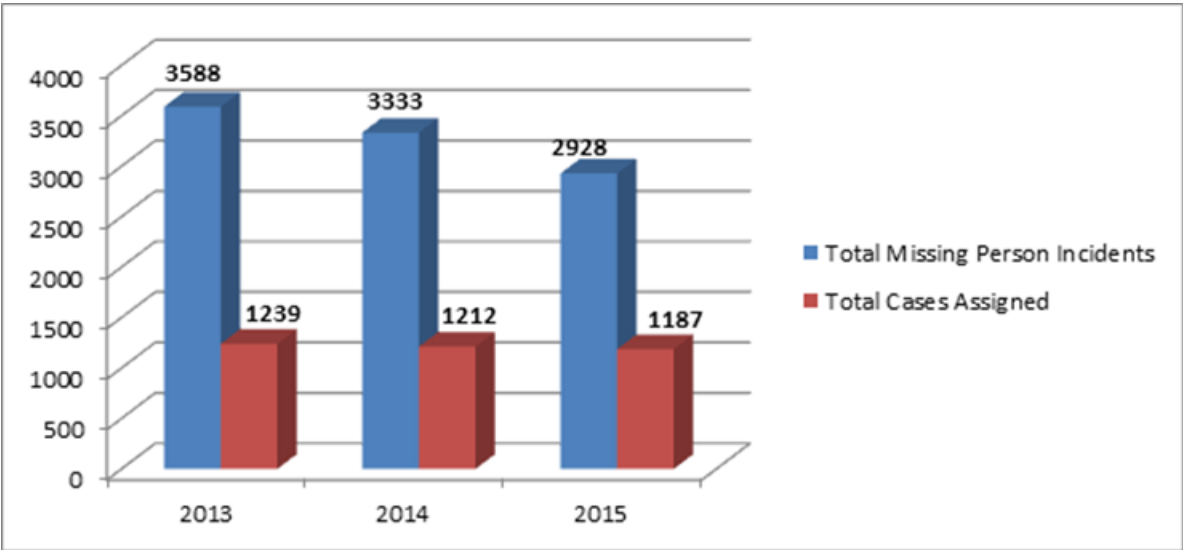




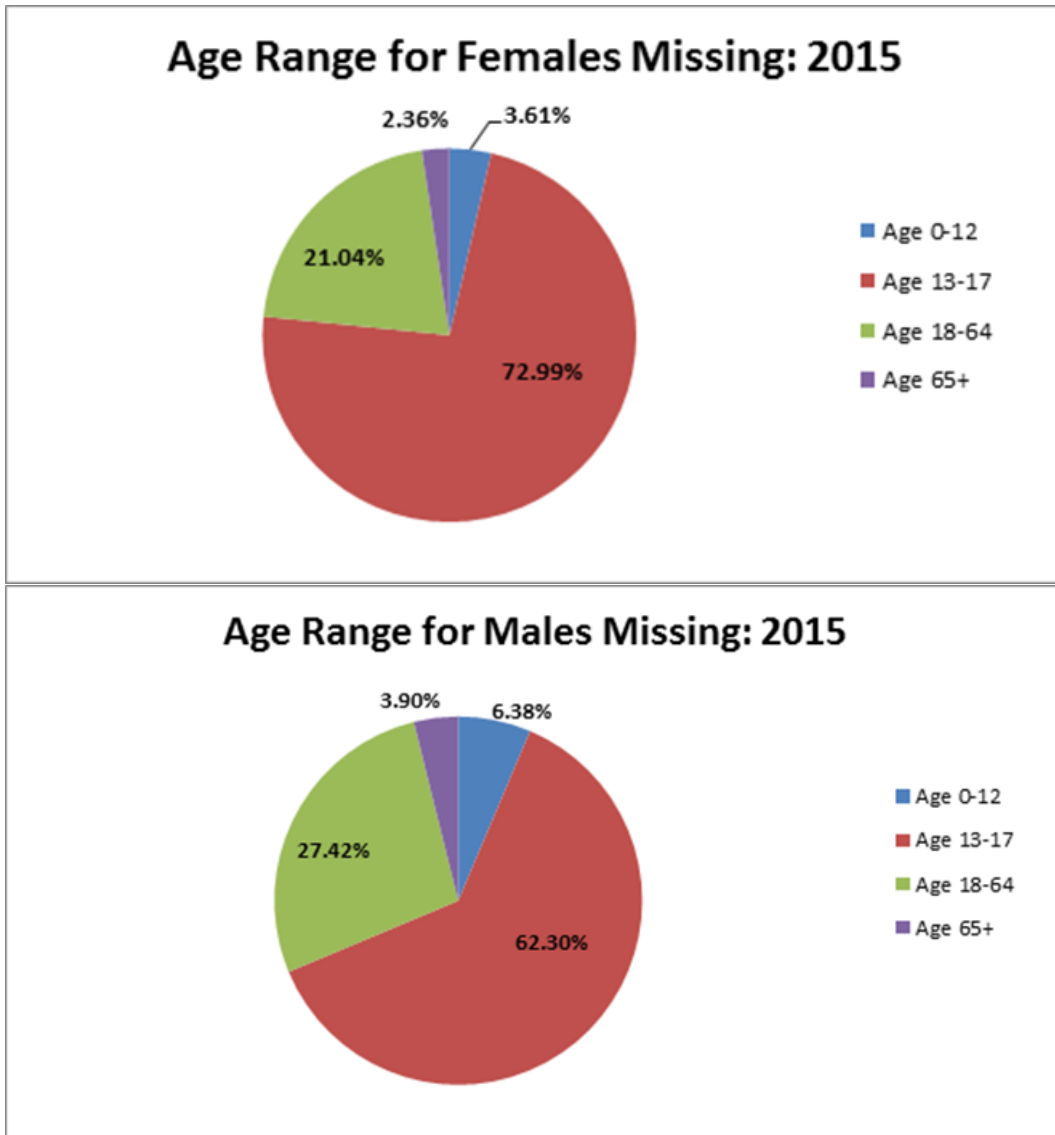
**MISSING PERSONS**

The Missing Persons Unit is under the command of the Homicide Unit Commander. The Missing Persons Unit is currently staffed with one sergeant, four detectives, and a permanent light-duty police officer.

During 2015, the Jacksonville Sheriff’s Office investigated 2,928 missing person incidents, a decrease of 12.15% in total incidents reported as compared to 2014. Of that total, 1,187 cases were assigned to the detectives of the Missing Persons Unit for follow-up investigation, a decrease of 2.06% as compared to 2014.



Statistically, there was very little change in the sex and ages of those reported missing. The largest group of persons reported missing was females in the category of 13-17 years of age. The second largest number was males in the same age category. This particular age group accounted for 63.39% of all missing persons.



The Missing Persons Unit continues to utilize the “Presidential DNA Initiative” to maximize the use of DNA technology in the criminal justice system. The State of Florida has passed laws that require the collection of DNA samples if the missing person is not located within 90 days after a missing person report is filed.



## **Noteworthy Investigations**

In January, a 12 year old girl ran away from home after being caught with her 19 year old boyfriend. It was strongly assumed the two were together as they both departed the residence within five minutes of each other. There were no cell phones, social media sites or tracking equipment to assist the police in locating either of them. After the missing persons case was highlighted on the local news, the two fled the state, traveling to South Carolina and then to Indiana. While in Indiana, they crashed the vehicle they were driving, and a Good Samaritan stopped to help them, only to become a victim when they stole his vehicle. The Indiana State Police initiated a pursuit and eventually apprehended the two after they crashed the stolen vehicle.

In February, an 86 year old woman with advanced Dementia (virtually non-verbal) was reported missing from a nursing home located on the Southside. It was suspected the victim could have been missing for several hours due to the last documented time she was observed in the facility. Missing Persons Detectives, the Missing Persons Sergeant and the Homicide Unit Commander responded to the scene. As the ICS protocol was being implemented and the request for the Mobile Command Center was being made, the victim was located approximately a quarter of a mile away hiding in the bushes of a nearby business wearing only pajamas and socks. She was located by a security guard who had been alerted by canvassing officers to fact that the woman was missing and a large scale search was underway. Although cold and dirty, she was not injured and in relatively good health.

## **VIOLENT CRIMES TASK FORCE**

The mission of the Violent Crimes Task Force is to identify and investigate violent offenders that use firearms during the commission of their crimes and pursue a successful prosecution.

The Violent Crimes Task Force falls under the Investigations Division and is under the command of the Violent Crimes Task Force Lieutenant. The Unit has two sergeants

and 12 detectives. The 12 detectives work in pairs and respond to callouts according to policy or when requested by a supervisor.

In 2013, The Violent Crimes Task Force merged with the Aggravated Battery Unit. This change was prompted after examining the criteria of the two investigative units. The merger included the increase of investigative staff and improved case management. These changes allowed the Violent Crimes Task Force to provide a more uniformed response to all shootings aimed at individuals and also to respond after hours to crimes that require the attention of a detective.

The Violent Crimes Task Force responds to all aggravated batteries, aggravated assaults, and shooting into occupied dwellings and/or vehicles where a firearm is discharged. Investigations are also based on identifying patterns or trends of violence within the City of Jacksonville. Detectives will respond 24 hours a day when a suspect is in



custody or when there are multiple victims, young victims or identified trends and patterns. Detectives assigned to the Unit also follow-up on reports written by police officers when the reports meet the predetermined criteria. Both federal and state laws governing violent crimes are utilized to ensure that violent offenders are incarcerated for the longest periods possible.

Another key strategy of the Violent Crimes Task Force is a close working relationship with the Jacksonville Sheriff's Office Narcotics and Homicide Units, due to the nexus between narcotics, drug trafficking, and gun violence. The Violent Crimes Task Force holds bi-weekly meetings with the State Attorney's Office Major Crimes Unit and the Jacksonville Sheriff's Office Gang Unit, which ensures excellent communication and coordination of all investigations. Detectives in the Violent Crimes Task Force are experienced investigators that gained their investigative experience after being assigned to other investigative units. Due to the nature of the assigned cases, the Unit

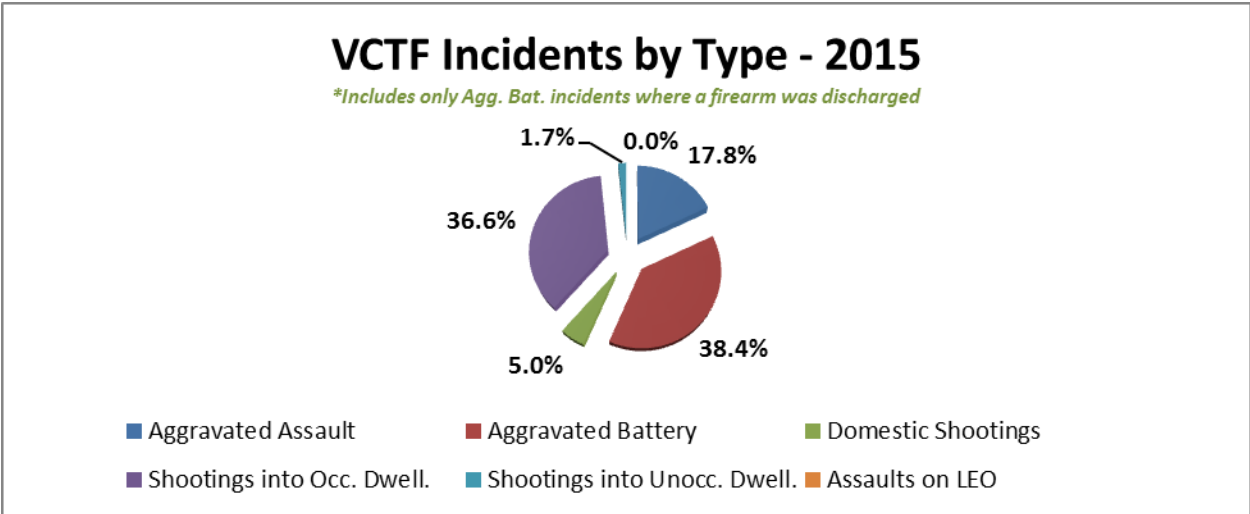
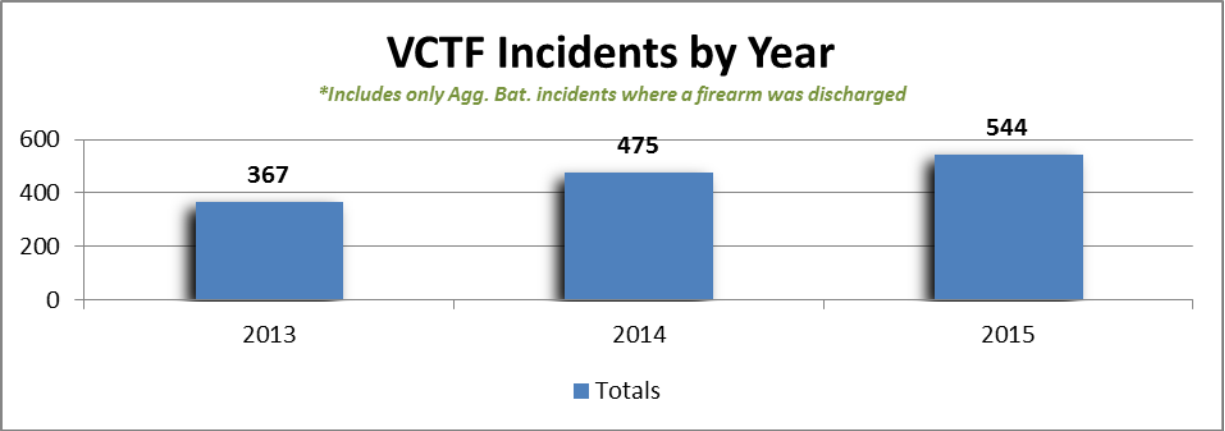
is designed as a training ground for future homicide detectives, because the investigative techniques and skill set are similar.

The Violent Crimes Task Force continues its focus on criminals that utilize firearms during the commission of crimes throughout Jacksonville. A key strategy of the Violent Crimes Task Force is to prevent further violence by identifying and incarcerating as many members of the violent criminal element in Jacksonville as possible, for as long as possible.

### A Closer Look

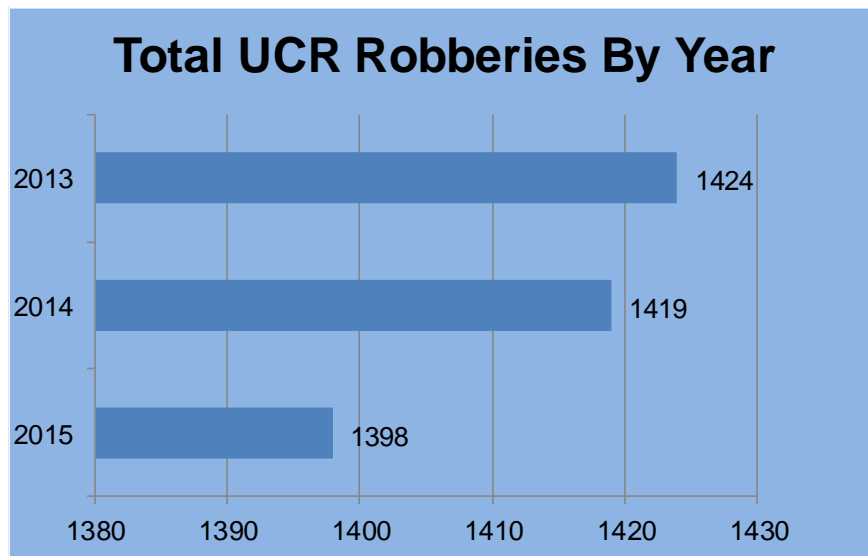
There were 544 incidents where a firearm was discharged in 2015. This is a 14.5% increase from 2014, which had 475 incidents. There was a 30.6% increase in Aggravated Battery incidents in 2015, which had seen a decrease from 2013 to 2014. Shootings into an occupied dwelling have seen the highest increase since 2013, rising from 95 incidents in 2013 to 199 incidents in 2015, a 109.5% change.

Offense Type	Violent Crimes Task Force Incidents								
	<i>*Includes only Agg. Bat. incidents where a firearm was discharged</i>								
	2013			2014			2015		
	Count	% of Total	% Change	Count	% of Total	% Change	Count	% of Total	% Change
<b>YEAR TOTAL</b>	<b>367</b>	<b>-</b>	<b>12.9%</b>	<b>475</b>	<b>-</b>	<b>29.4%</b>	<b>544</b>	<b>-</b>	<b>14.5%</b>
Aggravated Assault	91	24.8%	3.4%	102	21.5%	12.1%	97	17.8%	-4.9%
Aggravated Battery	163	44.4%	34.7%	160	33.7%	-1.8%	209	38.4%	30.6%
Domestic Shootings	14	3.8%	-41.7%	21	4.4%	50.0%	27	5.0%	28.6%
Shootings into Occ. Dwell.	95	25.9%	6.7%	186	39.2%	95.8%	199	36.6%	7.0%
Shootings into Unocc. Dwell.	3	0.8%	50.0%	5	1.1%	66.7%	9	1.7%	80.0%
Assaults on LEO	1	0.3%	0.0%	1	0.2%	0.0%	0	0.0%	-100.0%

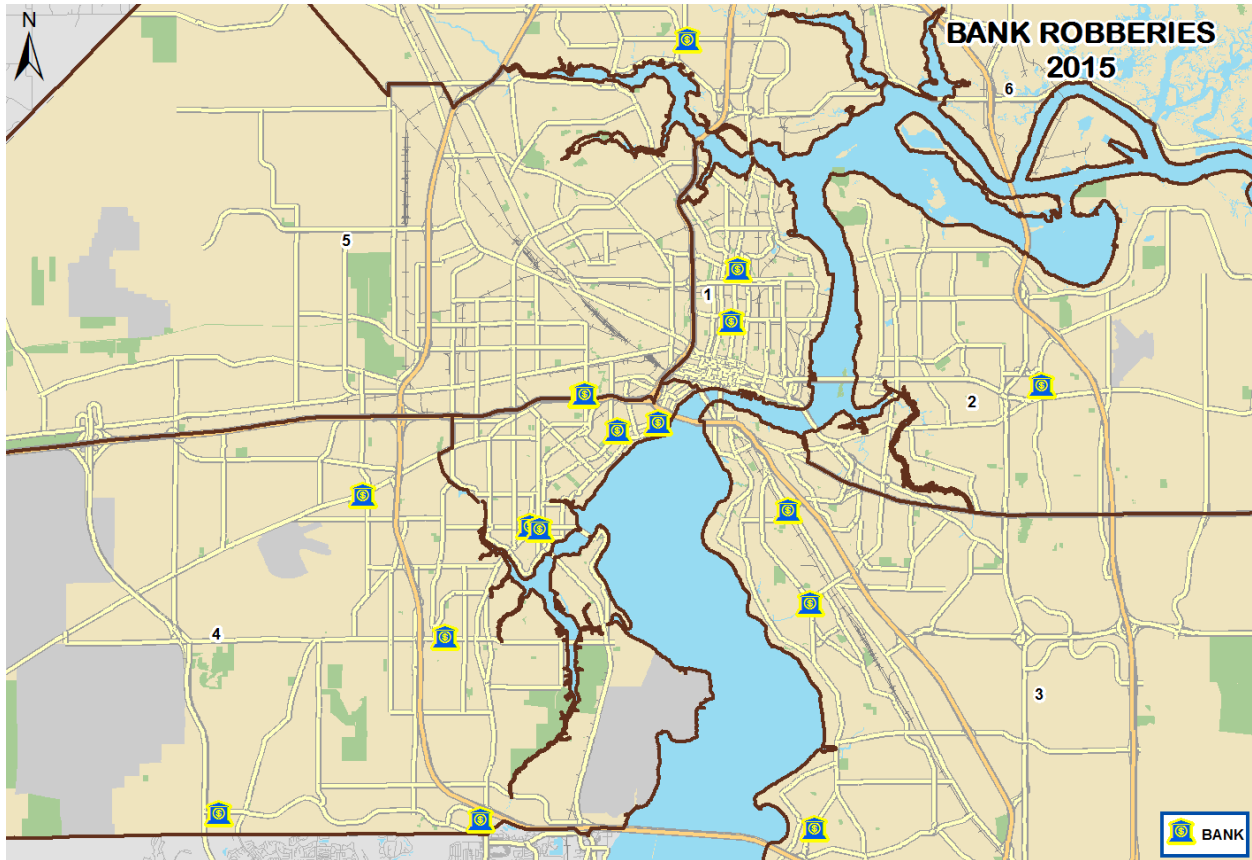


## ROBBERY

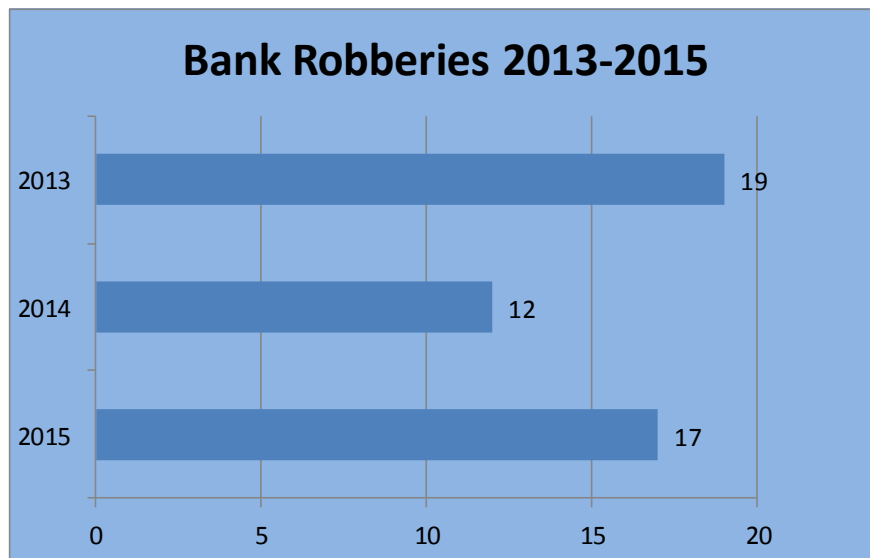
The Robbery Unit is staffed with one lieutenant and two sergeants, whose responsibility is to oversee the investigations and overall function of the Unit. There are 16 detectives assigned to investigate all business, home invasion, carjacking, and individual robberies. To enhance investigative efficiency, a Clerical Support Aide III performs general office duties. A member of the Crime Analysis Unit is assigned to track robbery trends and patterns.



The Jacksonville Sheriff's Office Robbery Unit clearance rate for 2015 was 23.2%. The latest available national average clearance rate from 2014 was 22.5% for cities in the same population group as Jacksonville. In 2015, the Robbery Unit investigated 21 less cases than during the 2014 calendar year. The number of robbery cases decreased by -1.48% from 1419 cases in 2014 to 1398 cases in 2015, for an average of 7.3 assigned cases per detective per month. This includes 17 robbery or attempted robbery cases to financial institutions.



There were 17 robberies or attempted robbery cases to financial institutions in 2015. This was a 41.7% increase compared to the 12 cases in 2014. Of these cases, 14 of the 17 cases have been cleared, for a clearance rate of 82.4%.



## Noteworthy Investigations

In January and February 2015, four financial institutions throughout the city were robbed by a black male suspect. During the incidents, the suspect walked into the banks, provided a note indicating he had a firearm and demanded money from the bank employees. During the second robbery, the suspect left the note behind and it was seized as evidence and processed for fingerprints. On February 12, 2015 results from the processing of the note were obtained and led to the identification of a suspect. Detectives obtained an arrest warrant for the suspect and he was subsequently arrested on the bank robbery warrant. The suspect was interviewed and provided a confession for the commission of all four bank robberies.

In September 2015, thirteen armed business robberies were reported throughout the city. These crimes, committed by three black male suspects, occurred at various businesses covering four of the six zones within the city limits. During the incidents the suspects entered

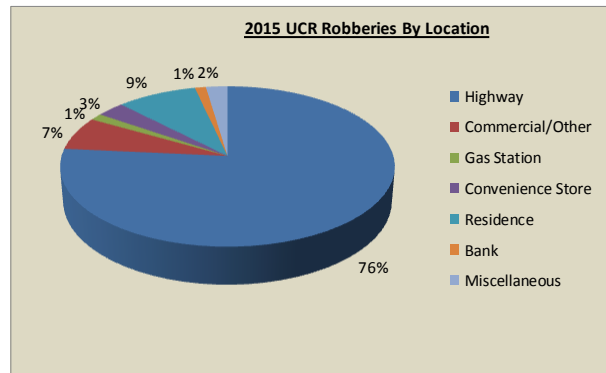
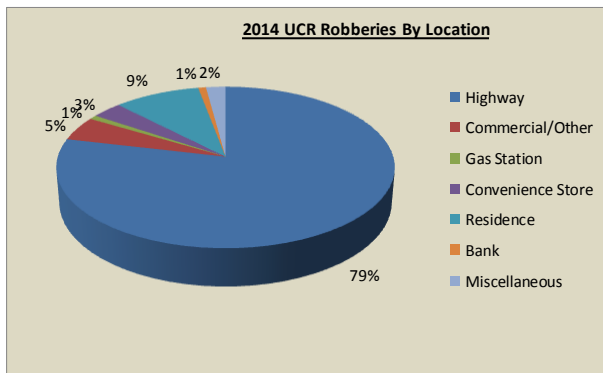


the business with their hands and faces concealed, armed with a handgun and demanded money from the business employees. The suspects provided their own bags for the employees to place the money inside. In several of the robberies, witnesses described seeing a maroon Chevy Malibu as the possible suspect vehicle.

With the assistance of CAU and Patrol and Enforcement personnel, citywide robbery stakeouts were conducted in an effort to eliminate further incidents and capture the suspects. On September 27, 2015, the suspects robbed a Papa John's Pizza in Zone 6. Patrol officers quickly responded to the area and the suspects were observed fleeing the scene in a maroon Chevy Malibu. After a brief vehicle pursuit, the suspects exited the vehicle in the woods and fled on foot. One suspect was apprehended near the scene, but the other two evaded capture. Canine officers tracked to the rear patio door of a residence in a nearby neighborhood where they observed wet, muddy footprints leading into the home. During the canine track, police dispatch received a call reporting an auto theft of the Chevrolet Malibu that had just fled from the police. It was discovered the owner of the vehicle was located inside of the home where the police

canine had tracked to. The owner of the vehicle made contact with police at the residence and explained his vehicle had been stolen earlier that morning. Police noted that he matched the description of one of the suspects described by witnesses in this last robbery.

Detectives responded to the scene and obtained consent to search the residence and located evidence from the robbery within the home. The vehicle owner and the first suspect apprehended were taken to the PMB for interview and subsequently arrested. Both suspects were charged with the robbery of the Papa John's and evidence is still pending for the remaining business robberies.





## **TRAFFIC HOMICIDE**

The Robbery lieutenant commands the Traffic Homicide Unit. The Traffic Homicide Unit is staffed with one sergeant and six detectives. They share a Clerical Support Aide III with the Robbery Unit.

The members of the Unit continue to respond to area schools, Naval bases and civic groups to give presentations on the consequences of drinking and driving. The detectives have been well received and are often complimented on their professionalism.

The Traffic Homicide Unit is designated as the official keeper of records for statistics relating to traffic fatalities in all of Duval County. The information is disseminated to the Patrol and Enforcement Division to assist them in directing enforcement action.

During 2015, there were a total of 152 deaths associated with traffic incidents in Duval County; however, further investigation determined that 144 of the fatalities directly resulted from traffic crash injuries. This represents a 9.09 % increase from 2014, when there were 132 traffic fatalities. The Traffic Homicide Unit investigated a total of 84 traffic fatalities, while the Florida Highway Patrol and the Jacksonville Beach Police Department investigated the remaining 68 (FHP 64, JBPD 4). In addition to the traffic fatalities, the Unit investigated 67 life-threatening crashes, which is a 31.37 % increase from 2014, when they responded to 51 of these cases.

The Traffic Homicide Unit investigates all officer involved traffic crashes where someone is transported by the Jacksonville Fire Rescue Department. This was a change in the unit's procedures from 2011 when the Florida Highway Patrol investigated all life-threatening and fatalities involving our officers.

In addition to fatal and life threatening cases, the Traffic Homicide Unit also investigates hit-and-run crashes with injuries that require one or more of the subjects involved to be

transported to the hospital from the scene by ambulance. In 2015, the Traffic Homicide Unit investigated 174 such cases, clearing 36.20 % of them.

<b>The following represents the total number of crashes that resulted in the 152 traffic incident fatalities for 2015. There were six crashes that resulted in multiple fatalities.</b>	
Number of actual crashes that resulted in traffic related fatalities	135
Number of crashes where fatalities were a result of non-traffic related causes ( heart attack, sudden illness or 30 days after crash)	8
Total of both traffic and non-traffic related incidents resulting in fatalities	143
Number of Alcohol/Drug Related Crashes	68
*BAC = Blood Alcohol Content	
<b>The following represents the total number of deaths for 2015.</b>	
Traffic related fatalities	144
Non-traffic related fatalities	8
Total of both traffic and non- traffic related fatalities	152
Note: The Florida Highway Patrol and Jacksonville Beach Police Department handled 68 cases in 2015. (All traffic fatalities listed below are only those that were investigated by the Jacksonville Sheriff's Office Traffic Homicide Unit)	
<b>TRAFFIC FATALITIES – DISPOSITIONS:</b>	
With Manslaughter or Felony Charges Filed	10
With Traffic Charges Filed	11
With No Charges Filed	62
Suspended Cases	1
TOTAL	84
* No 2015 cases have pending charges.	
<b>HIT AND RUN STATISTICS – Cases assigned to the Traffic Homicide Unit:</b>	
Total Cases Assigned	174
Cases Administratively Assigned (AA)	139
Cases Assigned (Supp. Required)	35
Cases Unfounded	6
Cases Cleared by Arrest	57
Unsolved/Suspended	111
Percentage of Cases Cleared	36.20

## Noteworthy Investigations

On 06-27-15 at 1905, a 2010 Chevrolet Malibu was traveling north on a private roadway that serves as the entrance/exit for the Publix Warehouse (9786 W. Beaver St.). The vehicle drove around the railroad crossing arms that were in the down position and was struck on the passenger side by a westbound train. The



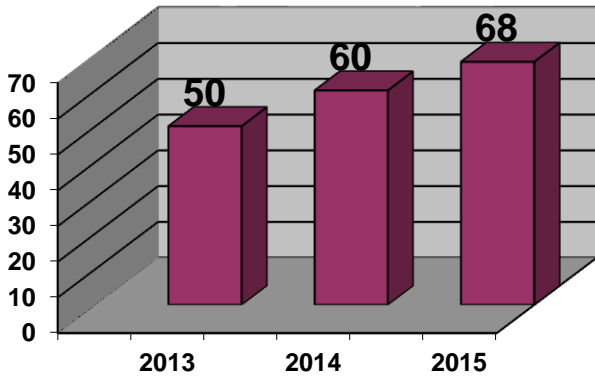
vehicle stayed attached to the front of the train and traveled westbound along the tracks until a portion of the vehicle struck a stationary train facing eastbound. The vehicle went between the two trains and broke into three significant pieces. Both occupants were ejected from the vehicle. The male passenger was pronounced deceased at the scene. The driver was transported to Shands UF Health with life-threatening injuries. Alcohol was not factor in the crash. The female driver recovered from her injuries and was subsequently arrested for “Vehicular Homicide.”

On 08-31-15 at 2315, a 2006 Toyota Tundra was traveling westbound in the 2700 block of Loretta Road at a high rate of speed. The vehicle drifted off the north shoulder of the roadway. The driver overcorrected his steering to the left causing the vehicle to begin to rotate. The vehicle crossed the eastbound lanes, left the roadway and struck a large Pine tree. The front seat passenger was ejected from the vehicle and pronounced deceased at the scene by JFRD. The driver was transported to Shands UF Health with non-life threatening injuries. Alcohol appeared to be a factor in this traffic crash, as the driver had an ETOH of 0.234 hospital blood. Blood results from FDLE confirmed that the driver was intoxicated at the time of the crash. He was subsequently arrested for “DUI Manslaughter”, “Vehicular Homicide” and “DWLS.”

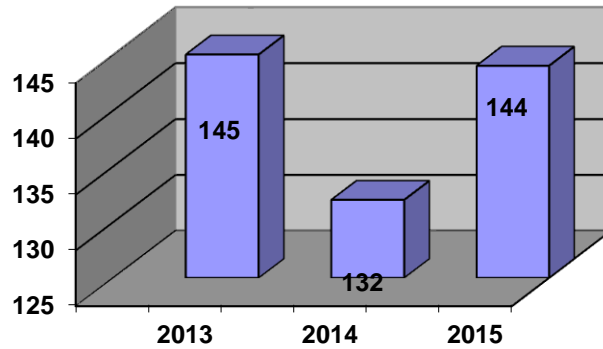
On 10-23-15 at 0612, JFRD and JSO responded to the intersection of Beaver Street and Chaffee Road in reference to the report of a female lying in the middle of the roadway. Upon arrival it was determined that the female was deceased. Evidence at the scene indicated that the victim was actually struck by a tractor-trailer in the rear

parking lot of the Kangaroo Store, 11325 W. Beaver Street and dragged to the intersection where she dislodged from the vehicle. Detectives used store video, register receipts and credit card information to identify and locate the driver. The truck driver had no knowledge that he had struck the victim, who had stop his truck as he was exiting the parking lot. The victim had apparently been attempting to flag down several vehicles in the area. Those witnesses reported that they had to swerve in the roadway to avoid striking the victim as she tried to stop their vehicles. The toxicology report showed that the victim was under the influence of both alcohol (BAC 0.233) and drugs (Cocaine) at the time of the crash. The truck driver was not cited in the crash.

■ Alcohol/Drug Related Fatalities



■ Traffic Fatalities



## **SPECIAL ASSAULT**

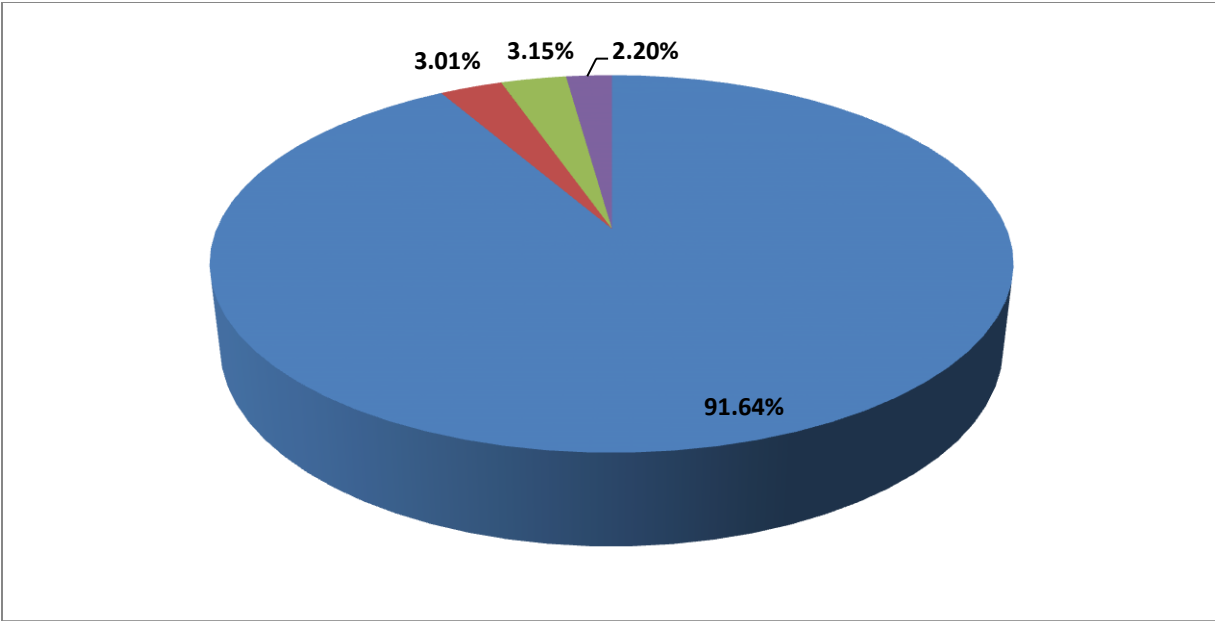
The Special Assault Unit is responsible for the investigation and follow-up of felony sex crimes, aggravated child abuse, and elderly exploitation.

The Special Assault Unit is staffed with one lieutenant, three sergeants, 21 detectives, two limited-duty detectives, and one Clerical Support Aide III. Cases involving juveniles, detectives coordinate with Florida Department of Children and Families Child Protective Investigators and with counselors and doctors working for the University of Florida Child Protection Team. This collaborative effort with the three agencies ensures that all assigned cases are thoroughly investigated.

During 2015, the Special Assault Unit received a total of 4,480 reported cases, which was an increase of 252 reported cases (+5.96%), including child and elder abuse cases (458). In 2014, 4,228 cases were reported. There were 471 reported forcible rapes according to the Uniform Crime Report (UCR) statistics for 2015. In 2014, there were 479 reported forcible rapes according to the UCR, which is a decrease of 1.7%. On average, each detective worked 14 cases per month. The sex crimes clearance rate for 2015 is 64.8%. The national average in 2015 was 37%.

### **Information Reports Routed to Special Assault**

Information reports are the bulk of reports that are routed to the Special Assault Unit from a variety of sources. In 2015, there were 3,683 Information Reports routed to the Special Assault Unit. These reports are reviewed and assigned by the Unit's sergeants. They determine if a report requires either detective follow-up or if it is to become part of the "Reading File." Typically, if there is not enough information to render detective services or if it is simply general information, the sergeants communicate the details of the reports to the detectives and refer to them when appropriate. This information is constantly tracked by the crime analyst assigned to support the Special Assault Unit to ensure that all potential series, patterns or trends are identified.



Information	3,375	91.64%
Sex/Rape-Battery	111	3.01%
Sex-Lewd	116	3.15%
Other	81	2.20%
<b>Total:</b>	<b>3,683</b>	<b>100.00%</b>

Of all Information reports routed to the Special Assault Unit, 91.64% remained classified as information reports. Of the remaining reports, 3.01% were classified as Sexual Battery/Rape, 3.15% were classified as Lewd Offenses, and 2.20% were classified as other (i.e. Aggravated Battery, Neglect/Abuse-Child, and Sex/Child Porn). The information from these nearly 3,375 reports may be used for additional intelligence gathering, predictive analysis, and/or administrative tracking.

### **Sexual Battery/Rape**

In 2015, there were 356 reported incidents of Sexual Battery totaling 490 offenses. There were 57 arrests made from these cases.

There are two major concerns with this crime type: serial rapists and stranger rapes. This section of the report is a snapshot of repeat locations, series/patterns/trends, arrests, and unknown suspects.

<b>Total Number of Incidents</b>	<b>356</b>
Cleared by Arrest	57
Repeat Location	14
<b>Remaining Incidents</b>	
<b>Case Suspended/Not Cleared</b>	<b>250</b>
Known Suspects	161
Unknown Suspects	89

### **Arrests**

Of the total number of sex crime incidents, 16.0% were cleared by arrest. Of these arrests, 19 involved juvenile sexual battery suspects and two incidents involved groups/multiple perpetrators of juvenile suspects.

### **Lewd and Lascivious Incidents**

In 2015, there were 291 reported incidents of Lewd and Lascivious incidents, totaling 453 offenses. There were 109 arrests made from these cases.

There are several different statutes that are identified as Lewd and Lascivious. The most common statute used for this type of incident is 800.04 "Lewd or Lascivious Offenses committed upon or in the presence of persons less than 16 years of age." This type of offense comprises 57.04% of these types of incidents. The other statutes cited are 794.04 "Unlawful Sexual Activity with Certain Minors" (4.12%), 800.03 "Exposure of Sexual Organs" (14.77%), and 825.1025 "Lewd or Lascivious offenses committed upon or in the presence of an elderly person or disabled person" (4 reported cases in 2014).

### **Lewd or Lascivious, 16 years of age or younger**

33.73% of all violations of Statute 800.04 were cleared by arrest. There were 53 total incidents of this type that were either suspended or not cleared. Of all the total lewd or lascivious incidents, this comprises 31.93%. Of these, 274 were known suspects and 17 of these have unknown suspects.

### **Exposure of Sexual Organs**

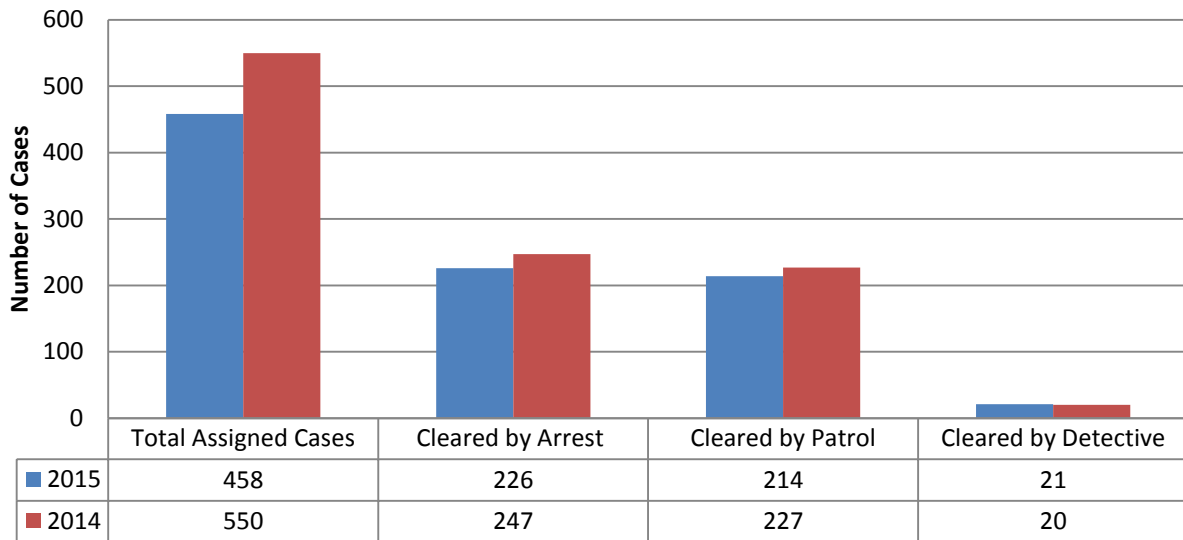
This type of incident includes approximately 14.77% of all lewd or lascivious offenses. Approximately 27.90% of all exposure cases were cleared by arrest. 26 of all exposure incidents involved unknown suspects.

### **Child Abuse and Elderly Abuse**

During 2015, the Special Assault Unit investigated 458 cases involving child abuse or elderly abuse, which is a 20.4% decrease from the number of assigned cases from 2014, during which 550 cases were investigated. Out of the 458 cases assigned, no cases involved elderly abuse/neglect. In 2015, 21 child abuse cases were cleared by detective arrest. This is an increase from 2014 in which 20 cases were cleared by arrest. A large number of the cases investigated had a non-criminal disposition. Many of these cases began as anonymous allegations originally reported to the Jacksonville Sheriff's Office's by the Department of Children and Families. Upon investigation, if it is determined that no criminal act was involved, the report is considered "filed" to meet regulatory requirements. An additional 214 cases that were investigated by the Special Assault Unit in 2015 resulted in Patrol Division arrests. In 2015, the percentage of assigned cases cleared by arrest was 49.34%, an increase of 4.34% when compared to the 45% in 2014.



## Special Assault Unit Cases 2014-2015 Child and Elderly Abuse



### Sexual Assault Kit Initiative

As part of a nationwide effort to conduct laboratory analysis of all previously untested sexual assault kits, in December 2015 it was announced that the Office of the State Attorney (SAO), partnered with the Jacksonville Sheriff’s Office, the Florida Department of Law Enforcement (FDLE), the Women’s Center of Jacksonville, and other local law enforcement agencies within the Fourth Judicial Circuit of Florida, would receive grant funding to create a multidisciplinary team (MDT) to address the issue of unsubmitted sexual assault kits. This multidisciplinary team was one only nine in the country and the only location in Florida to receive federal funding investigate and potentially prosecute cases related to previously untested sexual assault kits. This will be a three year project.

\*Information based on CAU data as of 2/16/15

## **InVEST**

Domestic violence is another offense that the Special Assault Unit addresses through the Intimate Violence Enhanced Services Team (InVEST). In 2007, the InVEST Unit gained national recognition for their work when they were honored by the United States Attorney General by being awarded the 2007 National Victims' Rights Week award for Professional Innovation in Victim Services. In 2008, the InVEST Unit followed up their success by becoming the prototype for State of Florida sponsored InVEST Units across the state. The InVEST Unit is currently staffed with one detective, who is supervised by one of the sergeants of the Special Assault Unit.

The InVEST Unit is a collaboration of the Jacksonville Sheriff's Office, Hubbard House, the State Attorney's Office, the Florida Department of Children and Families, and the City of Jacksonville's Victim Services. The InVEST Unit reviews all domestic violence reports in which the suspect and victim are in an intimate relationship and which has the potential for a fatality. All members of the InVEST team assist in determining if a case qualifies for the InVEST program. For a Domestic Violence case to qualify for the InVEST program, the case will have to meet certain criteria. The relationship between victim and suspect must be intimate in nature and the police report or referral must list situations within the relationship that deem it to be a potentially lethal situation such as broken bones, hospital visits, burns, threats to kill with an action plan, or multiple reports. These examples do not cover all the criteria for accepting potential clients however, as individual cases are reviewed and factors discussed among the team members.

In 2015, there were 7,311 reported incidents involving some form of domestic violence. Of these reports, there were 6,009 intimate partner domestic violence reports and 1,302 non-intimate partner domestic violence reports reviewed by InVEST. Based on a thorough review of all the reports in 2015, 568 potential clients were identified as "high risk" victims with potentially lethal domestic violence cases and were offered services. Of this number, 100 victims accepted the services of InVEST and became clients. An InVEST client signs a confidentiality form to release pertinent information to the

Jacksonville Sheriff's Office, Hubbard House, the State Attorney's Office, the City of Jacksonville's Victim Services, and the Florida Department of Children and Families.

InVEST receives nearly all police reports on domestic violence in the City of Jacksonville, Florida. The InVEST program also receives referrals from domestic violence collaborative agencies. The InVEST team evaluates each case for its potential threat for lethality to the victim utilizing a Threat Assessment Checklist. The team identifies victims that are at high risk for lethality and offers enhanced services. In 2015, none of the InVEST team's clients were killed as the result of domestic violence.

### **VICTIM SERVICES PROGRAM**

The Jacksonville Sheriff's Office, like many other law enforcement agencies, recognizes victims' rights as an important part of any police organization. The Jacksonville Sheriff's Office has developed a reputation for being a progressive law enforcement agency and is known as a leader in serving the needs of victims in the community. The Sheriff's Office Victim Services Coordinator, who is a civilian, is assigned to the Special Assault Unit. The Victim Services Coordinator is available to respond to crime scenes, which allows for timely assistance to crime victims and their families. The Jacksonville Sheriff's Office services a population of over 800,000 citizens with a growing, diverse community.

To succeed in its effort to recognize and serve victim's needs, the mission of the Jacksonville Sheriff's Office Victim Services Program is to provide quality, professional caring assistance to all crime victims, witnesses, survivors, and their significant others, to reduce trauma and facilitate their recovery from the impact of victimization, while advocating for their welfare and rights for fair and equal treatment.

The Jacksonville Sheriff's Office Victim Services Counselor provides a first point of contact for victims by phone and in person, assesses the victim's needs for appropriate service and referral, assists law enforcement by providing on-scene crisis intervention, emotional support, assistance with the completion of the state victim compensation

application, and makes referrals to other community service providers. The Victim Services Counselor acts as a liaison with the Office of the Attorney General to provide the law enforcement investigative information necessary to process victim compensation claims. The Victim Services Coordinator is certified through the Office of the Attorney General to register victims of domestic violence into the Address Confidentiality Program.

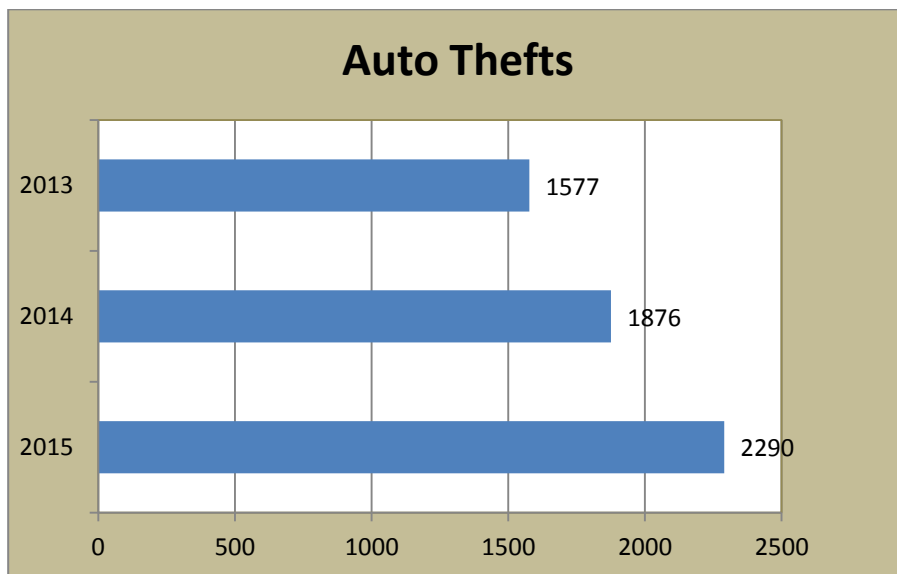
The Victim Service Coordinator, in cooperation with volunteer paralegals and pro bono attorneys, established a legal assistance clinic called The Missing Link of Jacksonville, Inc. It is the only collaboration in the area which hosts a free monthly divorce workshop to assist victims of domestic violence with completing pro se divorce paperwork. The mission of the group is to help free victims of domestic violence from a violent marriage. The clinic has assisted over 600 clients since its inception in 2005.

In 2015, the Jacksonville Sheriff’s Office Victim Service Coordinator provided direct assistance to victims and their families in the following ways:

Direct Services Report	2015
Victim/Witness Service Guides Distributed	41,131
Direct Services by Phone and Outreach	763
On Scene Response/Follow-up Home Visits	2
Victim Compensation Claims Assistance	531
Facilitated Training/Presentations	7
Coordinated Services with Local Agencies	170

## AUTO THEFT

The Auto Theft Unit is under the command of the Auto Crimes lieutenant. There are four detectives and one sergeant assigned to the unit. A Clerical Support Aide III performs general office duties for both the Auto Theft and the Traffic Homicide Units. The Auto Theft Unit receives auto theft cases for investigation, but also conducts proactive investigations including inspecting repair shops and junk yards, identifying unknown status vehicles, conducting sting operations utilizing a “bait vehicle”, and investigating cargo thefts. Members of the Auto Theft Squad work closely with the National Insurance Crime Bureau (N.I.C.B.), LoJack, OnStar, Federal agencies, and Jaxport to stem the export of stolen automobiles.



The Jacksonville Sheriff’s Office Auto Theft Unit’s clearance rate for 2015 was 18.67%. The 2012 (latest available) national average clearance rate was 7.8% for cities in the same population group as Jacksonville. The number of auto theft cases increased by 22.07% from 1876 cases in 2014 to 2290 cases in 2015.

## Noteworthy Investigations

Throughout the year, the Auto Theft Squad conducts bait vehicle deployments to apprehend auto theft suspects. The Squad deploys many different types of bait vehicles to identify and arrest persons involved in stealing vehicles and conveyances. In September, detectives investigated a series of rental truck thefts from a local business. A bait vehicle was utilized to address the thefts and two suspects were located and arrested shortly after stealing it. Several cases were cleared as a result of this operation.

In August, the Auto Theft Squad investigated a series of incidents involving stolen Ford Pick-up trucks. Detectives identified a business in another county that was receiving the stolen trucks from Duval County and coordinated with local law enforcement to conduct an inspection there. Detectives located

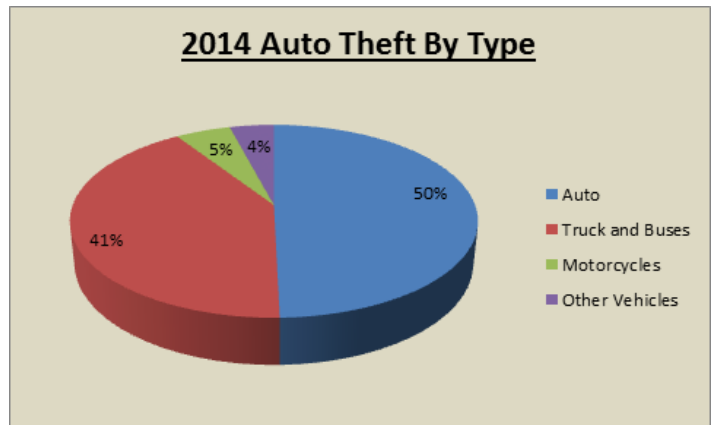
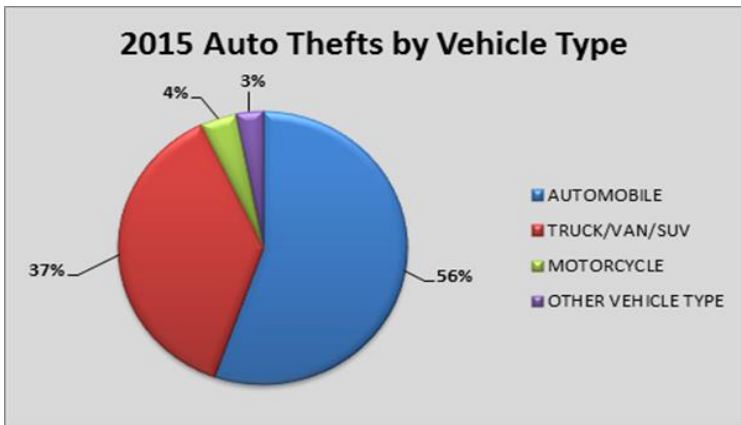
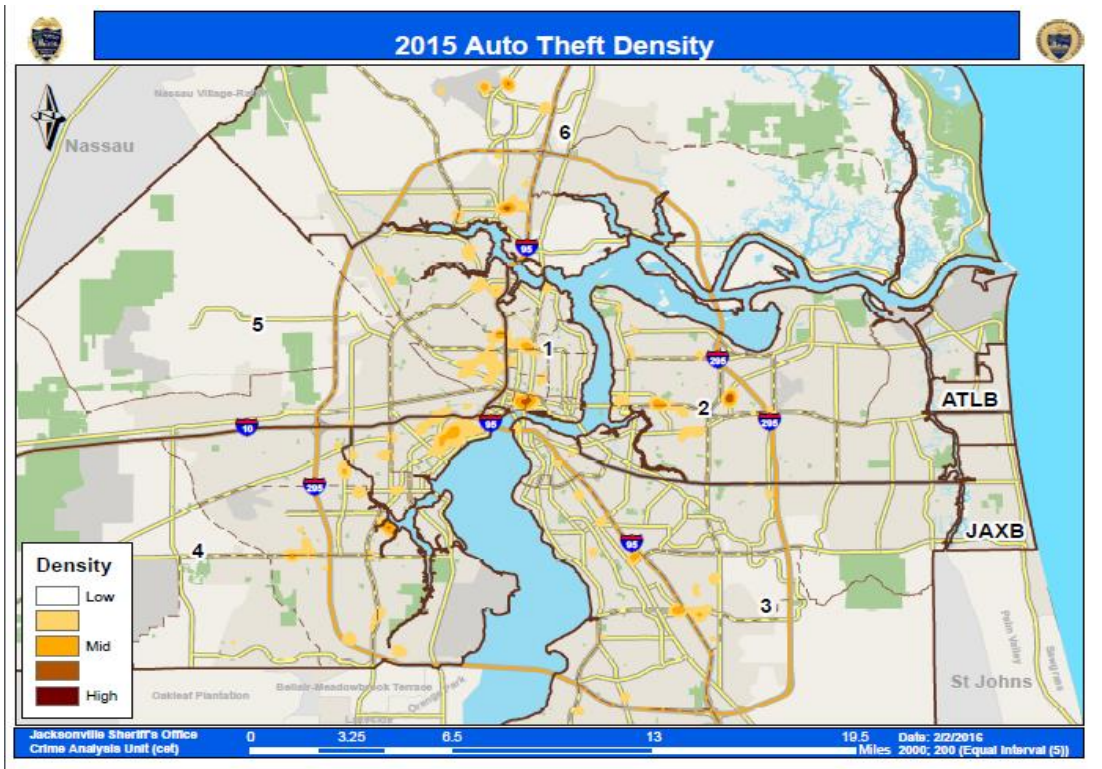


several vehicle parts that came from the stolen trucks and identified the owner of the business who was operating the “chop shop”. Detectives later identified several stolen pick-up trucks with altered vehicle identification numbers that the owner had sold to other innocent parties. Criminal charges against the owner are proceeding. The string of thefts was brought to an abrupt halt as a result of this investigation.

During March, the Auto Theft Squad assisted Volusia County law enforcement agencies with “Bike Week” at Daytona Beach, Florida. The Unit’s knowledge and expertise is recognized by the Daytona Beach authorities, and they are asked specifically to assist each year. Furthermore, the detectives attended several Sheriff’s



Office Advisory Council (ShAdCo) safety fair programs. In addition, detectives attended several training sessions with the Florida Auto Theft Intelligence Unit (FATIU).



## AUTO BURGLARY TASK FORCE



The Auto Burglary Task Force (ABTF) is a part of the Auto Crimes Unit. Their mission is to investigate auto burglaries in the City of Jacksonville. They are under the command of the Auto Crimes Lieutenant. These detectives are ultimately responsible for reviewing and following up on every auto burglary that occurs

and to coordinate efforts with patrol officers. Additionally, an ABTF detective is on call 24 hours a day to conduct suspect interviews when requested. They coordinate closely with sector officers and other investigative units forming a large pool from which to obtain information. In 2015, The Auto Burglary Task Force followed up on 5,299 cases; these officer's auto burglary investigations during this fiscal year led to the recovery of thousands of dollars of victim's property and numerous felony arrests. Their efforts resulted in the clearance of over 200 cases for a variety of crimes. The unit worked closely with Patrol, Crime Analysis Unit, and many other specialized units both within the agency and outside the agency to ensure these cases are properly investigated and any pertinent information is disseminated to entities with a vested interest. Along with the arrests, detectives recovered thousands of dollars in stolen property. ABTF detectives continue to attend multijurisdictional meetings with officers from Clay County and St Johns County. This is a joint effort to combat the current "Felony Lane" type crime trend.

The ABTF focused on the "Felony Lane" groups that operate within the city and state-wide. "Felony Lane" is a term used to describe criminal groups that commit thefts primarily of financial information/credit cards and then commit fraud using the outer drive-thru lane of a financial institution. They target places such as shopping centers, malls, gyms, etc., with the purposes of committing crimes such as auto burglaries and thefts. The intent is to steal credit/debit cards or negotiable instruments and then recruit drug addicts, prostitutes, transients, etc., to commit the acts of fraud and pay them a certain amount a day.

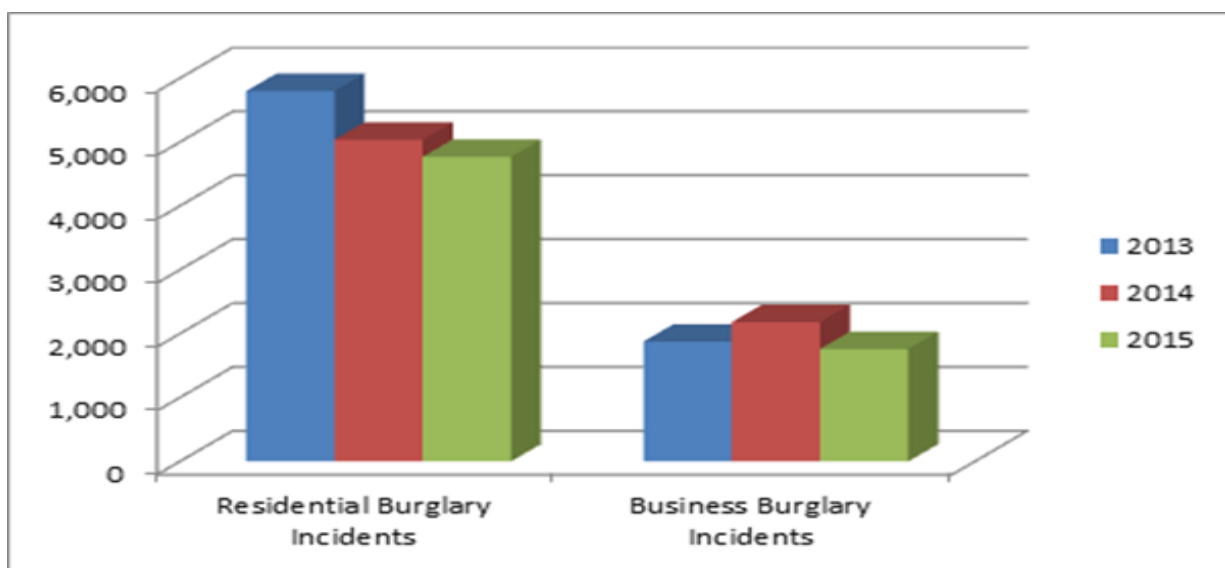


## STATE ATTORNEY'S OFFICE

The State Attorney's Office Liaison Unit is staffed with sworn law enforcement officers from the Jacksonville Sheriff's Office and is under the command of the Auto Crimes Lieutenant. These detectives are appointed by the State Attorney's Office to assist the law enforcement needs of the Fourth Judicial Circuit of Florida (Clay, Duval, and Nassau Counties). These detectives currently work in multiple divisions of the State Attorney's Office in the Circuit Court Division, County Court Division, Homicide/Gun Unit, Special Assault Unit, and Juvenile Division.

## BURGLARY

The Burglary Unit is staffed with one lieutenant, four sergeants, twenty detectives, two SCRAP detectives (Secondhand Dealer, Crushers, Recyclers, and Pawnshop), two Property Recovery detectives, and two Clerical Support Aide III's. Each sergeant is assigned to supervise a team of four to six detectives depending on the zone size and the average number of incidents within that zone. The detectives are assigned to investigate burglaries and grand theft cases of \$10,000.00 or more. There were 6531 reported burglaries in 2015, which is a 10.6% decrease from 2014. The Burglary Unit's 2015 clearance rate was 14.2 % compared to the 2014 national average of 9.2 %.



**Reported Burglary Incidents by Zone:**

Zone 1.....	543
Zone 2.....	1228
Zone 3.....	967
Zone 4.....	1809
Zone 5.....	1344
Zone 6.....	640

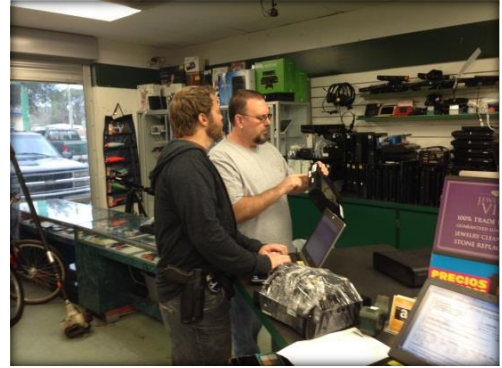
Information sharing and customer service continue to be primary goals in the Burglary Unit. Detectives and sergeants meet regularly with the six Patrol Zone Commanders and watch commanders to discuss cases and share information in an effort to function

**Noteworthy Investigations**

A residential burglary pattern based on victim location, modus operandi, and property taken was identified. There were several incidents of residential burglaries involving antique jewelry and silver being stolen and pawned. During one of the burglaries the suspect cut himself and blood was left at the scene. In one of the incidents, the suspect committed auto theft as well. The suspect was identified as Dennis Hull. Patrol and Investigations worked together by conducting surveillance and staking out the areas that the suspect was likely to burglarize. Due to these efforts the suspect was apprehended and during the interview confessed to burglarizing the homes and stealing the jewelry. Mr. Hull has been convicted and sentenced to 20 years in prison.

## Property Recovery

The Property Recovery Squad is staffed with two detectives. The detectives inspect and review documentation on all of Jacksonville's pawn and secondhand dealers to ensure compliance with local and state laws. The Property Recovery detectives also conduct random onsite inspections of secondhand dealers to ensure operational compliance with regulations. The detectives recover stolen property from the stores and place police holds on stolen property for court proceedings. They then assist in the process to return stolen property to the victims.



In 2015, the Property Recovery detectives assisted the JSO Economic Crimes Unit and US Secret Service with a search warrant at the Golfair Flea Market. One suspect was arrested; stolen property was recovered along with six firearms. A movie (DVD) piracy operation was discovered in the back room of the business. US Homeland Security Investigations (formerly ICE) Agents responded to recover the equipment and pirated DVDs. US Homeland Security agents seized and estimated 25,000-30,000 DVD movies and estimated 15-25 DVD burner towers from the back room of the business.

<b>Total Property Seizures</b> .....	<b>827</b>
<b>Property Seizures for Outside Agencies</b> .....	<b>153</b>
<b>Secondhand Dealer Inspections</b> .....	<b>612</b>

## ECONOMIC CRIMES

The Economic Crimes Unit (ECU) is staffed with one sergeant, seven detectives and one civilian (Clerical Support Aide III). One detective is the liaison with the United States Secret Service (USSS) and one detective is assigned to the Joint Electronic Benefits Transfer Task Force (JEBTTF). These partnerships enhance the ability of the Unit to handle complex investigations that cross jurisdictional boundaries. The ECU handles a large variety of cases including fraud, identity theft, flim-flam cases, and employee theft. During 2015, the ECU worked on joint investigations with the USSS, the Federal Bureau of Investigation (FBI), the United States Attorney's Office, the United States Department of Homeland Security (DHS), the Florida Department of Revenue (DOR), and the Florida Department of Business and Professional Regulation (DBPR) on investigations targeting financial crimes.



<b>Assigned 2015 cases</b> .....	1536
<b>Crime Stopper tip cases</b> .....	32
<b>Investigation requests from other jurisdictions</b> .....	234
<b>2014 ECU clearance rate of assigned JSO cases</b> .....	14.7%

### Noteworthy Investigations

In June of 2015, Detective Baxley investigated multiple cases of a suspect portraying himself to elderly victims as an agent for Housing and Urban Development (HUD) by the name Anthony Nixon declaring to victims that he could obtain loans for them to either repair or remodel their residences. The suspect would require down payments immediately before he would file any paperwork.

The suspect would target the elderly by placing flyers on the front doors and or mailboxes of their respective residences. These flyers would advertise his business which consisted of remodeling private residences as well as loan services for the victim's to obtain funding for these projects. After the elderly victims would call the

suspect from the number provided on the flyer, he would respond to their residences and meet with them in person. Each victim advised that the suspect stated he was a licensed and insured contractor and would make their houses look new again. He would then obtain 100% of the money up front before any work was started.

Each victim reported that after McGuire received their money he would rarely show up to their property and would only start small projects to include cleaning or demolition and then would not return. Each project agreed upon required a state license in which he did not have and the required City permits were never pulled for the construction. Each victim's job was between 1 to 3 years old from time of payment and was never completed. In December 2015, the suspect has been sentenced to five years in prison.

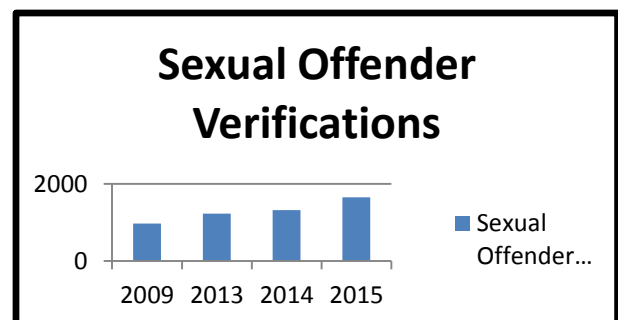
## OFFENDER TRACKING

Currently, one Lieutenant, two Sergeants, thirteen Detectives, one OTU Liaison Coordinator and one Clerical Support Aide III make up the Offender Tracking Unit (OTU). Within Duval County, detectives track approximately 2194 sexual predators and offenders. Additionally, there are 251 career criminals. This brings the 2015 total of



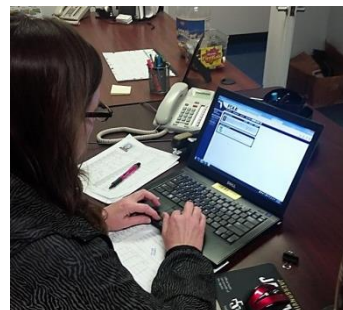
individuals the OTU tracks to 2445, an increase of 32%, that reside within our jurisdiction. It is the responsibility of the OTU to track these individuals and ensure they are in compliance with all state and local laws. Working with local law enforcement agencies, the Florida Department of Law Enforcement (FDLE) and the U.S. Marshals, the OTU tracks and arrests suspects that violate the registration laws within the state.

During 2015, OTU detectives contacted and verified an average of 302 sexual predators on a monthly basis. This is a 17% increase from 2014's average of 257 verifications per month.



Additionally, OTU detectives 1654 sexual offender verifications in 2015 compared to 1321 registered sexual offender verifications in 2014 (25% increase) and 966 in 2009 representing a 71% increase in the last six years. In addition to the monthly verifications, each detective is assigned complaints and information verification requests from different sources including citizens, FDLE and other law enforcement agencies. These requests range from address verifications when subjects move or internet investigations involving social media. Each detective handles up to 20 complaints per month. As social media use among sexual offenders and predators increases, detective's investigations have become more complex. Many of these investigations are detailed and time consuming which result in the subject's arrest. Detectives partner with social media providers who have the ability to remove the offenders from their respective sites upon request.

The safety of the children within Duval County is of the utmost importance to the detectives of the OTU. With this in mind, the OTU conducted a city wide deployment on October 31<sup>st</sup> to ensure that Duval County sexual predators / offenders were in compliance with Jacksonville municipal ordinance 685.104. During the deployment, detectives travelled throughout the city and visually checked their assigned predator / offender residences. Sexual predators and offenders were checked with only one suspect who was found to be in violation and that suspect was arrested.



Members of the OTU work with FDLE in reference to tracking career offenders more efficiently. Career offenders are tracked by a mailed response to inquiries sent out by FDLE. If a career offender does not mail in a certified response, FDLE will contact the Sheriff's Office to conduct a follow-up investigation. This proved to be very cumbersome, potentially allowing some career offenders to be shown as compliant when they were not. In June of 2015, the OTU conducted an audit of career criminals living in Duval County. This endeavor proved fruitful, as over the next six months we

found 22 non-compliant career criminals. As of the end of December, 14 have been arrested and eight have outstanding warrants.

Currently, the OTU utilizes the FDLE sexual predator/offender database in conjunction with the “OffenderWatch” database to track and document active predators and offenders. This links us with the 67 Florida counties and 36 other states for the purpose of tracking sexual predators/offenders. Both of these systems have been vital in the unit’s efforts to effectively track the movements of predators/offenders if they attempt to abscond.

### **INTER-AGENCY- SPECIAL INVESTIGATIONS**

The Interagency Special Investigations Unit is charged primarily with enforcing the waste tire ordinance and investigating illegal dumping activities. The Unit is staffed with one detective and also provides investigative and enforcement support to a number of city and state agencies, including the City of Jacksonville Housing and Community Development Division, Solid Waste, Streets and Highways, Duval County Health Department, Florida Department of Environmental Protection, and Jacksonville Electric Authority (JEA). The detective investigates a vast array of violations and crimes that affect the environment and/or infrastructure. These investigations include, but are not limited to, the illegal dumping of white goods (appliances), waste oil, roofing materials (asbestos), construction and demolition debris, yard waste, lead acid batteries, and bio-hazardous waste.

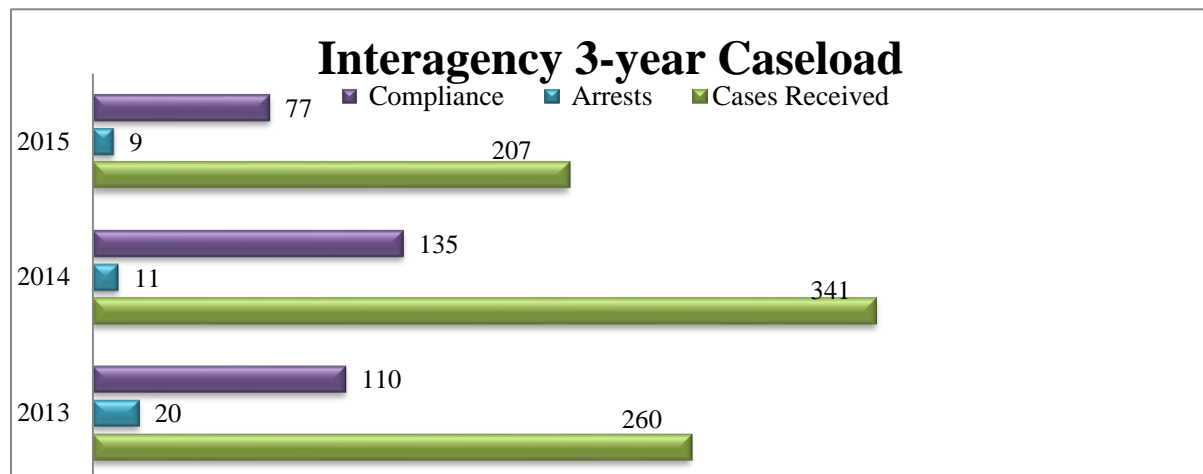


Some of the more common assignments for the detective include checking retail and wholesale tire vendors, surveillance, and security for JEA, Solid Waste, and Public Works employees. The detective also conducts internal investigations for city departments when requested.

## Noteworthy Investigations

The detective worked closely with the City Council and the Solid Waste Division to update and improve the waste tire ordinance for the City of Jacksonville. The updates and improvements included revamping the entire Waste Tire Program with the Solid Waste Compliance Division Chief. This Interagency position was reinstated on July 21<sup>st</sup>, 2015. From July 2015 through December 2015, the Public Works investigator coordinated with the Technical Support Unit, Blight Mowing Division and Solid Waste to have nine surveillance cameras installed in illegal dumping hot spots throughout the city. On 12-10-15, the investigator conducted an evening stake out with FWC at a Goodyear Tire store on Girvin Road. This location was experiencing illegal dumping incidents on site of used tires. A surveillance camera was installed and the suspect was caught in the act and arrested.

The graph below depicts a 3-year comparison of the total number of cases received for investigation, annual arrests and compliance numbers. The ISI detective urges compliance and clean-up by the violators in many of these illegal dumping-type incidents



## JEA INVESTIGATIONS

The Jacksonville Electric Authority (JEA) Investigations Unit is responsible for investigating and enforcing portions of Florida Statutes and Municipal Codes relating to the JEA.





The unit is staffed with one detective and is also responsible for conducting applicable internal investigations and other enforcement activities as requested by the Sheriff's Office Staff and the JEA management. These types of investigations include, but are not limited to: power theft, credit fraud, equipment theft, and employee security.

### **Noteworthy Investigations**

The JEA investigator assisted Revenue Assurance with an investigation into the use of children's social security numbers by parents that were avoiding past due JEA invoices. The investigation resulted in 13 different fraudulent JEA accounts which yielded over \$7,500 back to JEA in lost revenue. The investigator also conducted several covert operations of copper thefts throughout the city. The investigator coordinated efforts with his supervisor and the Strap Metal Task force that were able to send pictures of the type of stolen wires out to the various scrap yards in Duval County. As a result of this investigation an arrest was made and the victimization ceased.

### **GENERAL COUNSEL'S OFFICE**

The legal affairs for the City of Jacksonville and its various city agencies is handled by the Office of the General Counsel. There is one sworn police detective from the Jacksonville Sheriff's Office that is permanently assigned to the General Counsel's Office (GCO). The detective is charged with assisting the attorneys and staff in investigating cases involving legal actions against the City and its employees. He also assists with workers compensation cases, civil service cases, and advises the City Council on proposed legislation. The investigator routinely interviews witnesses, reviews extensive criminal history checks on plaintiffs, performs certified driver's license checks, and reviews JEA files and other resources for residence and employment history. The investigator is also responsible for the service of summons, subpoenas, court orders, evictions, and notices of proposed action. The investigator also assists in preparing cases for administrative hearings, Appellate Court, Civil Service Hearings, and Workers Compensation. He is also responsible for the



service of eviction summons for the Jacksonville Housing Authority, subpoenas, court orders, and notices of proposed action, as they relate to the City of Jacksonville. **Note:** This Inter-Agency position was eliminated from the Crime Scene Unit Commander responsibility on July 21<sup>st</sup>, 2015.

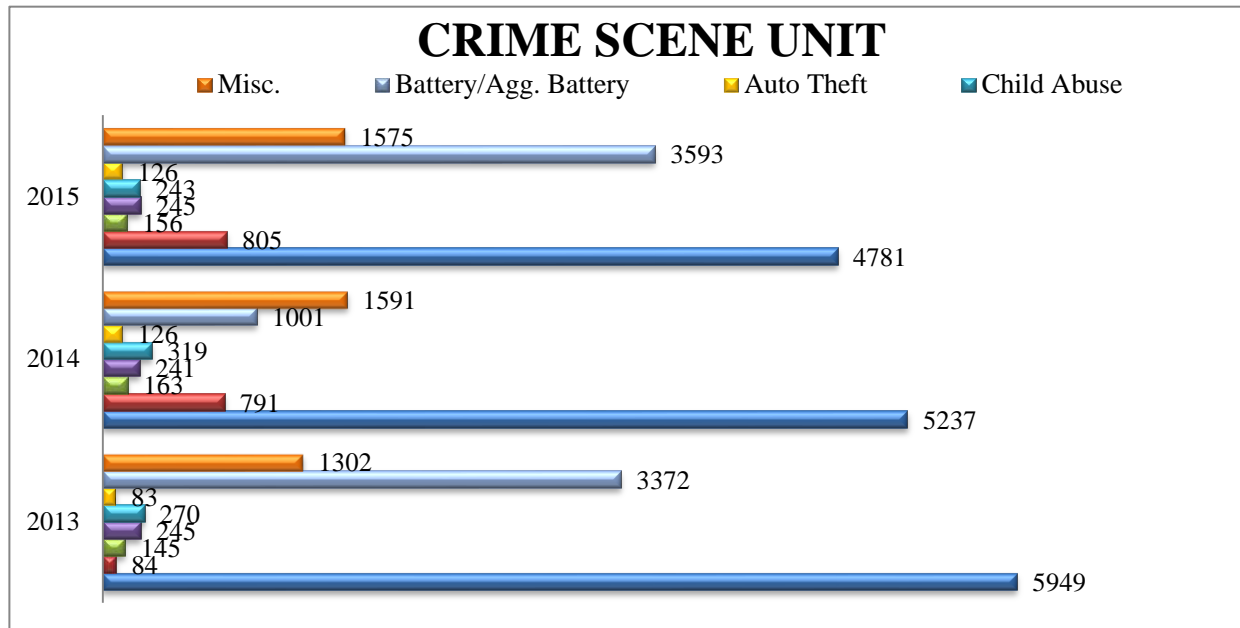
## CRIME SCENE

The Crime Scene Unit is responsible for the collection, preservation, and documentation of evidence found at crime scenes and is staffed with 28 crime scene detectives and three sergeants. Many of the detectives in the unit are skilled in the application of major case processing techniques. This enables them to work the most complex and high profile scenes such as homicides, officer involved incidents, and sexual batteries. During the past year, Crime Scene Unit



detectives processed numerous scenes that involved very serious crimes. On July 24<sup>th</sup> of 2015 detectives from the Crime Scene Unit responded to 8030 Old Kings Road to assist in the investigation of a kidnapping. The detectives were assigned the responsibility of overseeing the processing of a crime scene involving a vehicle and resident. Over an extended period, the lead detective coordinated with supervisors and other detectives to undertake the processing of this complex scene and collections of evidence. The detectives utilized training and a vast depth of experience to formulate a plan that maximized the chances of recovering vital evidence that will assist in interviewing and interrogating for the successful prosecution of those responsible.

The chart demonstrates a three year comparison of the more common types of reports submitted by the Crime Scene Detectives. The miscellaneous category reflects such incidents as undetermined deaths, auto burglaries, and criminal mischief cases.

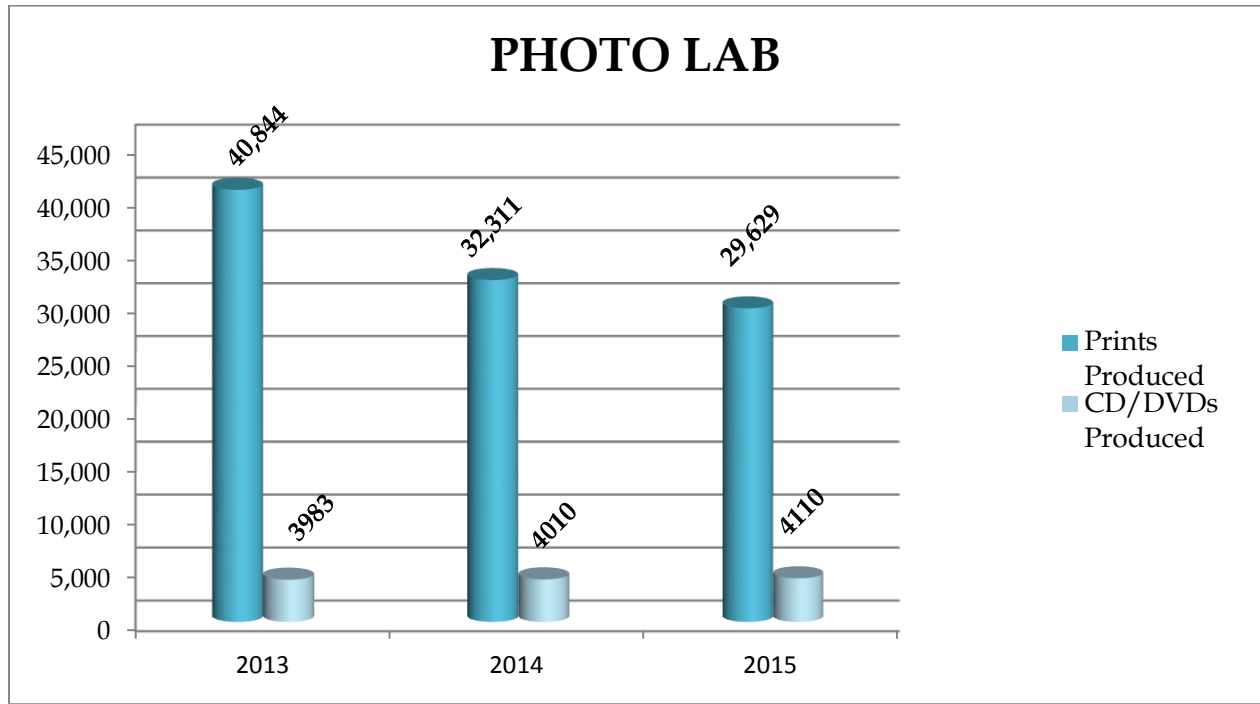


## PHOTO LAB

The Photo Lab maintains and operates the photographic, processing, and printing equipment for the department. This includes computerized software for the development of crime scene photographs. The photo lab provides portrait and identification photography, image enhancement, image restoration, court enlargements, and other special event photography for the Department. When requested, they provide these photographic services to other criminal justice agencies in our area. In addition to photographic assignments, the unit also provides technical assistance and training to the Crime Scene Unit and the Latent Print Unit. The unit is also responsible for the input of all crime scene images into the Digital Crime Scene System. During 2015, they entered over 1,337,369 images into the system. The Photo Lab is staffed with two photographers, one of which also serves as the supervisor.

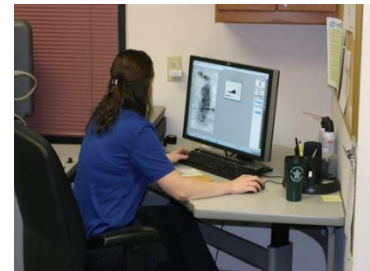


The chart demonstrates the number of photographs copied to CDs and DVDs by the Photo Lab has maintained steady each year. However, the numbers CD/DVDs has maintained almost equal from 2013 to 2015.

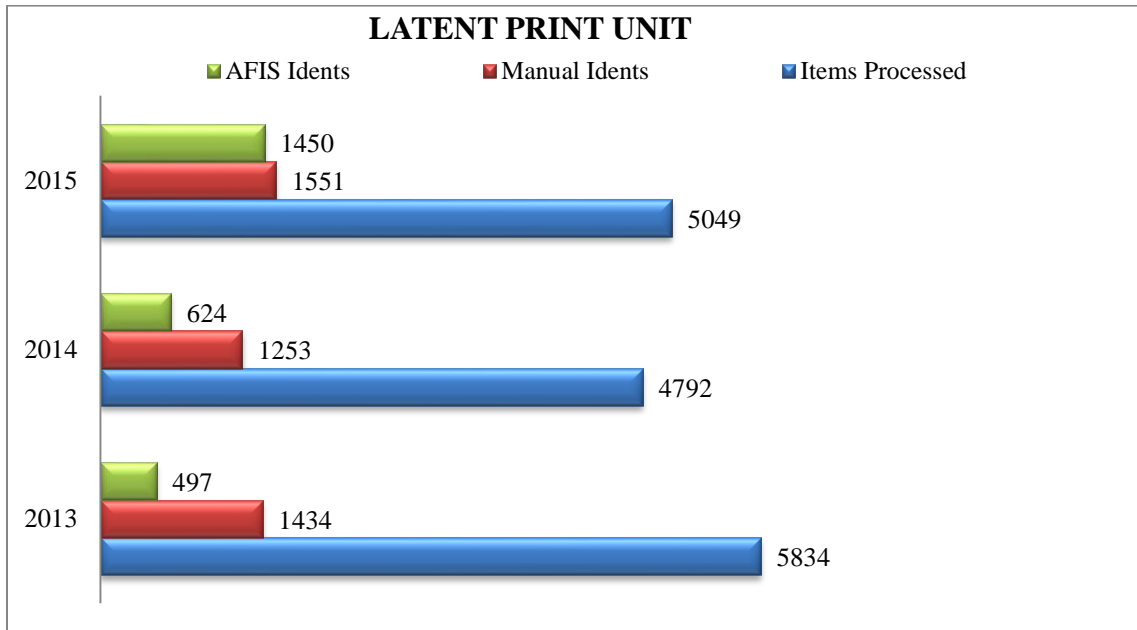


## LATENT PRINT

The Latent Print Unit (LPU) is responsible for the comparison and identification of latent prints submitted from crime scenes. The unit is staffed with one supervisor/examiner, two examiners, and one CSA III. The examiners employ a variety of chemicals and techniques to develop latent prints from crime scene evidence. Other duties include submitting latent fingerprints into the Automated Fingerprint Identification System (A.F.I.S.), providing expert court testimony, preparing photographic court charts, assisting in the training of Identification personnel, Property Room personnel, and police officers. They also respond to major crime scenes when their expertise is needed. The LPU also assists Federal, State, and local law enforcement agencies when requested. Their expert processing and comparison skills enabled them to make identifications in a number of cases this year.



The following graph represents the number of identifications (both A.F.I.S. and manual) and the number of items processed for the 2013-2015 statistical period:



## CRIME STOPPERS

The Jacksonville Sheriff's Office works closely with First Coast Crime Stoppers (FCCS). The investigative unit



manages all anonymous tips received for Duval County cases. The investigative unit acts as a liaison between police and corrections officers, detectives, civilian warrants, JSO I.D. personnel, and the staff at First Coast Crime Stoppers. The Jacksonville Sheriff's Office has a Liaison for the F.C.C.S. in the investigative unit who ensures all tips are thoroughly investigated and the dispositions are forwarded back to F.C.C.S. First Coast Crime Stoppers serves six counties in Northeast Florida, but per their records Duval County receives 95% of their tips.

During 2015, a total of 2,057 Crime Stopper tips were received. These tips resulted in 149 arrests, 313 cases cleared and the apprehension of 103 fugitives. Examples of the great results from tips received. On January 2, 2015, James Erwin McGee, III, was

arrested after a FCCS tipster saw him at a local hotel. McGee was featured on the Wheel of Justice just hours before. McGee was a sexual predator that failed to register. On January 8, 2015, William Donovan Lee was arrested for attempted murder and tampering with evidence, after a FCCS tipster led detectives to the gun used in the crime and assisted in identifying Lee's involvement in the case. On October 15, 2015, Michael Vincent Forte was arrested for the east Arlington homicide at Burger King after a FCCS tipster led police right to his hide out location on Noroad on Jacksonville's west side.

# HOMELAND SECURITY & NARCOTICS / VICE DIVISION



The Homeland Security and Narcotics/Vice Division is staffed with 150 employees, comprised of multiple sections and units responsible for a wide range of specialized police functions. The following positions are assigned to the division: one Chief, two Assistant Chiefs, five Lieutenants, 16 Sergeants, 111 Detectives, and four Officers for a total of 139 sworn officers and 11 civilians.

In addition to the sworn officers assigned to the Homeland Security and Narcotics/Vice Division, sworn officers assigned to other divisions in the Jacksonville Sheriff's Office are members of the agency's specialized teams. These individuals receive specialized training along with the personnel assigned to the division and are available when needed.

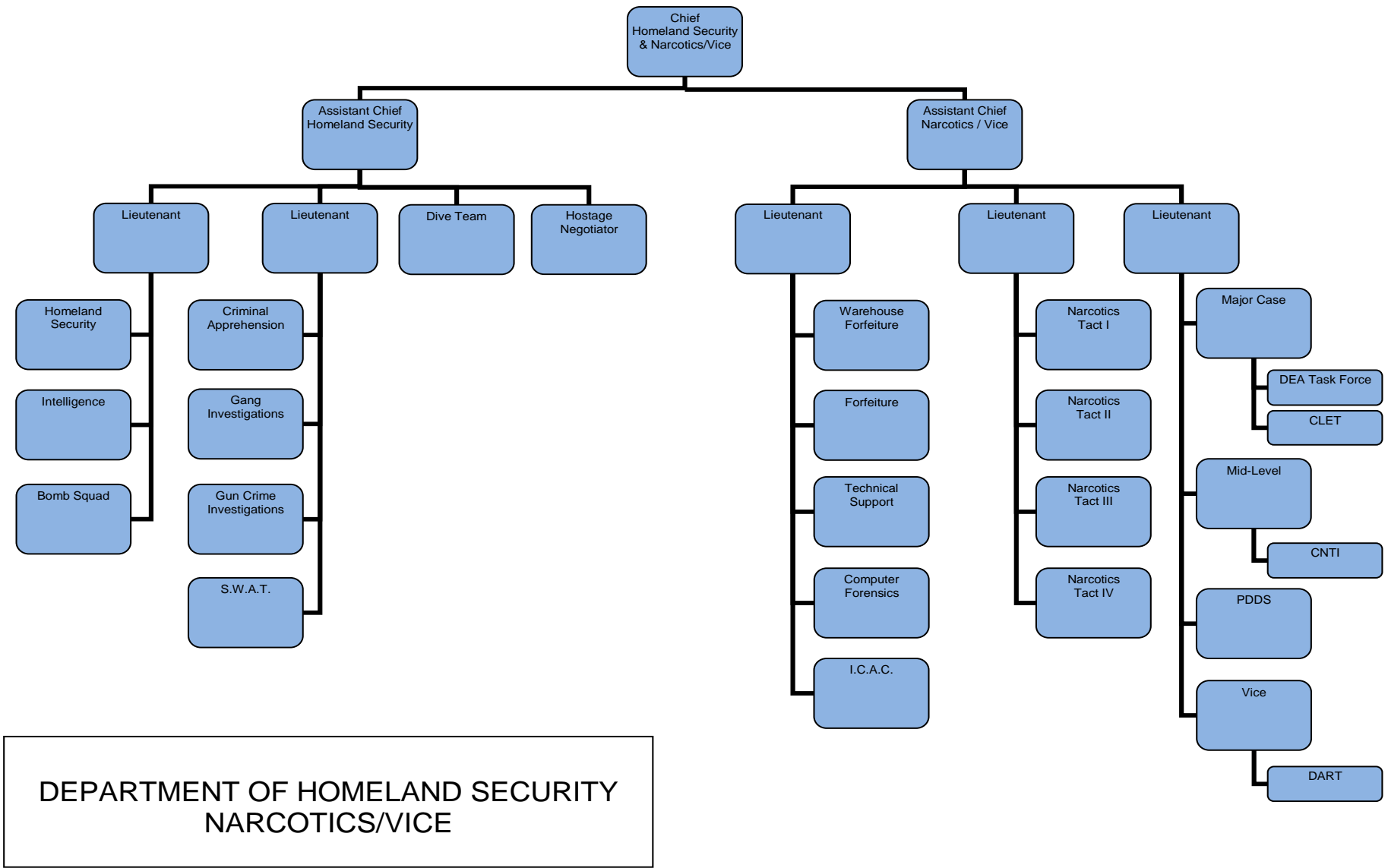


The following units are assigned to the Homeland Security Section:

- Bomb Team
- Dive Team
- Homeland Security Unit
- Hostage Negotiator Team
- Intelligence Unit
- SWAT Team (Special Weapons and Tactics), including the SWAT Medical Program
- Tactical Support Unit (Composed of the Criminal Apprehension Unit, Gang Investigations Unit, Juvenile Coordinator, and Gun Crime Investigations Unit).

The following units are assigned to the Narcotics/Vice Section:

- Major Case Investigations Unit
- Mid-Level Investigations Unit
- North Florida High Intensity Drug Trafficking Area Task Forces
  - Currency/Narcotics Transportation Interdiction Initiative
  - Prescription/Designer Drug Squad
- Clandestine Laboratory Enforcement Teams (CLET)
- Tactical Narcotics Squads (*street level drug sales*)
- Vice Unit
- Drug Abatement Response Team (DART)
- Warehouse Unit
- Forfeiture Unit
- Technical Support Unit
- Computer Forensics Unit
- Internet Crimes Against Children Task Force



## HOMELAND SECURITY

The Homeland Security Unit is staffed with one sergeant and six detectives. They report to the Intelligence Unit lieutenant within the Homeland Security Division.



The Homeland Security Unit acts as the Jacksonville Sheriff's Office liaison when interacting with other agencies in a variety of planning, grant funding, and training programs. Examples of such programs are the Regional Domestic Security Task Force (RDSTF), the Port Security Initiative, as well as the State of Florida's funding initiatives. The Homeland Security Unit works closely with the Department of Justice (DOJ), the Federal Bureau of Investigations (FBI), the Alcohol, Tobacco Firearms and Explosives (ATFE), the Department of Homeland Security (DHS), the United States Coast Guard (USCG), United States Immigration and Customs Enforcement (ICE), Florida Department of Law Enforcement (FDLE), Jacksonville Fire/Rescue Department (JFRD), Jacksonville Emergency Preparedness Division, Jacksonville Port Authority, Jacksonville Aviation Authority, and the twelve other counties and multiple local jurisdictions which comprise RDSTF Region 3. The unit has one detective assigned to the FBI / Joint Terrorism Task Force for the FBI Weapons of Mass Destruction program. The Homeland Security Unit works in concert with the Intelligence Unit to coordinate the anti-terrorism activities of the Jacksonville Sheriff's Office. Additionally, the Homeland Security Unit detectives serve as committee members on the RDSTF Region 3 board, to plan and determine the training/equipment needs for specialized units.

The Homeland Security Unit is responsible for vulnerability threat assessments of Critical Infrastructures within Duval County. These assessments are thorough and include a complete inspection of the facilities and existing security plans.



Employee and visitor populations are accounted for along with emergency planning, training, and testing evaluations. This information is combined with current threat assessments to provide the Sheriff with a comprehensive risk assessment of Duval County’s most vital Critical Infrastructures. The Homeland Security Unit also conducts survey assessments of facilities prior to special events, on an as needed basis.

The Homeland Security Unit also promotes public awareness of threat and security issues through the “iWatch” program and other outreach opportunities.

#### Noteworthy Investigations

HLS detectives coordinated efforts with the JSO Dive Team and conducted underwater inspections of all major bridges and bulkheads.

Detectives completed work on 42 critical infrastructure and survey assessments within Duval County.

In March, HLS detectives attended a Maritime Convention at JAXPORT. They were able to learn about new information to better support JAXPORT security operations along with protective measures that can be utilized up and down the St. Johns River. Due to JSO’s involvement at the Boston, MA Maritime Convention in 2014, the Homeland Security Unit was able to assist in the coordination of the Maritime convention at JAXPORT.

In December, members worked on a comprehensive database of Critical Infrastructures that will be utilized for an interactive Critical Infrastructure Map program that can be utilized by patrol officers.

The unit coordinated and provided support and expertise to other Sheriff's Office components for projects under RDSTF, LETP, PSGP and other grant and funding opportunities to support the agency's mission.

## **INTELLIGENCE**

The Intelligence Unit of the Jacksonville Sheriff's Office is comprised of one lieutenant, who is the unit commander, one sergeant, six investigators, and a clerical support aide. The unit commander reports to the Assistant Chief of Homeland Security.



Intelligence Unit personnel gather and analyze information in furtherance of disseminating criminal intelligence within the Jacksonville Sheriff's Office, as well as other local, state and federal partners, in an effort to identify and track homeland security and terrorism related activities and crimes. The Intelligence Unit provides situational awareness in civic activities to include labor and community causes that may compromise the public safety of the citizens within Duval County. Additionally, unit personnel monitor any suspicious activity at critical infrastructure locations and investigate any potential homeland security matters at these locations.

Intelligence Unit personnel initiate the majority of their investigations. Each investigator has specific areas of responsibility in the collection, analyzation and dissemination of intelligence information received and investigated. With each detective being assigned a specific area of responsibility, this helps to ensure that all pertinent information received from investigations and outside agencies is distributed to the most appropriate unit in an effort to aid with their current



on-going investigations. Some of the specific areas assigned to the Intelligence Unit personnel are; criminal intelligence on the occult/cults, extremist/subversive groups, sovereign citizen groups, national and local protest groups and domestic/international terrorism. The Intelligence Unit, working in partnership with the Sheriff's Office Homeland Security Unit, monitors the city's critical infrastructure; ensuring that any reported suspicious activity is investigated thoroughly. The Intelligence Unit has one detective assigned to the FBI/Joint Terrorism Task Force and another assigned (part-time) to the FBI/Human Rights Task Force. The primary purpose of the Intelligence Unit is to gather and share information that has been verified with the most appropriate unit within the Jacksonville Sheriff's Office or outside agency in pursuit of a successful criminal prosecution and to provide staff members with verified information for use in planning for events and unusual circumstances.

In order to obtain and share as much intelligence information as possible, the Jacksonville Sheriff's Office Intelligence Unit is a member of several organizations. They maintain a membership in the Florida Intelligence Unit (FIU), the Northeast Florida Intelligence Unit (NFIU), the International Association of Outlaw Motorcycle Gang Investigators as well as a membership in the Regional Organized Crime Information Center (ROCIC). Membership within these organizations allows the Intelligence Unit to share information with various agencies within the State of Florida from local, state and federal law enforcement.

### **Activity Report**

During 2015, the Intelligence Unit continued working with the Homeland Security Unit to oversee locations identified as "critical infrastructures". The goal is to ensure that suspicious pre-operational indicators are quickly identified and investigated. Detectives from the Intelligence Unit and Homeland Security Unit meet regularly to discuss any patterns or trends at these identified sites. Members of the Florida Department of Law Enforcement (FDLE), the United States Armed Forces, United States Coast Guard (USCG), Internal Revenue Service (IRS), United States Secret Service (USSS), Alcohol, Tobacco and Firearms (ATF) and Federal Bureau of Investigation (FBI) have

also attended these meetings to discuss issues and trends. Additionally, several simulated exercises were completed with these Agencies to ensure efficient investigation and response procedures were in place.

In 2015, the Jacksonville Sheriff's Office continued an active role in the progress of the North Florida Fusion Center. This collaborative effort includes members of 58 agencies pooling their intelligence information into one overarching database to be used by investigators to identify, monitor and track issues of concern to the requesting agency. The Intelligence Unit investigates every SAR and Sovereign Citizen report generated within Duval County in an effort to defend our city from hostile threats. The Intelligence unit also maintained a productive relationship with the FBI/Joint Terrorism Task force to ensure the safety of the community. The Intelligence Unit has continued its partnership with the FBI Human Rights Task Force to investigate any criminal discriminatory conduct. Additionally, the Intelligence Unit is a participant in the US Attorney's Office Middle District's Civil Rights Working Group. This group was formed by U.S. Attorney A. Lee Bentley III to partner federal, state and local law enforcement as well as non-governmental resources to address and prevent bias-motivated crimes.



#### Noteworthy Investigations:

- The Intelligence Unit Detective assigned to the FBI's Joint Terrorism Task Force (JTTF) assisted in the investigations and service of Federal terrorism arrest warrants of two different local individuals.
- The Intelligence Unit partnered with Jacksonville Beach Police, NCIS, FDLE, FHP and the FBI to provide intelligence monitoring and security at the 2015 NAS Air Show held at Jacksonville Beach.
- With a noted national increase in domestic terrorist attacks, the Intelligence Unit partnered with the Special Events Unit, FDLE and the JTTF to ensure large scale events such as NFL games and major Holiday events were thoroughly assessed and monitored.



- The Intelligence Unit worked closely with other Federal and State Law Enforcement Agencies and Airport security to provide Dignitary Protection Assistance for several high profile dignitaries and past Presidents visiting Jacksonville.
- The Intelligence unit investigated several bomb threats and in particular was responsible for the identification and arrest of a suspect who had threatened to bomb the Mayor's community Human Rights Ordinance meeting. The Intelligence Unit assisted with the security planning of the additional meetings for the HRO.
- Sovereign Citizen Activities and training continued to be a priority in 2015. The Intelligence Unit investigates every Sovereign Citizen report generated within Duval County. Intelligence Detectives coordinate new Sovereign Citizen investigations with Clerk of the Courts personnel and the State Attorney's Office. In 2015, the first arrest in Duval County under the new Florida State Statute relating to fraudulent activity utilized by Sovereign Citizens was made. This arrest was coordinated with the IRS who was conducting a Tax Fraud Investigation of the same subject.
- In 2015, the Intelligence Unit took over the responsibilities for arson investigations for the Jacksonville Sheriff's Office and partnered with the State Fire Marshall's Office to ensure comprehensive and thorough arson investigations.
- The Intelligence Unit promoted and utilized the "iWATCH" program to develop information from the public relative to potential terrorism related suspicious activity within their communities. This program was responsible for the initiation of multiple investigations during 2015 and continues to be in place and active.

## **CRIMINAL APPREHENSION**

The Criminal Apprehension Unit is staffed with one (1) sergeant and nine (9) detectives, one (1) of which is assigned to the US Marshals Task Force, who works directly for the Tactical Support lieutenant. The unit works closely with other units within the Jacksonville Sheriff's Office, as well as other state and federal partners. Members of the



unit are trained and equipped to provide covert surveillance, prisoner transport protection, work investigations that are unique and provide apprehension services of suspects known to be violent or have a tendency to flee. Additionally, all members of the unit are trained to provide Dignitary Protection Services.

The Criminal Apprehension Unit not only assists other units within the Jacksonville Sheriff's Office, but also assists outside agencies with stakeouts, surveillance, and undercover work. The unit also works any special investigations as directed by the Chief of Homeland Security and Narcotics/Vice Division.

The sergeant of the Criminal Apprehension Unit is the SWAT Team Tactical Leader. Eight of the nine detectives in the unit are members of the SWAT Team and are subject to SWAT call-outs 24 hours a day. The unit also serves high-risk search and arrest warrants for other units within the Jacksonville Sheriff's Office and outside agencies (Bureau of Alcohol, Tobacco, Firearms, & Explosives, Federal Bureau of Investigations, U. S. Marshal's Office, etc.).

The Criminal Apprehension Unit is also responsible for the day-to-day operations and training requirements of the Jacksonville Sheriff's Office SWAT Team. This includes maintenance of all assigned special equipment and specialized vehicles.

## **GANG INVESTIGATIONS**

The mission of the Gang Investigations Unit is to be the sole unit responsible for gathering and disseminating criminal gang intelligence as well as developing and implementing enforcement strategies that target gang activity. The unit is staffed with two sergeants and sixteen detectives who report to the Tactical Support lieutenant. Every new gang detective attends a week-long training hosted by the Florida Gang Investigator's Association. Each documented criminal gang is assigned to a Gang Unit detective. These detectives serve as a subject matter expert on that specific gang. Other detectives use the intelligence gathered by the gang detectives to help clear or enhance their cases.

The Gang Investigations Unit is responsible for entering all documented gang members and associates into the state mandated FDLE Database, "In-site", as well as the national Violent Gang Terrorist Offender File (VGTOF) database. The unit, being comprised of SWAT Team Members, also serves high-risk search and arrest warrants for other units within the Jacksonville Sheriff's Office and outside agencies (Bureau of Alcohol, Tobacco, Firearms, & Explosives, Federal Bureau of Investigations, U. S. Marshal's Office, etc.). The unit works closely with the Investigations



Division, as well as the Department of Corrections and Probation and Parole. In 2015, the Gang Investigations Unit provided two full-time and two part-time detectives to the FBI Violent Crime / Anti-Gang Task Force. The members assigned to the Task Force are cross-sworn as federal officers to enforce federal laws that pertain to criminal gang activity. Other unit members also participate in the Violent Crimes / Gang Task Force as part of the North Florida High Intensity Drug Trafficking Areas program (HIDTA). The unit provides training to law enforcement personnel and conducts presentations for civilian entities to educate them about criminal gangs and their ideology.

The Gang Investigations Unit detectives coordinate closely with the Narcotics/Vice Unit, Violent Crimes Task Force, Homicide Unit, Medical Examiner's Office, Florida Department of Law Enforcement and federal partners on investigations involving possible criminal gang activity. Additionally, the unit works closely with the State Attorney's Office to assist in the case development and criminal prosecution phase of RICO cases. The Gang Unit hosts a monthly information sharing meeting that is attended by numerous investigative units and patrol resources from within the agency and also our vested local, state and federal partners. This meeting provides an

opportunity for the Gang Unit to disclose the latest criminal activity of its gangs and provides an excellent platform to receive information from the other attendees.

### **JUVENILE COORDINATOR**

The Juvenile Coordinator is a member of the Gang Investigations Unit and serves as liaison between the Sheriff's Office and other agencies such as the State Attorney's Office, School Board, Department of Juvenile Justice, and Gateway Community Services. The coordinator also works with various agencies updating the Operational and Correctional juvenile placement procedures.

The Juvenile Coordinator remains a point of contact for officers and agencies experiencing problems with juvenile placement at any juvenile facility within Duval County. The coordinator attends multi-agency meetings to share and discuss concerns brought to his attention. In addition to these duties, the Juvenile Coordinator is assigned the following tasks:

- Regular attendance at Juvenile Assessment Center meetings
- When necessary, assist other Gang Investigations Unit members with their duties (e.g., interviews, arrests, etc.)
- Regular attendance at the Family Link meetings at the Youth Crisis Center as part of its Case Staffing Committee, which reviews truant and ungovernable case issues.

### **GUN CRIME INVESTIGATIONS**

The Gun Crime Investigations Unit was established with the goal of reducing firearms related violence by targeting the flow of illegal firearms to violent criminals, gang offenders, and juveniles as well as targeting those individuals who illegally possess firearms. The Gun Crime Investigations Unit is staffed with one sergeant and three detectives who are under the command of the Tactical Support lieutenant. Members of the unit are trained and equipped to provide covert surveillance, work firearms investigations that are unique



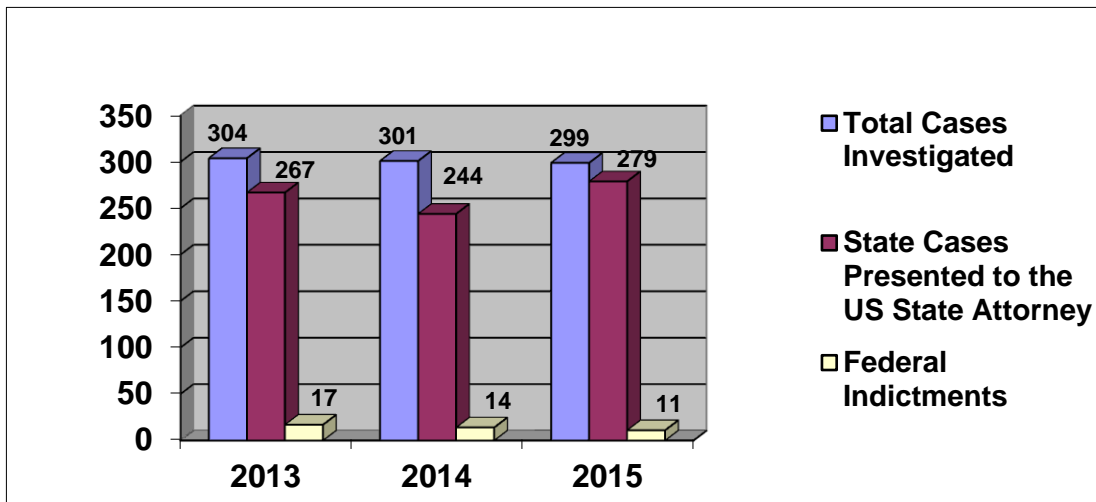
(serial type crimes, organized crime, offenses that require undercover work, burglaries to businesses that have federal firearms licenses) and provide apprehension services of suspects who are known to be violent or have a tendency to flee.

Gun Crime Investigations Unit personnel work as Federal Task Force Officers (TFO's), in a partnership with the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives (ATFE). As a result of this partnership and the one of a kind training provided by ATFE, the Gun Crime Unit detectives are able to provide the expertise required to conduct illegal firearms investigations and be prepared to effectively and efficiently function in State or Federal courts.

The investigators assigned to the Gun Crime Investigations Unit are an immediate force multiplier in the effort to stem the flow of illegal firearms into our community. All of the suspects targeted by the unit are ***armed career criminals*** and are considered the "worst of the worst" of the criminal element within our community.

In 2015, the Gun Crimes Investigative Unit's activities included partnerships with the Gang Unit and ATFE in conducting several undercover "Straw Purchase" operations targeting individuals who purchase firearms but then illegally transfer them into the custody of persons prohibited from possessing firearms. In July, the Gun Unit made a federal arrest for the sale of cocaine. The defendant, Freddie Land was a career criminal. This case also involved Human Trafficking conspiracy that actually resulted in the rescue of two victims. Land is known to be very violent with victims, beating them and threatening them with guns, forcing them to sell drugs and into prostitution. Land is still pending sentencing, but was willing to take an offer of 30 years based on his cooperation with the investigation.

As a note: The Honorable Judge Pauline Drake, who had some involvement in the case sent the unit an email thanking the unit for the work put into this investigation and indicating her awareness of the numerous Human Trafficking cases that are not getting deserved attention.



## SPECIAL WEAPONS AND TACTICS

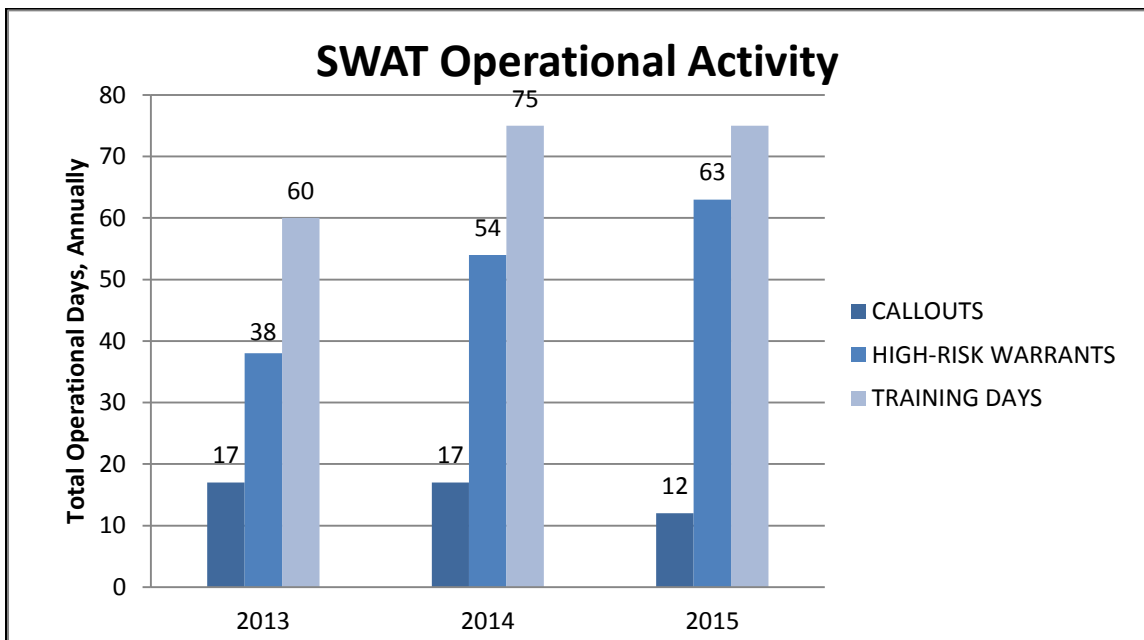
The Jacksonville Sheriff's Office Special Weapons and Tactics (SWAT) Team is staffed by a total of 57 members, including tactical operators, medical staff, command staff and support personnel. The SWAT Team is divided into six squads, five of which are supervised by a sergeant and the sixth being the tactical medicine squad. Members assigned to each team have a variety of specialized training including breaching, less-lethal munitions, chemical munitions, and sniper/precision marksman operations. The command staff consists of the Chief and Assistant Chief of the Homeland Security Division and the Tactical Support Unit Lieutenant.



The team trains one day a week at various locations around the city, but primarily at the JSO range and Shoot House. This equates to 600 hours of annual training. Team members also attend specialized training courses around the country. This commitment to training and excellence sets the JSO SWAT Team apart from the vast majority of teams nationwide and ensures that the mission effectiveness and operational capability of the team is second to none. Mission capabilities include hostage rescue, aircraft assault, bus assault, active shooter response, barricaded suspect resolution, sniper/precision marksman roles, dignitary protection details, as well as a host of other law enforcement duties.

The team has one of the most active tactical medical programs in the country. There are 10 medical personnel assigned to the SWAT Team that include: Jacksonville Fire/Rescue Department paramedics, one physician from the Jacksonville Fire/Rescue Department, one physician from the University of Florida–Shands Jacksonville and one physician from Nemours. These medical professionals are certified Jacksonville Sheriff's Office reserve officers and have completed the reserve officer training program. This program provides an invaluable resource, and having emergency medical assets available at all SWAT operations has been an enormous step forward for the safety of the community and the team members.

Jacksonville Sheriff's Office SWAT team is recognized as a Tier I Team by the Regional Domestic Security Task Force. The team is equipped and trained to respond to any tactical situation, including barricaded suspects, hostage situations, terrorist events, and incidents involving weapons of mass destruction. With the support of the United States Department of Homeland Security and the Florida Department of Law Enforcement, the Jacksonville Sheriff's Office SWAT team continues to equip, train and prepare its personnel to respond to chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents.



## BOMB SQUAD

The Jacksonville Sheriff's Office Bomb Squad is one of the specialized teams included within the Homeland Security & Narcotics/Vice Division, and is under the command of the Intelligence Lieutenant. The Bomb Squad is made up of twelve members who are assigned throughout the Sheriff's Office, but respond to incidents via a callout notification system. The team members currently include one lieutenant, two sergeants, and nine officers. The Bomb Squad responds to adjudicate suspicious packages or devices on land or in maritime environments, assists with Clandestine Labs, provides monitoring capabilities during CBRN (Chemical, Biological, Radiological, Nuclear) events, recovers unexploded military ordnances, assists the SWAT team on an as needed basis, conducts post blast investigations, and provides dignitary or special event protection details. In 2015, the Bomb Squad responded to 129 requests for service.

The basic certified explosive technicians' training consists of six comprehensive weeks at the Redstone Arsenal in Huntsville, Alabama and is administered and certified by the United States Army and the Federal Bureau of Investigation (FBI). After completing the basic

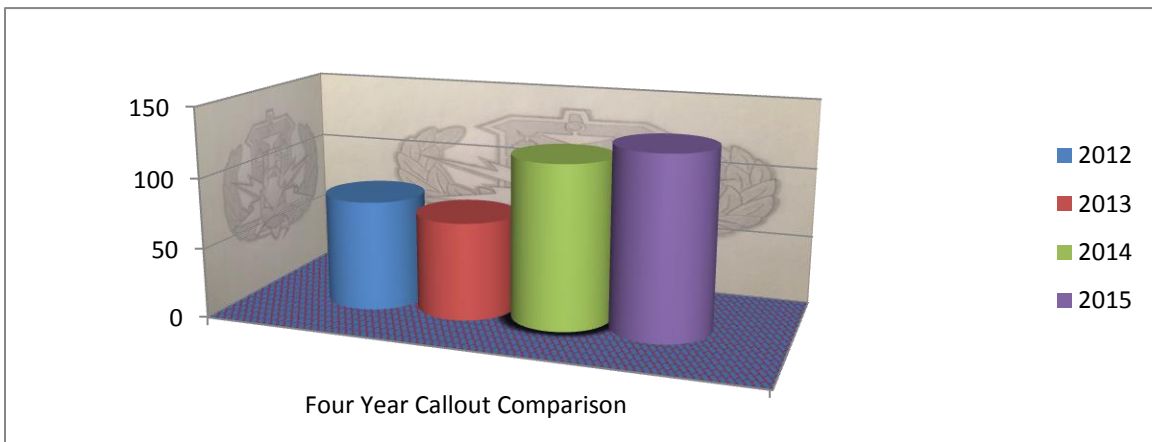


certification training, members must maintain proficiency in several areas including: CBRN events, conventional explosives, improvised explosives, incendiaries, and disposal procedures. Proficiency is maintained and enhanced by participating in regional scenarios, regular training, and advanced training courses. Throughout the year, team members attend additional training classes in order to prepare for current threats. This year Bomb Squad Technicians attended advanced hazardous materials recognition courses, underwater hazardous device search and recovery courses, advanced electronic diagnostics and hand entry courses, robot repairs and advanced x-ray interpretation classes.

In 2015, the Jacksonville Sheriff's Office Bomb Squad continued to work regionally, as a member of Florida's Regional Domestic Security Task Force (RDSTF), with other Region 3 Bomb Squads from neighboring law enforcement agencies. They also worked with surrounding military Explosive Ordnance Disposal (EOD) units to include: Mayport Navy EOD, Florida Air National Guard EOD, and the Army's 221<sup>st</sup> EOD unit out of Camp Blanding. In May, the Bomb Squad participated in "Ravens Challenge IX" at Camp Blanding and at the JAXPORT Cruise Terminal. Ravens Challenge is a national exercise that focuses on the integration of Military EOD assets with Federal and State Bomb Squads. At Camp Blanding, teams had the opportunity to work on several complicated scenarios that tested various Bomb Squad render safe techniques. At the JAXPORT Cruise Terminal, teams had to conduct underwater operations on simulated underwater Improvised Explosive Devices (IED's).



The Jacksonville Sheriff's Office is part of a national Preventative Radiological & Nuclear Detection (PRND) program and the Bomb Squad administers the program throughout the agency and other law enforcement partners, through equipment and training. The Sheriff's Office deploys radiation detection devices in key areas and maintains the capability to identify nuclides and radiological isotopes, as well as communicate those findings to national authorities.





## DIVE TEAM

The Dive Team falls under the Homeland Security Division and consists of qualified police divers that are assigned throughout the agency. The Dive Team is managed by one senior sergeant, who is the team commander, two sergeants, and sixteen officers.

One member of the team is a Certified Instructor, and holds the rating of Master Scuba Diver Trainer. In 2015, the Dive Team enhanced its capabilities by ensuring that all members were certified in underwater hazardous device searches and

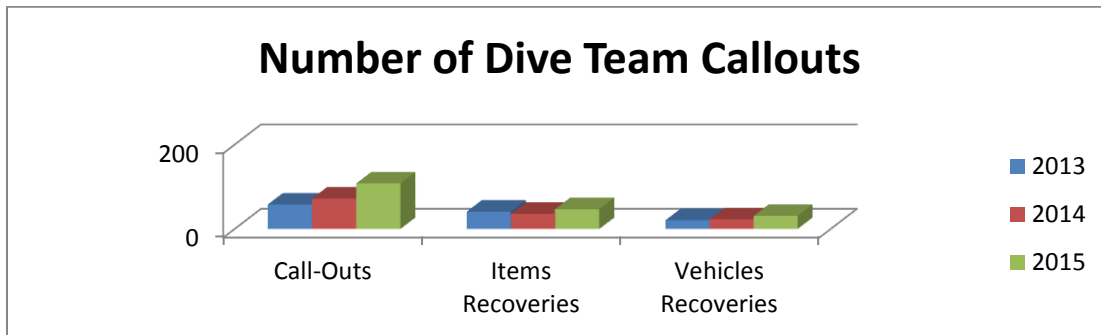


identification. All but the newest two members of the Jacksonville Sheriff's Office Dive Team possess, at a minimum, the certification of Dive Master, Advanced/Rescue Diver, with specialty certifications in Cavern Diving and Nitrox (Enriched Air). Additionally, the Dive Team continues to train with members of the Bomb Squad in underwater search and recovery techniques of improvised explosive devices as well as waterborne hazardous materials.



Dive Team training is "task oriented", utilizing realistic scenarios to build experience and techniques. During training, advanced diver certifications were highly focused around underwater Port Security initiatives and sonar operation. During 2015, the Dive Team conducted underwater surveys of critical infrastructures located within the St. John's River (bridges, bulkheads, etc.) utilizing 3D underwater sonar. Additionally, the Dive Team continued to request equipment that fills the identified gaps based on capability assessments. Several equipment additions to the team were a new Didson Sonar, Sector Sonar, and Side Scan Sonar system which were obtained through a port security grant. The Dive team has embraced its role to support the Homeland Security Initiatives for Jacksonville and the State of Florida in the protection of our waterways and ports.

The Dive Team responded to over 100 call-outs in 2015, ranging from vehicle and evidence recoveries/searches to victim recoveries/searches and played a key role in the search for missing 21 month old, Lonzi Barton. In 2015, the Dive Team continued to work with the United States Coast Guard in providing underwater security initiatives at the Jacksonville Ports when requested. The Jacksonville Sheriff's Office Dive Team is also a "Tier 1" Regional Domestic Security Task Force (RDSTF) resource available to all members of the Sheriff's Office, as well as outside agencies, twenty-four hours a day, and seven days a week, for underwater rescue, search and recovery operations.



### HOSTAGE NEGOTIATOR TEAM

The Jacksonville Sheriff's Office Hostage Negotiator Team's mission is to peacefully resolve various crisis situations that involve the taking of hostages, suicidal individuals, or barricaded subjects that are wanted on felony criminal charges. The team's primary objective is for the protection of lives and the overall well-being of all individuals affected in any situation. The incidents handled by the Hostage Negotiator Team are often emotionally charged, and require an extraordinary amount of patience, self-control, perception, and creative problem solving skills. The Hostage Negotiator Team



has consistently proven itself as a professional, effective, and extremely successful component of the Jacksonville Sheriff's Office.

The Hostage Negotiator Team is under the command of the Division of Homeland Security, but the members are assigned throughout the agency. The team is staffed by a total of thirty (30) members divided into two operational components [The Hostage Negotiator Team (18) and the Telecommunications Emergency Response Team (12)].

The Team meets twice a month in order to train and become familiar with the complex roles involved in a crisis negotiation call-out. Members also use this time to debrief past incidents. They discuss successful efforts and those which could be improved. This training experience is then put into service in order to safeguard the citizens of Duval County. In order to accomplish realism, quarterly joint training sessions with SWAT are also held at varied and diverse locations throughout the region.

A Team Psychologist is contracted to assist with monthly training aimed at providing the Hostage Negotiator Team members with cutting edge training in the areas of mental health, communications skills, medications and their affects, and crisis intervention as they relate to hostage negotiations.

In 2015, the Hostage Negotiator Team and its members responded to 12 call outs compared to 22 call outs in 2014. For the last three years, the Hostage Negotiator Team has responded to an average of over 18 call outs a year.

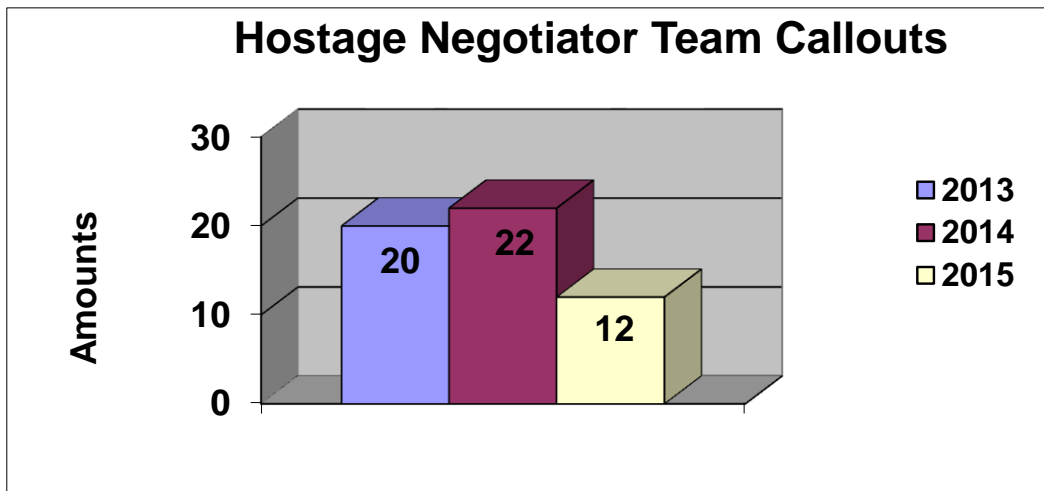
## **Critical Incident Stress Management**

The Hostage Negotiator Team continues to work with the Critical Incident Stress Management Team (CISM). This team of Jacksonville Sheriff's Office employees from all Departments and Divisions respond to, and assist fellow employees who have been exposed to a traumatic event or critical incident. This early intervention program is designed to alleviate acute post-traumatic stress. Incidents such as an officer involved shooting, in-custody deaths, or serious accidents, are a few examples. The CISM team trains under the guidance of a Clinical Director. This Psychologist ensures the team is prepared to offer essential support and confidential services to employees exposed to traumatic events during the course of their duties. These services are preliminary to the function of the Corporate Care Works Employee Assistance Program.

## **NARCOTICS / VICE DIVISION**

The Jacksonville Sheriff's Office Narcotics Unit takes a proactive approach to combat the flow of narcotics in the Jacksonville area. The Narcotics Unit is made up of four distinct yet unique components. The investigative units all combat drugs but each concentrates on different levels of the drug market. The Tactical Narcotics Squads focus on drug dealers and sellers at the street level by inserting themselves in the drug community throughout the city. The Mid-Level Squad investigates dealers/suppliers and organizations that control the street level sales. The Major Case Narcotics Squad takes on the upper levels of drug trafficking organizations that have the potential to operate interstate or outside the United States. The task forces of the North Florida High Intensity Drug Trafficking Area (NFHIDTA) work on Currency Narcotics Transportation Interdiction (CNTI), Prescription and Designer Drugs (PDDS) and the Violent Crimes Narcotics Task Force (VCNTF). These components make the Sheriff's Office well equipped to deal with any type of narcotics investigation.





### MAJOR CASE NARCOTICS SQUAD

This squad is responsible for investigations that involve the upper levels of illegal drug organizations. The squad routinely works with state and federal partners such as the Florida Department of Law Enforcement (FDLE), the Drug Enforcement Agency (DEA), the Federal Bureau of Investigation (FBI), and the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATFE). Additionally, the Major Case Narcotics Squad participates in the North Florida High Intensity Drug Trafficking Area (NFHIDTA) initiative as a member of the Violent Crimes / Narcotics Task Force. The NFHIDTA initiative pools investigative experience, resources, and funding in order to address the often-violent upper levels of illegal drug organizations. The squad's investigations are expected to be lengthy in nature and multi-jurisdictional. In 2015, the Major Case Narcotics Squad's efforts led to 70 arrests and seizure of 81 kilograms of cocaine, 18 pounds of hydroponic marijuana, 33 pounds of regular marijuana, 2 kilos of heroin, 45.3 grams of crack cocaine, 16 grams of MDMA, and 14 firearms. Investigations during 2015 enabled the dismantling of 8 drug trafficking organizations resulting in the seizure of \$659,436 in cash and 12 vehicles.

### Operation Hare Trigger

Operation Hare Trigger was initiated by the Jacksonville Sheriff's Office and was assisted by the FBI Safe Streets Task Force.

Detectives targeted an organization of known violent offenders who were involved in a variety of crimes to include drug trafficking. This organization distributed multiple kilos of cocaine to Jacksonville gang members and other cocaine distributors within the Jacksonville area. The investigation





detailed shipments of cocaine from Houston Texas to local residences in Jacksonville. During the investigation, detectives seized a total of 32.5 kilos of cocaine, 16.5 lbs. of marijuana, 3 guns, \$479,000 cash and 5 vehicles to include 2 semi-tractors with trailers. Ultimately, three drug trafficking organizations were dismantled and a total of 15 people were arrested for conspiracy to distribute cocaine.

### **Operation Crooked Letter**

Operation Crooked letter was initiated by detectives from the Jacksonville Sheriff's Office Major Case Narcotics Squad and was assisted the DEA. Investigators targeted a drug trafficking organization in the Jacksonville area that was responsible for the distribution of large quantities of cocaine within the city. As the investigation progressed, detectives discovered that two of their targets within the organization were purchasing multiple kilos of cocaine, heroin and pounds of marijuana from four separate drug trafficking organizations around the nation depending on price and availability. These organizations included co-conspirators from Mississippi, Oregon, Georgia, Pennsylvania and Texas.

During the investigation, detectives executed search warrants, conducted traffic stops and participated in numerous hours of



surveillance. At the conclusion of the investigation, five drug trafficking organizations were dismantled and 27 conspirators were arrested. Drug seizures tallied included 24 kilos of cocaine, two kilos of heroin and 30 pounds of marijuana. The investigation also

yielded the following asset forfeitures: Thirty-five thousand dollars cash, two vehicles, four guns and three motor scooters.

## **MID-LEVEL NARCOTICS SQUAD**

Established in 2006, the Mid-Level Narcotics Squad currently has five detectives that are responsible for targeting dealers, suppliers, and organizations that are too complex for Tactical Narcotics Squads yet not expected to be lengthy enough for the Long Term Narcotics Squad.



In 2015, the Mid-Level Narcotics Squad seized over 29 kilograms of cocaine, over 620 pounds of marijuana, over 217 pills, and over \$328,527 in cash. They made 31 arrests, recovered 19 guns, and dismantled two drug trafficking organizations. Additionally, investigators worked a variety of cases resulting in the seizure of 263 grams of heroin, 300 grams of homemade Methamphetamine, and closed several methamphetamine labs in Jacksonville. The Squad dismantled several marijuana grow houses resulting in the seizure of 1080 marijuana plants.

## **2 Comma**

“2 Comma” was a three-month investigation by the Mid-Level Narcotics Squad in conjunction with Long Term Investigation Squad’s operation “Crooked Letter”. The investigation was into a drug trafficking ring operating from the Atlanta and Ft Gaines areas of Georgia to Jacksonville, Florida. The targets of the investigation were transporting drugs in a vehicle with a hidden compartment. The investigation concluded with five arrests, the seizure of over 4.14 kilograms of cocaine, and the seizure of the transport vehicle.

## CURRENCY/NARCOTICS TRANSPORTATION INTERDICTION

Two of the detectives assigned to the Mid-Level Narcotics Squad also participate in Currency Narcotics Transportation Interdiction (CNTI), through the North Florida High Intensity Drug Trafficking Area (NFHIDTA) organization. These detectives focus primarily on package interdiction at United States Postal Service (USPS), United Parcel Service (UPS) and FedEx. Per federal studies, parcel shipments are the fastest growing means of illegal drug transportation across America.



In 2015, CNTI intercepted 185 packages. The team seized more than 1,000 pounds of marijuana, over 7.5 kilograms of cocaine, 3000 various pills, and 108 grams of heroin. Participation in the NFHIDTA initiative enabled us to remove over \$10 million worth of drugs off the street, make 11 arrests, and seize over \$71,287 in cash and 8 guns.

## PRESCRIPTION AND DESIGNER DRUG SQUAD

The Prescription and Designer Drug Squad is responsible for the investigation of synthetic drugs, prescription fraud/forgery, dispensing law violations by doctors, nurses and pharmacists, and internal thefts of controlled drugs from pharmacies, hospitals, doctor's offices and nursing homes. Unit detectives work with investigators from the Clay County Sheriff's Office, Drug Enforcement Agency, and Florida Department of Health, through the North Florida HIDTA initiative to combat the prescription drug problem in Northeast Florida.



During 2015, the Prescription and Designer Drug Squad observed that cases involving fraud and 'doctor shopping' (*withholding information from a practitioner to obtain a controlled substance*) continued to decrease. This trend is directly tied to the use of the Florida Prescription Drug Monitoring Program by physicians and pharmacists prior to writing or filling a prescription. The detectives also noted that the trend involving



diversion by personnel working in the medical, pharmaceutical, dental, and veterinarian fields had increased slightly from 20 in 2014, to 25 in 2015.

<u>PROFESSION</u>	<u>ARRESTS</u>
Nurse	13
Medical Assistant	4
Pharmacy Tech.	7
Veterinary Tech.	1

Although this is only a slight increase, it is still very concerning that some medical personnel are abusing and/or mishandling narcotics while treating patients, thus endangering the patient's wellbeing. Also concerning is the increase in

Pharmacy Technicians diverting pharmaceuticals in 2015. This number increased from three in 2014, to seven in 2015.



An example of this danger is the November 2015 investigation of a Pharmacy Technician. In this case, the Pharmacy Technician was working at a local pharmacy store and was stealing 2mg Alprazolam (Xanax) tablets to support herself financially. The Pharmacy Technician used her position to access and steal multiple bottles of the drug. The Pharmacy Technician would empty the narcotics from the bottles into her bra and hide the empty bottles in the empty bin with the other prescription bottles. She would then sell them to an acquaintance of hers for cash to assist in her ongoing financial troubles. During the investigation, the detectives discovered over 900 pills of narcotics were stolen during a three to four month period. The Pharmacy Technician was arrested and charged with Theft of a Controlled Substance. The detectives took the case a step farther and contacted the Department of Health for assistance with suspending her license to practice as a Pharmacy Technician. This will prevent her from finding other employment inside a Pharmacy with access to controlled substances.

## CLANDESTINE LABORATORY ENFORCEMENT TEAMS (CLET)

The function of the Clandestine Laboratory Enforcement Teams is to detect, identify, assess, and counter/neutralize clandestine drug manufacturing laboratories. This also includes certain indoor marijuana grow operations, as deemed by the on-scene or notified Narcotics supervisor(s).



Two Clandestine Lab rotating teams were officially formed during the last quarter of 2015 to combat the growing problem. They are receiving specialized training and equipment to address the problem and are now available 24/7 for callouts. For 2015, there were 23 total incidents (15 Callouts, 7 Knock and Talks, 1 Search Warrant). There were 11 confirmed Meth Labs, 3 Confirmed Marijuana Grows and 9 other Investigations.

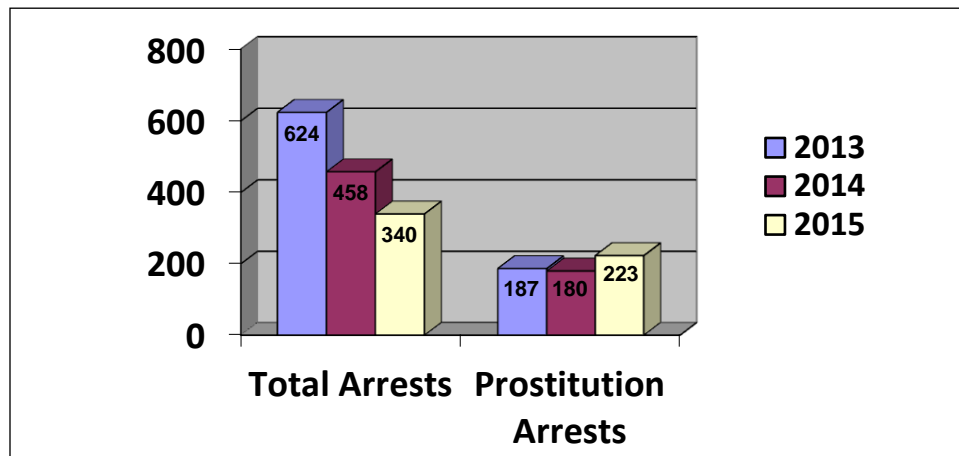
## VICE SQUAD

The Vice Squad investigates crimes related to prostitution, adult entertainment violations, lewd acts in public, gambling, escorts, sales of inappropriate items to minors and illegal massage establishments. This year the Vice Squad was comprised of one sergeant and four detectives. Overall arrests for the squad were dipped in 2015, but this was due to reassignments of personnel to focus on longer term investigations. The unit made 340 arrests in 2015. 223 of those arrests involved street level prostitution, which is up from the past two years. The Vice Squad executed five search warrants on illegal gambling Cafe's in 2015. The VICE Squad also concluded two long term investigations involving drug sales in area Night Clubs resulting in 43 drug sales cases.



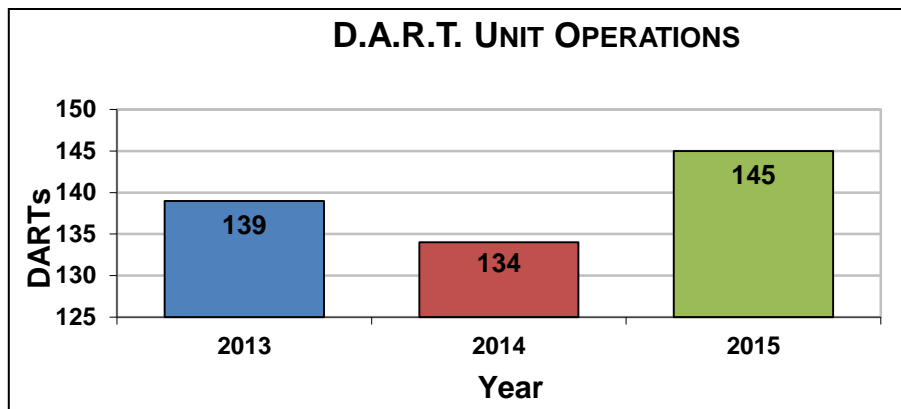
In 2015 the VICE Squad increased investigations in illegal Massage Businesses. These investigations resulted in Federal indictments for Human trafficking, prostitution and practicing health care without a license.

In addition to their normal duties, the Vice Squad assists other units within the Jacksonville Sheriff's Office as well as our other law enforcement agency partners. During November of 2015, the Vice Squad participated in the Federal Bureau of Investigation's nationwide human trafficking operation known as Operation Cross Country.



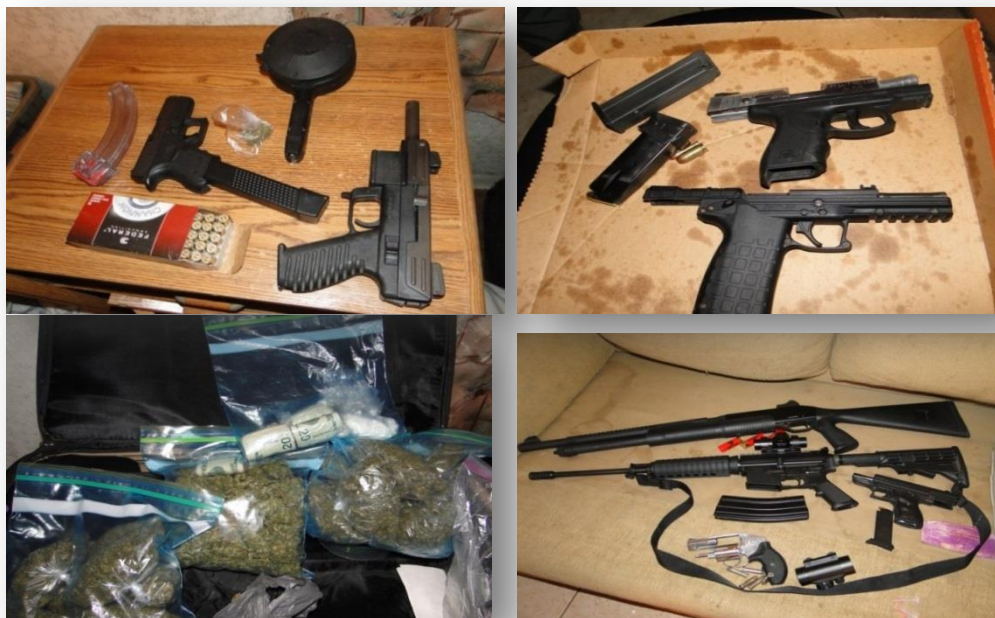
### **DRUG ABATEMENT RESPONSE TEAM**

The Drug Abatement Response Team (DART) consists of two detectives under the supervision of the Vice sergeant. They help make up the city's DART, which consists of Code Enforcement, Building Safety, Zoning, Fire Marshal's Office, and the General Counsel's Office. The DART targets nuisance properties including businesses that have been involved in criminal activity such as illegal drugs, prostitution, alcohol violations, gambling, dog fighting, gang related activities and human trafficking. The DART can help bring these properties back up to city code and into compliance with city and state laws. The DART is assigned to the Narcotics/Vice Section where they work hand-in-hand with Narcotics and Vice detectives as a functional investigative tool. During 2015, they DART'ed 145 locations throughout the city. In addition, they completed re-inspections of locations that had been DART'ed previously. These re-inspections ensure that the locations are not being used by criminals before they are brought back up to code.



### TACTICAL NARCOTICS SQUADS

The Tactical Narcotics Squads focus on removing drug dealers and buyers from the streets of the city. Four sergeants and 32 detectives are assigned to four squads. In 2015, they were responsible for investigating 2,193 narcotics-related complaints and making 1232 arrests. During the year, the units analyzed crime data and focused operations in areas where there was an increase in crime. Additionally, the units have provided assistance to both the Investigations and Patrol divisions. Violent offenders have been targeted this year and 237 guns were recovered. The squads seized a total of \$808,058 in assets and drugs with a street value of \$ 754,670.



## COMPUTER FORENSIC INVESTIGATIONS

Computer Forensic Investigations Unit addresses the rapidly expanding field of computer forensics. The Unit provides forensic examinations of cell phones, computers, thumb drives, SIM cards and many other electronic media devices. This unit is currently comprised of four detectives, all of which are forensic examiners. In 2015, the Computer Forensic Investigations Unit assisted with over 336 cases. Many of these cases involved forensic examinations of multiple devices. In 2015 the unit examined 506 devices that were linked to a variety of crimes, including burglary, missing persons, robbery, aggravated battery, sex crimes, narcotics, and homicide.

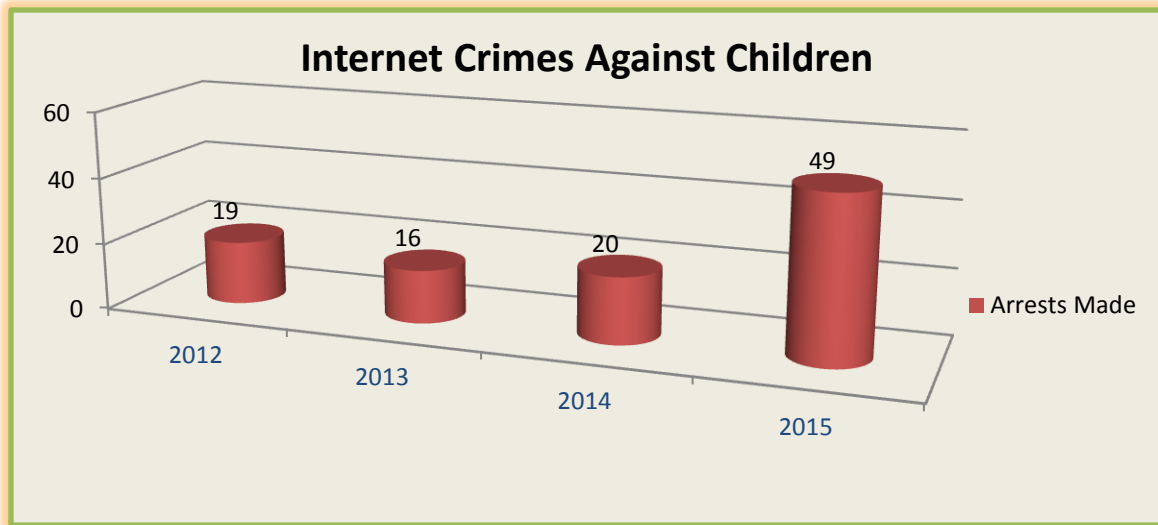


## INTERNET CRIMES AGAINST CHILDREN TASK FORCE

The Internet Crimes Against Children Task Force (ICAC) investigates crimes dealing with the transmission and reception of child pornography over the internet, and the solicitation of sex from children over the internet.



In 2015, the ICAC detectives conducted “Operation Savior,” a five day proactive, undercover operation utilizing the Internet to locate and identify persons who use the internet to sexually exploit children. The detectives also conducted a three day covert operation utilizing the same principles as Operation Savior, but operated on a smaller scale. Finally, the ICAC Detectives assisted four outside agencies with their own undercover chat operations. During the course of all of these operations, a total of 49 arrests were made. In conjunction with their everyday investigations, ICAC detectives also handled 231 Cyber Tips during the year.



### Operation Savior

In May of 2015, the ICAC Unit conducted a Jacksonville specific proactive Chat Operation. The five-day operation was conducted with the assistance of detectives from the Alachua County Sheriff's Office, Gainesville Police Department, FBI, Brevard County Sheriff's Office, St. John's



County Sheriff's Office, Volusia County Sheriff's Office, Pensacola Police Department, Okaloosa County Sheriff's Office, Marion County Sheriff's Office, FDLE, and the Tallahassee Police Department. The objective of the operation was to identify suspects who use electronic devices to solicit sexual activity with minors. These suspects were then monitored as they traveled to Jacksonville Florida to meet whom they believed to be a 12 to 14 year old minor for sexual encounters. During the course of Operation Savior, 18 suspects were arrested.

### Mini Op

In November of 2015, the ICAC Unit conducted a Jacksonville specific proactive Mini-Chat Operation. The three day operation was conducted with Jacksonville Sheriff's Office personnel only. The objective of the operation was to identify suspects who use electronic devices to solicit sexual activity with minors. The suspects were monitored as they traveled to meet whom they believed to be a 12 to 14 year old minor for sexual

encounters. During the course of three days, 11 suspects were physically arrested and four more were arrested in the month of December after follow up investigations related to the operation.

## FORFEITURE

The Forfeiture Unit is responsible for handling all seized currency, vehicles, and personal property confiscated as a result of criminal investigations. This includes reviewing seizures, collecting associated documentation, and filing any necessary paperwork with the appropriate court. The Forfeiture Unit also releases any vehicles necessary and negotiates settlements on currency and vehicles that were seized for forfeiture.

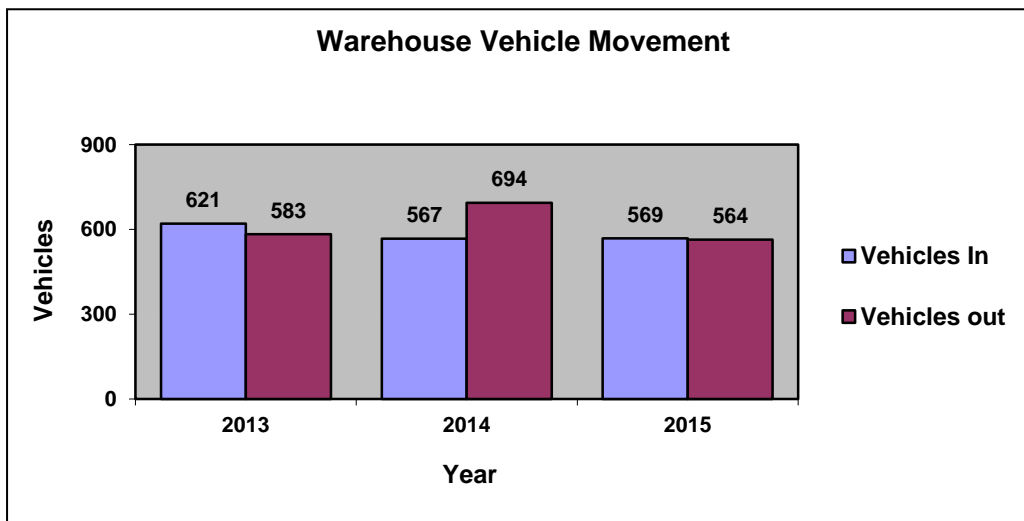
<b>ANNUAL FORFEITURE STATISTICS</b>			
	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>NUMBER OF MONEY SEIZURES</b>	169	209	210
<b>AMOUNT OF MONEY SEIZED</b>	\$917,882.80	\$1,049,836.21	\$799,312.98
<b>COURT AWARDED MONEY</b>	\$512,736.40	\$655,929.19	\$505,895.90
<b>NEGOTIATED MONEY SETTLEMENTS</b>	\$157,596.50	\$79,010.39	\$121,022.57
<b>VEHICLE AUCTION PROCEEDS</b>	\$383,235.00	\$228,100	\$432,700.00
<b>TOTAL FORFEITURE PROCEEDS</b>	\$1,053,567.90	\$963,039.58	\$1,059,618.47
<b>VEHICLES SEIZED</b>	658	637	702
<b>VEHICLES AWARDED</b>	81	100	72

## WAREHOUSE UNIT

Warehouse personnel are responsible for storing, releasing and tracking all seized vehicles and any other vehicle that is to be held for evidence longer than five days. They also assign awarded covert vehicles as well as set up vehicle auctions of awarded vehicles. They maintain and control two lots for storage, the main warehouse at 1087 Haines Street and the motor pool lot on Commonwealth Avenue.

The Warehouse Unit, along with the Forfeiture Unit, is tasked with the process of auctioning forfeited vehicles. During 2015, two vehicle auctions were conducted and 62

awarded vehicles were sold. The two auctions collected \$432,700 from the sale of the vehicles.



## TECHNICAL SUPPORT

The Technical Support Unit (TSU) consists of three detectives who provide support through the use of current electronic technologies. These technologies enhance the effectiveness, efficiency and thoroughness of investigations for the entire agency.

They store, issue, maintain, operate and install

electronic equipment used during covert operations and surveillance. They work closely with technical support components of different state and federal agencies to enhance and support multi-agency investigations. Their knowledge in the applications of technology helps our agency achieve investigative resolution quickly, accurately, and with a more cost-effective result.



During the course of 2015, TSU provided technical assistance in over 270 investigations ranging from a simple burglary to multiple homicides.





**DEPARTMENT OF  
PATROL & ENFORCEMENT**

**2015**

**ANNUAL REPORT**



**OFFICE OF THE SHERIFF**  
CONSOLIDATED CITY OF JACKSONVILLE  
DUVAL COUNTY

501 EAST BAY STREET • JACKSONVILLE, FLORIDA 32202-2975

MIKE WILLIAMS  
SHERIFF

Sheriff Mike Williams  
Police Memorial Building  
501 East Bay Street  
Jacksonville, FL 32202

Dear Sheriff Williams,

Attached is the Annual Report for the Department of Patrol and Enforcement for the year 2015.

The Department of Patrol and Enforcement experienced many changes in July of 2015. During a reorganization process many units were moved into the department. The Aviation Unit, Canine Unit, DUI Unit, Emergency Preparedness Unit and Civil Unit were all moved under the command of the Community Affairs/Special Events Division. A city-wide Community Problem Response (CPR) Team was created in the Patrol Division and took on the responsibilities of the Jacksonville Housing Authority Unit (moved from the Community Affairs Division) and the Crime Free Multi Housing Unit while concentrating efforts on reducing violent crime by utilizing intelligence led policing strategies and community oriented policing efforts. At the conclusion of Operation Ceasefire II, the zone CPR teams were returned to their respective zones.

Additionally, the CRIMES process was streamlined and changed from meeting bi-weekly to meeting weekly. These adjustments helped our agency become more proactive and improved timely communication between the multiple operational units of our agency.

These changes in processes and resources will contribute to the success of our agency with the continued dedication of the men and women of the Department of Patrol and Enforcement.

Sincerely,

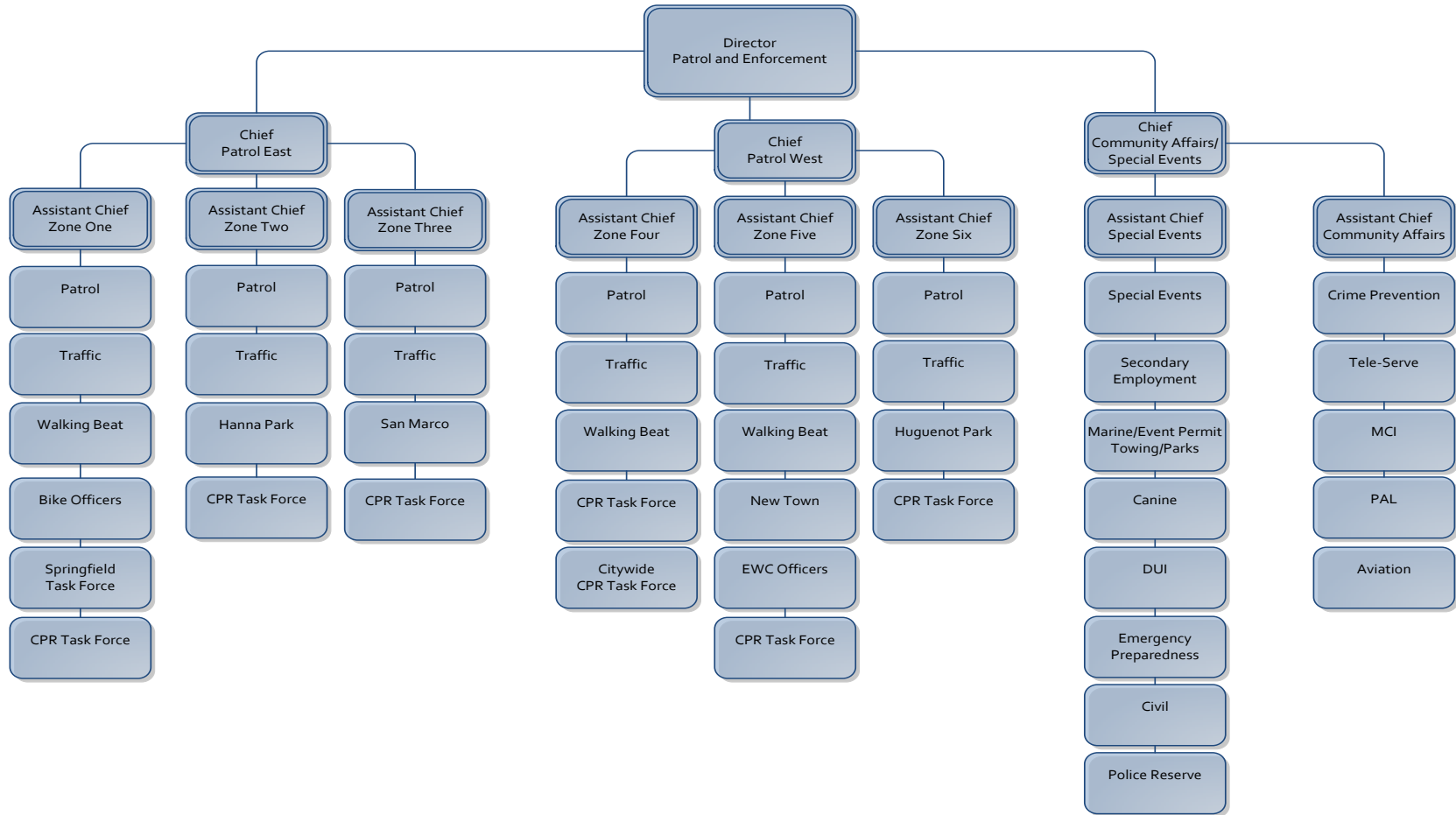
R. L. Walden, Director

Department of Patrol and Enforcement

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# ORGANIZATIONAL CHART



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## PATROL EAST

The Patrol East Division is comprised of Zones One, Two, and Three. It has a total population of more than 420,000 citizens, which is over half of the city's population, and covers more than 240 square miles. The primary mission of the Patrol East Division is to protect lives and property while also preventing crime and disorder. To accomplish the mission personnel regularly conducted proactive initiatives, including truancy and curfew enforcement deployments, summer and holiday initiatives, directed patrol deployments, traffic safety checkpoints and traffic saturation deployments.

The Patrol East Division covers a large and diverse area. In addition to patrol officers handling calls for service, the division deploys walking beat officers, bicycle operators, motorcycle officers, traffic officers in marked and unmarked vehicles and 4-wheel drive officers to handle a variety of missions.

The Patrol East Division is tasked with handling many special events around the Jacksonville Landing and Southbank areas, including the Florida-Georgia Game, 4<sup>th</sup> of July, New Year's Eve and Gator Bowl Game events. The DUI Unit and one Squad of the Auto Burglary Task Force were assigned to the Patrol East Division, but those units were reassigned to the Community Affairs and Investigations Divisions respectively.

## Patrol East Division Staffing

Personnel	2014	2015	2014-2015 Comparison
Chief	1	1	0
Assistant Chiefs	3	3	0
Reserve Captain	1	0	-1
Patrol Lieutenants	20	19	-1
FTO Lieutenants	1	0	-1
Patrol Sergeants	44	43	-1
FTO Sergeants	1	0	-1
CPR Team Sergeants	3	2	-1
Traffic Sergeants	3	3	0
DUI Sergeants	2	0	-2
Patrol Officers	332	308	-24
Traffic Officers	24	26	+2
DUI Officers	12	0	-12
Auto Burglary Task Force Officers	5	0	-5
Hanna Park / Beaches Officers	2	2	0
CPR Team Officers	21	9	-12
San Marco Officers	2	3	+1
FTO Officers	1	0	-1
Emergency Prep Officers	3	0	-3
Bike Unit Officers	15	13	-2
Walking Beat Officers	7	9	+2
CRIMES Officers	3	3	0
Light Duty Officers	7	4	-3
Civilian Personnel	3	3	0
<b>Total</b>	<b>516</b>	<b>451</b>	<b>-65</b>

## ZONE ONE



Zone One is located in the heart of the city and has approximately 42,000 people residing within its 12.17 square mile radius. The boundaries of Zone One are the St. Johns River from the south and east, Trout River to the north, and Interstate 95 to the

west. Zone One is unique in that it consists of a traditional Downtown expanse as well as a series of smaller neighborhoods that are to the north of the core Downtown area.

Zone One has established an excellent working relationship with the Down Town Vision Inc. to assist with their mission to build and maintain a healthy and vibrant downtown community and promote downtown as an exciting place to live, work, play and visit. Zone One also has a great partnership with the Friends of Hemming Park. We assist them with their day to day management and programming of Hemming Park.



### Community Policing



During neighborhood walks with the Sheriff, citizens often mention traffic offenses as a problem in their neighborhoods. Zone One now has three traffic units assigned and with the efforts of Zone One Patrol Officers, they continue to address traffic issues. In 2015, “dispatched” calls for service from the

Communications Center averaged 119 per day. In 2014, officers received approximately 142 calls per day from dispatch. In 2015, “on view” calls were generated at a rate of approximately 111 per day. In 2014, officers generated 158 on view calls per day. In addition to Patrol Officers, Zone One has Walking Beat Officers, three Bicycle Squads,

and a Community Problem Response Team (C.P.R.). This close contact with citizens makes Zone One ideal for our community policing initiatives.

## Neighborhoods

The neighborhoods of LaVilla, Springfield, Eastside and Panama Park are located just north of the Downtown area. Each one provides a rich history along with the growth and progress the area has made.

LaVilla is a historic neighborhood located immediately west of Downtown. As Jacksonville's first suburb, it was originally an independent city until it was annexed in 1887 along with several other suburbs. It included streets west of Clay Street and north of McCoy's Creek and the railroad lines.



The part of LaVilla north of Adams Street was for many years a center of African-American life and culture in Jacksonville. The neighborhood contained many venues, such as the Ritz Theater and the many clubs on the Ashley Street strip. The southern part of the neighborhood was a major railroad hub, with several rail lines meeting at Union Station (now the Prime F. Osborn III Convention Center).

Springfield is a historic residential neighborhood located immediately north of Downtown. This area was originally part of the "Hogan's Donation", which was divided up following the Civil War for residential development. The original Springfield development dates back to 1869. Over time, other developments were absorbed into a



single community, all of which were annexed by Jacksonville in 1887. Springfield became home to many of Jacksonville's wealthiest residents and boomed following the Great Fire of 1901, with many lavish houses being built. However, zoning changes in the late 1920's

altered the residential character of the neighborhood, and the urban decay afflicting



most of the United States' inner city neighborhoods since the mid-20<sup>th</sup> century sent Springfield into substantial decline. In 1975 a preservation society was formed with the intent of saving Springfield's architectural heritage, resulting in a resurgence of growth. Zone One leadership works collectively with the Springfield Preservation and Revitalization to facilitate positive change in the Springfield Historic District through a variety of roles and initiatives.

Eastside, or East Jacksonville, is a residential neighborhood located directly to the east of Downtown and Springfield. Eastside contains Jacksonville's sports complex, including Everbank Field, Jacksonville's Veteran's Memorial Arena, and the Baseball Grounds of Jacksonville. In 2011, the Police Athletic League expanded to Flossie Brunson Eastside Park and still provides after school programs to the children that live in the Eastside community.



### **Leadership and Personnel**



Zone One has built a strong and experienced management team. As Zone Commander, Assistant Chief Don Tuten has over 25 years of experience and brings an exceptional degree of leadership and expertise. Virtually every partnership with the community's citizens and corporate sector has been strengthened under his command. We are also fortunate to have the JSO Field Force Commander as one of our watch commanders. Other watch commanders bring a wealth of experience from previous work assignments in Investigations, Narcotics, Community Affairs, Crime Free Housing, SWAT and Integrity Unit.

Zone One supervisors and officers were recognized by the Jacksonville Sheriff's Office for their outstanding performance in 2015. This included Sergeant Dan Shelton and Sergeant Rickie Valentine receiving the Supervisor of the Month award, Officer John Goodin, Officer Rita Cusatti and Officer Paul Poole receiving the Six Pillars of Character Award. Several supervisors have years of investigative experience as previous members of the JSO Narcotics, Burglary, SWAT, and Bomb Units. This experience allows Zone One to be a leader in training, not only for new recruits, but for all officers.



The officers assigned to Zone One hail from different law enforcement and civilian backgrounds. This mixture of experience allows for quick resolutions of many citizen complaints. The officers are highly trained, experienced and motivated in their efforts to continue *Always Improving*. The officers stay community focused and understand the importance of maintaining an open line of communication with the citizenry.



## Substation

The Gateway Substation is located within the Gateway Shopping Center (5258-13 Norwood Avenue) and houses Zone One central operations. The substation is open Monday - Friday, 8:00 a.m. until 5:00 p.m., offering varying services to the community. Some of these services include assisting the community via incoming telephone calls, on-site



arrests for warrant cases, performing background checks, crash reports and alarm decals.

### **Sheriff's Advisory Council (ShAdCo)**

Sheriff's Advisory Council (ShAdCo) is an important component in the daily information flow between the Jacksonville Sheriff's Office and the neighborhood communities throughout the zone. Currently there are three active ShAdCo's in Zone One representing each of the zone's three sectors (A/B/C). Each



ShAdCo meets monthly. The Zone One command staff attends each ShAdCo meeting and is available to interact with citizens one-on-one. Relationships are developed at these meetings between our agency and the citizens we serve.

The "Alpha" sector ShAdCo meeting is hosted by the Jacksonville Public Library downtown (303 N. Laura Street) and is comprised of retail, business and urban dwelling citizens. The "Bravo" sector ShAdCo is hosted by the Kennedy Community Center (1133 Ionia Street) and is comprised of the neighborhoods of Springfield and Eastside. The "Charlie" sector ShAdCo is held at the Zone One substation (5258-13 Norwood Avenue) and is comprised of the Panama Park neighborhood.

Breakdown of the ShAdCo members:

- Alpha – 71
- Bravo – 118
- Charlie - 100

## Homeward Bound Program



The Homeward Bound Program is a voluntary program for individuals who have been displaced in Duval County and need an avenue of return to their native city. The program became operational in August, 2013. In 2015 over 70 individuals participated in the program and are now in a stable support environment.

## Downtown Events

In 2015, the Downtown area had several protests, such as Roe vs. Wade, Ruben Ebron trial, Victim Rights Rally, Free Marissa Alexander, Jax 19, Hands up for Ferguson, I can't Breathe, Same Sex Marriage and Rights for Free



Religion. The officers and supervisors developed a professional relationship with each protest group. This encouraged an open dialogue between JSO and the protestors. As a result, each protest was conducted in a lawful manner and without incident.



Zone One has the ability to triple in population depending upon the popular events that are held in the downtown area. Examples include the Jacksonville Jaguars football games, the Florida - Georgia game, the Lighted Boat Parade, the Fourth of July

Fireworks, New Year's Eve, the Monster Truck Jam, Jacksonville Jazz Fest, One Spark Fest, Gate River Run and the Greater Jacksonville Agricultural Fair. In addition, smaller events such as the monthly art walk brings in a host of visitors on a monthly basis.

## Traffic

The Traffic Unit is specifically challenged with providing a program that is designed to assure safe and expedient travel. The Zone One Traffic Unit is staffed by one sergeant and three officers. The unit provides safe and expedient travel on our roadways by enforcing state traffic laws, responding to and conducting crash investigations, monitoring high-frequency crash areas and conducting traffic safety checkpoints.

Highlights of the Traffic Squad's activity for 2015 included:

- **Buckle Up Jacksonville Click It Or Ticket** – Participated in educational and enforcement campaigns that focused on increasing motorists' compliance with Florida's safety belt and child restraint laws.
- **Hands Across the Border** – Joined with other law enforcement agencies in Florida and Georgia raising awareness of traffic safety during the Labor Day weekend.
- **High Frequency Crash Corridors (HFCs)** – Continued to conduct deployments at major intersections and crash sites including locations on Norwood Avenue, Main Street, State Street, and Union Street.
- **Conducted Traffic Homicide deployments** – To address the issue of pedestrian and bicycle crashes in the downtown area. Officers also hand out safety pamphlets to educate the public about pedestrian and bicycle laws.
- **Speed Enforcement** – Aggressive use of laser radar units to enhance speed enforcement.
- **Aggressive Driving Deployments** – Utilizing unmarked police cars and police motorcycles to combat aggressive driving, aggressive drivers are educated and cited on highly traveled roadways throughout Zone One.
- **Traffic Deployments** – Speeding deployments are conducted along with patrol officers to increase focus on heavily traveled roadways.
- **Special Events** – Zone One traffic officers serve a vital traffic function at a variety of special events throughout Jacksonville, which include the Jaguars Games, Florida/Georgia Weekend, Gator Bowl, parades, and dignitary visits.



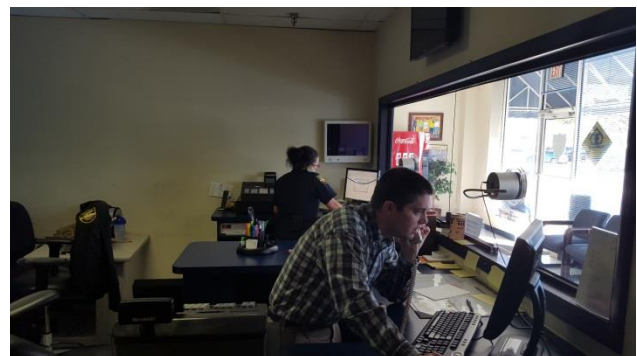
Zone One Officers have developed a strong bond with the citizens and business community within Zone One. This relationship has helped in making Zone One a safer place to live and work.

## ZONE TWO

Zone Two is located in the northeastern part of Duval County and encompasses the communities of Arlington, East Arlington, Atlantic Beach, and Mayport which is approximately 75 square miles in size, according to the 2010 US Census (the latest census conducted to date). Approximately 191,744 people live in Zone Two. The St. Johns River borders to the west and north, the Intracoastal Waterway and the City of Atlantic Beach serves as the eastern boundary, and Beach Boulevard borders the south. Zone Two consists of a self-sufficient community which includes elementary, middle and high schools, commercial districts, a major indoor shopping mall, Craig Executive Airport, Jacksonville University and FSCJ South Campus. Zone Two contains a wide variety of apartment and residential communities of varying socioeconomic levels, and the U.S. Naval Station Mayport, which is the third largest naval base in the USA. The Zone continues to experience an increase in interstate traffic since the completion of the I-295 beltway last year. According to the North Florida Transportation Planning Organization, approximately 125,000 vehicles daily traverse the Eastern Loop of the I-295 beltway through Zone Two.



The Regency Sub-station, located within the Regency Square Mall Complex, houses Zone Two Central Operations. The substation is open Monday through Friday, 7:00am until 5:00pm, offering a wide range of services. Background checks, police reports, crash reports, and alarm decals, are examples of some of the services provided. Citizens are able to



report crimes and meet with patrol officers and supervisors at the Zone Two sub-station, when necessary. Some of those services included assisting the community via incoming telephone calls, issuing on-site arrests for warrant cases, and performing background checks.

At the conclusion of the 2015 calendar year, Zone Two personnel consisted of six lieutenants, fourteen sergeants, 130 police officers, one C.R.I.M.E.S. officer, one light duty officer, one sub-station officer, and one clerical support aide III. Zone Two patrol personnel are divided into six watches (mornings, days, alpha, evenings, bravo, and midnights), a Community Problem Response Team (Blue & Red), and a Traffic Enforcement Unit. Zone Two is led by Assistant Chief Derrick Mitchell.



### **Seniors vs. Crime**

The “Seniors vs. Crime” mission is “to prevent crimes against senior citizens, strengthen the partnership between seniors and law enforcement, increase the awareness of fraudulent activities committed against seniors, to act as a liaison directing seniors to various other social service agencies, and to provide mediation services to victimized seniors.”



In order to accomplish this mission, the Jacksonville Sheriff’s Office has created four (4) offices in Duval County. Three are located within the Jacksonville Sheriff’s Office Sub-Stations Zones 2, 4 & 6 and the fourth office is located in the Mandarin Senior Citizens Center. The main administrative office is located in the Zone Two sub-station. This program is managed by Martha Tromberg and is completely staffed by senior volunteers, who willingly give of their time and talent to other senior citizens of this community. Currently, there are 15 volunteers that staff these positions, and Zone Two

is proud to host the Office Manager, Deputy Manager, and Outreach Coordinators from our sub-station in the Regency Square Mall.



In 2015, the Zone Two volunteers worked more than 550 hours. They handled more than 300 cases, recovered more than \$32,681.00 in funds and services for defrauded seniors, and increased the amount of outreach and education in senior communities to over 100 programs. Seniors vs. Crime has also initiated a "Senior Scam" column in the *Florida Times Union*. This is largely due to the growing number of volunteers to the program. Seniors vs. Crime is now open two days a week in the Regency Office offering their services on Tuesdays and Thursdays. Seniors vs. Crime proved to be an effective bridge between law enforcement and Florida's senior citizens in 2015.

A few examples of cases worked are:

#### CASE #1

A lovely 94 year old woman, partially blind, was approached by a man who offered to do yard work for \$500. She wrote him a check, which he cashed, but never did the work. We were contacted by the woman's daughter, and ultimately contacted JSO Economic Crimes. They began a full investigation and an arrest is imminent. Unfortunately, we were not able to recover the \$500, but the family was satisfied the scammer will be arrested.

#### CASE #2

An elderly woman (76) who is not in good health and not wealthy, attended a meeting hosted by a travel company. They presented their travel products in a well-designed presentation. She signed up for the package. On her first trip, she was disappointed with the amenities and complained. She was told that she was on the "Bronze Plan"



and to upgrade her accommodations, she would need to sign up for the next level. She did, and was upgraded to a better room. On her next trip, the same thing happened, so she signed up for the 3<sup>rd</sup> level. At that point, she was in debt to the company for \$60,000.00. She eventually paid \$5,000.00, but could not afford the remaining \$55,000.00. That was when she contacted SVC.

The travel company is incorporated in Mexico, but has a US office in Miami. Our sleuth contacted the office and spoke with their representative, multiple times. It was agreed our client would write a letter of explanation and request to withdraw from the travel plan contract. This letter would then be presented to their Board for approval. The Board eventually voted to allow her out of the contract. Once they have her request for a release in writing, they will formally release her from the contract. We continue to work that case and the company has indicated they will negate the contract. Upon completion, the final savings to our client will be the \$55,000.00.

### CASE #3

Our clients, a couple working through a real estate agent, purchased a house that was listed by another agency. The listing agent told them the house was on city water and sewer, and the inspection report did not refute that. The couple moved in. Shortly thereafter, the septic system, which was either unknown or undisclosed by the listing agent, overflowed. The couple was not able to obtain any satisfaction on their own. The case came to SVC. Our sleuths contacted the listing agent on behalf of the owners and were able to negotiate the installation of a new septic system, a \$6,500.00 cost. The homeowners were not charged this fee; it was paid by the realtor.

### Traffic



The Traffic Unit is specifically challenged with providing a program that is designed to assure safe and expedient travel. The Zone Two Unit is staffed by one sergeant, five traffic officers, five motor officers, and two four-wheel drive

officers. The unit provides safe and expedient travel on our roadways by enforcing Florida State traffic laws, responding to and conducting crash investigations, monitoring Corridor of Concerns (C.O.C.), and conducting traffic safety checkpoints. The unit also assists the Florida Highway Patrol with crash investigations and traffic control on State Roads. In 2015, the Zone Two

Traffic Unit conducted deployments in the Corridor of Concerns, as well as participating in two traffic safety checkpoints.

In 2015, the traffic unit responded to 2008 traffic crashes (slightly up from 2014) and issued approximately 11,675 citations (slightly up from 2014). There were 23 traffic fatalities in 2015. The unit also maintains two Four-wheel Drive Units that are assigned to assist Hannah Park



visitors with ocean rescue, locating missing beachgoers, and assisting patrons with general traffic assistance in the park.

Highlights of the Traffic Squad's activity for 2015 included:

- **Operation Safety Stand Down** – Traffic officers conducted D.U.I./Traffic safety stand-downs for the United States Navy at Naval Station Mayport.
- **Corridor of Concerns (COC)** – Continued to conduct deployments at major intersections and crash sites including locations at: COC# 1: Beach Boulevard, between Southside Boulevard and St. Johns Bluff Road; COC# 2: Atlantic Boulevard between St. Johns Bluff Road and Hodges Road; COC# 3: Arlington Expressway between Arlington Road and University Boulevard; COC# 4: Monument Road between Live Oak Drive and St. Johns Bluff Road; COC# 5: Merrill Road between University Boulevard and I-295; COC# 6: Mayport Road between Atlantic Boulevard and Wonderwood Expressway.
- **Park Patrol** - Hanna Park is located in the Mayport area of Zone Two. During the tourist season, April through September, the number of people visiting the

park greatly increases. One officer is assigned to the park during the off-season and two officers during the tourist season. Four-wheel drive vehicles are utilized to patrol Hanna Park and monitor activities throughout the area.

- **Speed Enforcement** – Aggressive use of laser radar units to enhance speed enforcement.
- **Aggressive Driving Deployments** – Utilizing unmarked police cars to combat aggressive driving, aggressive drivers are educated and cited on highly traveled roadways throughout Zone Two.
- **Traffic Deployments** – Twenty-five Speeding Deployments are conducted along with Patrol Officers to increase focus on heavily traveled roadways. They also participated in two traffic safety checkpoints.
- **Special Events** – Zone Two Traffic Officers serve a vital traffic function at a variety of special events throughout Jacksonville, including Jaguars' games, Florida/Georgia Weekend, the Gator Bowl, parades, and dignitary visits.
- **Red Light Cameras** – Nine of Zone Two's intersections have Red Light Cameras

## Community Policing



Within Zone Two, community policing is addressed through the application of a variety of prevention and enforcement techniques as implemented by the Community Problem Response Team, Traffic Units, and Patrol Units. The Community Problem Response Team work day and night to address ongoing criminal activities such as burglary and robbery. Additionally, burglary task force officers take an active role during in-progress burglary calls and subsequent burglary investigations. These specialized officers coordinate with patrol officers and burglary detectives to follow leads, link crime trends, identify suspects, conduct directed deployments, and make arrests. The year 2015 was no exception to the historic clearance of significant cases by these units which tailor their schedules and directed activities to target these cases, in addition to providing regular

support for the Investigation Division in apprehending wanted persons. This varied adaptability is accomplished by adjusting days off and work hours, as needed. During high-profile holidays (Memorial Day, Independence Day, Labor Day), the Task Force is assigned to Hanna Park to mitigate crowds, traffic, and assist visitors. The Task Force also supplements other law enforcement resources by working at the stadium during the annual Florida/Georgia Game and at the Jacksonville Landing during New Year's Eve festivities.

Perennially, the directed activities employed by the task force and traffic units include directed activity during the Christmas shopping season. This activity serves to ensure the safety of shoppers patronizing the merchants in the area by providing an effective deterrent to opportunistic criminal activity. Also, it has the added benefit of augmenting zone staffing, thereby ensuring reduced response times for the remaining citizenry. Each year, the Zone Two Task Force conducts a pre-holiday Crime Prevention Initiative which directs presence and enforcement activities around high-activity, high-density points of commerce. The stated objective of these activities includes abating auto burglaries, retail larceny, aggressive panhandling, and robberies.

Zone Two supervisors and officers participate in an after school program. The PAL Fishing Club is for 10-12 year olds, taught by Lieutenant Mullen and others to teach these children how to fish during a one week class. Once completed, Zone Two supervisors and officers take these children fishing at different locations (ponds, Hannah Park, and the Jacksonville Beach Pier) each Friday during the school year.



### **Homeless Camp Cleanup Initiative**

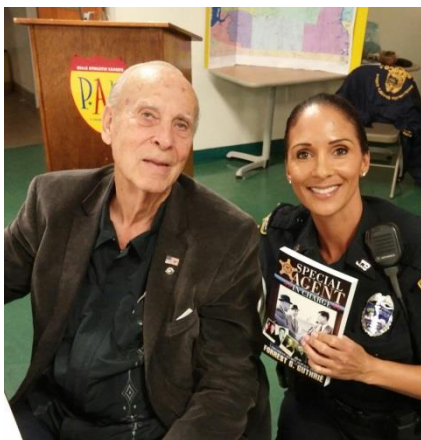
As in 2015, the HOME Project (Homeless Outreach through Monitoring and Enforcement) was again working throughout Zone Two. Since its inception in 2008 by Daytime Community



Problem Response Team Sergeant Donald Smith, the HOME Project has focused its activities towards apprehending criminals living in homeless camps and patrol areas which have a large population of homeless persons that are experiencing an increase in criminal activity. Additionally, the task force assists detectives in their investigatory and enforcement activities. The team addresses homeless issues as initiated through citizen, officer, and City Council member complaints. Solutions range from the elimination of homeless camps near schools, parks, and high-incident locations, to coordination with the Sulzbacher Center's HOPE Team and the City of Jacksonville Code Enforcement Officers. This can take the form of checking criminal histories, distributing pamphlets on available services, and warning about vagrancy related crimes. Physical arrests, being a more costly option, are used as a last resort. Campsite cleanup work is augmented through the use of inmate labor from the Montgomery Correctional Center. In 2015, the HOME Team conducted homeless camp cleanup projects, along with several panhandling complaints. They conducted large projects in which underbrush was removed from JTA property, as well as city property in and around Mid-Town Center.



**ShAdCo (Sheriff's Advisory Council)/CPAC (Citizens Planning Advisory Committee)**



ShAdCo is an important component in the daily information flow between the JSO and neighborhood community leaders throughout the zone, enhancing efforts to identify trends and confront criminal activity. Currently, there are three active Sheriff's Advisory Councils (ShAdCo) in Zone Two, one representing each of the Zone's three sectors (D/E/F). Each ShAdCo meets one time per month. The Zone Two Command Staff attends each ShAdCo meeting and

are available to interact with citizens one-on-one. Relationships are developed at these meetings between our agency and the citizens we serve.

In August 2015, Zone Two's command staff along with ShAdCo members started to participate in the newly formed monthly "Lieutenant's Walks". Literature pertaining to the ShAdCo program and crime prevention tips is handed out during the walks. These walks allow the residents to address any questions or concerns they may have in their area along with getting to know the officers that patrol their neighborhoods.



ShAdCo members are an important component in the preparation and execution of the Sheriff's Neighborhood Walks throughout the Arlington area, which occur multiple times per year. In cooperation with the Zone Command Staff, the ShAdCo spread the news of the Sheriff's visit to a particular neighborhood, so that the residents will have an opportunity to meet the Sheriff one-on-one. It is here where the residents can meet the Sheriff, share

concerns and ask questions. Zone Two officers, ShAdCo, and community leaders combine their efforts to make each "Sheriff's Walk" as meaningful as possible. They always follow-up with citizens to ensure all concerns are addressed in a timely manner.

On August 4, 2015, Zone Two participated in the National Night Out and had 11 locations for the city, just in Zone Two. Supervisors and officers went to the different locations and participated in cookouts, ice cream socials, and neighborhood meetings.



The Zone Commander forms ties with the business community through a monthly meeting with the Greater Arlington and Beaches Citizens Planning Advisory Committee

(CPAC.) He provides a current summary of issues relevant to the home owners and business representatives each month and they have an opportunity to voice their concerns. Information sharing between the community and the Zone Commander serves to build and foster existing partnerships. This meeting is crucial in further strengthening the bond between community leaders and the Jacksonville Sheriff's Office.

## **ZONE THREE**

Zone Three is situated between two major Naval Air Stations (Naval Air Station Jax and Naval Air Station Mayport) which attracts an abundance of various ethnic and cultural groups: making this area the most diverse zone within Duval County. For example, there are Asians, Europeans, Africans, North Americans, and South Americans residing in Zone Three as well as businesses such as Ethiopian Restaurants, Bosnian Markets, Filipino Cuisines, Islamic Mosques and Jewish Synagogues, to name a few.

This particular zone covers an area of 154.6 square miles, accounting for nearly 238,000 Duval County residents. Zone Three encompasses the Southbank, San Marco, Southside, Deerwood, Bayard, Julington Creek, Bartram Park, and the Mandarin areas of Jacksonville. Zone Three is a peninsula bordered by the St. Johns River on the north and west side and the Intracoastal Waterway on the east.

The zone provides access to downtown from the south. Inside its boundaries are headquarters to several major corporations that include the Duval County School Board, Gate Petroleum, Blue Cross and Blue Shield, Bank of America, Citi, Aetna Insurance, PSS World Medical and Merrill Lynch. The zone has five high schools: Samuel L. Wolfson, Englewood, Mandarin, Douglas Anderson School of the Arts, and Atlantic Coast High School. Additionally, Zone Three houses three private high schools, The Bolles School, Bishop Kenny, and University Christian.

Two of the largest shopping venues in the city are housed in the zone. They are the St. Johns Town Center and the Avenues Mall. The St. Johns Town Center is visited by over 10 million shoppers each year and has 188 businesses while the Avenues Mall has 156 businesses. The zone contains more than 228 apartment communities, the

Nocatee residential development and access to the area beaches. Residents of the zone have quick access to other portions of the city via six of the city's seven major bridges: Buckman, Main Street, Fuller Warren, Acosta, Beach Boulevard Intracoastal, and John Turner Butler Intracoastal Bridge.

Students have their choice to enroll at any of the 12 college campuses but none larger than the University of North Florida. Zone Three is also the epicenter for emergency medical treatment as it houses six major hospitals (Baptist Downtown, Baptist South, St. Vincent's Southside, Memorial Hospital, the internationally acclaimed Mayo Clinic and Wolfson Children's Hospital). In addition, the nationally recognized Ronald McDonald Children's Center is located on the Southbank.

### **Leadership and Personnel**



Upon Sheriff Mike Williams' election in 2015, Assistant Chief Nemeth was appointed to serve as the Zone Three Commander.

Assistant Chief Nemeth began his law enforcement career in 1987 in South Florida. He worked in Corrections and patrol and also served on the S.W.A.T. team before making a lateral move to the JSO in 1996.

Assistant Chief Nemeth worked in patrol, served on various task force groups before moving to Investigations where he worked for six years, including five years in the Homicide Unit. He was promoted to Sergeant in 2005 and then to Lieutenant in 2008. After that promotion, Assistant Chief Nemeth served as a Zone Three Watch Commander, the Burglary Unit Commander and then the Executive Director of the Police Athletic League. Assistant Chief Nemeth was appointed to his current rank by Sheriff J. Rutherford and served in the Community Affairs Division.

Assistant Chief Nemeth is currently negotiating to provide the zone with a new substation. The new facility will be larger and located near Baymeadows Road. This move will provide needed office space for patrol personnel, investigative, support staff and will better serve the citizens of the zone due to its central location with easy interstate access. The move is anticipated to take place mid-year.



## **Zone Three Lieutenants**

Zone Three has a strong and experienced management team. The Lieutenants assigned to the zone are diversified in their skills; and have a wealth of knowledge and experience. Collectively the lieutenants assigned to the zone have 134 years of professional law enforcement experience. These are the leaders that are



responsible to holding the men and women under their supervision accountable to the community. The lieutenants are committed to challenging their personnel to form partnerships with our citizens because every contact between the police and community is where community opinion is formed.

The Zone Three line supervisors/sergeants are equally knowledgeable and experienced. They provide needed mentoring, coaching and supervision to the men and women that render police services to the citizen of the community.

## **Support Staff**



The Zone Three Substation is located at 7100 Powers Ave. The front desk officers provide service for over 10,000 walk in customers annually. Daily service requests generally consist of criminal background checks, incident and crash reports and property watch requests. In late 2013, the substations resumed providing ink fingerprints. They also schedule civilian observers (ride-alongs) and keep track of all public records requests. The substation front desk is staffed full time by Officer Rhonda Hullender, working with additional officers on a rotating basis.

## **ShAdCo**

On Saturday, October 18, 2015, the Sheriff's Advisory Council hosted the 18th Annual ShAdCo Safety Fair at the Avenues Mall. The event was coordinated by Officer Betty

Bates and sponsored by the Jacksonville Sheriff's Office, the Community Traffic Safety Team, the Fraternal Order of Police and the Avenues Mall. The goal of the Safety Fair was to inform the public of the Sheriff's Advisory Council objectives and the benefits of becoming a member of ShAdCo. The public was also presented with safety related information from a variety of sources including various divisions of the Jacksonville Sheriff's Office, other law enforcement agencies, government agencies and the private sector.

In an effort to minimize criminal activity in a historical section of Jacksonville known as San Marco and the adjoining Southbank, three officers have been assigned to partner with the area businesses. The Southbank is an extension of downtown and serves as an artistic and progressive cultural area. The neighborhood offers many shopping, dining and entertainment attractions. During holidays and city events, the San Marco area and Southbank are home to several fantastic celebrations. These dedicated officers assist with not only daily patrols but are instrumental in forming community partnerships to safely hold these events. Examples of these events include the annual Light Boat Parade, Gate River Run, the dedication of the new fountain and park, Florida vs. Georgia football game events and protecting visitors attending the TaxSlayer Bowl. The officers also provide a direct line of communication between the community businesses and the Sheriff's Office.

### **Traffic Unit**



The Zone Three Traffic Unit is responsible for educating motorists, preventing and investigating traffic crashes and traffic enforcement. Traffic officers issued more than 13,000 citations in 2015. They also provided educational pamphlets to better inform drivers of changes in state traffic laws. Traffic officers conducted 213 deployments involving more than 450 man-hours and investigated 241 traffic complaints. The traffic unit initiated a new traffic fatality reduction plan. They began aggressively deploying in the JTB

corridor. During these deployments the officers utilized enforcement, education, and engineering to reduce the likelihood of another traffic fatality. This plan was very successful. The JTB corridor plan recorded over 500 citations written and zero fatalities for the three month deployment.

Additionally, the traffic unit participated in several state-wide traffic campaigns to include: “Buckle up Jacksonville, Click it or Ticket It”, Red Light Running Enforcement week, and Train Safety Awareness week. The Traffic Unit continued to be ambassadors to the community by participating in several events to include: Dreams Come True Christmas Party, F.O.P. Christmas Party, Caring Chef’s charity event, and hosted the annual ShAdCo Safety Fair at the Avenues mall.

The Traffic Unit investigated 3892 of the reported 7000 traffic crashes in the zone in 2015. Tragically, during that time period, there were 42 traffic related fatalities.

2014		2015		Percent of Change
Traffic Citations	10,852	Traffic Citations	13,098	17%
Traffic Deployments	181	Traffic Deployments	213	15%
Traffic Complaints	221	Traffic Complaints	241	8%
Traffic Crashes	3,229	Traffic Crashes	3,892	17%

The Traffic Unit as a whole was responsible for traffic control and security at numerous Special Events including: NCAA and NFL football games, charity poker runs, funeral escorts, organized marathons and road races, parades and various charity events. In addition, they provide traffic control during the holidays at the two major shopping malls.

Traffic Officer David Sciandra and Officer Dale Allen continue to operate the “Beat the Heat” program. This one-of-a-kind rebuilt police supercar was displayed at events throughout the city. Both Officers focus on educating drivers about the dangers of

speeding, not wearing seat belts, careless driving, distracted driving, and driving while impaired.

## PATROL WEST

The Patrol West Division is comprised of Zones Four, Five and Six. In 2015, the Auto Burglary Task Force (ABTF) was reassigned to the Investigations Division and the city wide CPR team was created as part of the Sheriff's Strategic initiative. The CPR Teams are trained and deployed to target specific chronic violent crime locations and violent offenders by utilizing problem solving strategies. These teams combat the underlying issues that cultivate crime. Many times the strategies are a combined effort between the CPR Teams, Patrol, various investigative units, and a multitude of city agencies. The primary mission of the Patrol West Division is to protect lives and property while also preventing crime and disorder. To accomplish the mission personnel regularly conducted proactive initiatives, including truancy and curfew enforcement deployments, summer and holiday initiatives, directed patrol deployments, traffic safety checkpoints and traffic saturation deployments.

The Patrol West Division continued with lieutenant walks, bicycle officers in each zone, walking beat officers, and New Town Success Zone officers to enhance our relationships with the community. All three zones in the Patrol West Division did a great job of holding the line with their respective crime problems. From the officers patrolling the streets to the zone commanders everyone pulled together to do more with less.

## Patrol West Division Staffing

Personnel	2014	2015	2014-2015 Comparison
Chief	1	1	0
Assistant Chiefs	3	3	0
Patrol Lieutenants	17	16	-1
City Wide CPR Lieutenant	0	1	+1
Patrol Sergeants	46	45	0
Traffic Sergeants	3	3	0
City Wide CPR Sergeant	0	2	+2
CPR Team Sergeants	3	3	0
Patrol Officers	350	325	-25
EWC / New Town Initiative Officers	4	4	-2
Traffic Officers	21	25	+4
Walking Beat Officers	3	3	0
CPR Team Officers	23	13	-10
City Wide CPR Officers	0	16	+16
Huguenot Park Officers	2	2	0
Cecil Field Officers	2	2	0
Auto Burglary Task Force Officers	5	0	-5
CRIMES Officers	3	3	0
Light Duty Officers	2	2	0
Civilian Personnel	4	4	0
<b>Total</b>	<b>492</b>	<b>473</b>	<b>-19</b>

## ZONE FOUR

Zone Four is located in the southwest portion of Duval County and most commonly referred to as the Westside of Jacksonville. Zone Four encompasses the historic boroughs of Five Points and Avondale to the rural spaces of Maxville. With a population estimate of over one hundred ninety-thousand (190,000) and



covering a geographic area of one hundred sixty-eight square miles (168), Zone Four is bordered by Clay County on the south, the St. John's River on the east and Baker County on the west and Interstate 10 on the north. Zone Four of the Jacksonville Sheriff's Office, is divided into three sectors, Juliet, Kilo and Lima, and nine sub-sectors, three in each sector. In 2015, the men and women assigned to patrol Zone Four responded to 94,127 of the 498,724 or approximately nineteen (19%), of the citizen-generated calls for service that the Jacksonville Sheriff's Office received in 2015.

The Jacksonville Sheriff's Office Zone Four Substation is located in the Cedar Hills Shopping Center at 3726 Blanding Boulevard, which is centrally located in the Kilo sector of the zone. Utilizing the locale of a shopping center storefront allows the public to take care of police business in a manner that offers the utmost in convenience and the location makes it easily accessible to the zone's residents. The substation operates Monday through Friday from 8:00 a.m. until 5:00 p.m. and offers citizens the ability to utilize the substation for a variety of police services. The services offered range from obtaining copies of police reports, to having background checks preformed, fingerprinting and making criminal offense reports.

Zone Four started 2015 with Assistant Chief D.L. Lewis as Zone Commander. On July 1, 2015 when Sheriff Mike Williams was sworn in as Sherriff, Assistant Chief Lewis was promoted to Chief of Patrol West. Assistant Chief L. J. Gayle was promoted from Lieutenant in July and now serves as the Zone Four Commander. At the conclusion of

the 2015 calendar year, Zone Four was staffed by 198 sworn employees and one civilian. The Zone Four personnel breakdown consisted of one Assistant Division Chief, one Operations Sergeant, one C.R.I.M.E.S. Officer, three Sub-Station Officers (two of which were limited duty) and one CSA III. The zone's street patrol personnel consisted of six lieutenants, 20 patrol sergeants, one CPR sergeant, one traffic sergeant, and 164 patrol officers, (some of which include cross trained bike-operator officers, traffic officers, task force officers, and walking beat officers).

During 2015, Zone Four officers continued to embrace new technology and enhanced their communication capabilities with improvements to and increased utilization of the Zone Four intranet website. This SharePoint tool allows officers, from each color squad, unit and division the ability to share information and intelligence. Officers use this tool to track their strategies, deployment efforts, and serve as the core of the zone's information hub.

**Zone Four's Finest for 2015:**

January	Officer M.A. Duckworth
February	Officer J.T. Whitcomb
March	Officer J.E. Anderson
April	Officer T.L. Robinson
May	Officer N.E. Manning
June	Officer E.O. Sweat
July	Officer S.C. Crawford
August	Officer J.L. Day
September	Officer J.A. Gardner
October	Officer C.A. Sames
November	Sergeant R.G. Troxel
December	Officer E.L. Matthews

Zone Four prides itself in maintaining meaningful two way relationships with the businesses of this community. By doing so, Zone Four has been granted the opportunity to utilize nine business locations throughout the zone as stop stations. The stop stations



provide office space for officers to write reports, conduct follow-up investigations and interact with the community.



The leadership team of Zone Four stressed the continuation of partnerships which have been built over many years with the community and are the foundation of the Jacksonville Sheriff's Office's community policing concept. Zone Four has strived to continue the Sheriff's emphasis on his commitment to the community by working to maintain

strong, lasting partnerships with our residential neighborhoods, as well as, our apartment complexes. Zone Four personnel also developed and maintained relationships with City Council members and met with them several times throughout the year to address issues within their districts.

To follow Sheriff Williams' example of sincere and dedicated relationships with our community, Zone Four conducted regular crime prevention walks in neighborhoods throughout the zone. This forms key partnerships between the officers and the residents to work together to solve community problems. These walks include two Sheriff's Walks, Assistant Chief's Walks, Lieutenant's Walks and ShAdCo walks. The walks take place with the participation of community partners such as ShAdCo members, neighborhood watch groups, apartment management partners, local business people and concerned citizens. Officers and supervisors distributed crime prevention literature as they interacted with the public.



Zone Four has continued to maintain Sheriff Williams' commitment and dedication to his Sheriff's Advisory Councils (ShAdCo) by continuing to take part in the monthly sector meetings. By working closely and regularly with ShAdCo members, it allows a free flowing channel of communication between both the Jacksonville Sheriff's Office and the Zone Four Community as we work toward our mutual goals of public safety and crime reduction.



Due to the activism of its membership base staying involved and passing information along to their neighbors and friends, the **Sheriff's Advisory Council (ShAdCo)** in Zone Four continues to grow.

Due to the geographical size of the zone and the numerous communities that encompass Zone Four, we work closely with the other divisions and internal resources of the Jacksonville Sheriff's Office to provide the best possible service to the community. In order to rapidly identify crime patterns and/or trends, and concentrate on patrol level focal areas, Zone Four works one on one with the Crime Analysis Unit. This provides the zone with the information needed to attack crime problems from the problem solving platform of Intelligence Led Policing.

The information obtained from the Crime Analysis Unit is not only disseminated through all levels of patrol within the zone, but is also a central focus of weekly information sharing meetings with investigators of the Jacksonville Sheriff's Office, Investigations Division. In 2015, the Zone Four Assistant Chief continued the weekly information sharing meetings with the Burglary Unit, Robbery Unit, Auto Burglary Task Force, Zone Four Crime Analyst and other units, as needed, for a more comprehensive approach. These meetings are held to develop and coordinate crime reduction strategies in our neighborhoods and business centers. This collaborative effort has proven to be effective

in quickly apprehending suspects, and increasing actionable intelligence information for field deployments.

The Zone Four Traffic Unit aids in the partnership between the public and the Jacksonville Sheriff's Office by addressing citizen generated traffic complaints. Listening to the "motoring public" and directing efforts where they are needed, assists in fostering a cooperative dialogue with the residents of Zone Four. The Zone Four Traffic Unit investigates traffic crashes, and utilizes data from the Crime Analysis Unit to direct enforcement efforts to the high frequency crash corridors and high volume traffic corridors where speed and other driving violations result in automobile crashes.

In 2015, the Zone Four Traffic Unit took appropriate enforcement action to address traffic violations considered to be potential causes of vehicular crashes. The key is to direct enforcement efforts to where they will be the most effective. The Traffic Unit also assisted the JSO DUI Unit, Florida Highway Patrol, Florida Department of Transportation, and surrounding law enforcement agencies in traffic fatality reduction strategies.

### **Zone Four Traffic Unit Initiatives and Assisting Operations for 2015**

Gator Bowl Weekend	January	2015
Martin Luther King Parade	January	2015
Monster Truck	February	2015
Gun Buy Back	March	2015
River Run	March	2015
Train Safety Awareness Week	April	2015
National Work Zone Awareness	April	2015
Motor School	April	2015
Funk Fest	May	2015
Police Memorial Day Service	May	2015
Bike to Work Week	May	2015

Fourth of July at the Landing	July	2015
Fourth of July Impaired Driving Wave	July	2015
Chiefs Challenge	July	2015
Over the Limit Under Arrest	August	2015
Hands Across the Border	September	2015
Child Passenger Safety Week	September	2015
Light the Night Ride	October	2015
Walk To School Day	October	2015
National School Bus Safety Week	October	2015
Florida/Georgia Weekend	November	2015
Veteran's Day Parade	November	2015
Xmas Tree Lighting	November	2015
Boat Parade	November	2015
Over the Limit Under Arrest	December	2015
F.O.P Christmas Party Escorts	December	2015
N.A.S. Jacksonville Safety Deployments	3 Deployments	
Traffic Saturation Deployments/Wolfpack	Five Deployments	
DUI Checkpoints	One Deployment	
Click it or Ticket Enforcement	Three Waves	
Motor Unit Challenge	Four Waves	
Jags Games	9 Home Games	
Country Music Fest	2 Days, Jun 2015	
Rock Fest	2 Days, April	

### **Citywide Community Response Team**

In 2015, the Citywide Community Problem Response Team was established. The Citywide CPR team was assigned to report to the Assistant Chief of Zone Four. This team took on the responsibilities of addressing violent crime HOT SPOTS throughout the city. In addition, the JSO HUD Unit was combined with the Citywide CPR team; therefore all Jacksonville Housing Authority Properties became their responsibility. The creation of this new unit allows an immediate patrol response to community issues

anywhere in Duval County. Their work schedule was designed to cover every day of the year. The assigned officers were selected based on their previous experience with the individual zone CPR teams. The unit has had success in coordinating community and law enforcement response to violent crime.

On Saturday, January 17, 2015, the Zone Four Sheriff's Advisory Council hosted its First ShAdCo Safety Fair at the Oakleaf Town Center. The goal of the Safety Fair was to inform the public of the Sheriff's Advisory Council objectives and the benefits of becoming a member of ShAdCo. The public was also presented with safety related information from a variety of sources including various divisions of the Jacksonville Sheriff's Office, other law enforcement agencies, government agencies and the private sector. Approximately 40 displays were present for citizens to view and interact with. The displays included a JSO patrol car, FHP motorcycle, JSO "Beat the Heat" race car, fire apparatus from Jacksonville Fire and Rescue Department, a helicopter from Trauma-One, the JSO SWAT Armored Vehicle, the Mobile Command Center, a rock climbing wall, the Dive Team vehicle, and the Bomb Squad vehicles along with their robot.

## **ZONE FIVE**

Patrol Zone Five comprises of the northwestern region of Duval County. Zone Five is the third largest of the patrol zones with its 136.4 square miles. According to the 2010 United States Census, 92,258 citizens reside in Zone Five which is 11.2% of the citywide population. Zone Five is differentiated from the other patrol zones by its physical perimeter which can be traced along Interstate 95, beginning at the Trout River bridge, south to and along Interstate 10 west to the Nassau County line. It then extends northeast to the CSX rail line and back along the tracks southeast to Garden Street and from there to the east bisecting the Trout River until it reaches the starting point at the Interstate 95 Bridge.

Zone Five has been partitioned into three sectors labeled as Mike (M), November (N) and Oscar (O). Each of those is further subdivided into three sub-sectors with an alpha-

numeric identifier. These sectors split the zone based mainly on population density and essentially follow the city's planning districts.

The "Mike" sector can be found in the most southeastern portion of the Zone and extends from Interstate 10 north to New Kings Road and Interstate 95 west to Edgewood Avenue. The M-Sector represents a number of the residential communities and local businesses, along with a number of manufacturing facilities. The "November" sector covers virtually the entire northern third of Zone Five, extending from Martin Luther King Parkway (US1) north to the Trout River and Interstate 95 west to Old Kings Road. The N-Sector contains many residential neighborhoods, multi-family apartment complexes and offers the most shopping locales in the zone. The largest of the sectors is "Oscar" which extends Edgewood Avenue to the county line with Nassau County and Interstate 10 north to Old Kings Road. The O-Sector, due to its primarily natural setting, incorporates nearly seventy-five percent of Zone Five's total area and has large expanses of undeveloped, forested acreage and most of the county's agricultural industry. Oscar also has several wildlife management and recreational areas, including the Camp Milton Historic Preserve and the Baldwin Rail Trail. Due to its available undeveloped areas, Oscar sector has continued to experience more growth than the other sectors and has the potential for greater development in the future. Furthermore, in Oscar, the Township of Baldwin in Duval County is provided professional police service by the Jacksonville Sheriff's Office.

Assistant Chief Thomas Waters serves as the Zone Commander for Zone Five and bears the overall responsibility of carrying out the mission and goals of the Sheriff's Office. Furthermore, the Zone Commander is responsible for the leadership and direct management of the patrol and traffic resources of the Zone, totaling 162 sworn and civilian employees who are always striving to be *Worthy of Trust*.

The primary staffing of Zone Five is composed of its six patrol watches. Officers assigned to those patrol watches follow the Blue/Gold work schedule and their reporting times are designated to ensure adequate manpower is available for calls for service. Each of these watches is under the leadership of a Police Lieutenant who is responsible for the operational management of their patrol squads.

The patrol watches are the primary units that provide the police services to the Zone Five area. Each watch, consisting of one or more squads, conducts the various patrol and special operations, i.e. Zone Five Community Problem Response Team (CPR), Edward Waters College (EWC) Officers and the New Town Success Zone, necessary to protect and service the citizens of the community. They provide daily continuous overlapping coverage by staggering personnel over six established 11.42 hour shifts during the twenty-four hour period. A Clerical Support Aide III serves as the Zone Five Administrative Assistant and also provides assistance to the public on the telephone and at the sub-station. All Zone Five employees practice our core values of *Respect for Each Other, Always Improving, Worthy of Trust and Community Focused*.



The Zone Five Community Problem Response (CPR) Team was reorganized in November 2015 after completing the Ceasefire 2.0 Operation. The Zone CPR team utilizes Intelligence Led Policing (ILP), Problem Oriented Policing (POP), Targeted Saturation Patrols, and Community Policing and

engagement. Their primary focus is the education, intervention, or incarceration of prolific offenders, education of victims, and altering environmental factors that contribute to the root causes of crime. Officers within the unit focus on areas experiencing a disproportionate increase in crime commonly referred to as “Hot Spots”. Working in conjunction with other units within the Sheriff’s Office, outside agencies, stakeholders and the community, the CPR team fosters a holistic approach to crime fighting in an effort to ensure long term success and crime reduction.

In addition to addressing crime hot spots, the CPR team has officers that are specifically assigned to work with the specific communities. Select CPR officers are assigned to provide police services to Edward Waters College, and the New Town Success Zone. An additional officer that is assigned to Crime Free Multi-housing is also part of the unit. The Crime Free officer works closely with multi-family apartment communities, and

provides assistance and guidance on addressing and preventing crime on their properties.

The mission of the Edward Waters College (EWC) Officers, the New Town Success Zone, and the Moncrief/Myrtle Avenue Business District Liaison Officer is a true reflection of our agency's professional dedication to the core values of *Community Focused, Always Improving, Worthy of Trust, and Respect for Others*.

The Zone Five Sub Station is located at 1767 Kings Road on the campus of Edward Waters College. Edward Waters College is one of the oldest Historical Black Colleges in the nation. The Sub Station is the central location for all police personnel assigned to Zone Five. Edward Waters College also uses a portion of the facility to administer criminal justice courses. This arrangement allows criminal justice students the opportunity to interact with police officers assigned to Zone Five.



As a service to the community, the Zone Five Sub Station provides many of the same walk-in services that in the past would have required our citizens to make a trip to the main police building located Downtown. In addition, it permits the public more access to the police officials that are responsible for patrolling their specific community and gives a greater opportunity for local involvement. Our citizen customers can get copies of reports, alarm permits, file reports, be fingerprinted, or conduct criminal background checks. The officers and members assigned to the Zone Five Sub Station continue to provide professional service while striving to build a stronger partnership with the community and the college by promoting our core value of *Always Improving*.



Although the Zone Five Substation serves as the primary hub for police operations, seven police “stop-stations” are operated throughout the Zone where police officers patrolling those neighborhoods can have access to necessary amenities. Each stop-station is sponsored by a



business that provides office space where the sector officers have 24-hour access. Not only do the host businesses have the benefit of an officer at the location, but allow citizens a means to make contact with officers in a less formal setting. A stop-station can be found in each of the Zone Five sub-sectors which permit the officers to remain in their patrol area without driving to the sub-station or Police Memorial Building to access comparable facilities. Two of the larger and most frequently used stop-stations are found at the Farmer's Market (M-1) at 1780 West Beaver Street and the Ben Durham Business Center (N-1) at 2933 North Myrtle Avenue. These stop-stations are often used to accommodate meetings between officers and their supervisors. The Ben Durham Stop-Station also provides office space for an officer who is assigned to the walking beat for the nearby business districts. The Stop-Station Program truly supports the Jacksonville Sheriff's Office commitment to foster a stronger relationship with its business partners and the community while adhering to our core value of *Community Focused*.

A variety of governmental services, private businesses and manufacturing industries are located in Zone Five. Some of the notable employers are Jacksonville's two main U.S. Postal Service facilities, The Main Post Office, at 1100 Kings Road, Bulk Mail Center, at 7415 Commonwealth Avenue, and Jacksonville Transportation (JTA) main terminal. In addition, large national and international private businesses are also located in Zone Five, such as, FedEx, Georgia Pacific, Pratt and Whitney, Winn Dixie and Publix Warehouses and Del Monte to name a few. As Jacksonville looks forward to becoming "America's Logistic Center", many commercial transportation operations are also based in the Zone Five area, including: CSX Railroad, Norfolk-Southern Railroad, Amtrak, and large freight hauling companies, such as, Centurion Auto Logistics Inc., NFI Transportation and Logistics Transportation Corporation.

In 2015, Zone Five handled 65,934 citizen generated calls-for-service (13.2% of citywide) and 40,209 officer initiated calls (11.6% of citywide). Zone Five experienced a slight increase of 0.74% in priority violent incidents and a reduction of 11.55% in priority property incidents with an overall decrease of 9.22% in priority incidents in 2015, compared to a decrease of 2% in 2014. To combat the increase in violent incidents,

Zone Five focused on three initiatives, Operation Ceasefire 2.0, Summertime Crime Initiative and Summer Night Lights (SNL). These programs were designed to bring police resources to areas impacted by violent crimes. Furthermore, a crucial component of Zone Five's efforts to fight crime and enhance the quality-of-life for its citizens has been its dedication to community outreach. Some examples of the community events Zone Five officers participate in on a regular basis include neighborhood parades, civic meetings, church events, charity fundraisers, children's parties, sporting events and any of a number of other occasions where services are needed and can further the positive image among our citizens.

**Operation Ceasefire 2.0** was initiated to help mitigate a sharp increase in violent crime within specific geographic hotspots throughout the city. Initiated in May of 2015, the initial 30 day operation consisted primarily of "knock and talks". The purpose of the knock and talks was for officers to share information with the citizens concerning crime prevention initiatives and to gain information about criminal activity from the citizens and developing community partnerships. With the assistance of the Crime Analysis Unit, the Ceasefire 2.0 boundary areas were divided into grids. Each grid was then assigned to be canvassed and the results recorded. As a result of tracking contacts and information, the ceasefire operation was able to contact 44% of the residents in the identified areas (Total of 14,788 Doors). Once completed, officers were directed to conduct saturation patrols, and targeted offender tracking. Ceasefire 2.0 operations included not only members of the Community Problem Response Teams, but also included the use of DUI/traffic units, and assisting support personnel from the Incident Management Assistance Teams.

Operation Ceasefire 2.0 was coordinated and commanded using the Incident Command System. The operational periods for the operation were established to correspond with the assigned unit's work schedules. The management team would monitor crime trends occurring in the hot spot areas, as well as evaluate and develop changes to the Incident Action Plan as required or needed.

Another key element of Ceasefire 2.0 was the inclusion of other units into the operations plan. Multiple projects and operations were coordinated in conjunction with members of

the Narcotics unit, Gang Squad, Homicide, and the Violent Crimes Task Force. The two way sharing of information and intelligence with investigative and narcotics divisions, led to a constant flow of information to the officers executing the plan on the street, and helped ensure that all officers stayed focused on operational goals and objectives.

In addition to the valuable information and contacts made, Operation Ceasefire 2.0 also produced the following results:

Felony(ies) 396	Misdemeanor(s) 585	Notice to Appear(s) 272
Powder Cocaine (gm) 222.6	Crack Cocaine (gm) 102	Marijuana (gm) 1,283.99
Heroin (gm) 11.1	Other Drugs (gm) 376.83	Currency \$ 11,496.40
Guns 69	Seized/Recovered Vehicles 117	Field Investigation Reports 226
UTCs 2,448	Parking Citation(s) 93	Warning Citations 608
Verbal Warning(s) 3,370	Truants 21	Dart(s) 1

**Summertime Crime Initiative** was a nine week program of directed patrol activities to address violent and property crime that has typically occurred during the summer months when schools are out of session. This Summertime Crime Initiative followed closely after the conclusion of Operation Ceasefire 2.0 and was also intended to help maintain the momentum achieved during that operation. The Summertime Crime Initiative employed a number of officers drawn from the various patrol watches of Zone Five during time periods of increased criminal activity. The directive was to concentrate dedicated resources in specifically identified problem areas within the zone. The criteria for the areas selected to receive enhanced attention was based on an examination of current crime analysis data. Although the Summertime Crime Initiative also addressed some daytime property crime issues, specifically residential burglaries, the primary focus was placed on violent crime concerns. The general strategy involved saturating each of the hotspot areas with several police officers, conducting high visibility patrols,

investigating suspicious activities and taking enforcement action when violations of the law were observed. The officers spent sufficient amounts of time at each location to establish a strong police presence, before moving on to the next area in a rotating fashion. In order to provide optimal impact, certain parameters were used relating to the specific days of the week and times of days that the crimes were likely to occur in each area. The initiative was determined to be successful in achieving its goals of reducing violent crimes in the affected areas.

The “**Summer Night Lights**” (SNL) is a youth summer program sponsored by the City of Jacksonville Parks and Recreation Division that is designed to give teenagers the opportunity to join with their peers in supervised activities at one of several park community centers, five of which are in the Zone Five area. These centers were Clanzell Brown Park, The Mitchell Center, Emmett Reed Park, Charles Clark Park, and Thomas Jefferson Elementary School. The Jacksonville Sheriff's Office partnered with the Parks and Recreation Division to provide teenagers in neighborhoods vulnerable to crime with a positive outlet to occupy their weekend evening when they might otherwise be involved in unwanted activity. Since the majority of the SNL locations were located in Zone Five, officers were assigned to attend these events to provide a secure environment and an opportunity for teens to have positive and non-enforcement interactions with police. During the course of the eight weekends of the 2015 SNL program, over seven-thousand young people attended the various events with only a few reported incidents requiring police involvement. Please note that in 2015 the number of sites was increased from three locations in 2014 to five in Zone Five.

<b>SUMMER NIGHT LIGHTS (SNL)</b>			
<b>ZONE FIVE LOCATIONS</b>	<b>2014</b>	<b>2015</b>	<b>CHANGE</b>
TOTAL ATTENDANCE*	9,307	7,659	<b>-1,648</b>

\*Estimated

A factor in the success of Zone Five lies in the relationships that have been formed with community organizations, churches, neighborhood groups, and civic leaders with the

common goal of open communication and cooperation between the JSO and the public. A few notable alliances within the Zone Five community are various Sheriff's Advisory Councils (ShAdCos) the Neighborhood Watch groups, the New Town Success Zone, the Edward Waters College faculty and students.

In prior years, one of the cornerstones of the Zone Five community relationship program has been the Sheriff's Advisory Council (ShAdCo). The ShAdCo's have continued to play a pivotal role in establishing a line of two-way communication between the Sheriff's Office and the community by giving a forum for exchanging information and ideas, thus cultivating an atmosphere of mutual trust and respect. The ShAdCo partnership continues to serve as a model for similar programs around the nation and remains an important achievement in Zone Five's tremendously successful community policing efforts. Through the ShAdCo process, the Jacksonville Sheriff's Office has been able to keep an open dialogue with the community it serves by fostering a cooperative commitment in reducing crime and improving the quality-of-life for our citizens. Each of Zone Five's three patrol sectors (M, N, and O) has its own ShAdCo which provides representation at monthly meetings. There are two additional ShAdCo's, one for the citizens of Baldwin and the other for the Edward Waters College (EWC) Campus. The ShAdCo's enrollment decreased from 456 members in 2014 to 376 in 2015.

Along with Patrol, the Zone Five Traffic Unit is responsible for handling traffic crashes and general traffic enforcement for Zone Five. In 2015, the Traffic Unit effectively coordinated with Florida Highway Patrol, State of Florida Agencies such as FDOT Road Rangers and other local assets to ensure the majority of traffic-related calls were handled with minimum disruption of traffic flow. Traffic Unit officers relieve regular sub-sector patrol units from handling most of the traffic enforcement activities in Zone Five and thus allowed them to attend to crucial crime-related police services. The primary goal of the Traffic Unit is to reduce traffic crashes/fatalities by education, engineering and enforcement efforts as these incidents have a negative impact on the entire community. Traffic enforcement through public education and deterrence by citing traffic law violators are vital parts of keeping our citizens safe.

Zone Five had 23 traffic fatalities in 2015. The Zone Five Traffic Unit continues to work towards reducing incidences of crashes by focusing on locations that have the highest crash frequencies and traffic infractions that appear to be most conducive to causing crashes. Working in conjunction with area patrol officers, the Traffic Unit is responsible for crash responses, traffic safety education, and much of the zone's traffic law enforcement efforts. Its primary objective is to promote driver and pedestrian safety through various methods which not only include issuing citations and warnings, but educational and engineering campaigns as well. During the past year, the Traffic Unit participated in a number of safety programs; some were sponsored by JSO, while others were a cooperative effort with other agencies. All of these programs were aimed at creating safety awareness for the motoring public and included the Railroad Crossing Safety programs and Click-it-or-Ticket seatbelt enforcement campaigns. The Zone Five Traffic Unit is often tasked with traffic related duties for city-wide special events such as Jaguars football games, neighborhood events, parades and public school events.



Each and every day, patrol officers provide around-the-clock police services, protecting the citizens living and working in the Zone 5 community.

<b>ZONE FIVE - TRAFFIC ENFORCEMENT</b>			
<b>CATEGORY</b>	<b>2014</b>	<b>2015</b>	<b>CHANGE</b>
Uniform Traffic Citations	13,493	12,903	<b>-4.37%</b>
Traffic Crash Investigations	3,156	3,022	<b>-4.25%</b>
Crashes With Fatalities	9	23	<b>155.56%</b>
Moving Traffic Warning Citations	640	647	<b>1.1%</b>

On a final note, the officers in Zone Five have done a remarkable job during 2015. Through all of the adversity over the past couple of years they have continued to serve this community with courage, distinction and professionalism. Though we experienced a slight increase (.074%) in violent incidents, the officers in Zone Five along with our community partners were responsible for a -9.22% drop in crime overall. Our officers continued to press forward even as the national tide pushed back. They've remained

diligent while performing their duties with honor and respect, never losing focus of the task in front of them.

As we move forward into 2016, our goal will be to build stronger relationships with the community that we serve. We want to help our community partners take ownership of their neighborhoods and assist them in realizing that together we can accomplish anything. Stronger and safer neighborhoods are the responsibility of us all and through hard work, and a great community/police relationship we can bring an end to the scourge of violent crime in Zone Five.

## **ZONE SIX**

Zone Six encompasses the northern section of Duval County. The Trout River and the northern arm of the St. Johns River act as the southern boundary, and the Duval/Nassau County line as the northern boundary. The zone is divided into two subsectors, P and Q, each having three subsectors within them. Zone Six encompasses a land area of 189.54 square miles, making it the largest of the six patrol zones. We have a variety of elementary and middle schools with one high school, the Jacksonville International Airport, the River City Marketplace Mall and the Florida State College at Jacksonville North Campus.

The Zone Six Substation is located in the Highlands Square Shopping Center at 936 Dunn Avenue and is open for business Monday through Friday from 8:00 A.M. until 5:00 P.M. The substation offers a full range of police services to the citizens of Jacksonville, ranging from fingerprints and background checks, police reports, and crash reports. During 2015, the substation officers made seven arrests, wrote 330 police reports, wrote 1 ticket and issued 425 Alarm Decals.

## **Substation**

At the conclusion of the calendar year 2015, Zone Six personnel included one Assistant Division Chief, four Lieutenants, ten Sergeants Seventy-Five Officers, and one Clerical Support Aide III.

There are three Stop Stations located in Zone Six. These Stop Stations, which are located in separate

sub-sectors were established in partnership with area businesses and provide office space for officers to conduct follow-up investigations and interact with the community.



Q1-Trend Offset Printing 10301 Busch Drive N.

Q2-Holiday Inn Express 10148 New Berlin Road

Q3-UF Health North 15255 Max Leggett Parkway

## **Community Engagement**

In keeping up with Sheriff Williams's top priorities to reduce violent crime, drive efficiency and lean processes, drive community engagement, and drive transparency, Assistant Chief Greg Burton held a community meeting with many of the pastors and clergy. He believes that in order to achieve these priorities we must engage the faith based community. It is imperative we engage the faith based community to strengthen the relationship between the community and law enforcement. He plans to have several more meetings with them to address crime and its underlying social issues in our zone.

Assistant Chief Greg Burton also met with principals of each school located in Zone Six to discuss the importance of our relationship with the community.



### **Sheriff's Advisory Council**

There are two Sheriff's Advisory Councils (ShAdCo) active in Zone Six. Sector "P" ShAdCo represents citizens that reside west of I-95. Sector "Q" ShAdCo represents citizens who reside east of I-95. In 2015, ShAdCo Membership in Sector P totaled 130 and Sector Q totaled 103 by year end.

A few of the ShAdCo members brought a little holiday cheer to some of the residents at Lakeside Nursing and Rehab Center located at 4134 Dunn Avenue. They visited with the residents as well as played bingo with them as they enjoyed refreshments.



### **Annual Children's Christmas Party**

The Zone Six Children's Christmas Party was held on December 5, 2015 at the police academy gym. ShAdCo members, along with Zone Six secretary Debbie Presgraves, prepared the room with Christmas decorations for 28 children and their parents. The group enjoyed lunch that was prepared by the ShAdCo members as they listened to the joyous sounds of Christmas music. The children, ranging from six months to 13 year of age, anxiously awaited Santa's arrival. Once Santa arrived, each child's name was called to receive their gifts and have a photo taken. The event ended with each child enjoying a sweet treat and receiving a goodie bag as they left the party.

The ShAdCo members make monetary donations throughout the year to make this event possible. I would like to thank each of them for their dedication to this event each year. In the end, the benefit is to see the happiness that it brings to each child that may not had otherwise received any gifts for Christmas.

### **Zone Six Christmas Eve Parade**

Christmas Eve took on a very special meaning for several officers and their families this year. For the seventh year in a row, Officer T.W. Herrington took the lead role at the annual Zone Six Christmas Parade. This extremely positive interaction



between police officers and the community they serve is now a mainstay event on the city's Northside. The parade of marked police vehicles is made up entirely of volunteer officers and their families.

With Officer T.W. Herrington nearing retirement, he took the reins for the final time as the parade of officers crisscrossed the streets of Oceanway and San Mateo passing out toys and candy to the local children. The husband and wife team of Officers T.W. and T.J. Herrington, wearing their own professional costumes, played the parts of Santa and Mrs. Claus perfectly. With officers' children dressed as Elves, the group was certainly dressed the part. The caravan of police vehicles, with Santa Claus and uniformed officers, was a welcomed site as parents and their children waited patiently for Santa's arrival.

Donations from both area citizens and local businesses are at the heart of making this parade such a great success and a staple of Zone Six. The North Jax Monthly Newsletter assisted again this year in setting up toy collection sites at several local businesses, including AA Bottle Gas Company, Oceanway Hardware, Juniors Seafood, Cleo's Sandwich Shop, Toys for Tots, The Hair Cuttery (River City Marketplace) and the Outback Steakhouse (River City Marketplace). The community surpassed expectations and flooded the sites with donations. Eason Enterprises provided a sleigh for Santa and his merry crew. Officer Herrington gave away 24 brand new bicycles during the week of Christmas and was able to present four families that were experiencing difficult times a special Christmas dinner.



Many children and adults exited their residences to see the excitement and to meet Santa and Mrs. Claus. This also allowed the Herrington's the opportunity to get down from the trailer and interact with the crowd. The laughter and smiles from the children as they were greeted by Santa Claus were priceless. Over 400 brand new toys were collected for this year's event. The positive reaction from a special needs adult when

she hugged Santa was truly something to behold. The parade has become an annual favorite for the citizens of this community and all the officers involved. The actions of these officers clearly demonstrate the Sheriff's Office Core Value of Community Focused.

### **Seniors Versus Crimes**

This program is administered through the Attorney General's Office for the State of Florida. They work jointly with our agency to prevent crimes perpetrated against the elderly. They also file criminal cases with our agency. We have several volunteers who come into the office to work cases once a week. Martha Tromberg was appointed as the new manager for Duval County during 2015.



The Zone Six volunteers work at the sub-station on Fridays from 0900 to 1200 p.m. One of the cases they worked was for an 86 year old elderly client who bought a used car with an As-Is clause, which she paid three thousand dollars more than the Blue Book Value listed. She paid \$500 down and made regular payments for the vehicle. The car was also in much need of repairs. Seniors vs. Crime negotiated with the dealer and he agreed to refund her down payment and she was able to return the car. She was happy to get the refund returned to her. She later advised that the dealer had sold the vehicle to someone else.

### **Patrol**

The most visible element of Zone Six is Patrol. Patrol Officers are assigned to a two color squad format. This format provides for a multiple days off period. Their assigned reporting times are closely aligned to the demand of calls for service. Officers that are assigned to the patrol unit are directly responsible for the protection of life and property, prevention of criminal activity, preliminary investigation of offenses reported by the public, apprehension of criminal offenders, investigation of traffic accidents, and continuous preventative patrol of the community. Officers respond to a variety of calls

for service and pro-actively patrol the zone in response to current crime trends. They maintain constant contact with various Sheriff's Office divisions, in order to develop the most effective strategies possible to combat crime.

### **River City Mall Officers**

Two officers are permanently assigned to patrol the River City Mall and adjoining areas. The officers handle any calls for service that go out in the general area. This is a rapidly growing dining, shopping and entertainment area serving



Jacksonville and South Georgia. During the month of December, Ramco Gershenson Inc. hired Lieutenant Eason to schedule off duty officers to work the mall. The police presence is a great deterrent in keeping the crime down in the area, as well as keeping the traffic under control during the holidays.

Lieutenant Eason implemented a plan that improved the flow of traffic by efficiently eliminating the intersections susceptible to blockage, which allowed the traffic to flow and exit the mall without any major traffic backup.

### **Four-Wheel Drive Unit**

Four-Wheel Drive Officers are currently assigned to Huguenot Park during the peak season, which runs from March/April through early September. During the off-season, they are assigned to special deployments in the zone. They



have been very useful in addressing traffic problems, auto burglaries, and augmenting mall patrol during the holiday season.

### **Community Problem Response Team**



The Zone Six Community Problem Response Team formerly known as the Zone Six Task Force Unit is comprised of one Sergeant and five officers. The unit reports directly to the Zone Six

Assistant Chief. The unit is responsible for addressing crime trends, patterns and series within the zone.

Utilizing both intelligence led and community policing strategies, they target geographical areas and specific individuals responsible for criminal activity by using covert and overt measures. The Investigative Division and patrol personnel often request the unit to aid in the arrest of wanted criminals.

In addition to traditional criminal investigations, the unit has two officers that are assigned to investigate high frequency illegal dumping sites. These officers work in conjunction with the City of Jacksonville Solid Waste Police Liaison as needed.

The unit has one officer that is designated as the Crime Free Multi-Housing Coordinator. This officer is responsible for providing a program designed to help residents, owners, and property managers of rental property keep drugs and other illegal activity out of their community.

### **Traffic Enforcement Unit**

The Zone Six Traffic Squad has one sergeant and five officers. The unit's primary focus is to ensure compliance of traffic laws, and investigate traffic crashes. The unit also addresses citizen and departmental generated traffic complaints to reduce traffic fatalities. This was accomplished by conducting two traffic saturation deployments per month. Our traffic officers handle numerous traffic crashes and utilize their free time to engage in pro-active deployments addressing high frequency crashes at high volume traffic locations; as well as targeting locations where we had multiple fatalities. The Traffic Unit utilized the Smart Trailer as an education and intervention measure. The electronic message board was used to pass pertinent traffic information to drivers. The unit utilizes Radar, Laser, as well as three Covert Traffic Vehicles. These vehicles allow Officers to observe and engage aggressive drivers without being detected.

## Traffic Squads activities for 2015

**Zone Six Saturation Deployments**-All traffic officers conducted deployments to enforce the traffic laws in the Zone Six area. One was done for each month in 2015.

**Wolf Pack**-All traffic officers across the city participate in the Wolf Pack to come together to conduct speeding enforcement with aggressive use of laser radar units to enhance speed enforcement. These deployments were conducted in February, April, June, and July of 2015.

**Special Events**-Zone Six Officers played a major role in the traffic functions at numerous Special Events including; Taxslayer Bowl, Monster Truck Show, Country Music Festival, Beach Fireworks, Jaguars Games throughout the year, FL/GA Game, Veterans Day Parade, and Funeral Escorts.

**High Frequency Crash Sites**-Deployments are continuously being conducted in the areas where drivers are crashing frequently at major intersections including I95 and Pecan Park Road, I295 and Dunn Avenue, I95 and Airport Road, Dunn Ave and Biscayne Boulevard, New Berlin Road and Main St., Dunn Avenue and Lem Turner Road, I95 and Max Leggett, City Square and City Center Boulevard and Airport and Duval Road.

<b>Zone Six Traffic Enforcement 2015</b>
Total Crash Handled 955
Total Fatalities 18
Total # HQ Calls 5,290
<b>Citations</b>
Uniform Traffic Citations 1784

## Jacksonville Housing Authority

The Jacksonville Housing Authority (J.H.A.) Police Liaison Unit is comprised of one lieutenant, one sergeant and three officers. The unit is responsible for investigating criminal activity that is unique within the JHA communities. Using an array of law

enforcement techniques such as intelligence led policing strategies coupled with improving upon community relations; the unit has seen a successful year. The unit was reduced by one officer during the 2015 year, but has maintained the same level of service to the tenants and staff members of the JHA.

Throughout 2015, the Jacksonville Housing Authority Police Liaison Unit has directed its efforts to better connect with the children in and around the JHA communities. The Teen Talk program is held in each community on a monthly basis. This program offers a wide variety of instruction concerning safety, anti-drug education, and conflict resolution. An open dialogue approach between the police and the children has helped make this program excel.

In addition to the normal duties and responsibilities of the JHA Unit, the officers participated in the following special events: Work Place Violence Prevention seminars to JHA staff, Clara White Mission Feed the Homeless, Clara White Miracle on Ashley Street, Safety Patrol Trip to Washington, Summer Safety Rally at Victory Point, Back to School Rallies, Jacksonville Jazz Festival, July 4th Jacksonville Landing security assignment, Florida Georgia Football R. V. City security, Jacksonville Jaguar Football Games, Annual Sheriff's Advisory Council (ShAdCo) meeting, Jacksonville Children's Christmas Party at the Prime Osborn Convention Center, Special Needs Christmas Party, and the FOP Cops and Kids. In November 2015, JHA was incorporated into City Wide Task Force and assigned to the Patrol and Enforcement Division.

Activity Type	2014	2015	+/- Difference
Felony Arrests	8	2	-6
Misdemeanor Arrests	15	10	-5
Notice to Appear	30	6	-24
Field Investigation Reports	35	7	-28
Traffic Citations Issued	6	7	+1
Total	53	18	-35

## COMMUNITY AFFAIRS DIVISION

The Community Affairs Division has the primary responsibility of cultivating the partnership between the Jacksonville Sheriff's Office and the community. We continuously strive to increase the level of cooperation between the citizens we serve and our efforts to depress crime throughout our communities. Having the public align with us to jointly battle crime is effective in reducing incidents and increasing the safety and quality of life the community deserves. Within our division we have officers assigned to both crime prevention and enforcement tasks. The goal of our personnel is to reduce crime thru effective strategies and equipping the community with knowledge to prevent victimization. Additionally, we have the responsibility of planning and implementing major special events including the FL/GA Game, the Gator Bowl Game and the One Spark festival. These events garner national attention and the proper delivery of police services positively reflects on the Jacksonville Sheriff's Office and the City of Jacksonville. For more information about our division and a full listing of programs and resources, please visit our website at [www.jaxsheriff.org](http://www.jaxsheriff.org).



## Community Affairs Division Staffing Comparison

Personnel	2014	2015	2014-2015 Comparison
Chief	1	1	-
Assistant Chiefs	2	2	-
Lieutenants	4	5	+1
Sergeants	9	13	+4
Reserve Coordinator	-	1	+1
Aviation Unit Commander	-	1	+1
Safety Education Unit Officers	4	4	-
Traffic Infraction Officers	3	3	-
Police Athletic League Police Officers	6	7	+1
Police Athletic League Correction Officers	1	1	-
Parks Officer	1	1	-
JHA Unit Officers	4	-	-4
International Affairs Unit Officers	2	2	-
Crime Prevention Unit Officers	3	3	-
Secondary Employment Unit Officers	2	2	-
Vehicle Storage Officers	2	2	-
Marine Unit Officers	2	2	-
Special Events Unit Officers	1	1	-
Tele-Serve Unit Officers	18	18	-
Aviation Unit Officers	-	8	+8
Canine Unit Officers	-	18	+18
Canine Unit Correction Officers	-	2	+2
DUI Unit Officers	-	12	+12
Civil Unit Officers	-	16	+16
Emergency Preparedness Unit Officers	-	2	+2
JSO Community Affairs Specialist	1	1	-
Civilian Personnel	11	22	+11
Crossing Guards	265	320	+55
Military Liaison/ Interagency	-	1	+1
<b>Total</b>	<b>342</b>	<b>471</b>	<b>+129</b>

## **Sheriff's Advisory Council (ShAdCo)**

The Jacksonville Sheriff's Advisory Council (ShAdCo) is a group of concerned community members with diverse viewpoints that share a common goal. These citizens volunteer their time to improving the quality of life within their community. ShAdCo members attend meetings where information is exchanged with department staff members in each zone. The shared information, gained knowledge and the ongoing relationship created by ShAdCo truly benefits our community and strengthens our agency's crime fighting work.

Over the past years, ShAdCo membership has consistently increased its size from just 600 in 2003. In 2015, council membership increased from 3,041 to 3,159.

## **Crime Prevention Unit**



The Crime Prevention Unit (CPU) is staffed by one sergeant and three crime prevention officers. The Crime Prevention Unit maintains an active relationship with the community at-large throughout various venues with a goal of reducing crime through safety education. The Crime Prevention Unit serves as both a proactive resource, by reaching out to individual victims, neighborhood, business, religious, and educational groups to discuss safety and prevention before incidents occur or as crime trends develop, as well as a reactive resource by meeting with these same groups after they have been affected by crime to discuss future prevention.

The Crime Prevention Unit serves as a liaison between the citizens and businesses of Jacksonville and The Jacksonville Sheriff's Office by facilitating a multitude of safety education lectures with topics regarding safety and prevention which are targeted for the audience in attendance (seniors, youth, etc.). The Crime



Prevention Unit oversees community-based organizations, like Neighborhood Watch and Business Watch, as well as a team of community volunteers, the Community Posse, who are versed in personal safety and neighborhood watch maintenance.

The Crime Prevention Unit achieves its goals through a series of programs and services including, but not limited to:

- Neighborhood Watch and Business Watch
- Sheriff's Advisory Council (ShAdCo)
- A variety of safety lectures for local citizen, business, community, religious and education groups as well as other government agencies
- Child safety presentations such as "Officer Friendly", Anti-Bullying, and "Stranger Danger" to local youth groups and education organizations
- Crime Prevention Through Environmental Design (CPTED)
- Home and business security surveys
- Annual ShAdCo, Neighborhood Watch Coordinator's and National Night Out events
- Identity Theft prevention presentations
- Auto Theft and Auto Burglary prevention presentations
- Burglary and Robbery prevention presentations
- Civilian Firearm Familiarization classes

During 2015, the Crime Prevention Unit organized and presented 585 safety/crime prevention programs and 29 home/business security surveys to various sources and venues throughout Jacksonville.

Crime Prevention Program Type	2014	2015	+/- Difference
Annual Functions (ShAdCo, N.W., Nat'l Night Out)	30	32	+ 2
Business Watch	24	15	- 9
Children's Christmas Party	1	1	0
Civilian Firearm Familiarization	2	2	0
Commercial Security Surveys	31	26	- 5
Common Sense Self-Defense	20	3	- 17
Community Posse Meetings	9	8	- 1
CPTEDs	1	2	+ 1
Home Security Surveys	2	1	- 1
I.D. Theft Seminars	12	4	- 8
Neighborhood Watch (new and revitalized)	34	39	+ 5
Officer Friendly	73	87	+ 14
Personal Safety	106	144	+ 38
Personal Safety (non-English)	87	71	- 16
Police Memorial Building Tours	9	8	- 1
Robbery Presentations	0	0	0
Senior Safety	24	26	+ 2
ShAdCo	34	41	+ 7
Sheriff's Walks	5	7	+ 2
Shop with a Cop	1	2	+ 1
Stranger Danger	63	61	- 2
<b>TOTAL</b>	<b>568</b>	<b>580</b>	<b>+ 12</b>

### Neighborhood Watch Program



Neighborhood Watch is a community-based safety program organized at the request of a neighborhood, and facilitated by the Jacksonville Sheriff's Office Crime Prevention Unit. The goal of the neighborhood watch is to encourage better neighbor-to-neighbor relations, emphasize safety on a community scale, enhance communications within the neighborhood, and unify the neighbors to take a stand against criminal activity through the "observe and report" method. The Jacksonville Sheriff's Office gives the neighborhood instructions on situational awareness, property security, how and when to notify police of (suspected) criminal

activity, and how to cooperate with each other and law enforcement.

In 2015, eight new neighborhood watches were implemented. The city now has a total of 1039 neighborhood watch programs, compared to 1036 in 2014. *Note: In 2015, five neighborhood watches were reclassified from “active” to “pending” due to the changing of coordinators or restructuring within the watch, and “pending” watches are not included in the total neighborhood watch count.*

Business Watch is a cooperative effort between local businesses and the Jacksonville Sheriff’s Office to encourage safety and prevention. Like Neighborhood Watch, the Business Watch program was designed to instruct businesses about personal safety, loss prevention, encourage a stronger practice of security measures, and to build a better relationship with surrounding businesses. By maintaining a database of local participating businesses, the Crime Prevention Unit is better able to identify and communicate with like-businesses when a crime trend or pattern is developing. In 2015, fifteen new Business Watches were implemented, bringing a city-wide total of 862 members of Business Watch. *Note: In 2015, an audit of the Business Watch database was completed to search for businesses no longer active. The audit revealed 99 businesses which are no longer active. These businesses were removed from the database, thus the reduction in number of participating businesses from the 2014 count of 946.*

### **Personal safety program**

The “Personal Safety Program” is designed to teach the public a feasible approach of situational awareness and general crime prevention strategies. The audience is given information on prevention strategies on topics such as Robbery, Theft, Residential Burglary and Auto Burglary. The goal is to make the public aware of their surroundings and help them take steps to avoid being a victim. In 2015, the Crime Prevention Unit helped facilitate 144 programs throughout the city.

## **Firearms Safety**

The Crime Prevention Unit organizes two classes each year dedicated to teaching private citizens how to safely handle firearms and understand the laws on when to appropriately discharge them. The classes are hosted and taught by certified firearms instructors of the Jacksonville Sheriff's Office Training Academy. The course is designed to instill confidence in its attendees while teaching them to respect and conduct themselves appropriately while in possession of a firearm. Two classes were held in 2015, one in April and the other in October. A total of nineteen private citizens were instructed on safe firearm handling, storage and use of force.

## **International Affairs Unit**

For the past nine years, the International Affairs Unit (IAU) has continued to be a presence in the Hispanic and non-English communities in Jacksonville. The progress in educating and gaining the trust of the non-English speaking community has been evident in the increase of crimes being reported and the prevention of many incidents that otherwise would have gone unreported. Since its inception, the unit continues to ensure that our agency bridges the gap with all non-English speaking residents.



The IAU makes a collaborative effort to educate the non-English speaking community about personal safety and education. The successful and ongoing relationship with our community partners has allowed the IAU to expand our ability to reach populations that we have not been able to have access to in the past. The current segment on the Hispanic radio stations has allowed for the IAU to be a reachable source of information to those in the community that may not have reached out to us under other conditions.

The IAU has maintained a synergistic relationship with local organizations that receive new arrivals of immigrants from a multitude of countries. Many organizations in the local area such as World Relief, Lutheran Social Services, and Catholic Charities, and the Center for Language and Culture request monthly JSO orientation and safety classes to

familiarize families with numerous topics that range from the use of 911 and other emergency services to internet safety and avoiding scams.

The IAU has significantly strengthened the level of trust of multiple nationalities in their view of local law enforcement through the years. The IAU holds monthly and quarterly meetings with various community organizations and agencies in its pursuit to sustain and preserve the IAU function and effectiveness in the community.

The following report provides a brief summary of notable activities completed in 2015.

- Conducted live interviews on the local FM and AM Hispanic radio station (“Latina Hits and La Raza”). The community heard from the IAU officers as they went over current events that impacted the local Hispanic Community as well as announcements of various campaigns and initiatives for the City of Jacksonville on a weekly basis. Citizens had the opportunity to call and ask questions on the air.
- Partnered with the Mexican and Honduran Consulates to assist in providing identification to the undocumented populations in the Duval County area. The events were conducted in local churches and the IAU was allowed access to distribute information to this isolated portion of the population that continues to fear the police or any form of authority due to their lack of migratory status.
- Partnered with local attorneys to provide legal and immigration information to Spanish speakers in Zone Four. The campaign targeted the non-English speaking residents on the duties and responsibilities of the JSO, avoiding immigration scams, and how they could take part in the safety of their own communities.

The International Affairs Unit continues to be valuable and accessible resource for translation assistance to the Jacksonville Sheriff’s Office Investigative Units as well as other agencies. The ongoing Inter Agency collaboration



established by the IAU with local and state agencies has made the IAU the 'go to' unit when assistance is needed in the Spanish speaking community. This year our services were requested by The State Attorney's Office 4th Judicial Circuit, Crime Stoppers, St. Johns County Sheriff's Office, Atlantic Beach Police Department, and Alcohol Beverage and Tobacco.

In addition to providing assistance to various units within the agency, the unit also met with the following groups to stay well-informed and abreast of the current issues and circumstances that affect the non-English speaking population:

- Contributor to the monthly Multi-Agency Gang Unit meetings
- Northeast Florida Hate Crimes Workgroup
- Northeast Florida Human Trafficking Task Force
- Jacksonville Area Refugee Task Force
- Duval County Hispanic Advisory Council
- Contributor to the Florida Minority Task Force Occupant Protection Team
- UCIS Jacksonville (United States Customs and Immigration Services)
- Duval County Traffic Safety Team (Department of Transportation)

The International Affairs Unit took an active role in the accomplishment of the Community Affairs Division's 2015 goals and objectives. The IAU participated in the following events: the Annual ShAdCo meeting, National Night Out, Sheriff Walks, FOP



Shop with a Cop, Sulzbacher Children's Christmas Party, and Jacksonville Children's Christmas Party. The IAU facilitated various Personal Safety and Officer Friendly presentations to the residents of Duval County to ensure the fulfillment of the Community Affairs Division 2015 purpose and mission to the citizens of Jacksonville.



## School Safety Education Unit

The Safety Education Unit is staffed with sworn police officers who are usually the first contact that Jacksonville youth between the ages 3-11 have with law enforcement. The Safety Education Officers (SEO's) have formed a vital partnership with the Duval County Public School System (DCPS), which consists of 106 elementary schools. The Safety Education Officers main



interaction with the DCPS is through relationships formed with school principals. The SEOs request permission from school administrators to come into the elementary schools and present various programs to include: Officer Friendly, Stranger Danger, Anti-Bullying, Internet Safety and Bicycle Safety. These programs initiate important exchanges between the students and police officers.

As an extension of their collaboration with the DCPS, the Safety Education Officers also recruit, select, train, evaluate, assign and manage approximately 307 School Crossing Guards. The purpose of the School Crossing Guards is to help ensure the safety of



elementary school age students walking to and from the various schools.

The Safety Education Officers also attend monthly meetings with stakeholders from the State of Florida Department of Transportation, Duval County School Safety, Duval County School Bus Transportation, and the City of Jacksonville Traffic Operations Division. The focus of these encounters is to evaluate and assess the existing school safety zone locations, the growing need for new school safety zones and the positioning of School Crossing Guards.

Safety Education Officers spend time with School Safety Patrol students and their individual teacher sponsors. The SEOs provide training and participate in classroom dialogue to familiarize safety patrol members with the respective duties for their schools.

During the spring of each year, the Safety Education Officers join with the Veterans of Foreign Wars Post 6922 and host a School Safety Patrol Appreciation Play Day for the

members of the School Safety Patrol as a reward for their hard work and commitment throughout the school year. On May 16, 2015, the School Safety Patrol students gathered at the Monument Police Athletic League to participate in competitive sports activities, a picnic, and the awarding of trophies and prizes. The annual Washington D.C. School Safety Patrol Trips are coordinated and planned by the Safety Education Officers. During the month of June 2015, 968 students and 537 chaperones totaling 1,505 from seventy one public and private schools participated in this year's trips to Washington D.C.

They were escorted by Jacksonville Police Officers, Police Sergeants and Jacksonville Fire/Rescue Department paramedics on thirty buses to the nation's capital. This educational trip is rewarding for these youth as they learn about our founding fathers and our government. These trips promote a stronger relationship between our city's youth and the officers that escort them on this educational discovery.



The following represents the number of programs and activities presented during 2015:

<b>Program Type</b>	<b>2014</b>	<b>2015</b>	<b>+/- Difference</b>
Officer Friendly	93	123	+30
Stranger Danger	98	121	+23
D.C. Trip Meetings	20	21	-11
Safety Patrol Training	24	26	+2
Explorer Training and Events	15	15	0
Police and Youth	9	5	-4
School Crossing Guard Training	4	4	0
Traffic Safety Meeting	11	11	0
Substance Abuse	6	4	-2
Shop with Sulzbacher Children	1	1	0
Bullying and Sexting	9	32	+23
ShAdCo Events	1	3	+2
Girl Scouts	1	0	-1
Shop with a Cop	1	1	0
<b>Total</b>	<b>293</b>	<b>367</b>	<b>+74</b>

## Police Explorer Program

The Police Explorer Program offers youth, who are interested in a career in law enforcement, an opportunity to acquire extensive insight into police operations as a whole. The Jacksonville Sheriff's Office Police Explorer Program



cultivates connections between our Explorers and their peers across the state by being a member of the Florida Sheriff's Office Explorer Association. Police Explorers train in law enforcement tactics, share ideas, learn how to pursue leadership roles, and have a positive impact on their city through community service projects.

Jacksonville currently has two Explorer Posts (Post 948 and Post 949). These Posts have been assigned to the Community Affairs Division since June 1997. On April 25, 2015, 22 students and parents attended the cadet orientation meeting. The Explorer Cadet Academy began on May 5, 2015, with 18 cadets. Fourteen cadets graduated on September 9, 2015, and achieved Explorer status.

Between June 28<sup>th</sup> and July 3<sup>rd</sup>, 2015, the veteran cadets attended the Florida Sheriff's Explorer Association State Competition in Broward County. The team took 2<sup>nd</sup> place in Officer Down and 3<sup>rd</sup> place in the Crime Scene competition, while another Explorer won a scholarship.

The Police Explorer Post Advisor's role is a mentor as they educate these young community members about the positive contribution that law enforcement has on our society. The Advisors must complete training from the Learning for Life organization in mentoring youth.

The Explorers served our community in 2015 by assisting in the Justice Coalition dinner, annual ShAdCo meeting, PAL Volunteer Dinner, TPC Golf Tournament, Guns N' Hoses, Safety Patrol Play Day, Zone Safety Fairs, FOP Easter and Halloween Party, City of Jacksonville Christmas Toy Giveaway and local high school events.

## Tele-Serv Unit

The Tele-Serv Unit supplements the Patrol Division with writing various reports including minor crimes and informational reports where the presence of a police officer at the scene is not required. This diversion of calls for service from the patrol zones allows patrol officers more time to conduct patrol level investigations and to become more involved in crime prevention within the community. In addition to writing reports, the Tele-Serv Unit assists walk-in complainants and also handles informational type phone calls where citizens may have a question regarding a civil or criminal matter.

The Citizens On-line Reporting System is an option for the citizens to report minor incidents on the JSO webpage. This system augments the Tele-Serv Unit by allowing citizens to complete minor theft or criminal mischief reports at their convenience. Dark Reports (also known as property watches) are completed by the Tele-Serv unit and disseminated to the appropriate geographical patrol zone for periodic security checks.

<b>Tele-Serv Service Type</b>	<b>2014</b>	<b>2015</b>	<b>+/- Difference</b>
Calls Handled	24,953	24,396	-2.23%
Walk-Ins	4,107	4,314	+5.04%
General Offense and Supplement Reports	17,878	14,310	-19.96%
Field Investigative Reports	176	66	-62.50%
Dark Reports	380	370	-2.63%
On-Line Reports	946	3958	+318.39%
<b>Total</b>	<b>48,440</b>	<b>47,414</b>	<b>-2.12%</b>

## Managed Criminal Investigation Unit (MCI)

The Managed Criminal Investigation Unit (MCI) is staffed by one police officer. Prior to 2015, the officer was tasked with the completion of supplemental reports to update cases that victims/complainants filed directly with the State Attorney's Office. In 2015, changes were made to the MCI process and the number of supplements written by the MCI Officer was reduced. Additionally, the Civil Citation Database and the Curfew Violation Notice to Appear Citation Log are maintained by this officer.

During 2015, approximately two hundred eighty nine MCI Supplemental Reports were written and five Curfew Violation Notices were issued. In comparison to the previous year in 2014, there was approximately 1,900 MCI Supplemental Reports written and 51 Curfew Violation Notices issued.

In 2015, the MCI Unit was tasked with ensuring Patrol initiated Misdemeanor Warrants were delivered to and retrieved from the State Attorney' s Office. The unit is now also responsible for assigning allegations of domestic injunction violations to patrol for follow up.

### **Police Athletic League**

The Police Athletic League (JaxPAL) began serving children in 1972 when JSO Officer Norm Demers recognized the children of Jacksonville needed structure when they were out of school. Officer Demers started with sports programs and later added education programs. His compassion for Jacksonville's children resulted in the creation of the non-profit organization, JaxPAL. Currently, JaxPAL has six locations throughout the City of Jacksonville with more than 2,200 children being impacted by their many programs. Through its educational, sports and vocational programs, JaxPAL is truly committed to their slogan of "PAL Today...Leader for Life."

### **Mission Statement**

The Police Athletic League of Jacksonville enriches the lives of children by creating positive relationships between law enforcement officers and the youth of our community through educational, athletic and leadership programs.

### **Community Involvement**



On February 17<sup>th</sup> Sheriff Rutherford joined PAL at the Jacksonville Gun Club for this last clay shoot that raised \$18,500 for JaxPAL kids.

The Jim Moran Foundation awarded JaxPAL with a \$71,519 grant to be used to promote student achievement in the JaxPAL afterschool program.

Everyone had a boot stomp-in' good time at JaxPAL's 2<sup>nd</sup> Annual Round-Up honoring Sheriff Rutherford and his posse. The western themed fundraiser held at Deerwood Country Club raised \$85,000 for JaxPAL kids.

The Teen Center remediation and renovations were completed at the Northside JaxPAL facility thanks to The Lucy Gooding Charitable Foundation and the Deerwood Rotary.

Former JaxPAL participant, Jasmine Young, received the JaxPAL Arlington Lions Club Scholarship award to be used to pursue her Bachelor's Degree at Tallahassee Community College.



On Thursday, April 30<sup>th</sup>, JaxPAL celebrated the completion of a \$250,000 upgrade to its Westside JaxPAL Center at Mallison Park, thanks to the Deerwood Rotary and the Lucy Gooding Charitable Foundation.

Community partner, ADT, sponsored a JaxPAL teacher and staff appreciation day that included team building exercises and lunch.

### **Special Events Hosted by JaxPAL**

The Police Athletic League was able to host numerous special events in 2015. The majority of these events occurred in conjunction with the after school education program. Students were able to attend several family literacy events, health and nutrition seminars, and fun holiday programs.



Since Jacksonville is the home of the NFL Jacksonville Jaguars, JaxPAL families were the recipient of several ticket donations to include those by the Jaguars Foundation Honor Row Programs, and tickets provided by Wells Fargo Bank. In addition, the city of

Jacksonville hosted a pre-season NBA basketball game and fifty tickets were donated to JaxPAL families.

During the Month of November JaxPAL hosted a free Basketball Clinic for boys and girls ages 8 to 17 at our Northside JaxPAL location. Participants were divided into age groups and learned various skills and drills. A total of 261 youth participated in the clinics.

On December 11<sup>th</sup> JaxPAL held their first DNA Unique event at the Northside JaxPAL. There were 142 girls from ages 9 to 15 that were split into groups, according to their grade level and were presented with guest speakers and participated in various activities and games.

### **Excellerate**

On October 16<sup>th</sup> upwards of nearly 60 cars packed into the Malone Air Charter at Craig Municipal Airport for an exotic car drive around the I295 Beltway. The Excellerate car ride was a great event which raised \$176,000 for JaxPAL. The Excellerate committee purchased new suits and dresses for the kids to attend the kick off social the night before the ride. They had an opportunity to personally meet and great all of their supporters of PAL. On the day of the ride, two lucky PAL kids had an opportunity to ride in an exotic car around the beltway; it's an experience they will never forget. JaxPAL is very grateful for this event that was spearheaded by our very own Assistant Chief Leonard Proper and presented by Sissine's Office Systems.



### **After School Education Program**

The Police Athletic League hosts six after school education programs. JaxPAL programs provide high quality academic, enrichment and social building services to at-risk children ages 5 to 14; to help promote their physical, social and emotional development. Participants are able to improve their life skills, develop



positive self-concepts and acquire the necessary knowledge and confidence to succeed academically and socially. JaxPAL incorporates explicit strategies that include the 2015-2016 Duval County Public School (DCPS) Core Subject Curriculum guides to enhance Elementary School and Middle School academic support and educational S.T.E.A.M enrichment activities. The JaxPAL Afterschool Programs include Crime Prevention and Safety Education, Character Counts and Health and Nutrition Components. The program outline consists of academic instruction utilizing the DCPS Core Subject Curriculum guide and classroom materials that provide targeted instruction designed to meet the diverse levels and needs of each student. In addition to academic instruction, participants receive; homework assistance, cultural enrichment education, physical fitness recreation, and a nutritional snack and/or hot meal each day.

Most children are picked up at their primary school and transported to a JaxPAL facility. The JaxPAL after school programs are rated a Five Star quality program by the Jacksonville Children's Commission (JCC). During the 2105-2016 school year, the JaxPAL Afterschool Program



hosted over 450 students. The education staff partnered with Hubbard House by implementing the WAVE program; participated in the Shannon Miller 26 mile run program, received Jaguar football game tickets for honor row programs, and encouraged physical fitness by being a part of the Play-60 program using the Youth Fit for Life Curriculum. All six JaxPAL locations met all program goals designated by the Jacksonville Children's Commission, a major funder of the afterschool program for over ten years. The JaxPAL Afterschool program produced many positive outcomes as a result of staff commitment to educational achievement and the interaction of police officers providing crime prevention training, safety education, and mentoring services. All of these ingredients contribute to building leaders for life.



## **JaxPAL Afterschool Program Statistics:**

- Perfect program audit score of 100% at all six JaxPAL afterschool programs monitored by the Jacksonville Children’s Commission
- JaxPAL students had a 96% promotion rate to their next grade level if they were enrolled for more than 60 days in the JaxPAL Afterschool programs
- Over 80% of parents were satisfied with the level of outstanding afterschool service provided by JaxPAL
- 85% of students attending for 60 days or more were free from physical harm and arrest
- 86% of student attending for 60 days or more were absent from school less than 21 days
- 82% of students attending the JaxPAL for 60 days or more were not suspended from school

## **Summer Camp 2015**

The JaxPAL Education Program hosted a six week interactive S.T.E.A.M. (Science, Technology, Engineering, Arts and Math) Summer Camp at R. L. Brown Elementary; Westside; Northside; Eastside and Monument locations. The summer camp hosted 450 campers. They received activities/lessons on robotics, arts and crafts, culinary arts, physical fitness, health and nutrition, and reading techniques. Campers were taken on field trips to enhance their summer experience. These trips included participation in surf camp, swim lessons, zoo visits, bowling excursions, and cooking lessons. In addition, campers were provided health physicals, dental information, and asthma training.



## **Youth Director's Council (YDC)**

The JaxPAL Youth Director's Council (YDC) is a youth organization governed by the Jacksonville Sheriff's Office staff in conjunction with employees of JaxPAL. The YDC mission is to assist participants with the development of confidence and skillsets through hard work and enrichment opportunities. The YDC program instills the need for a higher education, community service, and prepares each member to become a future leader.

YDC students participated in three community service projects (Painting with JaxPAL kids, Ice Cream Social at the senior citizen home and a City Council Meeting) and attended work source training taught by JaxPAL staff. This specialized training focused on interview skills, resume writing, communication skills, business etiquette, dress-for-success, customer service, professionalism, human resource and work place safety. In addition, all students received financial literacy training from Vystar Credit Union.

## **Athletic Department**

JaxPAL athletic programs are an important part of the organization and offer an enriching and positive experience to the hundreds of children who participate. JaxPAL is diligent to fulfill their main purpose; to help student athletes develop the life skills that will help them become productive citizens. JaxPAL provides services and support through various athletic programs that include: basketball, flag and tackle football, cheerleading, track and field, boxing, and karate.

JaxPAL, through educational, sports and workforce development programs, is continually growing to meet the needs of our community's youth. The achievements are often measured years after the youth leave the programs to become productive members of our community.

## **Basketball**

The basketball program is the largest youth program that JaxPAL operates. Basketball and Jr Basketball was offered to all boys and



girls ages 5-18 during the summer, winter, spring and fall. The league is run by JSO police and corrections officers, civilian employees, and over one hundred volunteer coaches who help make it successful. There were more than twelve hundred participants in 2015. Basketball is played at our Southside and Northside locations.

JaxPAL hosted the 2015 State of Florida Association of Police Athletic/Activities League Basketball Championships where we had teams compete. We won first place, second place and third place trophies.

Junior Basketball was formed in 2014 to teach the fundamentals of basketball to the youngest players. In 2015 we offered a fall season as well as spring but didn't get as much participation in the fall as we had hoped. Due to the young age and the majority of the participants just beginning school, we feel that continuing with the spring season only will better serve our youth.

## **Boxing**

The JaxPAL boxing program is based out of our Northside location. It is a year round program that is facilitated by Coach Everett Weaver. Boxing is open to children ages 8-18. The young boxers are being taught discipline, strength conditioning, and social involvement. The program had a total of 48 registered participants in 2015. The youth in this program have traveled to numerous locations within Florida and South Georgia to compete in USA Amateur Boxing Events and the State of Florida Pal Boxing Competition held in Fort Pierce, Florida. JaxPAL student athlete, Pressley Gross (11 years old) and Tre Weaver (9 years old) brought home the championship belt for the 2015 State Tournament. JaxPAL hosted the Second Annual Julian Jackson Boxing Tournament on March 7<sup>th</sup> where we had 3 boxers compete, but no wins.



On September 12<sup>th</sup> at the JaxPAL Championship Boxing Tournament, Tre Weaver and Pressley won belts and moved on to participate in the Golden Gloves in January 2016.

## Track and Field

The JaxPAL Track and Field program underwent a transition in 2015. The program saw a change in the program coordinator position which resulted in a higher number of overall memberships than the 2014 year which had 13 members. The program had twenty two participants that still trained and compete in the 2015 USA Track and Field State in Florida. JaxPAL arranged for these athletes to have a once in a lifetime experience. The team traveled to the State meet and proudly represented JaxPAL winning several medals.



## Football

JaxPAL has continued to participate in the St. Johns River Youth Football Conference. This conference is governed by the United Youth Football League. JaxPAL had a total of 5 teams at Monument in 2015. We were able to host the first round of playoffs in which our 12U team participated, but unfortunately lost that round.



Flag football continued its success in the spring at the JaxPAL Monument location. The program accepts children between the ages of 6-18. In 2015, the flag football program had 213 participants and 19 teams.

## Cheerleading

Due to lack of participation, Cheerleading for 2015 was cancelled and the rebuild of the program has began. We are currently looking at hosting events and reaching out to the community to begin our rebuilding process.

## **Karate**

The JaxPAL Karate program is taught by Sensei Gerry Pinto, a current Jacksonville University Professor. Sensei Pinto focuses on self-defense, mind and body control and he emphasizes the importance of obtaining an education to all of his students.



The karate program is based out of the Monument JaxPAL location. Children between the ages of 8-18 are able to enroll. In 2105, twenty-seven students participated in this quality program. They were instructed on basic karate fundamentals and advanced fighting techniques involving short wooden sticks and nun-chucks. The students have an opportunity to obtain one of 9 belt ratings. Each June and December, Sensei Pinto hosts a ceremony where students are promoted to the next level.

## **Cops AND Kids**

Partnering Police Officers with our youth is the core mission at JaxPAL. Officers are assigned to JaxPAL throughout the year to run programs, mentor youth, foster relationships within the community, and facilitate lessons in the after school programs and summer camp. This



fellowship gives the youth an opportunity to interact with Law Enforcement to develop a sense of trust and a healthy long lasting relationship.

In 2015, JaxPAL Officers entered the classrooms every week to facilitate school lessons to the hundreds of JaxPAL youth enrolled in the after school program. Topics that officers discussed with youth served at JaxPAL included the role of a police officer in society, stranger danger, bullying, Halloween safety, drug awareness, bicycle safety, and cyber safety.

There were over 4,780 hours of positive engagement between police officers and the youth participating in JaxPAL programs in 2015.

JaxPAL officers hosted the annual Kids Christmas Party for the youth of the I.M. Sulzbacher Center, Gateway Center and JaxPAL kids on December 20th. Nearly one hundred JSO, JFRD, and DCSBPD Officers met the youth at the Wal-Mart Supercenter on 103rd Street. Each child was given a gift card and shopped with a police officer or firefighter by their side.

JaxPAL continues to be a resource for all children in the community. The primary mission of connecting police officers with kids has never been lost in the forty years of existence of this organization. JaxPAL will continue to share their slogan; “PAL today...Leader for Life.”

### **Aviation Unit**

The Jacksonville Sheriff’s Office Aviation Unit is based at Craig Executive Airport. At year’s end, the Aviation Unit operated four helicopters, including one OH-58, two Bell 206 Jet Rangers, and a Bell 407 turbine helicopter for assisting patrol operations. On the airplane side we operate a Piper Saratoga single engine complex airplane, Piper Aerostar twin engine, and a King Air twin turbo-prop, which performs long range prisoner transport. The fixed wing aircraft are also used for staff, and investigative flights.

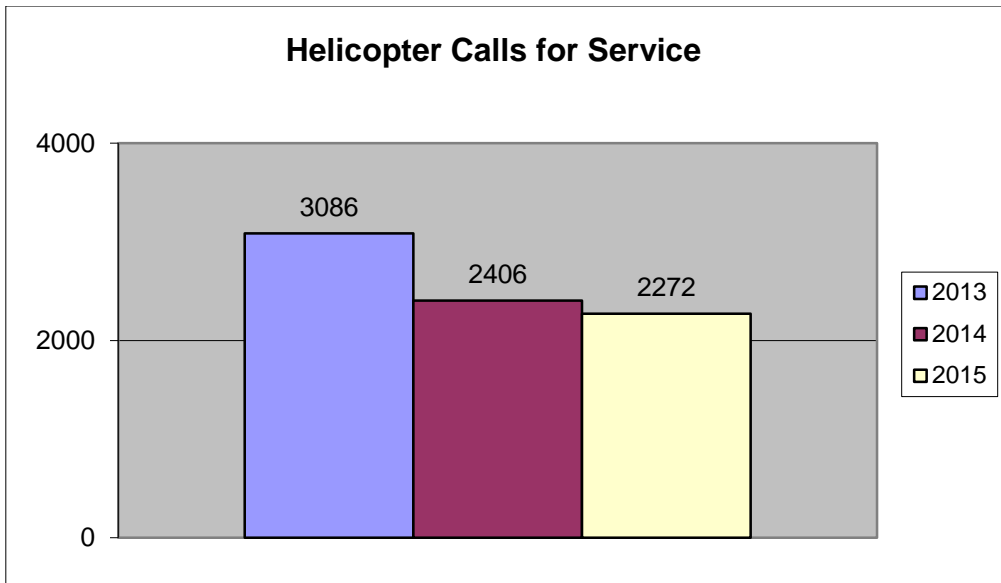
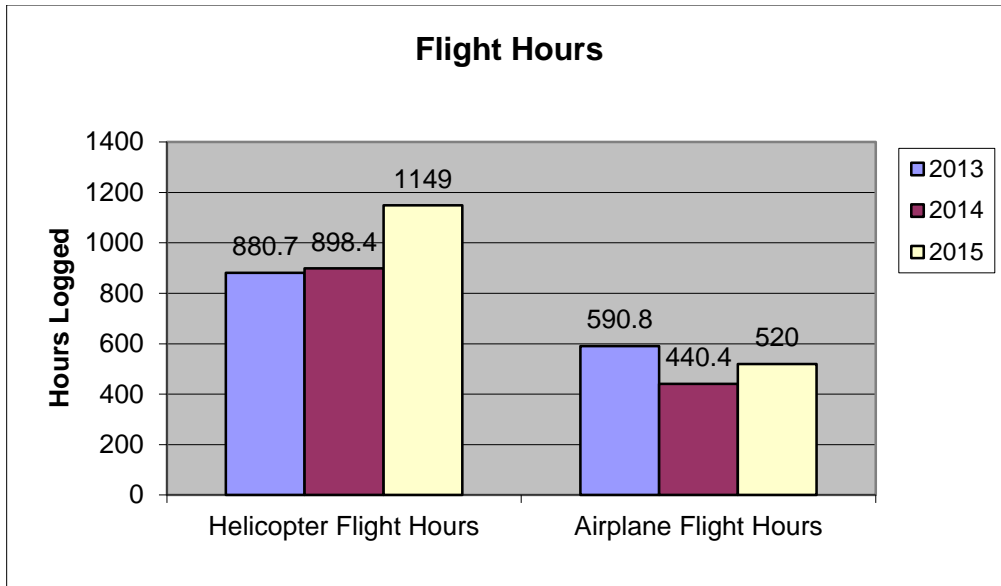


The Aviation Unit provides both rotor wing (helicopter) and fixed wing (airplane) services for the Sheriff’s Office, and the community. The primary and most visible function of the Aviation Unit is the helicopter operation. Under the current staffing, helicopter crews are on duty seven days a week. The rotorcraft support Patrol operations and other units as an aerial platform for surveillance, pursuits, search and rescue, drug interdiction and criminal apprehension. In 2015, the Aviation Unit logged 1,149 helicopter flight hours and handled or supported ground units on 2,272 dispatched and on-view calls for police service. The unit has acquired two new pilots and is initiating training for additional police officers.

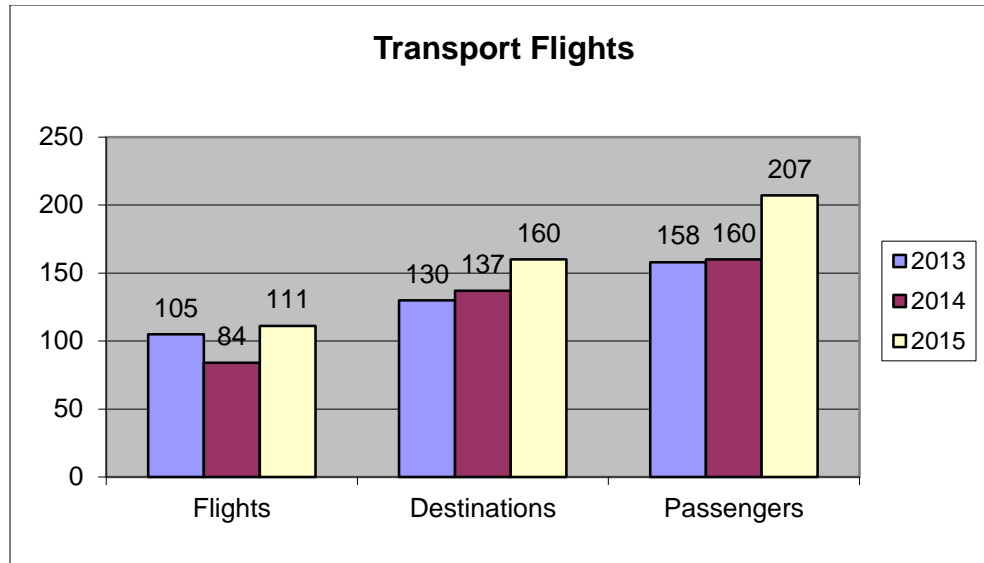
Airplane operations are geared toward regional prisoner transports and sometimes requested on short-notice. The Aviation Unit works with detectives to facilitate follow-up investigations involving persons held in distant jurisdictions and staff transportation. In many cases, Aviation Unit airplanes have proven to be an economical alternative to commercial transportation. In 2015 the Aviation Unit made 111 airplane transport flights, stopping at 160 destinations and logging 98,089 nautical miles and 520 flight hours. We transported 207 passengers, including prisoners, detectives and staff. The fixed wing program saved the Jacksonville Sheriff's Office \$66,819 when compared to the cost of commercial air travel.

New members desiring to work at the Aviation Unit are required to have a minimum of an airplane private pilot's license, five years of patrol experience and must successfully pass the high standards of our in-house helicopter training program, shortly after being assigned. Members with basic helicopter and or airplane ratings are encouraged and given the opportunity to pursue other ratings. Other ratings include instrument, multi-engine airplane and certified flight instructor (helicopter and or airplane) ratings.

Full-time staffing is augmented by the Police Reserve Aviation Unit. These four volunteers are members of the Jacksonville Sheriff's Office Police Reserve Unit assigned to the Aviation Unit. They receive training in aerial observation operations and act as crewmembers working with the pilots on patrol shifts.







#### **Noteworthy Incidents for 2015:**

- In April, the Aviation Unit assisted ground units with spotting a stolen vehicle traveling south on Southside Blvd. Three suspects fled from the vehicle. The crew of the helicopter directed the police officers on the ground to their location and the suspects were taken into custody.
- In May, the Aviation Unit assisted Zone Five with searching for a missing elderly male with dementia. The crew of the helicopter initiated a search and located an individual who didn't match the missing person's description. The air crew directed the police officers on the ground the individual and they turned out to be the missing person.
- In October, the aviation unit was dispatched to Little Talbot Island to locate several people who were in distress and being swept out to sea. The crew of the helicopter located two individuals clinging to debris from a small vessel. The helicopter crew deployed a flotation device to the people, who were subsequently rescued.
- In November, the aviation unit assisted Zone Three with recovering an abducted juvenile. After a search, the crew of the helicopter helped to locate the suspect vehicle, the suspects and the abducted juvenile was recovered.

## SPECIAL EVENTS UNIT

The Special Events Unit plans major sporting, entertainment and community events in Jacksonville. The unit has developed partnerships with the City of Jacksonville Special Events Division, SMG, and other entities, to provide citizens and visitors with a safe and entertaining experience. Assigned to the unit are one lieutenant, one sergeant, and one police officer.



In 2015, the Jaguars hosted seven (7) regular season home games and two (2) pre-season games. The Special Events Unit was responsible for providing efficient traffic flow of pedestrians and vehicles around EverBank Field. The unit also maintained the safety of the fans throughout the season for the Jaguar home games. Also, the Special Events Unit assisted in the success of the two major college football games played at EverBank Field (Florida vs. Georgia and the Taxslayer Bowl). The Special Events Unit received praise from city officials for the success of the games. The participating universities and media also paid compliments to the unit, regarding their professionalism that was demonstrated during these events.

On February 21, 2015, Jacksonville played host to the Monster Truck Jam, located at EverBank Field. There were 70,000 fans in attendance for this large annual event. The Special Events Unit diligently handled the many challenges that the Monster Truck Jam presented. The officers working traffic positions provided the necessary guidance to alleviate traffic congestion. The fans in attendance at this event were frequently updated via social media, such as Twitter and Facebook. The use of social media tools along with the implementation of a well-developed plan made for a safe and successful event.



The Special Events Unit not only manages football events for the Jaguars, Florida/Georgia, and Taxslayer Bowl games, but they also coordinate parades and holiday festivities. There are also many other events which draw a larger number of visitors to the city and are coordinated by this unit. These events include but are not

limited to the Urban Slide, the Gate River Run, Lighted Boat Parade and the July 4<sup>th</sup> fireworks celebration. The public and private partnerships facilitated by the unit ensure fund raising for many non-profit organizations in our city and overall community involvement.

**In 2015, the Special Events Unit was involved in the planning and delivery of:**

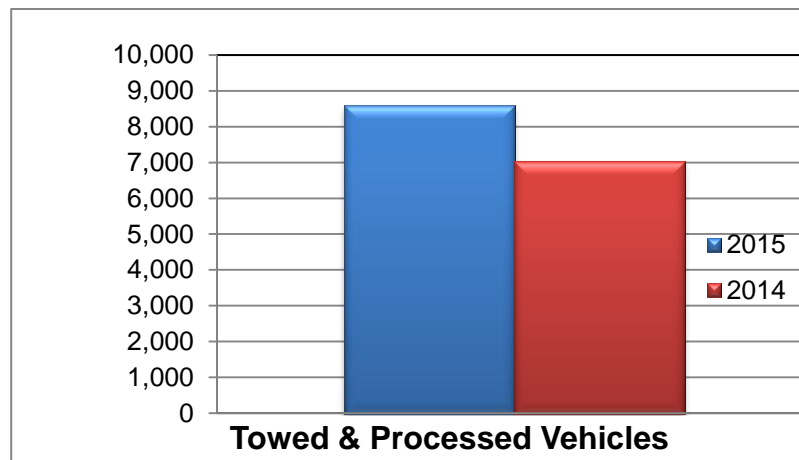
- The 26.2 with Donna - Featuring two and a half miles of running along the sands of Jacksonville's beaches and an opportunity to support one of the running world's most significant charitable fundraising efforts, the 26.2 With Donna National Marathon to Finish Breast Cancer marks its 8th annual running in the winter of 2015. More than 5,000 runners participated in this National Marathon for the fight against Breast Cancer. The Special Events Unit worked collectively with agencies from St Johns County, Jacksonville Beach, Neptune Beach and Atlantic Beach to make this a successful event.
- 1\* One Spark - Creators from all over the world set up to showcase their ideas and projects for a chance at a \$300,000 crowd fund, \$3.25 million in capital investments, and direct contributions. Also known as the world's crowd funding festival. 1\* One Spark attracted exhibitors displaying 632 projects in the fields of art, music, and technology. An estimated 260,000 people attended the 5-day festival in downtown Jacksonville.
- Country Music Festival – Jacksonville hosted the first Florida Country Superfest which was a phenomenal event at Everbank Field where over 49,758 country music fans from all over the United States attended the two day concert.
- The Jacksonville Jazz Festival - Thousands of spectators converged on downtown Jacksonville each day during this event. The Jacksonville Jazz Festival has been recognized as one of the largest jazz festivals in the United States.

The events highlighted showcase the collaboration of citizens and community leaders coming together as partners to enhance the quality of life for our city.

## Vehicle Storage and Recovery Unit

The Vehicle Storage and Recovery Unit of the Jacksonville Sheriff's Office are responsible for enforcing all State Laws and municipal ordinances as it applies to towing. The unit also regulates the towing and impounding of vehicles and the inspection of all top of the List (TOL) wrecker companies used by the Jacksonville Sheriff's Office. Additionally, complaints received on improper or illegal activities of all private towing companies in the county are investigated by members of the unit.

In 2015, 8,595 vehicles were towed by the Jacksonville Sheriff's Office. This is an increase from 7,033 vehicles towed in 2014. Auctions conducted by registered wrecker firms located within Duval County are monitored by the officers assigned to this unit, ensuring compliance with Florida State Statutes and Municipal Ordinances.



## Secondary Employment Unit

The Secondary Employment Unit is staffed by one lieutenant, one sergeant, two officers, and one civilian clerk. This unit is responsible for assigning and staffing officers at city venues, approving secondary employment requests, ensuring compliance with departmental guidelines, managing the website and investigating complaints against officers working secondary employment. Also, data to the City Tax Collectors office and General Accounting staff to collect administrative fees related to secondary employment is supplied by the unit.



A website is maintained by the unit for the purpose of proper oversight and verification that agency policy is being followed. The website is a tool that assists in the verification process that secondary employment performed by police officers is within agency policy. Commanding officers and supervisors are able to review off-duty work performed by their officers through the use of this site. For 2015, a total of 491,168 secondary employment hours were billed. This is an increase in comparison to 479,439 hours billed in 2014. The 2015 hours created revenue in the amount of over 1.7 million dollars. Secondary Employment not only augments the staffing and security of every day police services, but a meaningful portion of the fees collected (\$491,000) was donated to the Police Athletic League by municipal ordinance to benefit the youth of our community through enriching after school programs.

### **Marine Unit**

The Marine Unit is responsible for maritime safety by patrolling the many waterways in our community and enforcing applicable laws in Duval County. The unit is also tasked with an important role of protecting the seasonal manatee population of Jacksonville.



The unit is assigned to Special Events and the staff consists of the following: one lieutenant, one sergeant, and two officers.

The Marine Unit investigates marine related thefts of high dollar vessels as well as any narcotic related activities on the waterways. Most of these cases are multi-jurisdictional and involve working with other agencies throughout the state as well as federal agencies.

The unit also participates in the derelict vessel program. They identify derelict vessels that are junked and/or abandoned. They tag the vessels and arrange for them to be removed from our waterways. They have removed several vessels over the last few years.

The unit's Marine Facility is a great asset. The facility is located in a central location of the river which allows the officers to respond to calls with reasonable response times. The Marine Facility's dock is now shared with Florida Fish and Wildlife, U.S. Fish and Wildlife, and U.S. Customs which has strengthened the ties between our agency and these law enforcement partners.



There are numerous large scale events that the unit provides waterway protection for to include: Greater Jacksonville Kingfish Tournament, Times-Union Red Fish Tournament, Lighted Boat Parade, Poker Run, P1 powerboat races and Aqua cross – PWC races, Blessing of the Fleet, Jaguar & Gator Bowl Football Games, New Year's Eve and 4th of July fireworks. The unit also responds to search/recoveries and has saved multiple lives over the years.

**The Marine Unit's activity is listed below:**

Activity Type	2014	2015	+/- Difference
HQ Calls	87	96	+9
Misdemeanor Arrests	13	16	+3
Felony Arrests	7	4	-3
Boating Safety Inspections	596	611	+15
Speed Zone Violations	468	423	-45
Boaters Assisted	373	389	+16
Assisted Other Agencies	141	153	+12
Property Checks	4,588	4601	+13
Deployments	129	118	-11
Boating Citations	39	23	-16
Special Events	47	49	+2
Search and Rescue Calls	46	53	+7
Boating Safety Classes	23	18	-5
<b>TOTAL</b>	<b>6,566</b>	<b>6458</b>	<b>-12</b>

**Safe Parks Unit**

The Safe Parks Unit was established in 2005 in partnership with the Department of Parks and Recreation. The need for security to oversee nearly 125 square miles of parks and preservation properties led to the creation of the Safe Parks Unit. Municipal Ordinance 28.103(d) was enacted in 2007 to require a minimum of one police officer, under control of the Sheriff, to be assigned to the Unit at all times. The officer is committed to providing the highest quality service possible to make our parks better and safer places to visit. Community partnerships involving proactive crime prevention measures and problem solving strategies aid in supporting the mission of the Jacksonville Sheriff's Office to protect the lives and property of our community members.

The Parks Unit actively patrols numerous locations through the use of marked and unmarked patrol units, four-wheel drive and all-terrain vehicles, watercrafts and on foot. It utilizes various programs and prevention strategies to achieve its mission to safeguard lives and property in our parks:

- Crime Prevention Through Environmental Design (CPTED), which is a multi-disciplinary strategy that uses the environment itself to influence offender decisions that precede criminal acts.
- Police officers are “hired” to live on park grounds to provide security and to create a law enforcement presence during and after park hours of operation. A total of 44 park sites in Jacksonville have live-on security.
- Community meetings are held at various park locations throughout the year to discuss personal safety and park rules with community members. Eleven community and park safety meetings were organized and completed by the Parks Unit in 2015.
- Surveillance systems are installed in various park locations to aid in identifying crime trends, patterns and offenders.
- Youth outreach programs, like Summer Night Lights, work to give youths a place to spend Thursday, Friday and Saturday evenings supervised after hours at 12 park locations in Jacksonville.

The Parks Unit maintains a liaison with many surrounding agencies, including the Parks and Recreation Division, Florida Fish and Wildlife, Florida East Coast Railroad Police, Jacksonville Fire and Rescue, Department of Environmental Protection, Jacksonville Electric Authority, and Jacksonville Water Taxi, to name a few.

In 2011, the Commission for Accreditation of Park and Recreation Agencies (CAPRA) recognized the Department of Parks and Recreation for excellence in operation and service. The Department of Parks and Recreation has maintained its accreditation through 2015. The CAPRA Accreditation award is only held by 24 agencies in Florida, and 140 in the nation.



## **Emergency Preparedness Unit**

The Emergency Preparedness Unit (EPU) is a unit within the Community Affairs Division and is led by a sworn police lieutenant.

The mission of the EPU is to provide logistical support to other units within the Jacksonville Sheriff's Office and work with other city and state community partners in all phase of emergency management to ensure a timely and effective all hazards response.



During 2015, the EPU responded to numerous call-outs and participated in several special events. Most notably was a 10 day Missing Person search for Lonzie Barton and assisted the Homicide Unit in two landfill searches. The EPU was a part of the Incident Command System (ICS) Planning Section Team for the 2015 Florida vs. Georgia weekend and One Spark Festival. The EPU also played a role in the Planning Section Team for the potential landfall of Hurricane Erika. Two members of the EPU deployed to South Carolina in response to the state wide flooding as part of the North East Florida State Assistance Team. This was a 14 day deployment in which the team members were tasked with setting up points of distribution and conducting preliminary damage assessments. The EPU worked with the Duval County Emergency Preparedness Division to provide training for city personnel. Members of the unit also conducted training for JSO personnel with an Emergency Recall Drill.

## **Civil Process Unit**

The Civil Process Unit is commanded by a sworn police lieutenant and the unit is responsible for receiving, processing, serving, and returning civil process directed to the Jacksonville Sheriff's Office from jurisdictions inside and outside the State of Florida. The Civil Process Unit sworn personnel administer all



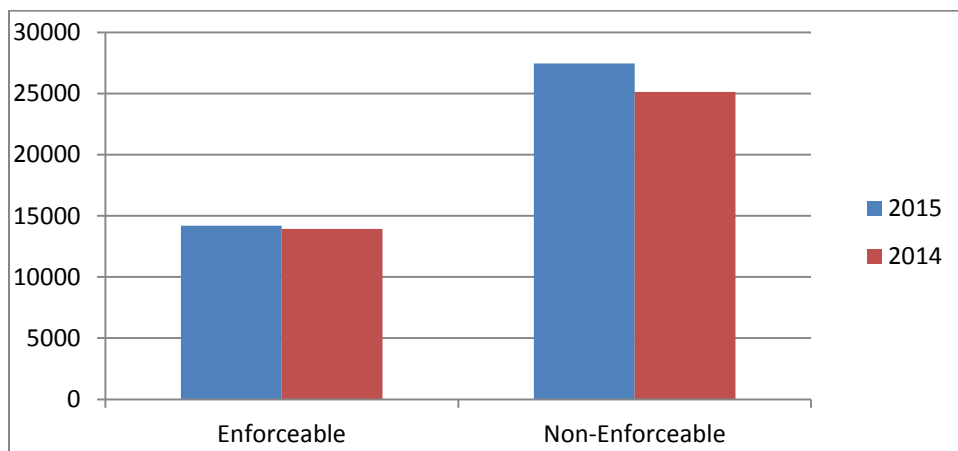
Enforceable Civil Process, which includes various types of Injunctions, Writs of Possession (Evictions), Writs of Bodily Attachment (Mental Health Pickup Orders and

Child Support), Writs of Attachment (Personal and Real Property), Writs of Execution, Writs of Replevin, Juvenile Orders to Show Cause, and Criminal Subpoenas. Most Non-Enforceable Civil Process, which includes Civil Summonses and Civil Subpoenas, are contracted through a private process server company for service.

The Civil Process Unit is also responsible for collecting and issuing receipts for appropriate fees for service, which are recorded and deposited with the Tax Collector’s Office. The total amount received for 2015 was \$429,172.80. The total documents involving civil process from



the courts in 2015 were 39,048 writs, of which 13,934 were Enforceable Civil Process and 25,114 were Non-Enforceable Civil Process. In 2014 the total documents involving civil process were 41,629. This represents a decrease of 6.2% from 2015 compared to 2014. Part of the decrease was the Non-Enforceable Writs which in 2015 the total was 25,114 compared to 27,452 in 2014. This was due to the Courthouse updating their system and not sending the Tax Deeds for the months of May- August. The chart below represents the number of writs served and processed by the Civil Process Unit.



The Civil Automated Maintenance System (CAMS) is continuing to be refined for ease of use and to capture more precise information quickly and easily for officers and civilians who use this program on a daily basis. In 2015, there was an upgrade made to CAMS to include a Supplemental Review Report to ensure fees were being paid out

correctly to the contracted company that serves Non- Enforceable Process for the Jacksonville Sheriff's Office. This report allows the civilian supervisor to track and verify that the contracted company is not overpaid or underpaid. There were additional upgrades made in CAMS throughout the year to help eliminate data input errors.

## **Canine Unit**

The Jacksonville Sheriff's Office (JSO) Canine Unit, which is comprised of 20 canine handlers, two supervisors and a lieutenant, falls within the department of Patrol and Enforcement and is assigned under the command of the Assistant Chief of Special Events. The police officers are assigned one dual purpose police service dog and the remaining two handlers are correctional officers who are assigned two dogs each, one for drug detection and the other for trailing missing or endangered persons.



The primary function of the dual purpose police service dogs is tracking and assisting in the apprehension of dangerous felons and locating evidence abandoned by fleeing suspects. The secondary function of each dual purpose dog is either drug or bomb detection. "Bomb" dogs are called into service when venues need to be checked or "swept" for explosive material prior to high profile events such as Jacksonville Jaguar games, dignitary visits, college football games and the Monster Truck show. Bomb dogs are also utilized for non-scheduled incidents such as bomb threats to schools and churches. "Narcotic" dogs are primarily utilized to indicate on the presence of illegal substances during traffic stops but also serve in many other capacities.



Our drug dogs work closely with the Narcotics Unit during interdiction work and have assisted on several large narcotic seizures. During 2015, members of the Canine Unit assisted in the seizure of \$463,464 obtained or utilized during illegal narcotic transactions, as well as the seizure of over 95,000 grams of marijuana and approximately 2,500 grams of cocaine.

While apprehending criminals and detecting the presence of drugs and explosive material are critical to the Canine Unit mission, the Unit members are also acutely aware of the importance of community involvement and forming a bond with community members. During 2015, Canine Unit members conducted 49 community demonstrations exemplifying their commitment to the Sheriff's Office core value of "Community Focused." They made presentations to a wide variety of audiences including school children, Cub Scout packs, ShAdCo members and Safety Fairs.

When canine officers are not engaged in police related activities, they are frequently conducting training. In order to maintain the highest level of proficiency, members of the Canine Unit conducted over 4,200 hours of formalized training in 2015, supporting the JSO core value of "Always Improving." The



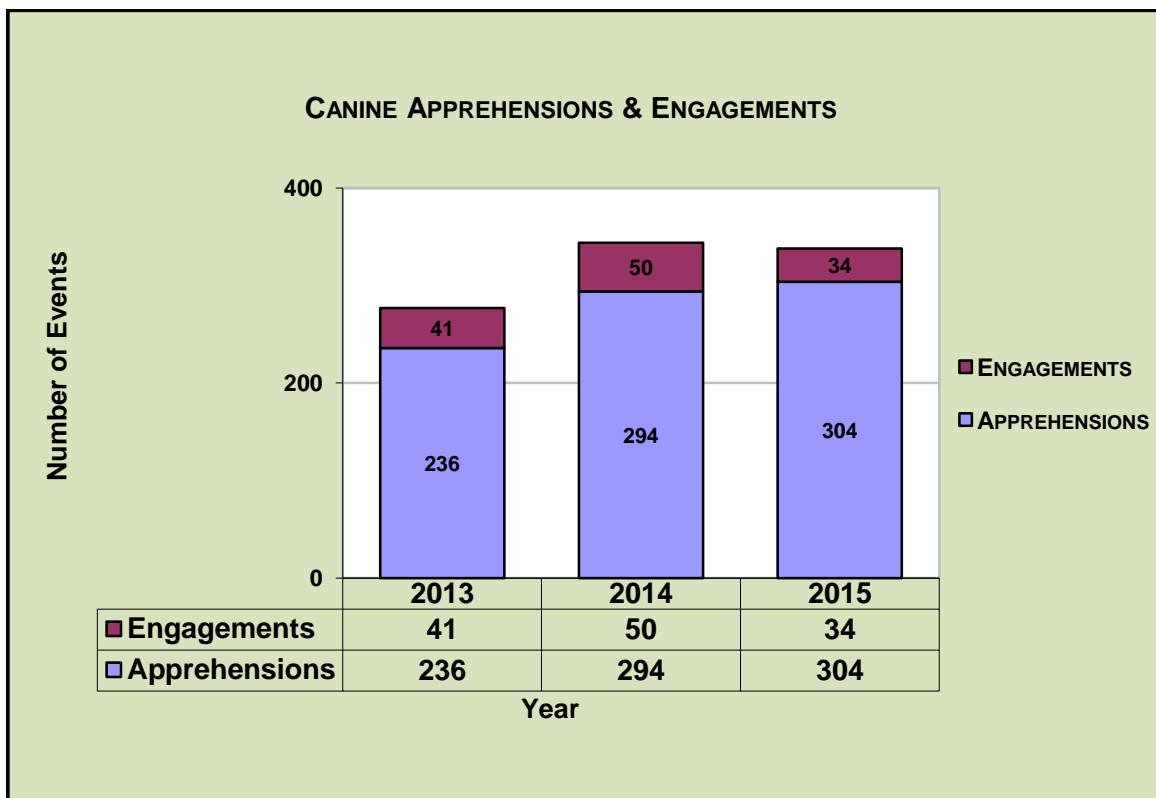
Canine Unit currently has six certified trainers who establish training scenarios, train new dogs/handlers, and maintain training records. The trainers are certified through the National Police Canine Association (NPCA) as well as the Florida Department of Law Enforcement (FDLE). In addition to training the Police Service Dogs utilized by the Jacksonville Sheriff's Office, JSO Canine Unit trainers train the dogs currently deployed by Sheriff's Offices from adjoining counties and periodically conduct certifications for agencies throughout the State of Florida.

Officers assigned to the Canine Unit handled a total of 1440 dispatched calls-for-service in 2015. In addition to responding to call-for-service, members of the Canine Unit conducted over 100 protective and investigative explosive sweeps during this same period of time. These sweeps were conducted primarily at special events including Jaguars Football Games, Collegiate Football Games, the Monster Truck Show, dignitary appearances, and requests from the US Secret Service and mutual aid requests for NASCAR races in Daytona Beach. The Canine Unit also

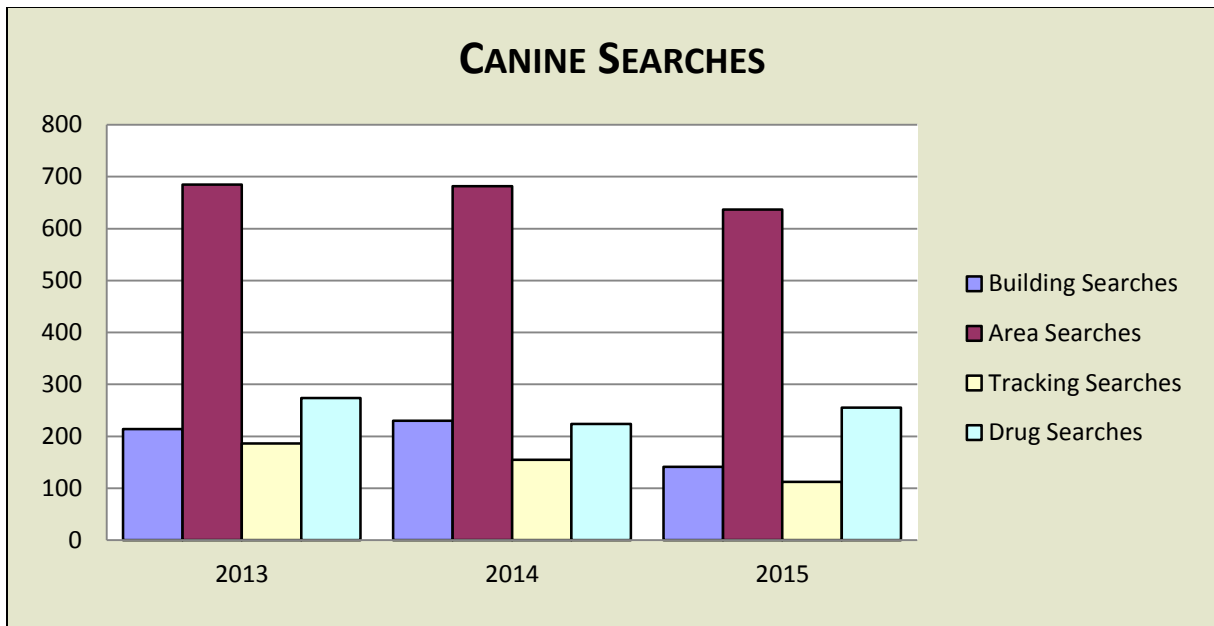


received numerous mutual aid requests from outside agencies in response to missing persons and fleeing suspects which were fulfilled in a timely manner.

During 2015, the Canine Unit was directly responsible for a total of 304 suspect apprehensions, which is the classification when the actions and presence of the Canine Team is directly responsible for the arrest of an individual. An engagement is when the Police Service Dog makes intentional physical contact with the suspect during the arrest due to the suspect refusing to obey the officers' lawful orders. Out of the 304 apprehensions, 34, or 11%, resulted in suspect / canine engagements.



*Three year comparison of apprehensions and engagements conducted by the Canine Unit*



***Three year comparison of searches (by type) conducted by the Canine Unit***

### **D.U.I. Unit**

The Jacksonville Sheriff's Office DUI Unit provides DUI enforcement 365 days a year. The Unit works under Community Affairs/Special Events and is housed in the JSO Canine Facility located at 1076 W. Duval Street. The primary focus of the DUI Unit is to ensure the continued safety of the motorists and pedestrians that travel the roadways of Duval County by enforcing traffic laws with a special emphasis on DUI enforcement. The mission of the Unit is carried out in various forms that include education as well as enforcement. The Unit conducts safety presentations and demonstrations for local civic groups, area colleges and high schools, as well as presentations for the U.S. Military commonly referred to as "Safety Stand Downs." The Unit's assistance helps to keep patrol officers available to handle non-traffic related calls. It also provides for better evidence (video) collection and better testimony to prosecute DUI cases. The Unit is also frequently utilized for traffic control during dignitary escorts and special events e.g., Monster Truck, NFL and NCAA games, Holiday extravaganzas, etc.

There was a 3% increase in citywide DUI arrests by the DUI unit when compared to 2014. The DUI Unit has continued to work with the FTO Office to offer specialized DUI training for every new police recruit. The training helps the recruits understand some of the nuances of DUI investigations and to increase their competence when investigating DUI related incidents. In 2015, the JSO DUI Unit had five members who were recognized with Centennial Awards by Mothers Against Drunk Driving (MADD), as well as other acknowledgements for the Unit's continual efforts in DUI enforcement and education. The Jacksonville Sheriff's Office DUI Unit looks to continue its mission of education and safety into the year 2016 and beyond.

	<b>2014</b>	<b>2015</b>	<b>Percent Change</b>
<b>Citywide</b>	<b>1190*</b>	<b>1227*</b>	<b>3%</b>
<b>Patrol East</b>	729	762	<b>4%</b>
Zone 1	76	62	-2%
Zone 2	220	220	<b>0</b>
Zone 3	433	480	<b>11%</b>
<b>Patrol West</b>	380	315	-17%
Zone 4	230	180	-22%
Zone 5	89	80	-10%
Zone 6	61	55	-9%

**Citywide numbers include other jurisdictions (Beaches, NAS, etc.) not included in zone**

# 2015

## ANNUAL REPORT

**DEPARTMENT  
OF PERSONNEL  
AND  
PROFESSIONAL  
STANDARDS**







**OFFICE OF THE SHERIFF**  
CONSOLIDATED CITY OF JACKSONVILLE  
DUVAL COUNTY

501 EAST BAY STREET • JACKSONVILLE, FLORIDA 32202-2975

MIKE WILLIAMS  
SHERIFF

Sheriff Mike S. Williams  
Office of the Sheriff  
501 East Bay Street  
Jacksonville, Florida 32202

Dear Sheriff Williams:

Enclosed is the Annual Report for the Department of Personnel and Professional Standards.

During this past year, we have made several changes to the Department of Personnel and Professional Standards. The Field Training Unit was added to the Department, moving from the Department of Patrol and Enforcement. This allows inception to completion continuity and monitoring of our police recruits. In addition, the Department of Personnel and Professional Standards has taken on the responsibility of the Jacksonville Sheriff's Office Safety Board. Accreditation and Continuous Improvement were moved to the newly created Compliance Division.

In early 2015 the Department of Personnel and Professional Standards began the Written Directives Project. This project touches every member of our agency and our goal is to make the policies and procedures that guide our agency members' efforts more succinct and efficient. Our goal is to complete this comprehensive overhaul in mid-2016.

During the fall of 2015 we began preparing for the police sergeant and police lieutenant exams, both of which will be administered in the spring of 2016. As you are aware, we take these promotional processes very seriously and we are working diligently to ensure a successful exam cycle.

The Department of Personnel and Professional Standards is proud of our accomplishments in 2015 and even more proud of the work that has begun under your new Administration.

Sincerely,

Michelle E. Cook, Director  
Department of Personnel and Professional Standards

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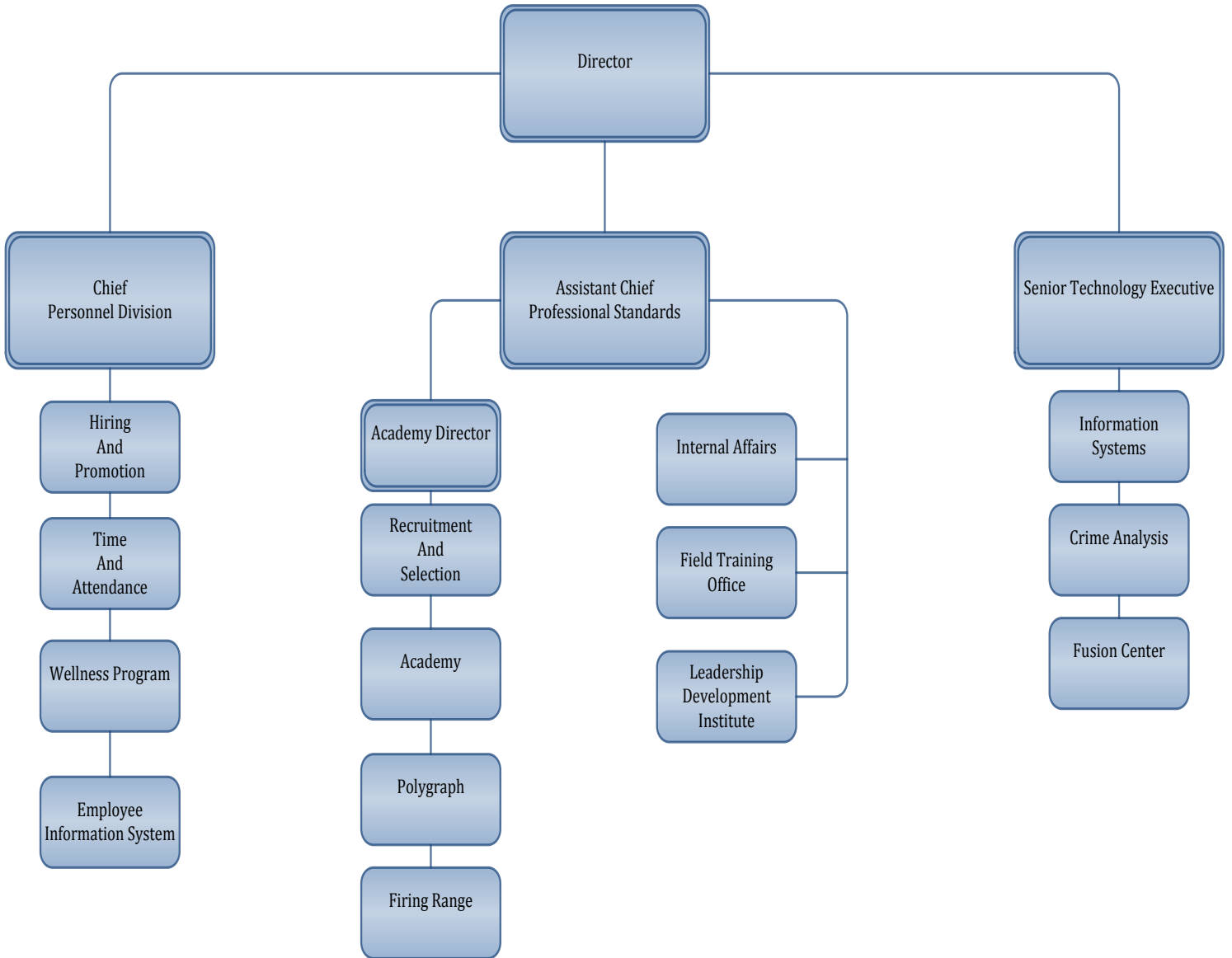


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# Department of Personnel and Professional Standards

## Personnel Unit

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The Personnel Division considers itself the “heart” of the Jacksonville Sheriff’s Office (JSO). The Personnel Division provides direction and assistance to its employees for a wide variety of services including Personnel Management, Civilian Recruiting and Screening, limited duty assignments, Employee Assistance Program, Employee Performance Mastery System, Occupational Health Services, Worker’s Compensation Services, Unemployment Claims, Family Medical Leave Act (FMLA), the Americans with Disabilities Act (ADA), the U.S. Equal Employment and Opportunity Commission (EEOC) program, Collective Bargaining Agreements, as well as the Civil Service and Personnel Rules and Regulations. The Personnel Division also oversees and helps resolve employee grievances. In addition, the Personnel Division has oversight of promotional examination development in conjunction with the city.

The Personnel Division is responsible for the maintenance of personnel records, medical information, and JSO payroll. Personnel related costs equate to 86% of the total JSO operating budget. The Personnel Division processes payroll for approximately 3,625 employees, which includes Civil Service full-time, part-time, and appointed employees.

### *New Positions*

After receiving Direct Hire Authority in 2014, the Personnel Division added a Civilian Recruiting Manager and upgraded a Clerical Support Aide III position to a Human Resources Specialist in 2015.

The Civilian Recruiting Manager is responsible for developing external promotional exams for Police Emergency Communications Officers and Police Services Technicians positions. The Police Emergency Communications Officer position was posted five times in 2015 under the new exam process. In addition, one Police Services Technician exam was administered to 209 applicants. The Civilian Recruiting Manager is also responsible for managing public records requests received by the Personnel Division. The Civilian Recruiting must stay up-to-date on public records laws and ensure

confidential and exempt information contained in employee files is properly redacted before being released.

The HR Specialist was added to help with exam support, add depth for maintaining position control, and assist with processing new hires. This position is responsible for researching employee position cap issues and processing changes. The HR Specialist also assists with public records requests.

### *Civilian Recruiting*

The primary responsibilities of the Manager of Personnel Services is to oversee the Personnel staff in recruiting, processing applications, assisting with background checks, coordinating medical screenings and setting up polygraph examinations for full-time, part-time, and appointed civilian employees within the specified authorized position cap.

During 2015, Civilian Recruiting included:

- 4,343 applications received for various positions that included Police Emergency Communications Officer (PECO), Police Services Technician (PST) I, Registered Nurse, Licensed Practical Nurse, Mental Health Counselor, part-time Bailiffs, and other civilian positions.
- Over 237 civilian new hires from 48 different positions.

### *Occupational Health*

The Occupational Health Manager position continues to maintain a close working relationship with the City of Jacksonville's Workers' Compensation Division. The email work group remains active in sending notifications for every claim filed by a JSO employee that resulted in seeking care from a Workers Compensation treating provider. As a result, the Occupational Health Manager tracks all injured workers, any work restrictions, and verifies the appropriate leave is submitted in the Employee Information System (EIS) as Injury on Duty (IOD). Department directors, supervisors, employees and the worker's compensation office frequently call upon the Occupational Health Manager for clarification on occupational health matters.

The Personnel Division implemented an electronic system wherein Exposure Reports are submitted electronically to the Infectious Control Nurse in real time. This guarantees delivery of the report and initiates immediate action in handling this type of incident which is beneficial to the employee's health.

The implementation of restricting entry of IOD leave in EIS to only authorized JSO Personnel Division staff members continues and is successful. Employees are required to send all leave requests, as well as documentation substantiating the leave request for IOD to the JSO email work group. Each one of these requests is reviewed and is primarily handled by the Occupational Health Manager. In addition, requests for overtime and compensatory time for IOD related matters are being monitored to ensure they are in compliance with General Order 22. This has continued to result in a significant decline in unauthorized IOD hour.

The Personnel Division continues to administer and supervise the JSO random drug testing program. The Occupational Health Manager meticulously reviews the invoices submitted to JSO to ensure all items are correctly billed based on appropriate services rendered, including accuracy and timeliness of results.

The Personnel Division continues to track "Temporary Light Duty" (TLD) employees. TLD employees are alerted one week prior to the expiration of their TLD request to either provide additional information from the treating medical provider to remain on light duty or submit the appropriate release to return to full duty. Police personnel requiring a light duty accommodation for more than one year are given American's with Disabilities Act (ADA) paperwork to request a permanent accommodation. Corrections personnel do not have the option to request a permanent accommodation; therefore, they are given American's with Disabilities Act (ADA) paperwork to place them in a different classification within the Jacksonville Sheriff's Office or the City of Jacksonville. If the employee refuses the accommodation or if such position is not available, they are separated from employment. In 2015, no Corrections Officers were separated for this

reason. Conversely, one Police Officer requested to be permanently accommodated. The Personnel Division received and processed 261 Family Medical Leave Act (FMLA) requests in 2015. Each request was inspected for completion and accuracy. The Occupational Health Manager notified each employee's supervisor of their denial or approval and applicable approval dates. If approved, the Occupational Health Manager activated an element in EIS so the employee can enter FMLA and turn off the element at the conclusion of their approved FMLA. The Occupational Health Manager also assisted employees daily regarding the FMLA process; as well as supervisors regarding questions about compliance and FMLA hour availability. In addition, the Jacksonville Sheriff's Office has participated with the City of Jacksonville in development of a new Oracle application that will provide an automatic generation of FMLA eligibility and hours available. This project is still in the development phase and will begin to be implemented in 2016.

The Personnel Division received and facilitated requests for psychological, medical, critical incident return to duty and military fit-for-duty evaluations. Required information was gathered and summarized for the physicians, appointments were scheduled with the applicable doctor, the employee notified, and the results were relayed to the appropriate member in the chain-of-command. In 2015, 28 employees were sent for fit-for-duty evaluations.

The Personnel Division continued to utilize Life Scan Wellness program. The Occupational Health Manager reviewed the invoices submitted to JSO to ensure all items were correctly billed. In addition, the Occupational Health Manager coordinated with Life Scan to perform special requests for special law enforcement physicals.

The Personnel Division began a purge of medical records in 2015 to include the removal of duplicate items and arranging documents in a uniform order in each file. This will allow for a more efficient manual search of large files and will increase the speed in which records can be scanned and sent to requesting parties. In addition, each file will be electronically scanned and housed in our Sentry File system.

### *In Conclusion*

In 2015, the Personnel Division processed a steady pool of candidates for the civilian positions and assisted employees with a variety of services. The Personnel Division will continue to strive to meet the Sheriff's Office Core Values of "Always Improving", "Community Focused", "Respect for Each Other" and "Worthy of Trust". In addition, the Personnel Division looks forward to the administration of the Police Sergeant, Police Lieutenant, and Corrections Sergeant and Corrections Lieutenant exams in 2016.



## Information Systems Management

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Information Systems Management consists of seven functional groups that together support all the Information Technology needs of JSO. This team of dedicated individuals provides 7x24 support to keep the officers connected to the network. In 2015, ISM undertook some major projects – deployment of over 380 laptops, the server consolidation, CAU database redesign and ARMS PII to name a few. In addition to having 38 full time staff, we also have 51 field technicians, and four interns. ISM cannot fulfill its mission without the support of the dedicated field technicians. ISM has established relationship with the various educational institutions and is actively working with them in establishing a sustainable internship program.

An important project that the field technicians played a key role was the Dell Liberty Beta Project. JSO was the only agency in the country to be a part of this beta test program. The findings of this project go a long way in ensuring a consistent user experience while the police officers are driving.

### *Help Desk*

The Help Desk team is responsible for all Level 1 and Level 2 support including walk-in customers, telephone and email support. Additionally, they are responsible for all Network and Application user account creations and deletions. The Help Desk personnel resolved 4,077 work orders and fielded more than 18,000 phone calls in 2015. The Help Desk was involved in various projects including the deployment of 252 new rugged laptops for Patrol and 132 machines for the Investigations Division. They also began the deployment of the new Defender security software on more than 672 machines. They also assumed the task of managing the Verizon MIFI account for the last quarter of the year. In addition to the over 3600 JSO personnel supported by ISM, we provide support to over 1500 external customer from 45 other agencies.

### *Computer Support*

The Personal Computer (PC) Technicians are responsible for all Level Two Support requests. This includes diagnosis and repair of more than 3,400 laptops and desktops and an additional 3,000 plus peripherals. Some of the major accomplishments were resolving the compatibility issue of the CMIS machines in the Intake area of the jail and the Allscripts application for Health Services to be able to work with Windows 7. They reduced the time it takes to install, configure and deploy laptops and desktops by 30 minutes thus minimizing the time an officer/customer has to wait for their machine to be repaired. This year, the Technicians completed 4,055 customer submitted work orders.

### *Network Support*

The Network Engineer Team is responsible for network designs and solutions, implementations as well as enterprise network management. Enterprise network management includes data infrastructure, communications, and security, servers, user account database and data backup and restores. The team is additionally responsible for Level Three Support, resulting in the completion of two-thousand nine (2009) customer work orders. The team accomplished the installation of a new network core switch. The core switch is the keystone device of computing for JSO. The Network Engineers upgrade the Police Memorial Building data fiber lines one hundred percent (from 1,000 GB to 10,000 GB). This new infrastructure will provide a richer media experience in the future. The Network Engineers are also replacing the old dual authentication software called 2FA with a new software from Dell called Defender. This new dual authentication will be less cumbersome for the agency, will be more secure than our current platform and complies with the CJIS security policy.

### *Project Management*

The Project Management team is responsible for overseeing the numerous projects that ISM is involved with. These projects could be internal only to ISM or could also involve the whole agency or just certain units/divisions within JSO and sometimes even external agencies are part of a project. The project management team also researches the proposed systems or requirements validating that the project is a benefit to the agency, to

make sure waste and time are lessened. We currently have over 90 active projects in ISM.

### *Application Development*

The duties and responsibilities of the Application Development team include the analysis, design, programming, testing, and implementation of various applications and database systems projects, as well as ongoing production application support. Currently the team of nine developers supports over 183 production applications, resulting in the completion of 815 maintenance related work orders in 2015. Newly created and deployed applications this year included the Infectious Disease Exposure Incident, Criminal History Check, Employee Announcement, Technical Support Unit (TSU) Work Order, and JSO Document Management System solutions. Numerous program enhancements resulted in the release of new versions of major applications such as ARMS and JSOPE, and solutions such as Public Records Request (P-929), Latent Print Unit (LPU E-Form), Travel/Training Request (P-0036E), and various reports.

The requirements gathering phase of a large Agency Case Management System (ACMS) is currently under way. Two members of the team met with 22 different units within the agency in order to ensure a broad representation of the user base had a voice in determining what is required in the new system. A single developer is now in the process of assembling the information obtained from these meetings into a cohesive document specifying what is needed. Upon completion of the document, the next phase will involve obtaining the resources necessary to begin the actual coding of the program. This new ACMS system will result in improved efficiency by providing a broader range of case management functionality to the entire agency.

Also in progress is a total rewrite of the eWarrants application to accommodate additional electronic signature functionality, security, and other enhancements, and ARMS Phase II development. The team was also involved with several projects for Corrections including one designed to shore up the existing CMIS system, and another to upgrade the GTL phone system software. Efforts also included the ongoing process of upgrading

existing software applications and databases to newer versions and hardware as they become available.

### *Database*

The Database team was newly formed in 2015, with a staff of four individuals. The team supports 29 SQL servers with a total of 672 databases. During 2015, Microsoft service pack installations were performed on 21 SQL servers so that they are now at recommended Microsoft standards for the version of SQL on that server. One SQL server that was over 10 years old was successfully migrated to both a new server and a newer version of SQL. Nine new datasets were brought into the Data Warehouse for analysis. The CAU/ISM Data Consolidation project is underway.

### *GIS*

A new one man team was created to address the GIS needs of the agency. As can be imagined JSO has a very strong need to have a GIS vision. The function of this team is to bring the fragmented approach to GIS into a comprehensive effort.

## Crime Analysis Unit

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In 2015, the Crime Analysis Unit (CAU) continued their rich tradition of providing innovative and groundbreaking strategies for analyzing crime series, patterns, and trends, as well as offering an unsurpassed level of case support to investigators. CAU continues to inform decision-makers, providing the highest quality of analytical services, intelligence products, statistics and geospatial analysis to the agency and community in which it serves. Public Safety Analysts subscribe to the vision of innovation in analytics, supporting actionable and systematic crime responses. Mid-2015, in response to a new administration, the unit altered its' analytical assignments to further support the agency's goals and strategic initiatives which are focused on training, transparency, community engagement and resources.

Building on prior year's success, the Crime Analysis Unit continued to provide operational analysis during large-scale emergency operations. In July 2015, the unit supported a multi-week Incident Command System (ICS) operation, which sought the recovery of a missing child, Lonzie Barton. Aligned with the agency vision of proper resources and essential to the operation, was the use of the North Florida GIS Trailer. This tool allowed the team to be onsite, providing timely information; an important aspect of any recovery situation where time is of the essence. CAU was integral to supporting the daily logistics of the vast resources and manpower which responded. We employed geographic information systems (GIS), specifically grid maps, for search teams, while simultaneously supporting the investigative effort which sought after the child's safe recovery.

Crime Analysis has also continued its' effort to utilize new and emerging technology to monitor social media and the growing use of social media by criminal elements. Social media has also transcended into focus as the public attitude has shifted toward law enforcement, particularly as it relates to police involved shootings. Social media investigations of the unit included the following events:

- Police involved shootings and the subsequent public protests.
- Annual Jacksonville Fair

- Public protest of Dr. Schneider
- DOC inmate escape
- Presidential Candidate visits by Donald Trump & Hilary Clinton

The ability to acquire relevant data both within the agency and from external sources continues to separate the unit from other units throughout the world. After acquiring the data, the unit works hard to incorporate it into the workflow so it is available instantly to analysts as they work to identify series, patterns and trends or provide investigative case support. In 2015, the unit moved from a historical method of providing static PDF maps, to a more interactive mapping technique, where officers, detectives, and administrators could review incidents by time shift, combined with the ability to assess details of the incident. At a strategic level, analysis efforts included:

- The development of a comprehensive plan to address gang related violence in the City of Jacksonville.
- Joint RICO investigation between the Long Term Narcotics Unit and the FBI Safe Streets Task Force, where the analytical support offered by Analyst Cathy Clark, rendered a total of 23 arrests. These efforts led to a JSO Civilian Employee of the Month Award for Clark.
- Analytical support of Operation Cross Country, an annual nationwide tactical law enforcement operation focused on the recovery of underage victims of prostitution and human trafficking.
- Undercover operational support, targeting persons in violation of the Computer Pornography & Child Exploitation Prevention Act. In June 2015, Analysts Ashley Hammette and Coralys Rivera provided significant support and were commended for their efforts during Operation Savior; assisting in the arrest of 18 offenders who solicited minors for sexual acts. In a similar operation in November 2015 Analysts Jay Duguay and Kristen Holderfield received commendations for their ability to identify and subsequently lead to an arrest of violent criminal offenders.

As a major component of the Sheriff's Intelligence-Led Policing strategy, the Crime Analysis Unit continued to participate in long term projects to fight crime and disorder

throughout the city. Those projects include the following:

- Urban planning projects including the Human Blight Committee.
- Analytical support for individual patrol hotspots.
- Analytical support for the jurisdictions of Neptune Beach, Atlantic Beach and Jacksonville Beach with a grant from the United States Department of Justice. The beaches analyst position allows for comprehensive analytical coverage for the entire county of Duval. Analyst Elizabeth Peterson served as a supportive force in the social media investigation surrounding a bomb threat to Fletcher High School.
- Collaborative analytical support for crime patterns, series and trends, through a Fusion Center analyst position. This position provides resources, expertise and information with the goal of maximizing the ability to detect regional crime issues. Analyst Rick Payton played an important role in the dissemination of information pertaining to a retail theft ring targeting top-shelf liquors from retail vendors throughout Region 3.
- Analytical support for the Gang Unit that led to the certification of gang members and identifying associates of gang members.

Investigative support is a critical role for crime analysts. In 2015, analysts in the Crime Analysis Unit supported detectives from a variety of units including Gang, Economic Crimes, Aggravated Battery, Homicide, Robbery, Intelligence, Integrity, and Burglary. In addition, analysts frequently worked with other local, state, and federal agencies. Some of these agencies include:

- Federal Bureau of Investigation (FBI)
- United States Secret Service (USSS)
- Immigration and Customs Enforcement (ICE)
- Clay County Sheriff's Office (CCSO)
- Nassau County Sheriff's Office (NCSO)
- Saint John's County Sheriff's Office (SJCSO)
- Florida Highway Patrol (FHP)
- Florida Department of Corrections (FDOC)

- United States Marshals Service (USMS)
- Duval County School Board (DCSB)
- University of North Florida (UNF)

Training and personal development are essential to ensuring quality and consistency within the unit. Analysts are encouraged to participate in trainings online and outside of the agency, as well as conducting training within the unit. Despite budgetary limitations, analysts were able to attend a number of different trainings throughout 2015. In addition to external training sessions, cross-training and knowledge transfer was fundamental to the improvement of team performance. Some of those trainings/cross-trainings included:

- ArcGIS
- United States National (USN) Grid Training
- GEP KML to ArcGis
- Data Driven Pages
- Geoprocessing Scripts Using Python
- Introduction to SQL
- ATAC Workstation
- i2 Analyst Notebook
- GeoCell (Cell Phone Mapping Techniques)
- Intel & People Finding Techniques
- Navigating MDC
- Public Records Requests
- FEMA Introduction to Incident Command System
- Uniform Crime Reports (UCR)
- GeoFeedia Social Media Monitoring
- Lexis Nexus Social Media Monitoring



## Northeast Florida Criminal Justice Training and Education Center

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The Northeast Florida Criminal Justice Center (NEFCJC), simply known as the Academy, operates in partnership with the Florida State College at Jacksonville (FSCJ). The facility is located at 4715 Capper Road, North FSCJ Campus, and consists of training rooms such as a mock courtroom, two defensive tactics training gyms, a police driving track, a training house, and an aquatic training tank.

The Academy is commanded by a JSO Lieutenant who serves in the capacity as one of 40 Florida Department of Law Enforcement (FDLE) recognized Training Center Directors. The lieutenant also commands the Recruiting Unit, and the Firing Range. During the first half of 2015, the lieutenant also commanded the Inspections Unit; however, this unit was restructured under another chain of command in July 2015. A JSO sergeant serves as the Training Center Assistant Director and supervises a training staff comprised of two civilian training specialists, ten law enforcement instructors, three corrections instructors, and two clerical support aids.

In order to provide law enforcement agencies and the community with a professional and disciplined force, the mission of the NEFCJTEC remains constant; *“To effectively train, in an academically sound environment, officers who will provide the essential knowledge, teamwork, and leadership skills to effectively serve in the law enforcement field.”* To accomplish this mission the NEFCJTEC provides basic, advanced, and specialized training to law enforcement officers, corrections officers, reserve (auxiliary) officers, and recruits.

During 2015, the Academy trained 112 hired police recruits and 92 hired correctional recruits. Additionally, the academy trained 81 self-sponsored FSCJ law enforcement recruits. Many of these recruits were later hired to fill Court Bailiff Officer positions within the Jacksonville Sheriff's Office.

Throughout the year, the Academy conducted 71 specialized/advanced training courses in support of regional training needs with law enforcement partners consisting of agencies spanning Duval, Clay, St. Johns, Nassau, and Putnam counties. In-house instruction at no cost to the agencies covered topics such as Case Preparation and Court Testimony, Specialized Defensive Tactics, Death Investigations and Lifeguard Certification. During 2015, 1187 officers attended a specialized/advanced training course.

To support the mission of the Jacksonville Sheriff's Office, the Academy conducted 83 police officer in-service training sessions. This mandatory session resulted in thousands of training contact hours for JSO employees and covered FDLE mandated annual professional training. Key components of 2015 in-service training were the Response to Resistance, making sound tactical decisions, first aid, and driving police vehicles safely.

In 2015, the Academy continued to support training requests from various specialized units such as; SWAT, Hostage Negotiators, Dive Team, K9, the E.O.D (Explosive Ordinance Disposal) Unit, Zone Task Force Units, the Bike Unit, the Traffic Motorcycle Unit and the Narcotics / Vice Division. The academy resources allowed these units to meet their training needs and requirements.

### *Firing Range*

The Jacksonville Sheriff's Office Firing Range operates as part of the Training Academy. The Training Academy Director is responsible for the overall operation of the Firing Range and is supported by a JSO Sergeant who serves as the Range Master, handling day-to-day operations and training. In 2015, the range staff positions were changed from three police officers to four police officers. All four personnel are cross-trained and serve as Assistant Range Master or Range Master during the absence of the sergeant.

Four-thousand three-hundred Jacksonville Sheriff's Office Police Officers, Correctional Officers, Judicial Officers, Security Personnel, State Attorney's Office Investigators, and Retired Police Officers completed either the FDLE or JSO qualification course during 2015. The eight hours of minimum annual firearms training was conducted through two training sessions per officer.

The JSO Firing Range supports FDLE Region 5 law enforcement partners which includes 10 law enforcement agencies. Additionally, the range supports requalification and training needs for elements of the U.S. military and Federal Law Enforcement Agencies. As part of this training, the firing range staff conducted specialized courses including the Active Shooter course, Police Tactical Rifle course, and additional advanced SWAT and shooting courses. All of the courses were offered to our Region Five training partners. Additionally, in 2015 the Firing Range trained approximately 160 Northeast Florida Criminal Justice Training and Education Center Basic Law Enforcement Officer and Corrections Officer Recruits by providing 80 hours of firearms training as part of their FDLE training curriculum. The firing range also assists the community by hosting the JSO Citizens Academy and conducting other citizen programs.

### *Recruiting and Selection Unit*

The Jacksonville Sheriff's Office continues its commitment to recruit only the most qualified candidates for employment within the Jacksonville Sheriff's Office, while maintaining a workforce representative of the population in which it serves. A JSO police sergeant supervises the unit, supported by two full-time police recruiters and two full-time corrections recruiters. In addition, there are two Human Resources (HR) support staff; one HR Administrative Aid and one HR Personnel Clerk. Retired JSO investigators are utilized on an as-needed basis to conduct background investigations and ensure that the hiring standards are maintained. Their proven investigative experience makes our recruiting unit second to none. The recruiting unit is responsible for recruiting and selecting individuals for the positions of: Police Officer, Reserve Police Officer, Corrections Officer, and Certified Court Bailiff. The selection process consists of an initial on-line application and screening, criminal history check, credit check, driver's license verification, drug survey, written examination, physical qualification test, polygraph, background investigation, oral interview, medical examination with drug test, and a psychological examination.

In 2015, recruiters made 161 appearances and distributed information on employment opportunities at job fairs, community centers, colleges and universities, church meetings,

civic gatherings, military events, and city events. These efforts were supplemented through mail-outs to community leaders and organizations, which employed potential candidates, outlining the unit's recruiting initiatives, minimum qualifications, and available positions. Minority faith-based organizations within our community were a main source of focus. Internet advertising efforts include; JobNews postings, Monster.com, Facebook, and Army Pays.com. Using the Monster.com link for our recruiting advertisements, the unit was able to have its recruiting efforts affiliated with sites such as BlackPlanet.net, AsianAvenue.com, iHispano.com, Saludos Hispanos, Woman Co, and many other minorities based websites. In addition, we have recruiters dedicated to military placement programs where we focus on potential military veterans who have served with honorable service to our country. These sites include but are not limited to: US Military Pipeline, Hiring Our Heroes and the National Minority Update.

### *Polygraph Unit*

The Polygraph Unit is responsible for conducting pre-employment polygraph examinations for JSO applicants, as well as providing support to other units when polygraph exams are needed in criminal as well as administrative and pre-employment screening. During an examination, the examinee is asked a series of questions while a polygraph device continuously records any physiological variances that occur during the testing process. A series of charts are produced which graphically represent the responses of the examinee during the testing process. Ultimately, the polygrapher analyzes the data and renders an opinion regarding the presence of significant responses during the examination. The unit is staffed by three full-time investigators who maintain membership in the American Polygraph Association and regularly attend proficiency training sponsored by this organization. The unit is supervised by the Recruiting/ Selection and Polygraph Unit Sergeant.

Pre-employment polygraph exams are given to all prospective police, corrections, reserve, bailiff, community service officers, and civilian employees. These examinations screen the accuracy of information provided by applicants during the initial phases of the application process. Investigative polygraph examinations are given when requested by

another unit for the purpose of furthering a criminal or administrative investigation. The Polygraph Unit also assists the Jacksonville Fire & Rescue Department (JFRD) by conducting pre-employment examinations for all of their applicants.

In 2015, the Polygraph Unit conducted a total of 1037 polygraph examinations, an increase of 197 from the 840 in 2014:

JSO Pre-Employment (Police positions)	317
JSO Pre-Employment (Corrections positions)	177
JSO Pre-Employment (Bailiff positions)	30
JSO Pre-Employment (Civilian positions)	154
JSO Pre-Employment (Reserve positions)	21
JFRD Pre-Employment	97
Investigative	13

#### ***Field Training Unit***

The Field Training Program was reorganized under the Department of Professional Standards. The reorganization allows the unit to better serve as the conduit that moves academically trained police recruits from the police academy into the actual application of their skills in the daily operating environment of police patrol. The training model on which the program was developed is based on a program implemented by the San Jose Police Department. This successful training program has been built on by the JSO and starts with officers attending a 10 week academy orientation program where they learn JSO specific skills. They then move into 14 weeks of field work where they are partnered with a trained Field Training Officer (FTO). The FTO works with the recruit on a daily basis by guiding and teaching them the procedures involved in police call handling and other law enforcement situations. The recruits are evaluated by the Field Training Officer on many aspects of the job tasks and additional focus is provided if needed. The goal of the FTO Program is to provide the best trained police officers for the citizens of Jacksonville.

The Field Training Unit is commanded by a police lieutenant who provides the future planning and resourcing for the unit. A police sergeant serves as the FTO liaison sergeant and supervises the day to day functions of the unit. The FTO liaison sergeant also

coordinates operations with 190 certified FTOs and 70 FTO sergeants that work daily in the patrol division chain-of-command. The FTO sergeant is assisted by a police FTO coordinator and the safety board officer, both of whom are police officers.

#### *Leadership Development Institute*

The Jacksonville Sheriff's Office Leadership Development Institute (JSOLDI) serves the JSO by providing leadership related training courses for all members of the JSO. The FTO lieutenant serves as the JSOLDI coordinator and is responsible for ensuring its continued success. In 2015, JSOLDI provided a variety of leadership and management courses to police, corrections and civilian personnel of this agency. A total of 1051 employees attended multiple offerings of 12 separate courses. Supervisors from every spectrum of the agency were invited to attend former Sheriff Glover's Advancing Leadership Course that gave insight into lessons learned and difficulties of leading police officers during his career.

Along with Sheriff Glover's training, the JSOLDI delivered three tactically based courses that instructed supervisors on the nuances of dealing with a rapidly changing critical incident. Additionally, members of the City of Jacksonville Office of General Counsel instructed police supervisors on law enforcement ethics and the study of specific local case law. In addition, all agency supervisors attended a course that provided instruction on how to respond to calls involving autistic children.

In 2016, the JSOLDI plans to offer leadership training to newly promoted sergeants and lieutenants as well as a new leadership course designed to instruct police officers on the art of being a Patrolman-in-Charge (PIC). There will be continued emphasis on specialized training courses focusing on Incident Command System principles.

## Internal Affairs Unit

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The Jacksonville Sheriff's Office Internal Affairs Unit is the branch of the Professional Standards Division responsible for ensuring all allegations of misconduct against employees of the Jacksonville Sheriff's Office are appropriately investigated. The cornerstone of community policing is the partnership between law enforcement agencies and the community they serve and, for the Jacksonville Sheriff's Office, there is no higher priority. This successful partnership is based on mutual trust and civic accountability. The Internal Affairs Unit plays a critical role in safeguarding this partnership.



The Internal Affairs Unit serves as the conduit for citizens and employees to report allegations of misconduct and know that the allegation will be professionally investigated. In 2014, the Internal Affairs Unit partnered with the Information Systems Unit to develop and implement an online complaint reporting portal where complaints can be submitted electronically to the Internal Affairs Unit. The online portal began operation on September 27, 2014 and it adds a new method for allegations of misconduct to be reported while maintaining greater security of complaint information. Citizens can now file a complaint anywhere that internet access is found. This enhanced process eliminates the need for citizens to go to a JSO facility during business hours to file a complaint. During the calendar year 2015, the Internal Affairs Unit received information from citizens on 476 electronic complaint forms which was approximately 45% of the total items of correspondence received by the unit during 2015. The process has proven to be a success for both the citizens and the Jacksonville Sheriff's Office and is exemplary of the Sheriff's priorities of Engaging the Community and Using Resources Efficiently.

Employees that are subject to disciplinary action have the right to appeal such action through the established grievance process. The Internal Affairs Unit has the additional task of monitoring and coordinating the steps involved when employees elect to appeal their discipline through the grievance process. This additional area of responsibility

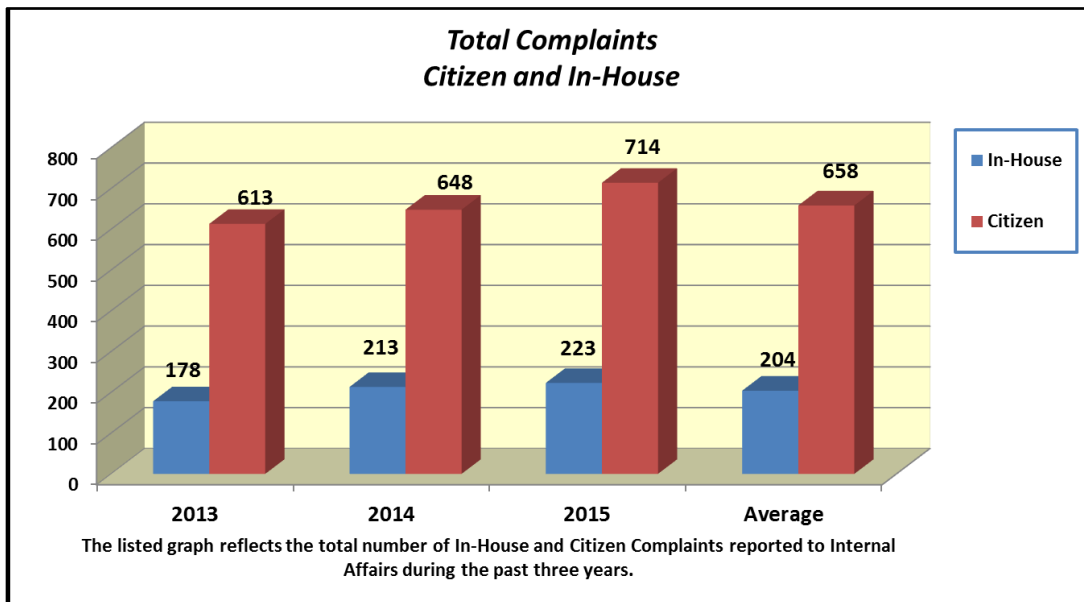
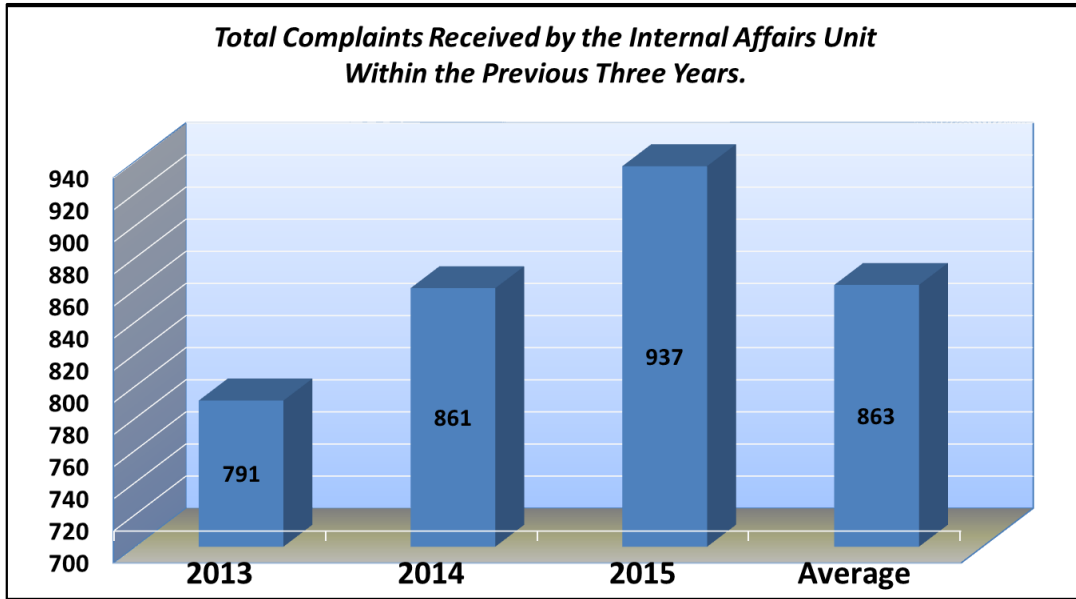
requires the Internal Affairs Unit to coordinate with both the Office of General Counsel and the City of Jacksonville. Internal Affairs detectives are instrumental in ensuring that the facts of a sustained investigation are presented in a manner that supports the charges brought against the employee.

During 2015, the Internal Affairs Unit received 937 complaints from both external and internal sources. The total number of complaints is 8.8% higher than the total number of the complaints received in 2014 and 13.9% higher than the three year average for years 2012-2014.

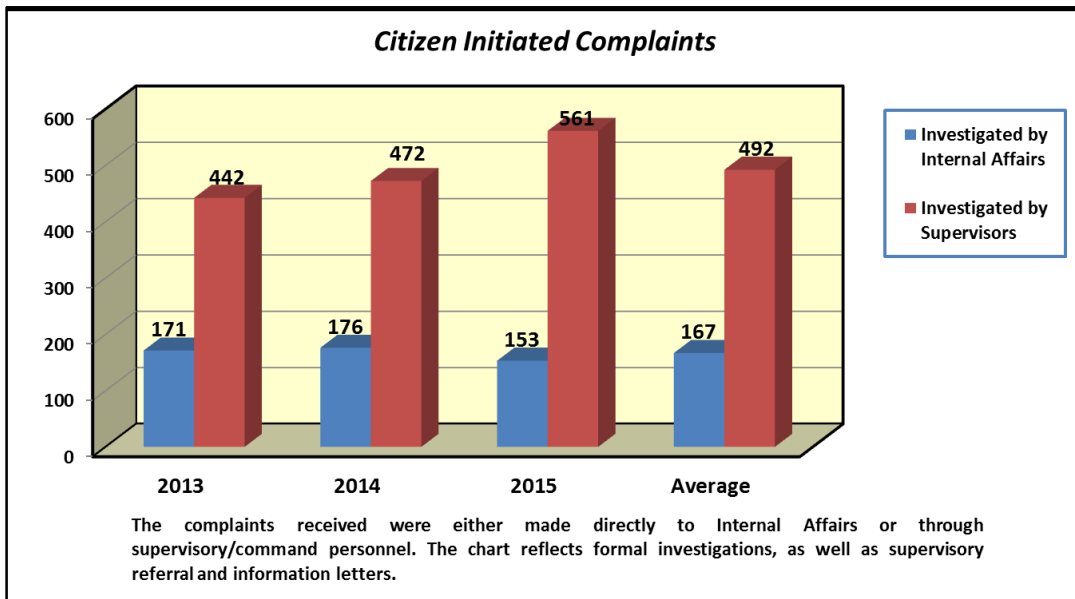
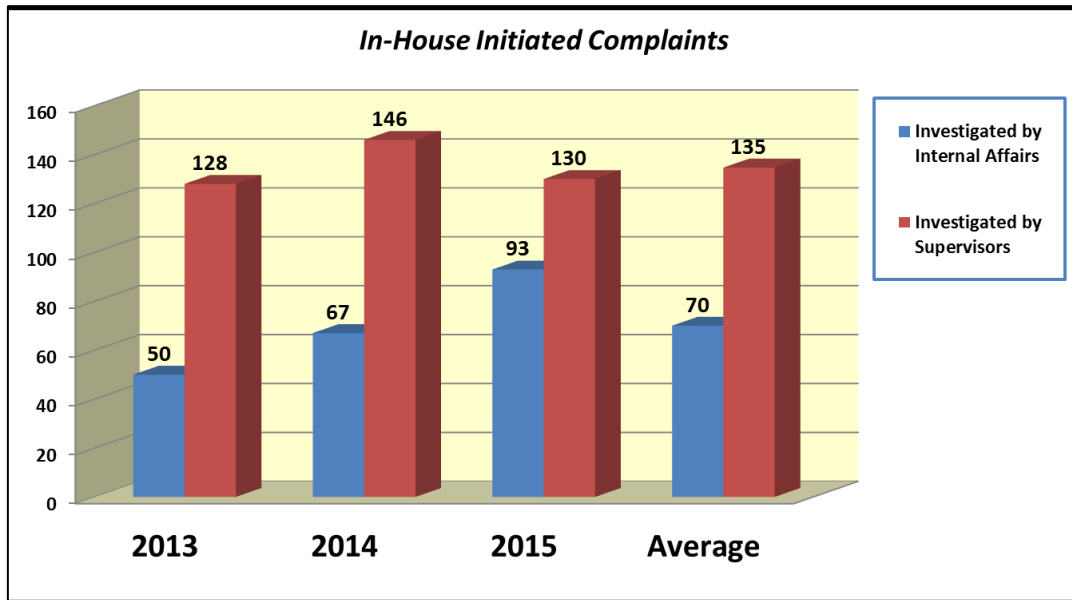
The following charts provide an overview of the number, type, and outcome of the allegations of misconduct involving Sheriff's Office employees reported in 2015.



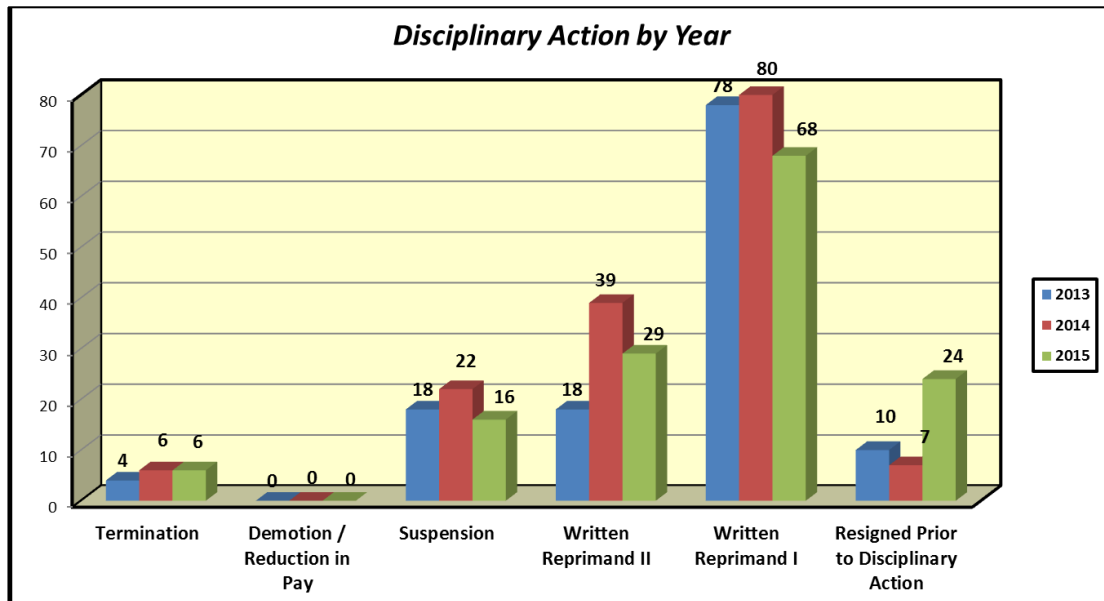
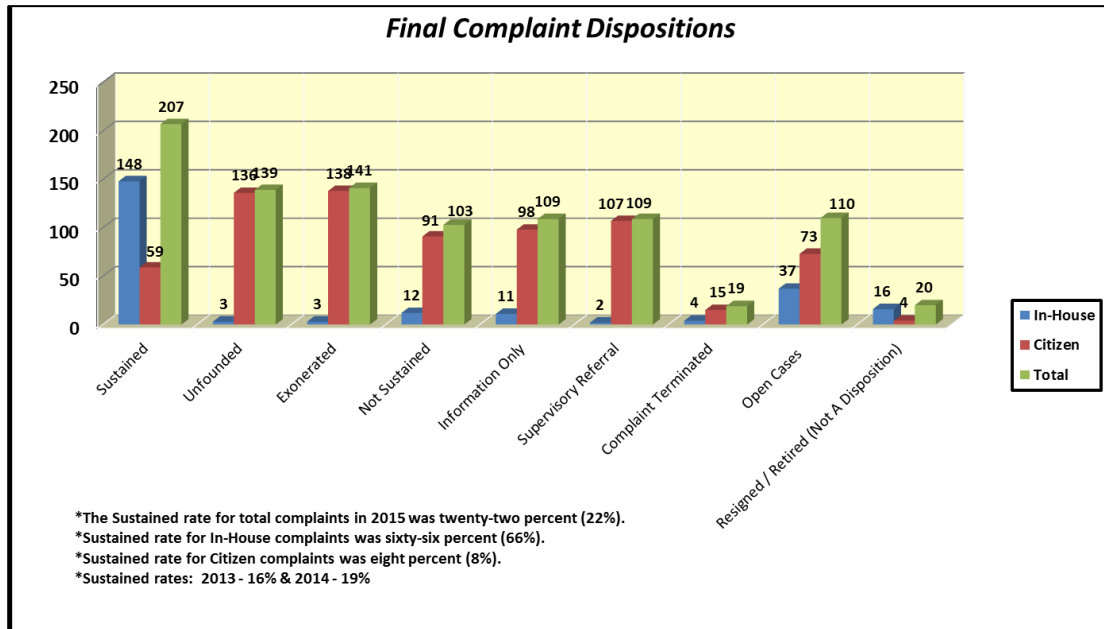
## Total Complaints Received by Internal Affairs



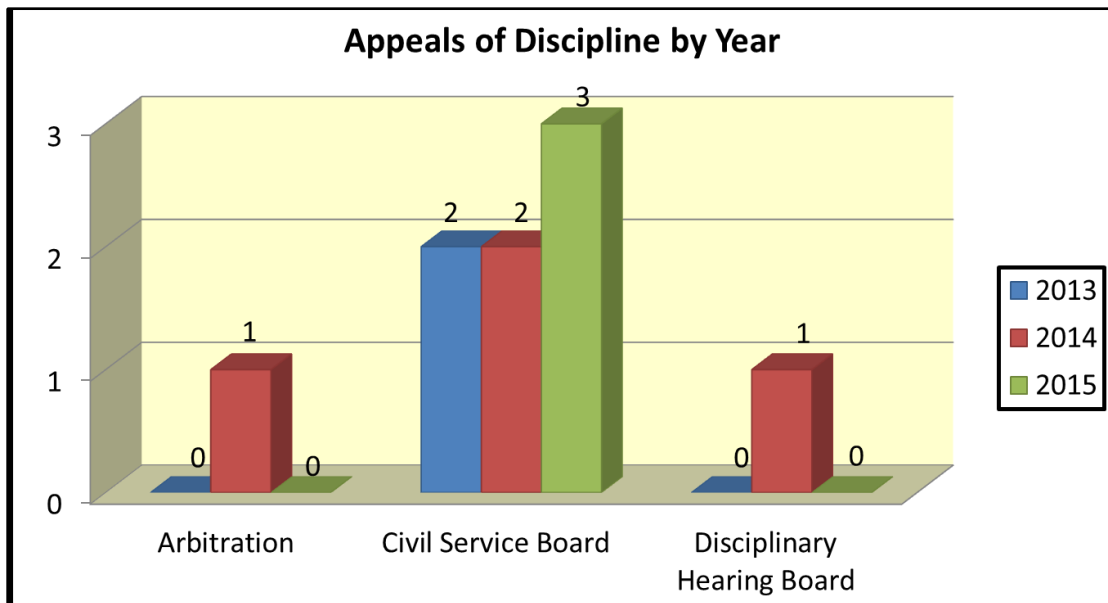
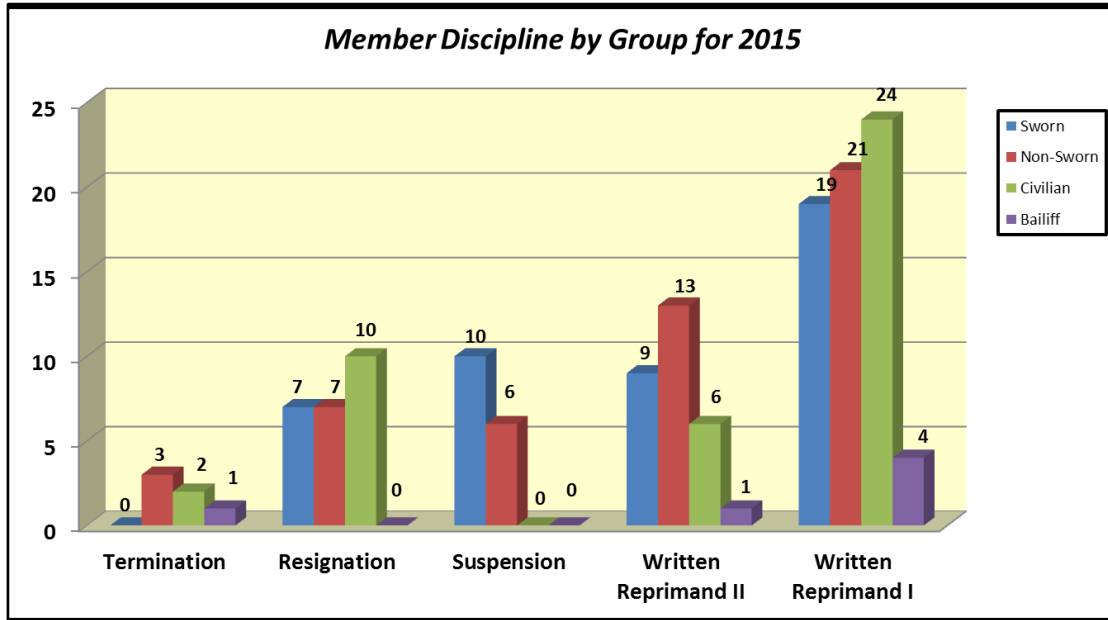
## In-House Initiated and Citizen Initiated Complaints



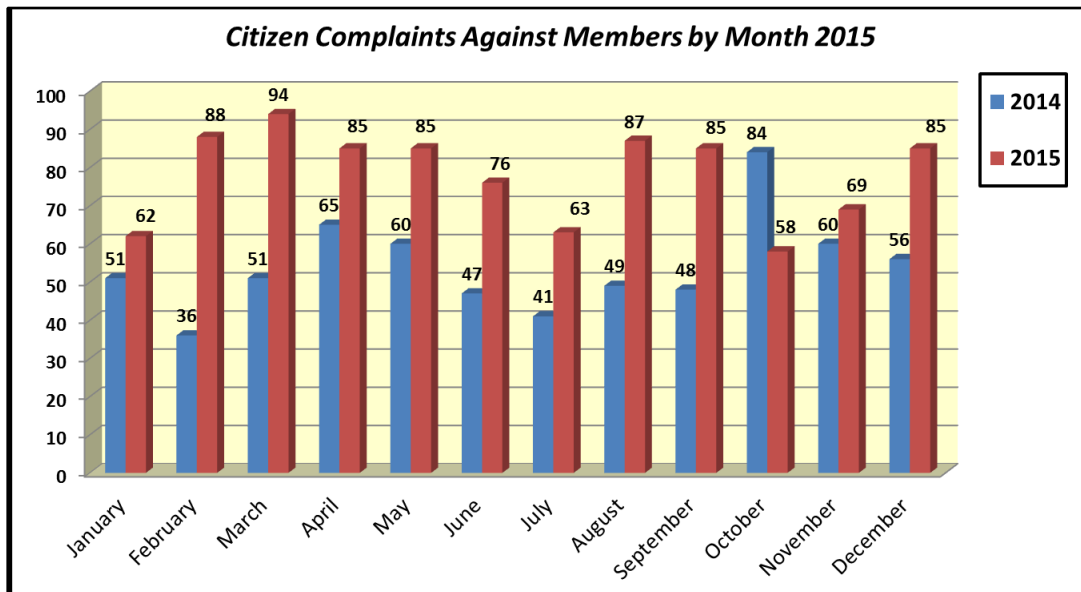
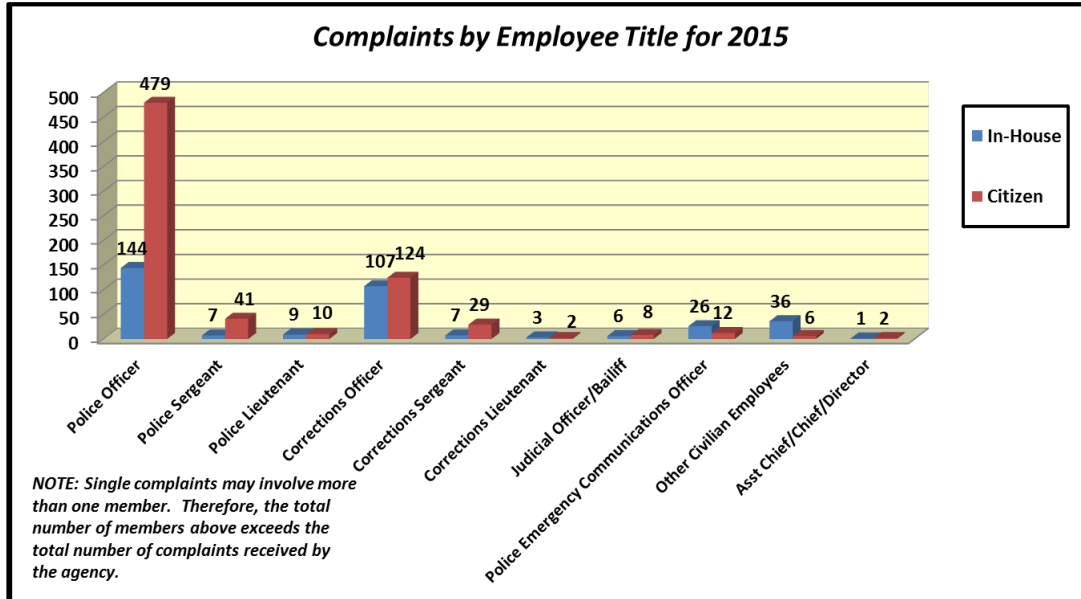
## Final Complaint Dispositions and Disciplinary Action by Year



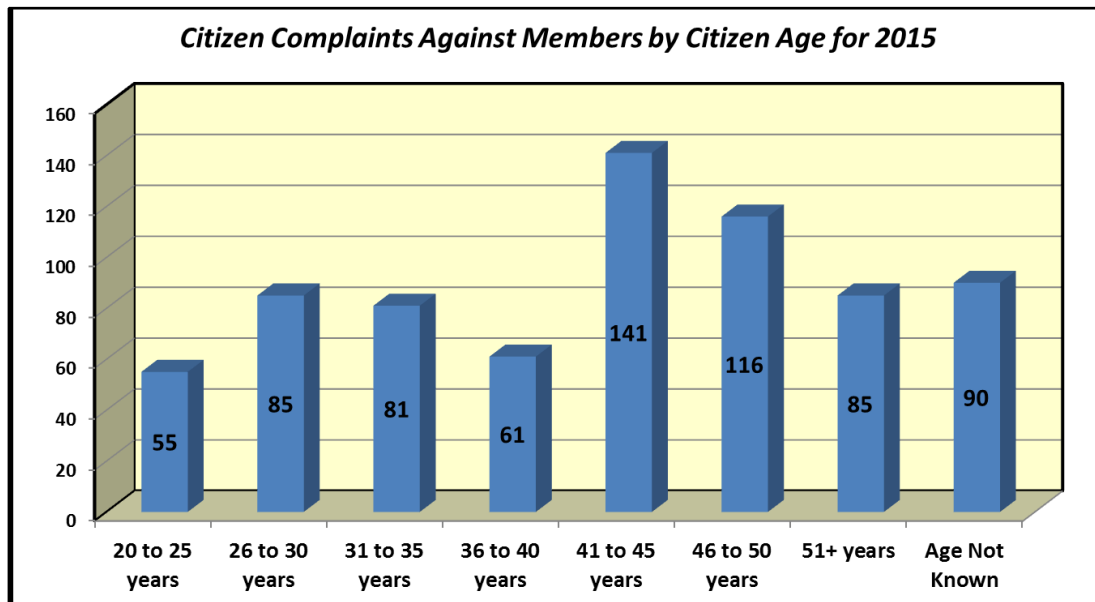
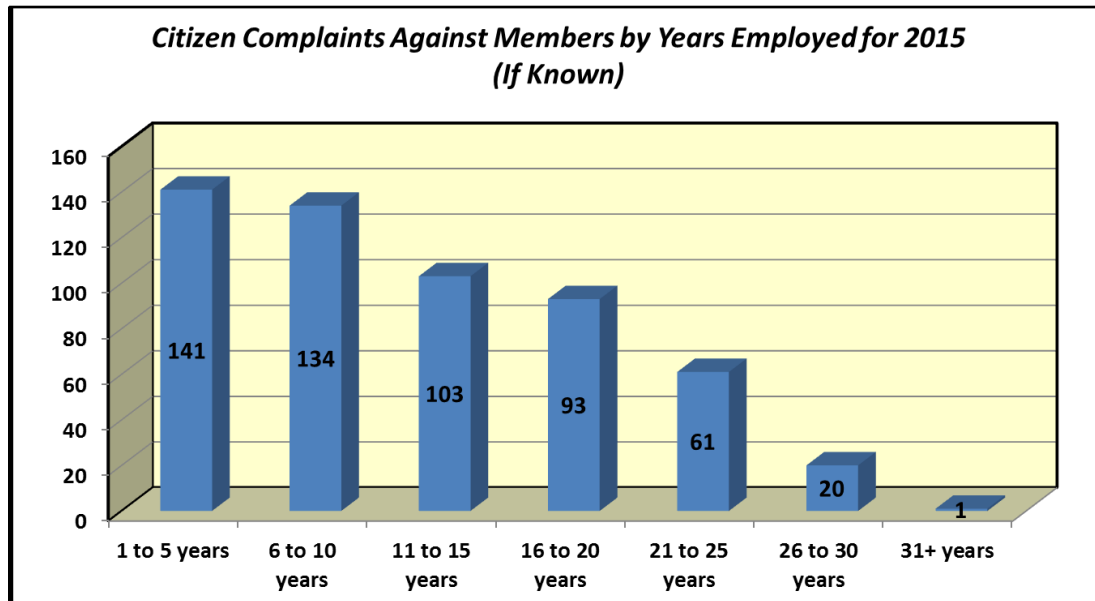
## Discipline by Group and Appeals of Discipline by Year



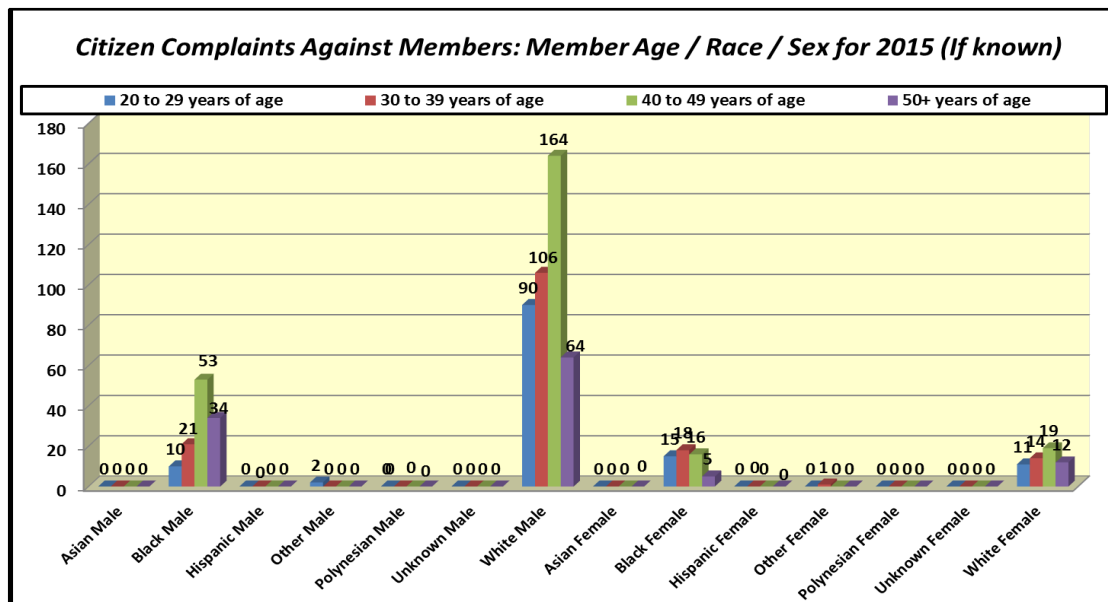
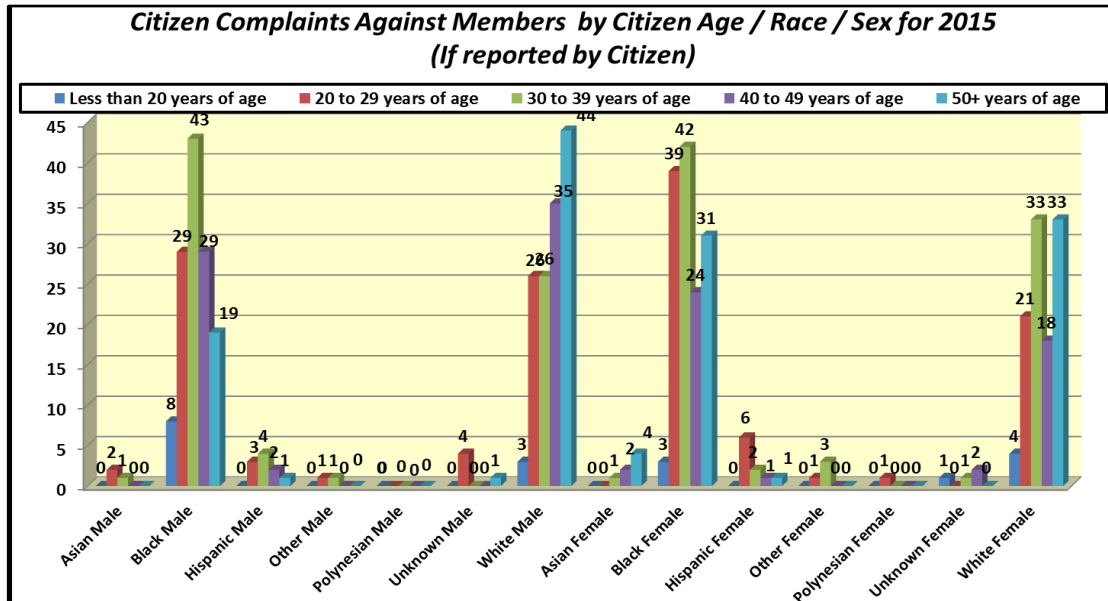
## Complaints Against Members by Employee Title and Citizen Complaints Against Members by Month



## Citizen Complaints Against Members by Years Employed and Citizen Age



## Citizen Complaints Against Members by Citizen Age/Race/Sex and Member Age/Race/Sex



### *Bias Based Profiling Annual Analysis and Even/Element Data*

Bias Based Profiling as defined by Jacksonville Sheriff's Office Operational Order 2.04.05 is the detention, interdiction, or other disparate treatment of any person on the basis of their race, color, ethnicity, sexual orientation, physical handicap, economic status, age, cultural group, religion or other belief system.

In support of the Jacksonville Sheriff's Office core value *Worthy of Trust*, the policy is that bias based profiling in law enforcement is not tolerated. Specific areas of focus are actions of Sheriff's Office members during traffic stops, field contacts, and seizure and forfeiture of assets. The Jacksonville Sheriff's Office has published guidelines supporting policy against bias based profiling. These policies are in place to promote a culture of responsible law enforcement as well as to protect officers from accusations of alleged profiling while acting dutifully and within the parameters of law and policy.

The Jacksonville Sheriff's Office remains steadfast in its dedication to protecting the rights of all citizens regardless of race, color, ethnicity, sex, sexual orientation, physical handicap, religion or other belief system. In an effort to ensure all employees understand the mission of the Sheriff's Office and are in compliance with these guidelines, members are required to complete regularly scheduled training pertaining to ethics and bias based profiling. Topics include proactive enforcement tactics, officer safety, courtesy, cultural diversity, the laws governing search and seizure, and interpersonal communications skills.

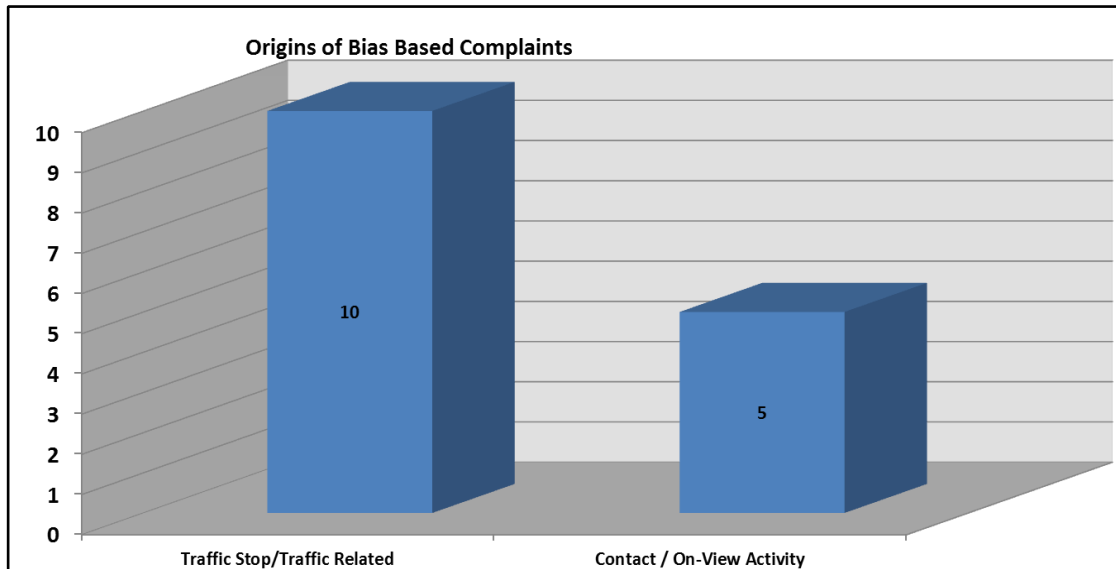
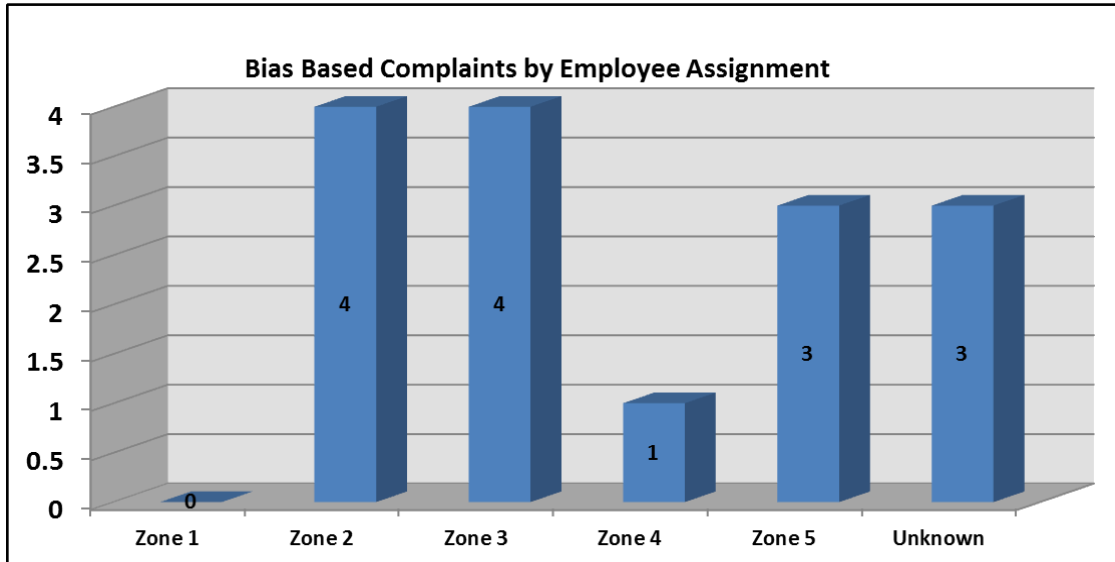
### *Event / Element Data*

During 2015, there were fifteen (15) allegations of bias based enforcement profiling filed against Jacksonville Sheriff's Office employees. All complaints were routed to the Internal Affairs Unit after complainants completed the *Complaint Against Employee* form. These complaints were then tracked through the Internal Affairs Unit database.



### Bias Based Complaints by Employee Assignment

All bias based complaints, even if there appears to be no merit to the complaint, are thoroughly investigated. This is part of the continuing effort of the Jacksonville Sheriff's Office to strengthen the partnership between the Sheriff's Office and the community. The charts below indicate the complaints received by employee assignment and the origins of the citizen contacts regarding the complaints.



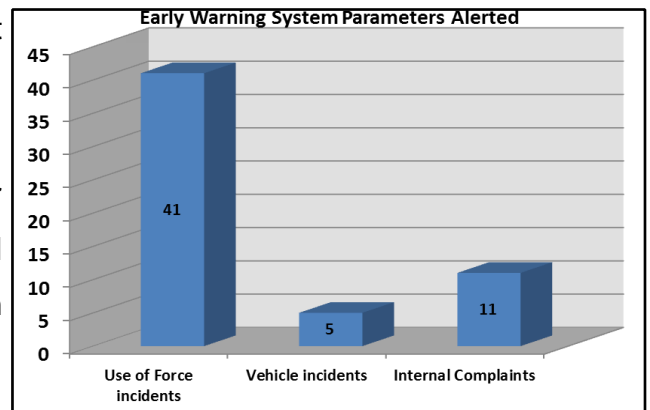
### *Origins of Bias Based Complaints*

The majority of the 2015 bias based complaints stemmed from questions regarding officers' actions and motives for initiating contact with complainants during traffic stops and traffic related incidences. All 15 of the complaints were determined to be unfounded, not sustained, or exonerated. In three of the complaints, the complainants did not provide enough information for the accused officers to be identified for investigation. Eleven of the 15 complaints involved white male officers. In the remaining complaints, the involved officers were one Asian-American male officer and three incidents where the race / ethnicity of the officers were unknown.

### *Personnel Early Warning System*

A comprehensive personnel early warning system is an essential component of good discipline in a well-managed law enforcement agency. Through this system, officers are identified by behavior, performance and situational factors. The early identification of employees developing potential disciplinary problems and a menu of remedial actions emphasizing proactive intervention can increase agency accountability and offer employees a better opportunity to meet the agency's values and mission statements. On a monthly basis, early warning notifications are created for employees who meet established parameters during a three month period. The notifications are sent to the employees' chains-of-command for review. Supervisors review the notifications with employees and determine if they require disciplinary action, remedial action, appropriate referral or no further action.

During 2015, a total of 60 notifications were sent out and reviewed with the effected employees. Fifty-one notifications were returned to Internal Affairs indicating no further action required. For the remaining notifications, employees received training/counseling in four situations, an appropriate referral was made in one situation, two employees separated from employment, and two situations are still open.



**Office Of The Sheriff**  
**DEPARTMENT**  
**OF**  
**POLICE SERVICES**  
**Annual Report 2015**



Jacksonville, Florida  
*Mike Williams, Sheriff*

**DEPARTMENT OF POLICE SERVICES  
ANNUAL REPORT 2015  
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# Jacksonville Sheriff's Office

*Duval County, Florida*

*Mike Williams, Sheriff*

*501 E. Bay Street  
Jacksonville, FL 32202*

February 12, 2016

Sheriff Mike Williams  
Office of the Sheriff  
501 East Bay Street  
Jacksonville, Florida 32202

Dear Sheriff Williams:

Enclosed is the Annual Report for the Department of Police Services for the year 2015.

In the year 2015, management in my department continued to focus on process improvements to enhance productivity and eliminate non-value adding activities. Additionally, our accomplishments are highlighted in the report.

I am proud of the employees within the Department of Police Services for their hard work and dedication to the citizens in our community and to their fellow employees throughout the Jacksonville Sheriff's Office.

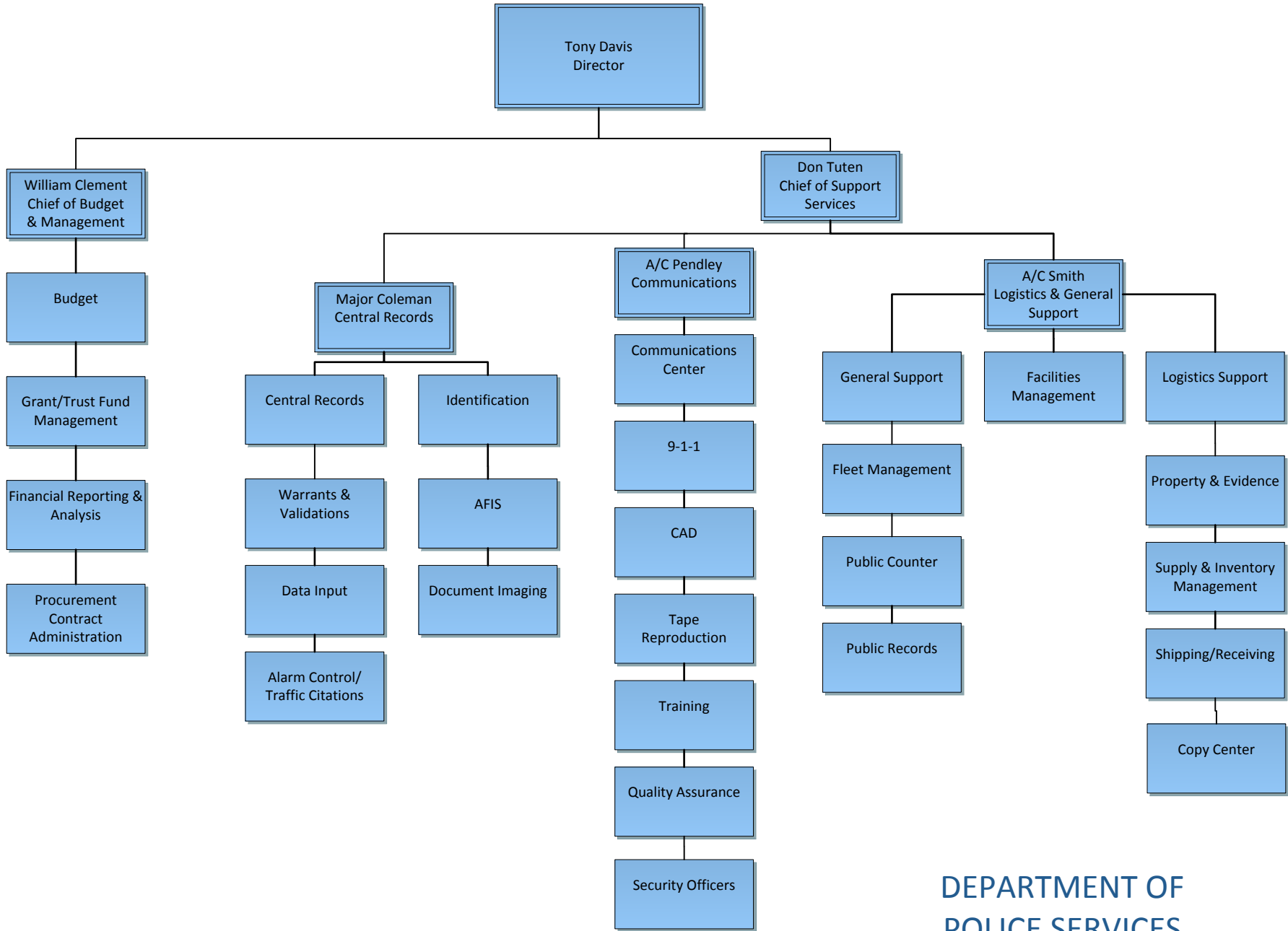
Sincerely,

Tony Davis, Director  
Department of Police Services



*A Nationally Accredited Agency*

*An Equal Opportunity Employer*



DEPARTMENT OF  
POLICE SERVICES

# DEPARTMENT OF POLICE SERVICES



The Department of Police Services is comprised of organizational functions that provide vitally important support services which complement law enforcement efforts. These services are not generally obvious or visible to the public, but are crucial to carrying out the Sheriff's Office responsibility to the citizens of Jacksonville. Whether visiting the Police Memorial Building or calling for police service, an employee assigned to a Services function is routinely the first point of contact for someone requiring police assistance.

The Department of Police Services is divided into two (2) distinct divisions: The Budget and Management Division and the Support Services Division, each headed by a Division Chief.





# BUDGET & MANAGEMENT DIVISION



*Chief Bill Clement*

## **BUDGET & MANAGEMENT DIVISION FY 2015 HIGHLIGHTS**

### **PROCESS IMPROVEMENT**

In FY 2015, the Budget & Management Division's emphasis remained focused on improving management reporting. The Director's monthly meetings were transferred from cumbersome spreadsheet based information laden reports, to more concise and pertinent PowerPoint presentations. This has allowed for information to be printed for review by management, and has facilitated a more focused conversation about the areas of concern within the Director's departments. The use of graphs and tables has allowed the Budget office to better communicate trends that we are seeing in the financial data.

Additionally, the Budget and Management Division has continued to expand the use of SharePoint for a number of new financial related reports. One of the most important new financial reports has been the overtime report by job, which allows management to see the total hours for each pay period for a specific job or EIS overtime code; as well as drilling down from this total to see the details that were submitted by the individual employees. This report has been instrumental in pinpointing where overtime costs can be reduced in the organization. The Budget & Management Division has been very proactive in identifying budgetary and/or operational concerns and developing management tools to address these issues.

### **GRANTS AND TRUST FUNDS**

The Budget and Management Division secured grant and cooperative agreement funds from Federal, State, and Local agencies totaling \$1,530,775. The awards touched all five Departments and covered a range of projects including officer overtime, equipment,

training, personnel, and services. To ensure compliance with the administration of awards, the Division conducted a thorough review of the Federal Uniform Guidance, which, effective in December 2014, streamlined grant guidance across several types of agencies. With a focus on identifying new revenue streams to meet needs, the Division partnered with a number of local agencies on applications for funding. To further these activities, the Division assumed a leadership role in the local chapter of the Grant Professionals Association and ensured representation in their Law Enforcement Special Interest Group, which is national in scope.

### **ACCOUNTING MANAGEMENT**

The Budget & Management Division continues to work collaboratively with other Divisions in identifying processes, which can be consolidated with current budget office duties to gain efficiencies for the Sheriff's Office.

### **PROCUREMENT/CONTRACTS**

The Budget & Management Division processed an award and contract with Government Payment Services, Inc., dba as GovPayNet to allow credit card payment for bonds and for other credit card payments throughout the agency. Implementing this change will significantly reduce the number of cash transactions while making the process for convenient for citizens.

The Budget & Management Division also undertook two strategic Procurement projects during FY 15. First, the budget staff selected a sampling of requested goods that were under the \$2,500.00 single quote threshold to ensure the goods are being procured at the lowest price available in the marketplace. The results of this sampling demonstrated that JSO is receiving the lowest available price for the majority of the items that fall under the single quote threshold.

Additionally, the Budget office staff reviewed seventeen (17) formal contracts to determine the state of contract compliance within the Jacksonville Sheriff's office. The review consisted of meeting with the contract administrators to discuss the deliverables within the contracts and the steps taken to make sure each party is in compliance. This review ensured that the Sheriff's Office has been receiving the contracted

goods/services, the price of said goods/services is correct, and that there has been management oversight. In addition, process improvements were suggested for several of the contracts to ensure that deliverables are being met.

### REORGANIZATION OF FINANCIAL ACTIVITIES

Through efficiencies gained in accounting, procurement, grant and trust fund management processes, actual positions have been reduced from 16 to 13 over the last three fiscal years. This reduction was achieved while increasing services to internal customers. The Division also reduced the amount of comp time used by 43% during this time frame.

### SUMMARY

Emphasis on management reporting and analysis allowed the Budget & Management Division the ability to accurately monitor and project the Sheriff's Office revenues and expenses. Our Division, working collaboratively with all Sheriff's Office Departments, was able to accumulate a surplus of \$4.2 million at FY 2015 year end. Our fiscal responsibility has continued to assist the city during these tough budgetary times and facilitated an easier budgetary process for the Sheriff's Office.

### Budget & Management Actual Positions for FY 2015

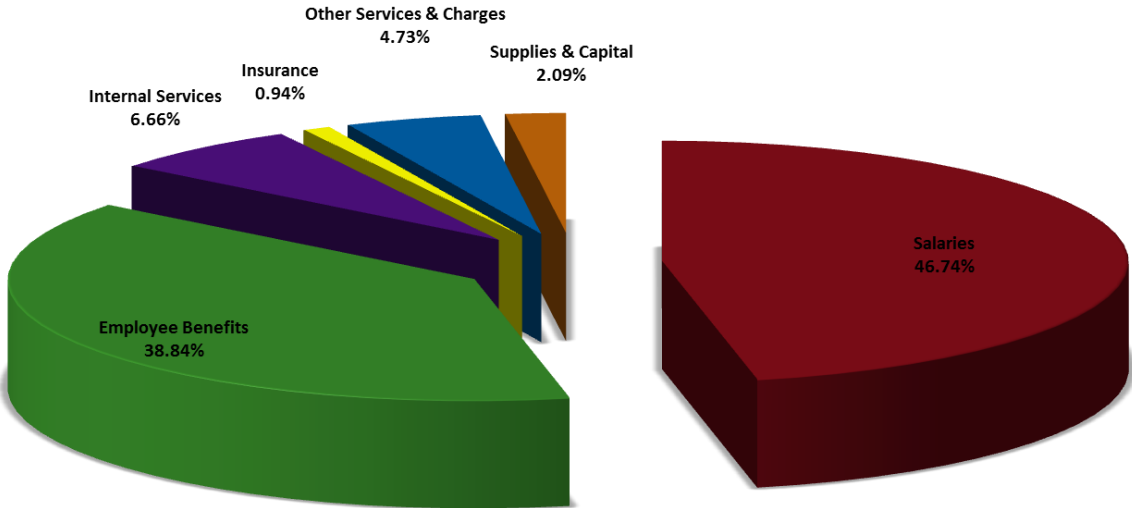
Chief of Budget and Management	1
Certified Public Accountant – JSO	3
JSO Grant Manager	1
JSO Accounting Manager	1
JSO Procurement Manager	1
JSO Budget & Management Analyst	1
JSO Budget & Management Analyst Senior	2
Executive Assistant to Sheriff's Officials	1
JSO Narcotics and Vice Account Administrator	1
Account Technician	1
<b>Total Positions</b>	<b>13</b>

**OFFICE OF THE SHERIFF  
Annual Budget  
FY 2014-2015**

**Approved  
General Fund  
Budget by**

<b>Description</b>	<b>Category</b>	<b>% of Total</b>	
Salaries	\$ 186,154,921	46.74%	} 85.58%
Employee Benefits	154,698,327	38.84%	
Professional Services	1,117,406	0.28%	
Other Contractual Services	10,237,996	2.57%	
Travel and Per Diem	227,370	0.06%	
Communications & Freight	1,317,640	0.33%	
Internal Service Allocations	26,517,307	6.66%	
Utility Services	500,787	0.13%	
Rentals and Leases	561,841	0.14%	
Insurance	3,752,224	0.94%	
Repair & Maintenance Services	3,877,796	0.97%	
Printing and Binding	35,000	0.01%	
Other Obligations	696,097	0.17%	
Office Supplies	367,680	0.09%	
Operating Supplies	6,741,415	1.69%	
Employee Training, Dues, Tuition	514,188	-	
Extraordinary Items	(248,448)	-0.06%	
Machinery and Equipment	1,234,479	0.31%	
	<b>\$ 398,304,026</b>	<b>99.87%</b>	

OFFICE OF THE SHERIFF FY 2014-2015  
Approved  
Annual General Fund Budget



# OFFICE OF THE SHERIFF

## Comparison of Annual Budgets FY 2013-2014 to FY 2014-2015

Description	Approved General Fund Budget FY 2013-2014	Approved General Fund Budget FY 2014-2015	Increase / (Decrease)	% of Increase / (Decrease)
Salaries	\$ 189,802,542	\$ 186,154,921	\$ (3,647,621)	-2.0%
Employee Benefits	143,390,775	154,698,327	11,307,552	7.3%
Professional Services	946,892	1,117,406	170,514	15.3%
Other Contractual Services	10,409,217	10,237,996	(171,221)	-1.7%
Travel and Per Diem	226,400	227,370	970	0.4%
Communications & Freight	999,200	1,317,640	318,440	24.2%
Internal Service Allocations	26,601,938	26,517,307	(84,631)	-0.3%
Utility Services	474,977	500,787	25,810	5.2%
Rentals and Leases	585,073	561,841	(23,232)	-4.1%
Insurance	4,153,087	3,752,224	(400,863)	-10.7%
Repair & Maintenance Services	3,715,977	3,877,796	161,819	4.2%
Printing and Binding	29,000	35,000	6,000	17.1%
Other Obligations	1,032,664	696,097	(336,567)	-48.4%
Office Supplies	350,546	367,680	17,134	4.7%
Operating Supplies	6,011,707	6,741,415	729,708	10.8%
Extraordinary Items	-	(248,448)	248,448	-100.0%
Employee Training, Dues, Tuition	504,770	514,188	9,418	1.8%
Machinery and Equipment	5	1,234,479	1,234,474	100.0%
	\$ 389,234,770	\$ 398,304,026	\$ 9,069,256	2.3%



# SUPPORT SERVICES DIVISION



## CENTRAL RECORDS SECTION



**Chief Don Tuten**

Central Records is under the command of a Major and consists of three (3) separate areas: Records, Identification, and the Copy Center.

### RECORDS

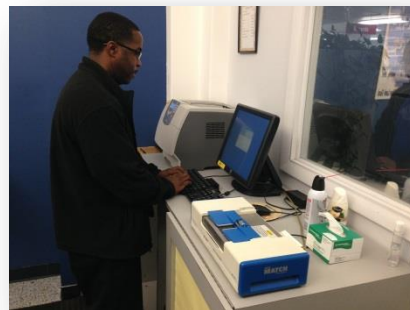
The Records area is organized into seven (7) individual units: Public Counter, Records, Public Records Unit, Validations, Warrants, Data Input, and Alarm Control / Traffic Citations.

### PUBLIC RECORDS UNIT

The Public Records Unit is responsible for filling all public records requests from the public, including general offense reports, traffic crash reports, arrest reports and miscellaneous agency reports. The Public Records Unit was established to facilitate the increasing number of requests involving multiple documents. In 2015, personnel in the unit were reclassified as Public Record Coordinators. This reclassification was due in part to the increased responsibility being placed on personnel to process and complete complex requests in a timely manner. Requests are no longer limited to copies of offense reports and 9-1-1 tapes. Copies of a wide range of agency documents such as dash cam videos, crime scene photographs, Internal Affairs reports, personnel records, and jail medical records are requested on a daily basis. In 2015, the Public Records Unit processed approximately 8300 requests.

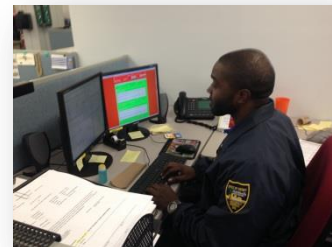
## PUBLIC COUNTER UNIT

The Public Counter Unit is responsible for handling a variety of walk-in requests including fingerprinting services, criminal history background checks, processing seal and expunges orders, and concealed weapons permit applications. In 2015, the Public Counter personnel provided electronic fingerprinting for 232 Concealed Weapon applicants and 260 persons applying for a name change through the Clerk of Courts, totaling 492 prints. There were 239 Concealed Weapon applicants and 233 name changes for a total of 472 electronic fingerprints submitted in 2014. In 2015, Records Unit personnel processed 337 seal and expunge criminal history arrests compared to 661 processed in 2014. Additionally, the unit is responsible for assisting the Public Records Unit with simple public record requests.



## VALIDATIONS UNIT

Validations Unit personnel are responsible for the accuracy of agency information entered into the FCIC/NCIC computer systems. Personnel must acquire and maintain certification through the Florida Department of Law Enforcement (FDLE) in order to view entries and make any necessary changes or corrections.



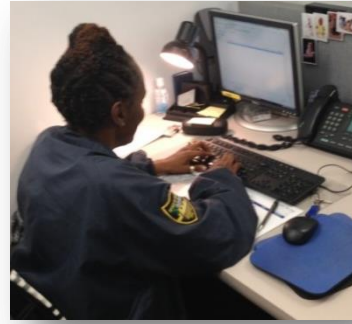
Missing Persons, Injunctions for Protection, Writs of Attachment and Felony Warrants are entered into the FCIC/NCIC computer system. These entries, along with serial numbers of guns, vehicles, vehicle parts, vehicle tags and boats, are validated (checked for accuracy) on a monthly basis.

During 2015, personnel reviewed the accuracy of 31,804 FCIC/NCIC computer entries made by agency personnel. There were 31,033 entries reviewed in 2014.



## **WARRANTS UNIT**

Affidavits, Writs of Attachment, and Injunctions for Protection are manually entered into both the e-Warrants system and FCIC/NCIC computer system by Warrants Unit personnel. Felony capiases and Custody Orders are electronically imported into e-Warrants from the Clerk of Courts.



## **DATA INPUT UNIT**

Data Input personnel provide report accountability by ensuring every report written by agency personnel is submitted and processed. Unit personnel have the added responsibility of scanning and indexing various agency documents into a document imaging system. Unit personnel are responsible for the accuracy of the information submitted to DHSMV and each traffic crash report is reviewed for errors prior to being sent to Tallahassee. Crash reports are electronically transmitted to DHSMV each day and are accessible to unit and sub-station personnel.

## **ALARM CONTROL/TRAFFIC CITATIONS UNITS**

Alarm Control Unit personnel are responsible for issuing Alarm Contractors Registration Certificates and renewal certificates to all businesses that install and/or monitor alarm systems within the city limits of Jacksonville. Personnel also issue Alarm Registration Decals to homeowners and businesses that operate an alarm system. Additionally, the unit is responsible for tracking all false alarm citations issued by JSO Officers. Invoices are generated for false alarm fines and unit personnel are responsible for accurately processing both the invoices and the invoice receipts. False alarm citation invoices are generated after JSO Patrol Officers respond to six (6) false alarms at a residence or business during one calendar year.

Traffic Citation Unit personnel are responsible for the distribution, tracking and accounting of Uniform Traffic Citation, Warning Citation and Notice to Appear Citation books. During 2015, a total of 95,557 Uniform Traffic and Traffic Warning Citations

were processed by Citation Unit personnel. There were 108,101 citations processed in 2014.

### **TERMINAL AGENCY COORDINATOR (TAC)**

The Terminal Agency Coordinator (TAC) position within Central Records is responsible for assuring the Sheriff's Office operates in compliance with the policy and procedures set forth by the State of Florida and the FBI Criminal Justice Information Services (CJIS) Security Policy. The Agency is required to have all personnel with physical or logical access to the criminal justice information complete CJIS Security Awareness training and the TAC maintains the database. Agency employees who run queries using the Florida Crime Information Center (FCIC) and the National Crime Information Center (NCIC) are required to have CJIS Limited Access or Full Access Certification. The TAC also conducts periodic audits of employee usage of the state's Driver and Vehicle Information Database (D.A.V.I.D) to ensure compliance with query restrictions and to ensure employees who were denied access or left the Agency are removed from the system.

### **IDENTIFICATION SECTION**

The Identification area has three integrated components: Identification, the Automated Fingerprint Identification System (AFIS), and Document Imaging.

#### **IDENTIFICATION UNIT**

The Identification Unit operates on a twenty-four hour, seven days a week schedule and supports department personnel within the Jacksonville Sheriff's Office. In addition, the Identification Unit provides criminal justice information to the County Court System as well as other criminal justice agencies.

One of the primary responsibilities of Identification personnel is to determine the positive identification of persons arrested by utilizing fingerprint classification. Identification personnel confirmed and cleared the identity of 29,151 inmates (including adults and juveniles) in 2015. This total number was 29,605 in 2014. Personnel update the electronic criminal history file on each adult individual arrested. Criminal history files are

now available electronically to the Clerk of Courts and judges. Identification personnel also verify outstanding Duval county arrest warrants for officers from any police agency. Identification personnel are also responsible for making entries, modifications, and cancellations in the NCIC system.

#### **AUTOMATIC FINGERPRINT IDENTIFICATION (AFIS) UNIT**

The Automated Fingerprint Identification System (AFIS) is a local fingerprint database that uses digital imaging technology to capture, maintain, and analyze fingerprint data. AFIS Unit personnel perform fingerprint searches electronically in a matter of minutes. The fingerprint data and arrest charges are electronically forwarded to Florida Department of Law Enforcement (FDLE) and attached to the person’s criminal history record. The AFIS workstation is utilized to input descriptive data, initiate searches and, as a result, provide a list of possible candidates for operator verification. The system performs two types of searches: Ten-print, which is done by searching all ten fingers and latent prints. The ten-print search will search the unknown print against all ten finger positions in the database. The Identification Unit personnel utilize the AFIS to search and process ten-prints on specific cases such as felony registrations, new and repeat juvenile and adult arrests, JSO applicants, fingerprint identification of unknown deceased persons and identity verification of subjects associated with fraud cases.

<b>AFIS Function</b>	<b>Definition</b>	<b>2014 Totals</b>	<b>2015 Totals</b>	<b>Net Change</b>
Ten-print Inquiry	Searches all 10 fingers	41,210	37,352	-3,858
Ten-print Registration	Addition of new sets of prints	9,804	7,861	-1,943
Ten-print Updates	Modify demographical data	31,390	27,918	-3,472
Rolled Substitutions	Ability to replace prints w/a better quality print	15,798	8,117	-7,681
QC –Edit	Ability to revise for better print quality (correct pattern calls,	13,201	18,734	5,533
Visual Verification (VV)	Comparison of prints to determine a match	10,001	10,592	591

An employee assigned to AFIS is responsible for all judgment and sentencing (J & S) cases from the State Attorney's Office. Occasionally (and prior to the sentencing phase) a subject may insist that they were not the perpetrator on a previous crime in which they were convicted. In order to investigate the allegation, the AFIS employee must compare the subject's fingerprints to the Arrest and Booking Report from the conviction and determine if the prints match in both instances. In 2015, AFIS received 345 print requests for J & S cases compared to 486 in 2014. A total of 305 defendants, or 88% of the J & S cases, required AFIS personnel to fingerprint the subjects and make a comparison.

### **DOCUMENT IMAGING UNIT**

The Document Imaging Unit is responsible for the manual process of indexing and scanning adult criminal history records. Older criminal history records are also being converted to an electronic version. Document imaging personnel scanned a total of 89,400 pages of adult criminal history reports in 2015 compared to 84,130 scanned in 2014.

### **COPY CENTER**

Copy Center personnel are responsible for providing the majority of the printed materials required by the Sheriff's Office including Offense/Incident reports, supplements, forms, training guides, presentations and other items used for operations and training functions.

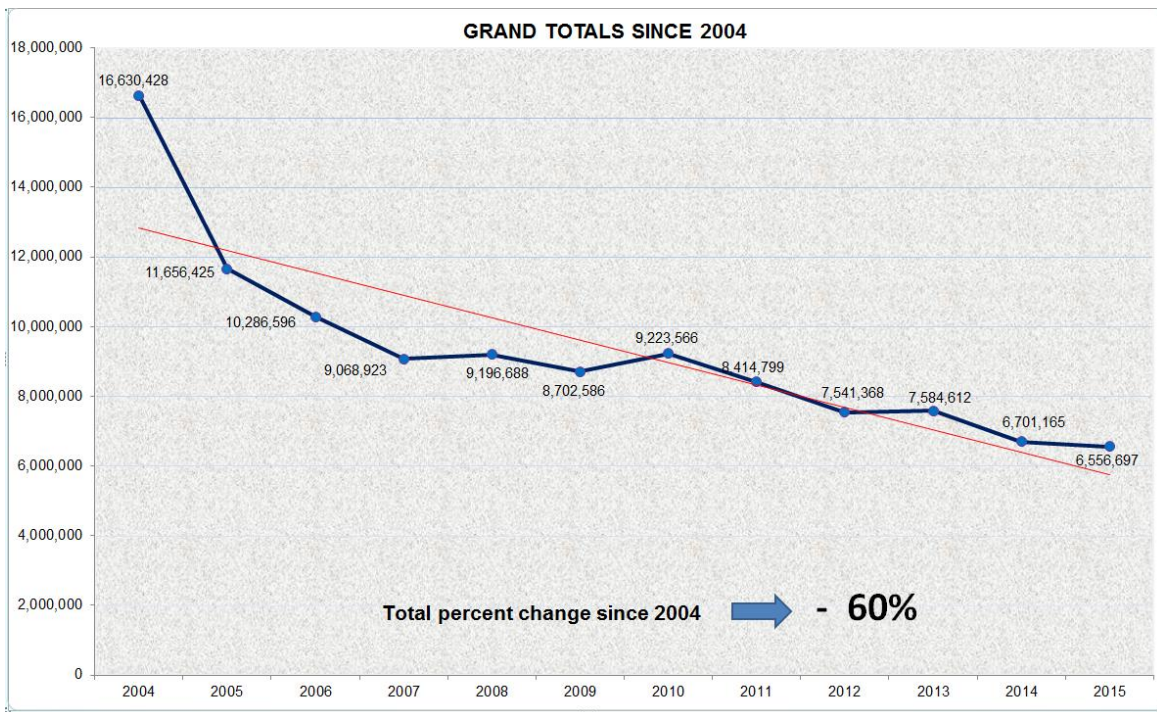
Copies printed in 2015 totaled 6,556,697 impressions, including 370,933 color copies.

This was an overall decrease of 2.2% from the previous year. Jobs printing declined by 1.9%. Color copier usage decreased by 11.9%. Reports printing showed no significant change.



In 2015 a 40 year old hydraulic cutter was replaced with an all-electric model which provides enhanced safety features and programmability.

The new administration also saw the unit significantly involved in the department's rebranding effort and the identification and revision of forms, brochures, memo pads and other documents related to the transition process.



## COMMUNICATIONS SECTION

The Jacksonville Sheriff's Office 9-1-1 Communications Center is the primary public safety answering point (PSAP) for Duval County. This Section operates 24 hours a day, seven days a week. The employees who are assigned to this section are responsible for answering and triaging the 9-1-1 calls and non-emergency calls, as well as, dispatching police officers and other support resources to the scene of an incident.

In 2015, 1,513,268 telephone calls were received in the 9-1-1 Center. This was an increase of 51,710 calls from the 1,461,558 received in 2014. This represents a 3.5% increase in call volume. Of this number, 811,939 calls were received on 9-1-1, a 6.1%

increase from the 765,440 9-1-1 calls received in 2014. There were 701,329 calls received on the non-emergency number, 630-0500. This is an increase of .8 % from the 696,118 non-emergency calls answered in 2014.

<b>Incoming 9-1-1 and Nonemergency Calls Workload</b>				
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>9-1-1 Wireline &amp; Wireless calls received</b>	<b>748,296</b>	<b>730,717</b>	<b>765,440</b>	<b>811,939</b>
<b>Administrative (Non-Emergency 630-0500 &amp; 630-0554) calls received</b>	<b>776,017</b>	<b>756,613</b>	<b>696,118</b>	<b>701,329</b>
<b>Total Phone Calls Received</b>	<b>1,524,313</b>	<b>1,487,330</b>	<b>1,461,558</b>	<b>1,513,268</b>

Each shift in the 9-1-1 Center is staffed with ten police dispatch positions and 14 to 18 call taker positions as call volume fluctuates throughout the day, evening, and overnight. Three (3) supervisor workstations are located in the 9-1-1 Center to provide better workflow between frontline personnel and supervisors.

Throughout the year, Police Emergency Communications Officers (PECOs) give back to the community by participating in several charities. In 2015, the Communications Center raised over \$2,500 for The Suicide Walk Fundraiser and The Relay for Life Cancer Walk.

Each year, the second full week of April is dedicated to the men and women who serve as Public Safety Tele communicators across the nation. During this week, the employees and supervisors celebrate our profession by acknowledging and selecting Police Emergency Communications Officers who have demonstrated excellent customer service to the citizens of Jacksonville and who have displayed, "Calm, Compassion and Control." The Tele communicator of the Year for 2015 was PECO Nancy Lynch and the Training Officer of the Year for 2015 was PECO Amy Trauger.



Figure 2 – PECO Nancy Lynch



Figure 2 – PECO Amy Trauger

The Telecommunications Emergency Response Team (TERT) is utilized at special events, unusual occurrences, SWAT callouts and SWAT training. TERT members provide support to SWAT Negotiators in providing communication, documentation, resource management and record keeping.

## RADIO SYSTEM

In 2015, over 3,220,112 radio transmissions were made on the Jacksonville Sheriff's Office patrol zone, support and tactical radio talk groups. This totaled over 9,000 hours of talk time. In 2015, the City of Jacksonville in cooperation with the Jacksonville Sheriff's Office started a five year project to upgrade all portable radios and most mobile radios throughout the Sheriff's Office fleet. These upgraded Motorola radios have additional talk group capacity and provide for enhanced interoperability across regional radio networks.

## Radio Broadcasts and Talk Time by Group

Radio Talk Group	Transmissions	Time (hh:mm)
Zone 1	326,034	850:38
Zone 2	474,529	1283:21
Zone 3	609,268	1681:45
Zone 4	645,811	1753:13
Zone 5	497,068	1333:03
Zone 6	249,745	675:10
ID	104,614	470:12
PSD	80,881	260:31
INV	164,024	511:52
TAC 2	20,836	68:52
TAC 1	47,302	155:34
<b>Year End Total</b>	<b>3,220,112</b>	<b>9044:11</b>

### QUALITY ASSURANCE

The Quality Assurance (QA) program provides information regarding the overall Communications Center performance, the overall competency of employees, and the call taker's attitude and behavior toward citizens and first responders. The QA program assists in determining community concerns, and promotes recommendations and suggestions for improvements. The QA personnel provided education and instructions to our operations personnel by emailing "Training Tip" reminders on procedures. Call reviews are chosen randomly from incoming calls and dispatched incidents on a monthly basis. The QA reviewers collect and report information on standardized forms designed to be objective and a consistent means of measurement. In 2014, 4,907 reviews were completed.



### AUDIO REPRODUCTION

In 2015, 12,840 Public Records Requests (audio reproduction and Computer Aided Dispatch records requests) were received by this office, which is an increase of 8.14% from the 11,874 requests received in 2014. These requests are made by the units within



the Sheriff's Office, State Attorney's Office, private attorneys, public defenders, media, general public, and surrounding law enforcement agencies. One full time PECO and two part time clerical workers process the audio reproduction requests for the Communications Section.

<b>Public Records Requests for Audio Transmissions and CAD printouts</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>%increase/decrease</b>
State Attorney's Office Includes OGC & Risk Management	4,909	10,102	10,802	6.90%
All JSO requests & spot inspections	635	870	1036	19.08%
Media	8	120	59	-51%
Private Attorney, Private Investigator, Public Defenders, General Public	512	722	904	25.20%
Other Law Enforcement Agencies	92	60	39	-35%
<b>Total</b>	<b>6,156</b>	<b>11,874</b>	<b>12,840</b>	<b>8.14%</b>

## **COMMUNICATIONS TECHNOLOGY COORDINATOR**

In 2015, the Communications Technology Coordinator position was created to provide a direct liaison between information system management structures within the Sheriff's Office, the City of Jacksonville, state and regional partners, and several private vendors. The Communications Technology Coordinator is responsible for managing, notifying or directing the Communication Center's interface with several systems including CAD, radio equipment, interoperability networks, computer applications, utility accounts, notification systems, and video surveillance systems.

## **CAD ADMINISTRATOR**

In 2015, 883,557 calls for service were documented in the Computer Aided Dispatch (CAD) system. The CAD Administrator works under the direct supervision of the Communications Technology Coordinator. The CAD Administrator establishes a link with the Sheriff's Office Information Systems Management (ISM) unit to provide stable access to CAD systems and records.

The CAD Administrator is available on site to assist with the configuration and data processing available within the CAD system. Improvements to the user interface, call types, and disposition codes are some of the most frequently requested service items.

Ongoing CAD Administrator projects include: the activation and deactivation of users in both CAD and MDC; maintaining user assignments in the MDC relating to their department and supervisor; correcting geo-file discrepancies such as aligning, adding and verifying addresses including common places for all of the JSO zones, sectors and sub-sectors; and actively evaluating new product demonstrations.

## **TRAINING**

The training department recruited thirty-four (34) Police Emergency Communications Officers (PECOs) and conducted six (6) new hire classes for a total of 9,760 student classroom hours.

The classroom was updated to include six (6) live phone positions. All classroom tests are completed electronically through LEAPs (Law Enforcement Automated Personnel System). The Jacksonville Sheriff's Office purchased the LEAPS software in an effort to better document, track and catalog our field training progress and continuous training (in service training) for solo employees. The classroom curriculum has been restructured to focus on one discipline at a time. New PECO's train in call taking and go to the floor with a training officer. Once they complete the call taking phase of training, the PECO returns to the classroom as a dispatch trainee to learn the discipline of emergency dispatching. A Communications Sergeant was added to the Training Unit to act as a training officer coordinator to ensure the trainees complete their phases on time.

Continuing education is conducted regularly for all PECO's. The training unit coordinated twenty one (21) blocks of In Service Training (IST) totaling 2,500 hours.

Throughout the year, Lieutenant Baum and Lieutenant Leonard served as adjunct instructors and teach the online Public Safety Tele communicators course at Florida

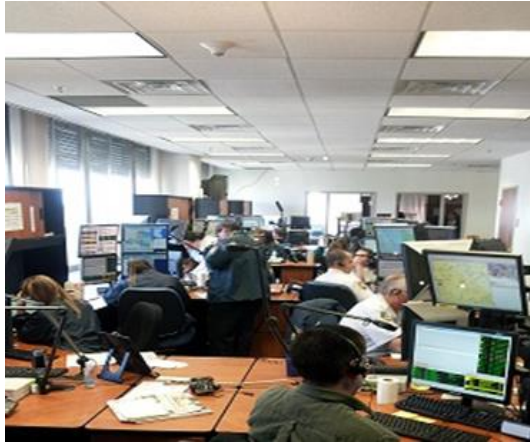
State College at Jacksonville (FSCJ). These courses are geared toward students who have been hired by a Public Safety Answering Point (PSAP) and are required to have 320 hours of training mandated by the Florida Department of Health for certification. This year there were eight (8) classes which consisted of one-hundred sixty-one (161) students. Lt. Baum also worked on a class where FSCJ was partnered with Valencia Community College that incorporated a hybrid session.

## **911 EMERGENCY TELEPHONE SYSTEM**

The county-wide 9-1-1 Emergency Telephone System is managed through the Jacksonville Sheriff's Office. The 9-1-1 system is funded through the 9-1-1 user fees. These fees are assessed on all landlines and specific wireless phone lines in Duval County.

## **911 ANSWERING POINTS**

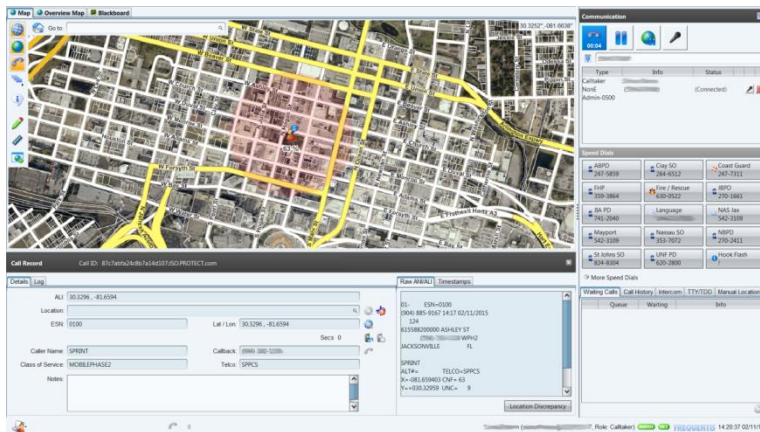
The Duval County 9-1-1 System consists of seven (7) Public Safety Answering Points or PSAPs, which receive and dispatch all 9-1-1 calls for Duval County. The Primary PSAPs are located in the Jacksonville Sheriff's Office, Atlantic Beach Police Department, Neptune Beach Police Department, and Jacksonville Beach Police and Fire Department and a Regional Dispatch Center for military installations at Naval Air Station Jacksonville (NAS JAX). Jacksonville Fire and Rescue serves as a secondary PSAP facility, handling calls requiring fire and emergency medical response. A secondary PSAP facility is also established at the University of North Florida (UNF).



The BUCC (Backup Communications Center) can be operated independently or simultaneously with the primary location. Both sites have the same technical capabilities. This arrangement helps to quickly stabilize dispatch operations during emergency situations or act as a temporary Communications Center, if the existing PSAP facilities of any agency are unavailable due to power outages, equipment

maintenance or other incidents. The backup site equipment is tested monthly and activated at least bi-annually to ensure operational readiness.

## WIRELESS PHONES



Over the past 15 years we have seen a dramatic change in the types of technology used for communication. Today over 70% of the 9-1-1 calls originate from wireless phones. Many citizens have abandoned the use of landline phones in their

homes.

## TEXT TO 9-1-1

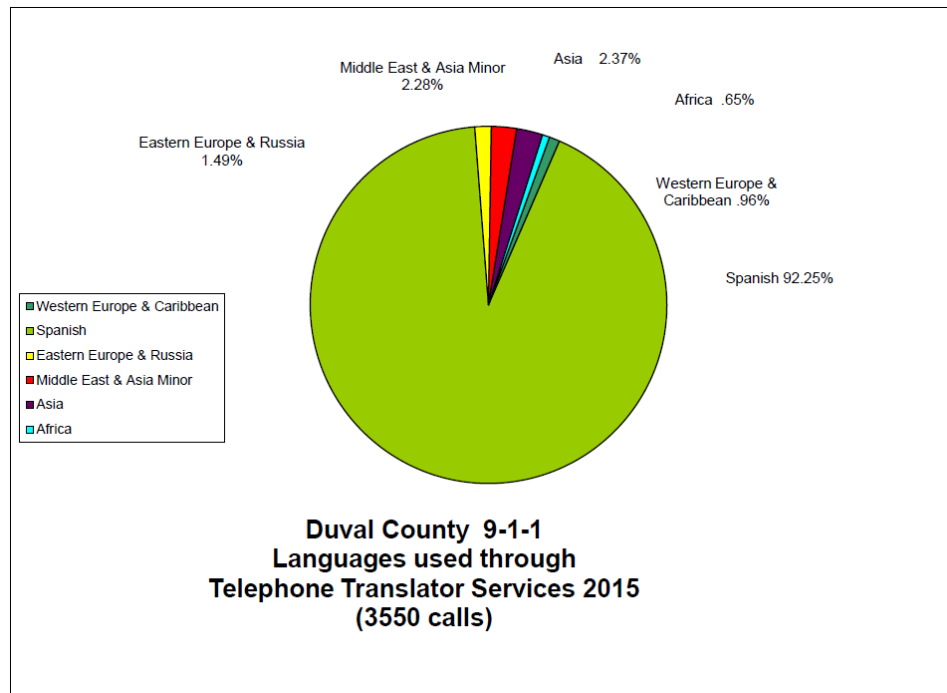
The FCC has made text to 9-1-1 capability a priority for 9-1-1 systems across the country. The 9-1-1 Administrator has been involved in regional work groups to discuss options, evaluate technologies, standards and protocols for text messaging to 9-1-1 in Northeast Florida. Selection of a Text Control Center (TCC) and installation of text to 911 will be implemented in the near future.

## ADA ACCESSIBILITY

The 9-1-1 System is also accessible to persons who may be deaf or hard of hearing, or who use text telephone devices or other technology to report emergencies. All 9-1-1 answering positions are equipped with TTY or Text Telephone answering capability, in compliance with the Americans with Disabilities Act (ADA). The wireline TTY text telephone technology is not the same as text telephone messaging from wireless phones.

## NON ENGLISH SPEAKING CALLERS

The chart below shows the 9-1-1 calls from non-English speaking persons which required the use of a translator service. These numbers may be deceptive because JSO has also initiated a policy of utilizing bilingual employees for telephone translation services when appropriate. This has reduced the number of calls requiring an outside translator service. Spanish continues to be the most commonly used language requiring translation, but the past few years have shown a growth in middle-eastern and Asian languages.



## BUILDING SECURITY UNIT

The Security Unit's mission is to provide safety, security, and services to Jacksonville Sheriff's Office employees and visitors who utilize the Police Memorial Building.

The Security Unit is a twenty-four hour a day, seven day a week operation. The Security Unit's primary responsibility is to prevent unauthorized access, reduce vulnerability of the Police Memorial Building and to protect employees and visitors. This responsibility is accomplished by security officers maintaining and enforcing access control by performing security checks inside the building, parking areas, and by screening all visitors and their personal property before granting access to secure areas in the building in compliance with policies and procedures set forth by the Criminal Justice Information Services (CJIS). During 2015, there were 13,714 visitors logged into the on-line computerized system to visit a department or unit within the Police Memorial Building. The number of logged visitors for 2015 does not include information on any citizen who is simply approaching the public records counter. No identification is required to make a public records request.



Additionally, the security officers monitor a secured video camera system which provides visual security of various areas inside and outside the Police Memorial Building. Other responsibilities and tasks assigned to the Security Unit personnel entails providing general information to citizens by telephone or in person, logging all visitors to the Police Memorial Building in the On-Line Visitor Log computerized system, daily deliveries of documents from the Jacksonville Sheriff's Office to the Tax Collector's Office, and escorting employees to their vehicles after hours or when requested to do so. Security Unit personnel support the Project Safe

Place program coordinated by the Youth Crisis Center (Y.C.C.). The Project Safe Place program necessitates that Security Unit personnel accept any person under the age of 18 who is a runaway, abused, and / or homeless and monitor the juvenile until placed in law enforcement custody.

Security Unit personnel are also responsible for maintaining a Prescription Drug Drop Box utilized by citizens who desire to discard unwanted prescriptions and over-the-counter drugs.



Additionally, the Security Unit personnel maintain the Deaf Link Video Relay Interpreter Service. The Deaf Link Video Relay Interpreter Service technology provides Deaf individuals with the ability to effectively communicate with law enforcement officers by way of an American Sign Language interpreter who is visible to both parties via a computer monitor. All security personnel are trained on the proper use of Deaf Link equipment. The equipment is available for use inside the Police Memorial Building at the Information Desk (Forsyth Street entrance).

## **GENERAL SUPPORT SECTION**

### **FLEET MANAGEMENT UNIT**

The mission of the Fleet Management Unit is to provide safe and effective vehicle support to the men and women of the Jacksonville Sheriff's Office. The Fleet Management Unit is responsible for the support, acquisition, maintenance, fueling and disposal of fleet equipment. Currently, Fleet Management provides support services for more than two thousand (2,000) pieces of diverse mobile equipment for the Sheriff's Office. In 2015, two hundred and thirty one (231) replacement vehicles were purchased. Included in this number; one hundred and fifty nine (159) Police Package Chevrolet Impalas, six (6) Lieutenant, eleven (11) Sergeant, thirteen (13) Traffic, thirteen (13) unmarked Detective Impalas, three (3) Crime Scene Technician vans, fourteen (14) auction, six (6) trucks, one (1) Tahoe, one (1) Suburban, one (1) DUI, one (1) tractor and two (2) Correction vans. All newly purchased patrol vehicles are equipped with

accessory wired emergency lights with dimmer control for the sitcom control box and computer power supply. The police radio is continuously wired hot for use in an emergency situation. The vehicles have an interior auto-locking patrol rifle rack, which enables patrol officers to have immediate access to their rifles, if needed.

The following improvements were made to the 2015 patrol vehicles:

- Laptop is continuously wired hot eliminating the need for extra auxiliary outlets while creating a more efficient work station.
- New style trunk mounted shotgun bracket for a more secure mount.
- Wash holes in the back seat floorboard making cleanup much easier and more efficient.
- Two new laptop features: adjustable screen stiffener and key locking mechanism.



The following improvements have been made to improve Fleet Management's operation and customer service:

- Online Appraisal Data Base



- Upgraded JSO Fleet Services Web Page
- Use of the Vehicle Driver information Center for monitoring oil changes

Fleet Management's centralized approach allows for Fleet to be responsive to customer needs by providing efficient, effective, and reliable services. Some of the services provided include, Vehicle Information Support (Maintenance and Repair); Vehicle Cleaning; Fuel Support; Vehicle Modifications (Lights, Window Tint, Hitches, etc.) and Accident Appraisal Support.

## **FACILITIES MANAGEMENT**

The Facilities Management Unit is responsible for the design, planning, permitting, material requirements, staffing requirements and oversight of all renovation and remodeling projects. In addition, the Unit coordinates repairs, maintenance and cleaning of the Police Memorial Building (PMB) and most other JSO buildings. During 2015, construction, renovation and/or repair projects were completed under the direction of the Facilities Management Unit. Some of the larger projects completed during the year were:

- Renovation of new offices for the Services Division
- Renovation of new offices for the Compliance Division
- Construction of a wall separating the Records and Identification Units
- Renovation of the Sex Crimes Unit office
- Renovation of the Burglary Unit office
- Renovation of the restrooms within the East Wing of the PMB
- Renovation of 1087-2 Haines St for storage of vehicles involved in homicides
- Renovation of the Information Systems Management office
- Painting of Zone 6, 711 Liberty 2<sup>nd</sup> floor building A, Police Memorial Building exterior doors and steps and Police Memorial Building Administrative Row offices
- Replacement of (2) 50T HVAC units at the Property & Evidence Facility

## LOGISTICS SUPPORT SECTION

### Property & Evidence Unit

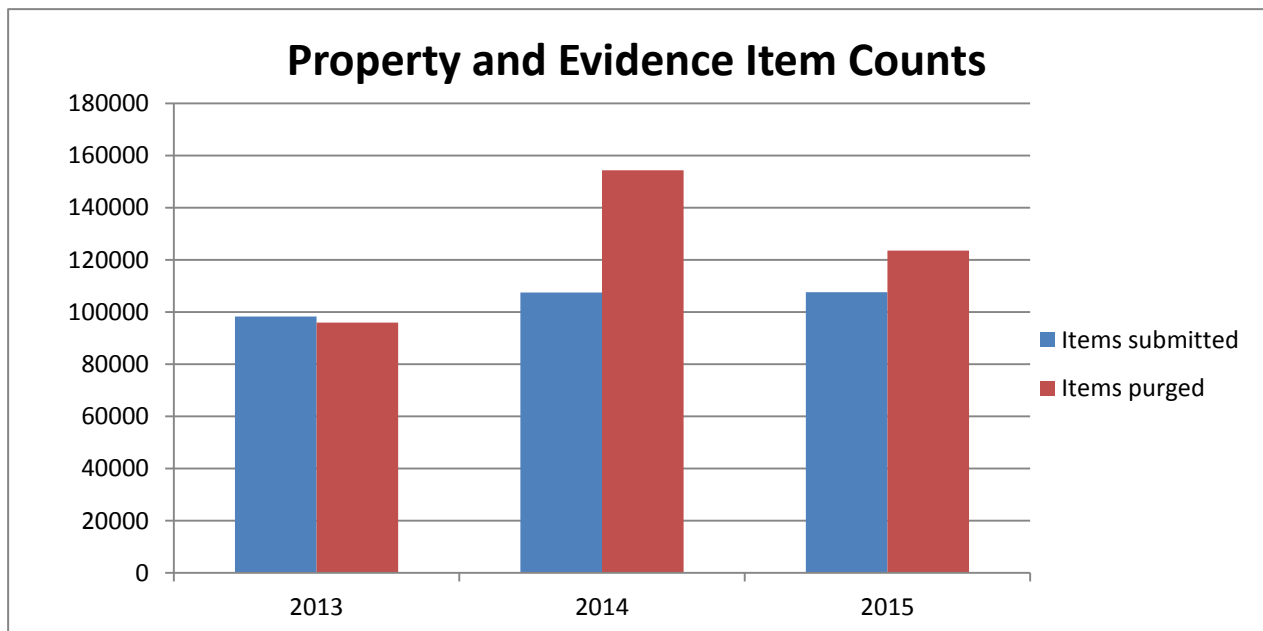
The Property and Evidence Unit is a 24-hour operation that is staffed by a Lieutenant, one Sergeant, four civilian supervisors, and eighteen Police Service Technicians. The Unit employees are tasked with storing abandoned and personal property recovered by Law Enforcement Officers as well as evidence from crime scenes. This is all done in a highly secured environment. The main responsibilities of the unit are to accurately account for all items stored and ensure the availability of those items for court purposes or their proper return to the lawful owner.



The Property & Evidence Unit also has a team of five employees who conduct research on past cases to determine if a final disposition indicates the evidence can be purged. This team was responsible for releasing holds on 64,056 items for purging during 2015, out of 93,371 items they researched, a 68.6% overall rate. Their work ensures the continued viability of the facility for several years to come.

In 2015, Unit focus remained on reducing the inventory of items which no longer had evidentiary value due to the statute of limitations and other factors. This in turn created additional space in the warehouse and vaults for future submissions. In addition to daily efforts and releases of property, the Unit implemented special purge activities. On five purge days between January and December, Unit personnel purged 22,778 no-hold items from the facility. The item count on hand for 2015 went from 446,480 to 422,765, for a reduction of 23,715 for the year, a 9.4% reduction.

During 2015, the Property and Evidence Unit processed 40,779 submissions for a total of 109,740 individual items. There were 130,827 items purged and another 11,051 items released from the facility during the same time frame, for a total of 141,878 items. These items were either returned to the rightful owner, sent to destruction, auctioned, adapted for department use, or donated to charities. The chart below displays the amount of items submitted and purged over the past three years.



The Property and Evidence Unit added new equipment for the year 2015. The new items are a Big Joe work assist vehicle and drying cabinets. The Big Joe brought the Unit up to three work assist vehicles and allowed the staff to work more efficiently. The



new drying cabinets added much needed space and will help by keeping the integrity of the evidence.

## **SUPPLY, INVENTORY MANAGEMENT AND MAILROOM UNIT**

The Supply Inventory Management Unit is responsible for demand planning, procurement, storage and distribution for the majority of supplies, materials and equipment used in Jacksonville Sheriff's Office operations. It also provides mail and small package services to JSO. During the required annual inventory of tangible property (assets) the Unit manages the process and oversees the recording of related inventory dispositions. It is manned by logistics personnel who perform planning, requisitioning, shipping, receiving, inspection, mail processing, warehousing, distribution, asset disposition, testing and inventory management functions. During 2015, the Unit completed field testing of a new refurbishment processes for damaged and worn items, expanding on its 2014 pilot



program. The results will produce another anticipated twenty thousand dollars in overall savings for future years. The Unit will work with the Department of Corrections to deploy the processes using inmate labor in FY2016. Additionally, as part of JSO's objectives of increasing the efficiency and effectiveness of its law enforcement resources, the Unit completed extensive analysis and testing of new body armor technologies. A new specification was developed as a result, providing increased flexibility, mobility, protection and heat relief for officers in the field. In other improvements, the tangible inventory process was automated more to improve efficiency, the Unit completed the transfer of alterations processes to Corrections which now produces 90% of JSO's uniform alterations and new lighter weight uniforms were specified and deployed to improve officer comfort.

## **MAILROOM AND RECEIVING OPERATIONS**

The Mailroom and Receiving operations cover all mail and a large portion of the small package receiving and shipping volume for JSO. Interagency transfers of documents and items are handled as well as vendor returns, shipment tracking and mass mailings. It is manned by technicians trained in security procedures, mail processing and package

services. The technicians utilize equipment, instrumentation and procedures designed to protect JSO against hazardous mail and packages.



The Mailroom continually scores “perfect” in its quality metric and has the highest rating of customer satisfaction possible in the measurement system. Over the course of a year, it processes well over 100,000 envelopes, packages and special mailers.