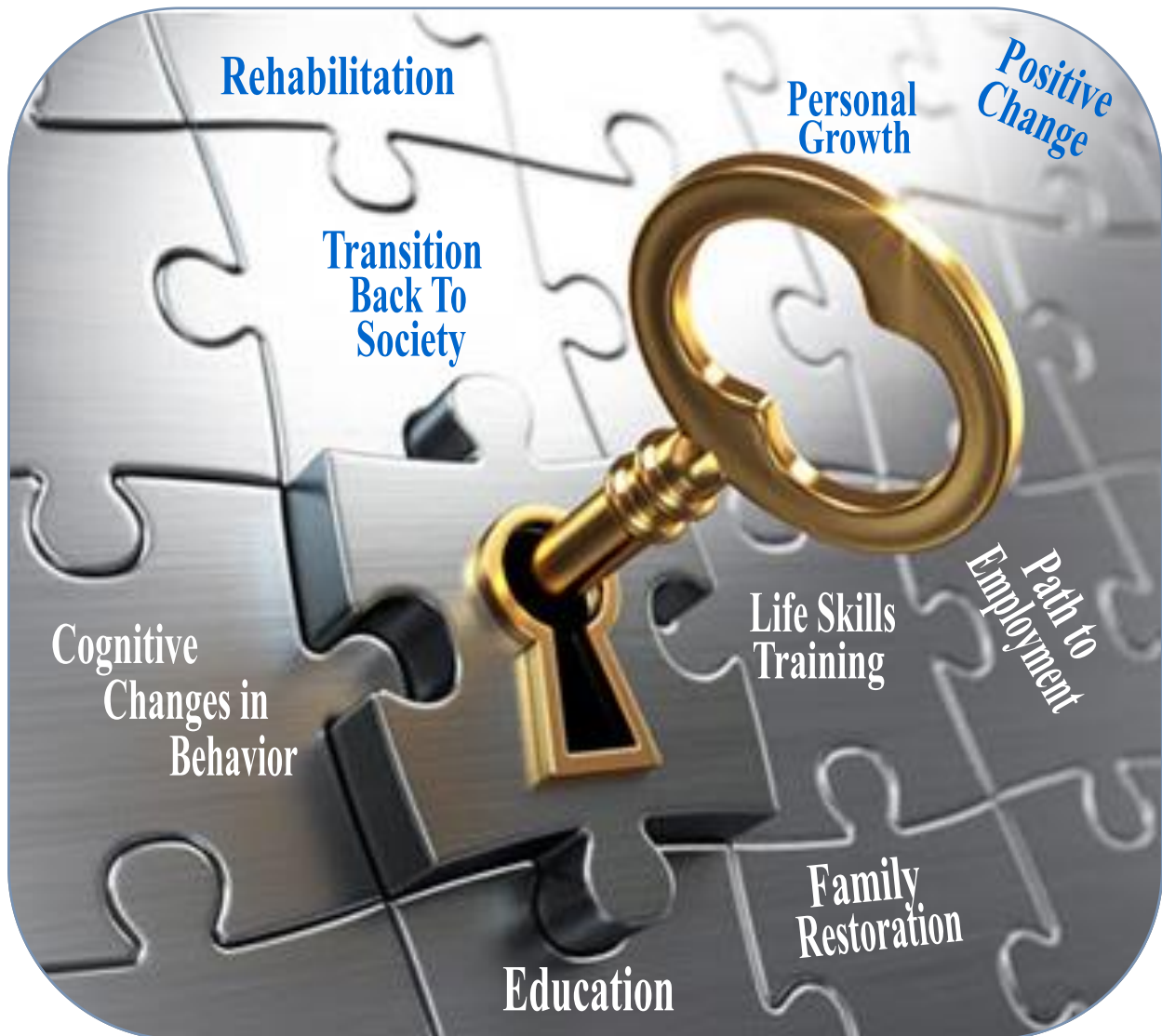


JACKSONVILLE SHERIFF'S OFFICE

Annual Report 2016

Department of Corrections





Jacksonville Sheriff's Office

Duval County, Florida

Mike Williams, Sheriff

501 E. Bay Street
Jacksonville, FL 32202

March 10, 2017

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 2016.

The Department of Corrections is led by me, Director Michael D. Bruno, and comprised of three (3) divisions: Jails Division, overseen by Chief Tammy Morris; Prisons Division, overseen by Chief Michael Devlin; and Division of Health Services, overseen by Chief George Pratt. Department of Corrections is also responsible for Court Operations. Seven hundred and twenty-three (723) corrections officers, one hundred and forty seven (147) civilians, and thirty nine (39) part-time employees are assigned to this department.

This report reflects the professionalism and dedication of a committed group of individuals who work well together to obtain results in line with your vision for this agency. You can be proud of the dedication of the fine men and women throughout the Department of Corrections who serve and represent this agency and the community well.

Sincerely,

Michael D. Bruno, Director
Department of Corrections

www.jaxsheriff.org



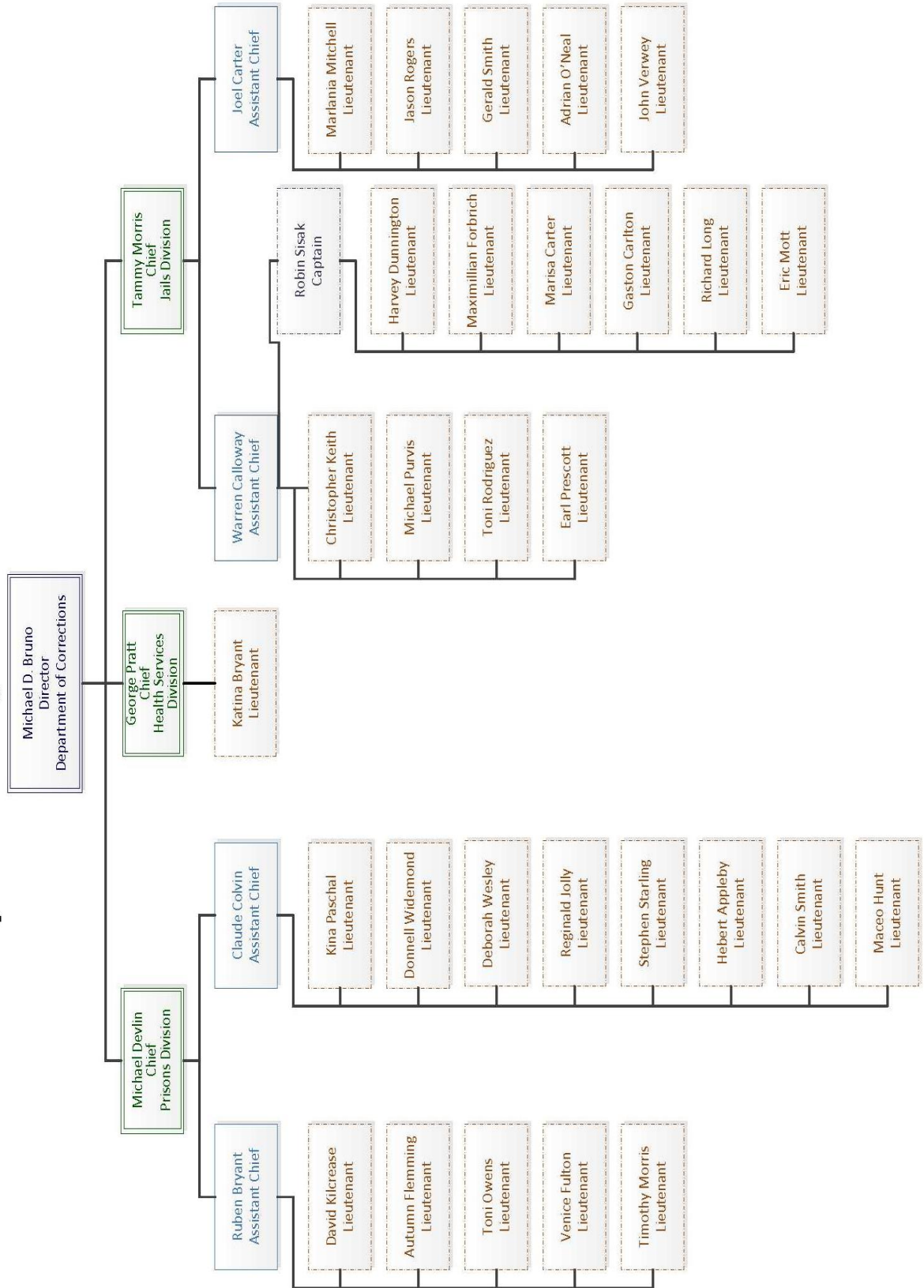
2016 Annual Report

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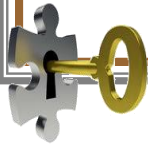
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Department of Corrections



Jails Division



PRETRIAL SERVICES UNIT

In 2016, the Pretrial Services Program (PSP) had 1698 defendant cases reach disposition while under pretrial supervision. Only 45 of these supervised defendants were rearrested, which yielded a 97.3% safety rate (no rearrests for new offenses).

That Jacksonville Sheriff's Office in conjunction with the Northeast Florida Safety Council (NEFLSC) operates the 24x7 Sobriety Program for pretrial DUI offenders as well as other potential offenses with a nexus to alcohol and/or other drugs. The PSU is one of three county-wide sobriety testing sites for the 24x7 Sobriety Monitoring Program.

The PSU uses the Florida Misconduct Risk Assessment Tool (FMRAT), which is an evidence based assessment tool for use in determining the likelihood of an offender to fail to appear in court and/or be re-arrested while on pretrial status. This tool helps the PSP staff focus resources to clients that are likely to be successful if provided the opportunity for pretrial services.

In an effort to enhance services provided by the unit, the PSU connects clients with community partners that offer a wide range and services. Some defendants have underlying issues that may prevent a successful completion of the Pretrial Services Program. By ensuring that we offer a diverse catalog of service providers, it enables us to provide these individuals the resources needed to stabilize their life thus improving the likelihood of a successful outcome.

Laundry, Commissary, and Food Service

Sgt. Fletcher is the Laundry, Commissary, 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, is responsible for facility laundry and food service security. Also under Sgt. Fletcher'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 2,595,482 meals for an average daily population of approximately 2,426 inmates at the Pretrial Detention Facility (PDF). Sgt. Fletcher also administers the preparation of staff meals and the Sheriff's Annual Christmas Luncheon.

Laundry personnel, consisting of three officers and utilizing inmate labor as well, washed and folded over 1,516 loads of laundry a month, which totaled over 18,200 for the year. They provided uniform exchange twice weekly with an average of 4,852, and linen exchange once weekly with an average of 2,426 to inmates housed at the PDF.

The commissary personnel, with the supervision of Sgt. Fletcher, delivered over 132,446 commissary orders. Sgt. Fletcher also sorts through all unclaimed commissary orders and distributes them to several nonprofit organizations throughout the community.

Maintenance, Receiving, and Sanitation

The Maintenance, Receiving, and Sanitation area consists of one sergeant, eight officers, seven civilians, and thirteen trustees. The Services Unit at the PDF saved the city tens of thousands of dollars by fabricating new items and repairing furniture and equipment. These items were built at a fraction of the cost to purchase them new and will last significantly longer than similar commercially available racks. This same group also fabricated and installed a new door for the laundry room; which eliminated the costly repairs due to the damages made by large industrial size laundry carts. The group also removed and replaced the Releasing counter with a new counter that was designed to be more functional and security conscience.

The nurses' station in Intake/Transfer area was removed, modified, and placed in a different area to allow for the new body scanners to be installed. The J1 courtroom was modified by removing the partition and replacing some floor tile. 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. The lower level housing area was modified with window tint to allow for the housing of female inmates. The 4th Floor was modified with lockers to allow all Trustees to be housed on 4-West.

The Receiving area unloaded and/or processed over 572 trucks. Over 312 Contractors/Repairmen, equipment, and tools were inventoried and processed through Receiving.

Property and Postal Service

The Property area is comprised of a combination of operations and support sergeants and thirty officers. Sgt. Peoples 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 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 required by accreditation.

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 and from 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 41,000 inmates for Regular Scheduled Court and over 31,000 inmates for J-1 First Appearance Court. Overall, there were over 70,000 inmates processed for court.

INMATE CLASSIFICATION UNIT

In the 2015 the Classification Unit in conjunction with the Security Committee, conducted 11,145 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 Immigration Customs Enforcement Unit (ICE). The unit is comprised of four active Delegated Immigration Officer's (D.I.O.), and one D.I.O. Sergeant. They assist ICE (a division of the Department of Homeland Security) in the detection and removal of criminal aliens.

The 287(g) Program enhances the safety and security of communities by partnering with state and local law enforcement agencies (LEAs) to identify and remove criminal aliens. 287(g) authority allows state and local law enforcement entities to enter into a partnership with ICE under a joint Memorandum of Agreement (MOA). The state or local entity receives delegated authority for immigration enforcement within their jurisdictions. The 287(g) Jail Enforcement Model is designed to identify and process all criminal and other priority aliens arrested and booked into a detention facility.

After being fingerprinted and interviewed, a bulk of those encountered met ICE's criteria to be placed in removal proceedings. Since inception, the unit has encountered 14,000

foreign born inmates and placed 2,300 in removal proceedings from 97 different countries. An annual inspection was conducted by the Office of Professional Responsibility. This inspection lasted 3 days and covered all aspects of ICE 287(g) policies and procedures. Once the inspection was over, we were pleased to learn that the inspectors found no deficiencies and ranked our program as one of the best model units in the country.

SECURITY UNIT

The Security Unit is responsible for the Implied Consent Program, Key Control, Fire Safety Inspections, PDF Clinic Security, and Facility Access to all Department of Corrections Facilities. The permanent staffing for the Security Unit is consisted of one Sergeant, and five officers.

During 2016, there were 1310 breath tests conducted and 987 refusals. The unit recertified 12 breath test operators. 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 Division passed its annual Fire Inspection without any deficiencies noted. In 2016, we also had a new fire warning simplex system installed to the PDF.

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. The unit was successful in gathering criminal intelligence that led to more than 20 varying warrants for criminal arrests for Introduction or Conspiracy to Introduce Contraband into a Facility. Several civilian visitors were also charged criminally for 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 4-hour blocks of instruction to new recruit classes. The unit has also traveled to numerous state

correction facilities and conducted gang/security threat group recognition training. The unit 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 more than 50 local and national gang members belonging to 10 different security threat groups. The unit and the task force wrote over 100 Field Investigation Reports. In an effort to curb gang violence, a Security Threat Group housing area was created, where identified leaders of said threat groups were to be housed and kept separate out of general population.

Dual Certified Officers Program

The Dual Certified Officer (DCO) program has officers assigned at all three DOC facilities, working in both operations and support services positions. There are currently 67 DCO's in the Department of Corrections. The DCO's are responsible for completing a basic law enforcement program and maintain their training throughout the year. During 2016, DCO's made a total of 4,484 arrests; with a total of 5,846 charges.

DCOs currently handle on-viewed incidents inside of the DOC. DCOs have been tasked with investigating the on-viewed crimes within the DOC; reporting them accurately, handling evidence, filing charges, and attending court. Having the DCO program active within the DOC assists with the area Patrol Zone in such manner that patrol officer's do not have to step away from calls for service to the public since DCOs have the ability to handle basic criminal investigations inside of the DOC.

FUGITIVE AND TRANSPORTATION UNITS

In 2016, the Fugitive Unit transported a total of 2,001 inmates. 84 inmates were transported within Duval County. A total of 1,811 inmates were transported outside of Duval County throughout various locations within the State of Florida. Lastly, 106 inmates were transported outside of Florida, returning from a myriad of states within United States of America. The Fugitive Unit transported 28 inmates for deposition at the State Attorney's Office. Fugitive Unit Personnel travelled 184,499 miles and took 38 commercial flights to make the above transports. Moreover, the Fugitive Unit had 369

extradition cases in which 299 were approved, 56 were rejected, and 14 are still pending.

In 2015, the Transportation Unit transported a total of 41,535 inmates to the Duval County Court House and a total of 1,967 inmates to the Florida Department of Corrections.

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 2016, Operations processed 29,789 inmates into jail and released 30,161 inmates. The Jails Division Operations is the largest unit within the Department of Corrections with 391 personnel assigned to supervise, on average, 2,426 inmates (2016 ADP) daily 365 days a year. The Operations watches have 67 officers who are certified in corrections and law enforcement, known as Dual Certified Officers (DCOs).

Operation Safe Jail

In 2016, the Jacksonville Sheriff's Office began a Violence Reduction Initiative (VRI). This initiative focused on reducing violent crime in the City of Jacksonville. In direct support of the Sheriff's Office initiative, the JSO Department of Corrections began implementing Operation Safe Jail (OSJ) measures to reduce violence in our correctional facilities.

In April, we implemented a 36-hour security threat group (STG) lockdown after all violent group related incidents. This measure allows time for security personnel to thoroughly investigate group violence to identify all participants and take appropriate action for safety and security.

In September, an administrative confinement dorm was reclassified as an STG lockdown dorm in the PDF. The most violent group members and leaders were removed from general population and placed in the STG lockdown dorm. Although we remove many leaders from general population, they still try to control their groups while in confinement.

At the end of 2016, we began placing additional sanctions on specific lockdown leaders when their groups committed violent acts within the facility. At the time of implementation, there were nine inmates on STG lockdown status.

Operation Safe Jail is in the early stages of implementation. The final measures will be put in place in early 2017.

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, the 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 are 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.

The Dismas project is another arm of the Jacksonville Sheriff's Office reentry initiative. This program is designed to address the needs of offenders that 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

The Jacksonville Area Discharge Enhancement (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 team effort of the Mental Health and Information Sharing sub-committee a dedicated SSI/SSDI Outreach Access and Recovery (SOAR) Processor was assigned to assist returning citizens from our local and state correctional facilities apply for benefit assistance.

Through Senate Appropriation, the Consolidated City of Jacksonville was awarded an additional \$900,000 to expand both services and eligibility at the Jacksonville Reentry Center. An additional 500 clients can be served. The expansion of eligibility now includes anyone convicted of a felony offense in the 4th Judicial Circuit (Duval, Clay and Nassau Counties) and sentenced to a Florida Department of Corrections facility, and returning to reside in Duval County, as well as individuals convicted in Duval County of a felony offense, sentenced to at least six months in the county jail, and being determined as having a high risk to recidivate. Individuals are screened at the county jail by a validated risk assessment tool called the Proxy Screener.

The expansion of services includes having a full time licensed mental health counselor and a part time advanced registered nurse practitioner that are able to provide mental health, substance abuse, and psychological assessments in a timely manner. Four additional correctional services counselors are now on staff. An additional 30 nights of transitional housing is now available to those that are in need and in compliance with their case plan. Work readiness and other items such as steel toed boots, work tools, back packs, tennis shoes and fees for specific certifications such as fork lift training is now also available through the additional state appropriated funding.

Fiscal year 2015-16

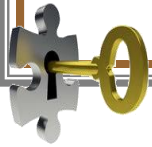
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|---|-------|
| Clients that signed a three month contract | 653 |
| Nights of transitional housing provided | 6,754 |
| Mental Health service hours provided | 1,920 |
| Clients receiving clothing | 617 |
| Clients receiving food goods | 610 |
| Weekly Bus Passes provided | 2,818 |
| Clients that became employed while in the program | 281 |
| Florida Identifications/Driver's License | 235 |
| Clients that successfully completed program | 324 |
| Clients assisted without completing program | 233 |
| Clients arrested while in program | 77 |
| Information provided to individuals who did not sign a contract | 7828 |

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

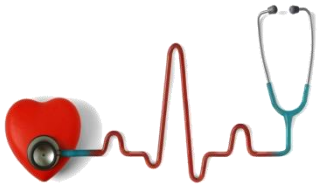
Recidivism Reduction: The Jacksonville Reentry Center provides holistic services to all eligible individuals regardless of the severity of their sentence. Eligibility is based upon three factors; the individual must have been a resident of Duval upon arrest, they must have been convicted of a felony offense 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 Developing Adults With Necessary Skills (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 Washington DC Department of Corrections, Marion and Orange County staff, and representatives from Santa Rosa and Hillsborough County have toured the JREC facility or sought program implementation advice.



Health Services Division

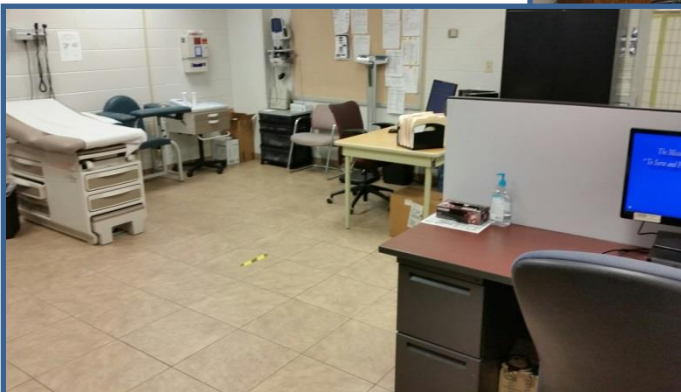


The Division of Health Services (DHS) provides medical, mental health, and dental services for the inmate population within the care and custody of the Jacksonville Sheriff's Office, Department of Corrections (DOC). Our overall objective is to ensure that the basic health care needs of each inmate are 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 DHS entered into a contract with the AIDS Healthcare Foundation (AHF) in February 2015 to provide medical and pharmacy services for people with HIV/AIDS. There has been an estimated savings of \$266,185.02 since inception. Three days of HIV medications are also being given to patients upon release for continuity of care.



The DHS constructed a satellite clinic on Lower Level to more efficiently serve the female inmate population now housed on that floor. The new clinic significantly reduces female inmate movement around the building, the need for officer escort, and improves overall security while providing nearly all of the medical services found in the M2 Clinic.

Many women being released back into the community suffer from substance abuse and mental health disorders and, for those reasons, they desire birth control but lack access to services. Women interested in long term birth control devices are referred to the Department of Health prior to their release.

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 the psychiatrist according to policy.

Pharmacy

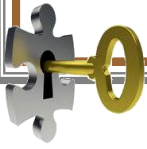


Treating a very sick inmate population is very expensive. Pharmacy is one of the most important and costly components of the health care operation. Shrewd prescription practices, ordering, billing, reconciliation, continuous surveillance, and rigorous auditing processes

helped maintain the pharmacy expenses. In 2016, over \$1.4 million were spent on pharmaceuticals with 67% of that amount spent on HIV and psychotropic medications.

Accreditation

The DHS was reaccredited by the National Commission on Correctional Health Care (NCCHC) in January 2016. Further, the division was inspected in April 2016 by the Florida Model Jail Standards (FMJS) medical inspector and found in 100% compliance with all standards thusly receiving an exemplary report.



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.

The Montgomery Correctional Center consists of three compounds: North Unit, South Unit, and Annex (C-Building). The North Unit functions as a sentenced male facility with a capacity of 560. The South Unit functions as a female facility; designed to house 190 sentenced and un-sentenced prisoners. The Annex (C-Building) can house an additional 56 prisoners. Throughout 2016, MCC maintained an average daily inmate population of 512.

The MCC Security and Classification Units are led by Lt. Chad Starling and Sgt. Chris Harris. The primary focus of these units is internal and external institutional security and the proper identification, and designation and housing of inmates while they are incarcerated at MCC. The end goal of the Security and Classification Unit 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 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 sources for the interdiction of both hard and illicit contraband. The Security Unit was also active in collaborating with the Jacksonville Sheriff's Office (JSO) Intelligence and Integrity Units when investigations warranted their involvement. In the calendar year 2016, Security Unit investigations led to the dismissal of four civilian inmate 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 properly screen and classify the inmates upon their arrival. These officers ensure new arrivals are assigned a proper housing location and given an appropriate work crew assignment. These assignments are determined by the inmate's current charges and past criminal history. The coordination and utilization of inmate labor at MCC resulted in an estimated savings of over 5.5 million dollars to the City of Jacksonville in 2016. The Classification Unit also maintains and updates inmate records for those that fall under specific categories. These categories are Sexual Predators, Blood Borne Pathogens, Mental Health, Escape Risks, and Security Threat Groups (STG).

The MCC Security and Classification Unit coordinates with the Jails Division Intelligence Unit and the Community Transition Center (CTC) Security Unit to share information regarding the documentation of newly discovered STG members housed within the institution. MCC Classification Officers conduct thorough interviews to identify potential STG members. Any distinguishing features such as tattoos were photographed and documented for intelligence gathering. The documentation of this intelligence, as it relates to STG activity within our institutions, is vital to help maintain a safe and secure environment. In 2016, MCC Security Officer, Lee Hofstad, submitted field investigative reports on 11 previously unidentified STG members and routed the information to the Intelligence and JSO Gang Unit for database processing.

Officer David Lucas works as the Security Technology Officer at MCC. Among his many responsibilities, he helps to maintain all technological hardware and software throughout the facility. He coordinates with Information Systems Management (ISM) and Global Tel Link (GTL) on any computer or telecommunication issues that may occur within the facility. He works hand in hand with city vendors and civilian contractors on installation and maintenance of our camera systems, fire safety systems, portable scanners, control panels, electronic gates, and



magnetic and keyed locking mechanisms. Officer Lucas has also been instrumental in coordinating with the MCC Services Unit to bring the new MCC Health and Rehabilitative Services Facility on-line. Through his vast knowledge, efforts, and contributions on large renovation projects at MCC, Officer Lucas has saved the citizens of Jacksonville tens of thousands of dollars. Because of his work ethic and dedication to the Jacksonville Sheriff's Office, Officer Lucas was recognized as Correctional Officer of the Month for April 2016 and subsequently recognized as the Correctional Officer of the Year for 2016.

The Community Projects arm of the Security Unit, under the direct supervision of Sgt. Harris, continues to be a valuable asset to the Jacksonville Sheriff's Office and to the community it serves. Utilizing a team of five inmates, Officer Richard Luke works with JSO patrol officers in and around the Jacksonville area to help with special projects to include the removal of urban blight, elimination of vagrant camps, and beautification projects. Officer Luke's team is also heavily involved in cleaning illegal dump sites and other special city related projects upon request.

Officer Richard Luke



Officer Grady Mixon works in conjunction with Officer Luke assisting as demand for inmate labor increases or larger scale projects arise. When not directly involved in community projects, Officer Mixon supervises an independent inmate work crew which maintains the grounds around MCC.

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, The Greater Jacksonville Kingfish Tournament, The Jacksonville Equestrian Center, and a significant clean up and blight removal project in the Panama Park area of Jacksonville.

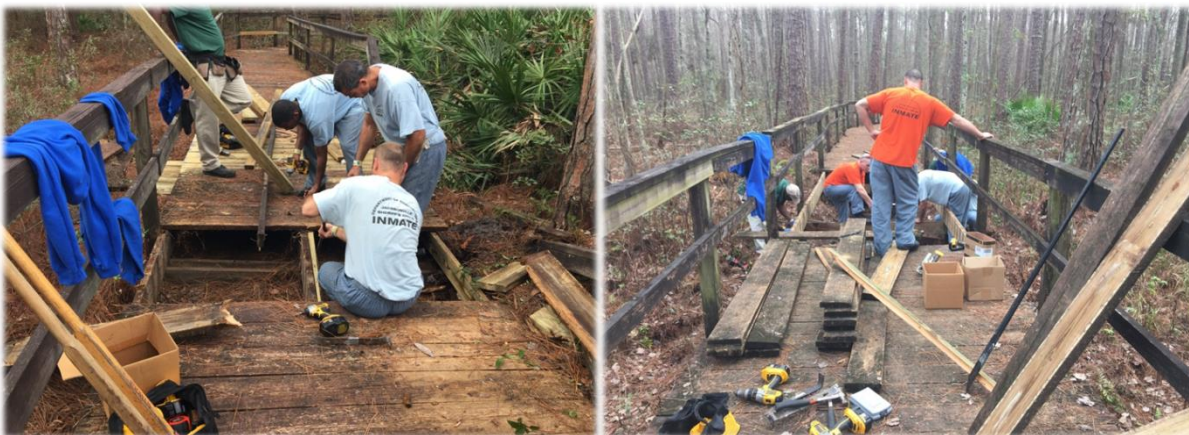


The MCC Community Projects team continued to work hand in hand with the Duval Extension Service; Urban Forestry Division, a partnership that was formed in 2015. This is a group of retired volunteers who have completed a master gardener program. These volunteers prune and trim trees in city parks twice each month in their spare time 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

Our Community Projects inmates also do a lot of work at local city parks. One example is a project they completed at Pope Duval Park on the Westside of Jacksonville. The inmates replaced several hundred feet of damaged boardwalk, saving The City of Jacksonville thousands of dollars that would have otherwise been paid to a contractor.



With the assistance of MCC and CTC watch commanders, we frequently were able to generate additional officers for our Community Projects Unit through our Career Enhancement Program. These additional officers allowed us to have up to five work

trucks and twenty inmates working throughout Jacksonville at any given time. This ensured that many neighborhood improvement projects previously on hold could be expedited. In 2016, the Community Projects team continued to be a vital component in mitigating blight throughout the City of Jacksonville.



They removed over 2,600 yards of debris and dumped 51,229 pounds of trash at the Trail Ridge Landfill.



The MCC Security and Services Units attended several Sheriff's Watch Safety Fairs and meetings, and held two Citizen Academies in 2016, which allowed us the chance to introduce ourselves and share with the citizens what we do. It's a great opportunity for us to answer any questions the public might have,

and it also provides them an avenue to learn more about the Department of Corrections.



In July 2015, MCC broke ground on our new Health and Rehabilitative Services Facility. The new facility will replace two aging trailers currently being used for health services at the MCC. The new clinic will greatly increase the overall efficiency of our inmate health services, and also provide sorely needed classroom space for our continuously expanding inmate programs. Construction was completed in late 2016, and the facility is scheduled to open in January, 2017.



In 2016, the MCC Services Unit, led by Lt. Donnell Widemond, continued to enhance the facility, inmate programs, and other units within the Sheriff's Office. Our core duties

are to support the facility operations through food service, sanitation, maintenance, and procurement activities.



The Maintenance Team, led by Frank Bass, continues to be a tremendous asset to the Jacksonville Sheriff's Office. Travis Bowles oversees the Metal Shop and is an invaluable resource when unique projects are in need of completion. Travis and his assigned personnel, who consists of inmate labor, completed over 150 metal fabrication projects for the Department of Corrections, JSO Swat, JSO K-9, JSO Gun Range, Camp Consequence, VA Cemetery, Emergency Preparedness Unit,

Police Academy, JSO Honor Guard, JTA, Public Buildings, and the IM Sulzbacher Center. The inmates involved in this vocational program receive valuable welding and metal fabrication training from Travis; who is our certified welding trainer. Their continued contribution to the City of Jacksonville over the past year has been exceptional.

The "A New Leash on Life" (ANLLOL) canine training program at the MCC had another great year. Our program partner, Pit Sisters, continue to provide their expertise, pet supplies and veterinary care for our program animals. This enables MCC to



provide this valuable program at no cost to the Jacksonville Sheriff's Office. 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 Lisa Irre oversees the program and has supervised 13 classes, which included 70 dogs and 72 inmates completing the 10 week program. This program garnered positive publicity for the JSO through several news stories by First Coast News, News4Jax, and The Florida Times Union.



Pit Sisters opened a new adoption center, The Doc Tony Tails Training Center, which will employ inmates from our program after release. A recent graduate of our ANLOL program was released and received a job with the Flagler

Humane Society due to his participation in the program. This graduate received a scholarship from the Taylor Foundation to become a certified dog trainer. We ended 2016 with a class of puppies that were rescued from a fighting ring.



The MCC Prisons Industries Unit launched the JSO Alterations Shop in 2015. Thus far, Officer Pitney and her inmate workers have completed over 11,151 uniform alterations. This prison industry will save the JSO over \$50,000 a year in alterations expenses. An additional 2000 man-hours are estimated to be saved from eliminating each officer from handling their own alterations delivery and pick-up at alternate sites. Currently Officer Pitney is processing all of the embroidery for the “Officer of the Month” polo shirts to make a larger impact on our uniform savings. Two new washers and dryers were recently installed in the Alterations Shop. To help offset the cost of purchasing new departmental uniforms, Officer

Pitney recently began laundering gently used uniforms for JSO Supply.



Sgt. 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, retail, and safe food handling practices. The program concludes with the inmates preparing for and taking the ServSafe certification exam. 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.



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 and is commonly referred to as the “Programs Facility.” The primary focus of the CTC is to reshape the behavior of our county sentenced inmates by providing them with the tools needed to become productive members of society upon release. With this goal in mind, the CTC provides numerous programs and classes for our inmate population.

Watch Operations

The CTC’s Watch Operations team is comprised of three (3) lieutenants, nine (9) sergeants and forty (40) officers. Lieutenants Autumn Flemming, Timothy Morris and Venice Fulton lead their respective watches daily to ensure that the operations teams’ primary duties of care, custody and control of the inmate population are maintained. Watch operations duties include the following: inmate count, facility security, recreation supervision, supervision of inmate meal service and visitation. During the course of 2016, watch personnel processed approximately nine hundred three (903) inmates into our facility. During this same time period, they processed and released approximately nine hundred thirty (930) inmates from the facility. The average daily population at CTC for 2016 was two hundred fifty-eight (258) inmates.

When necessary, the Watch Operations team works the with support personnel to ensure that the daily operational functions of the facility are maintained, even during emergency situations. This year Hurricane Matthew threatened the City of Jacksonville which caused the watch operations team to conduct a complete evacuation of the facility. The watch operations team, along with the support staff, evacuated approximately two hundred fifty-five (255) inmates to the other Department of Corrections (DOC) facilities. Once the storm passed, all of the inmates were transported back to the CTC and normal operations were resumed.

The CTC is the smallest of the three DOC facilities in both size and inmate population. However, the CTC personnel take great pride in knowing that the programs offered at the facility have tremendous impact on the lives of our inmate population. Watch

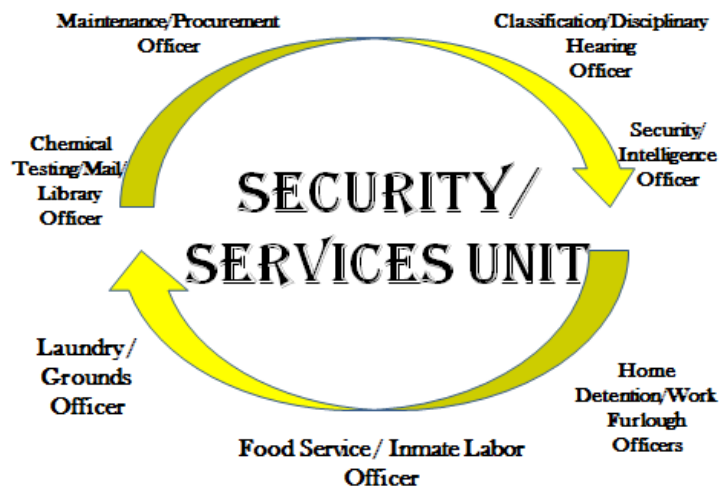
Operations personnel work in unison with the many community volunteers and other program providers to ensure that our facility's mission is realized daily.



SECURITY/SERVICES UNIT

The CTC Security/Services Unit is comprised of nine officers and led by Lt. Toni Owens and Sgt. Deborah Riley-Harris. Under their leadership, the Security/Services Unit strives daily to accomplish their primary mission of providing exceptional support and services for the CTC. The Security/Services Unit oversees all security aspects and special projects for the facility. The CTC is relatively small compared to our two other larger institutions, and there are fewer officers who provide the same services as their counterparts at the other facilities. Instead of being accountable for only one individual job or task, these officers are responsible for managing several functions while continuing to conduct their core duties. The staff assigned to this unit performs at a high standard each day in order to maintain the level of service required by our facility.

Some of the duties of the Security/Services team are; facility maintenance, laundry and grounds maintenance, vendor contract



compliance, inmate classification, inmate mail delivery, disciplinary report hearings, chemical testing, food service, inmate labor, key control, vehicle upkeep, facility technology needs, facility security, and security threat group intelligence.

Facility and Grounds Maintenance Staff

In 2016 The Security/Services team has made extraordinary changes in facility processes and in the overall appearance at the CTC. Due to a shortage of manpower and an abundance of projects, the Security/Services Unit frequently partners with watch personnel to accomplish our mission. Last year our staff provided the institution a much needed “facelift” by painting all buildings, adding a privacy fence, beautifying the overall grounds, and replacing old and outdated signage.





BEFORE



AFTER



BEFORE



AFTER



We are extremely proud of these achievements and anxiously look forward to future endeavors in 2017. The Security/Services Unit definitely embraces the concept of teamwork, which further demonstrates their commitment to excellence.

Chemical Testing

The chemical testing officer conducts the chemical (drug) testing of inmates for the Prisons Division, distributes inmate mail, maintains the facility law library, and participates in numerous other facility projects.



In 2016, 869 chemical tests were conducted. Many inmates, in specific programs, are tested on a weekly basis while others are tested randomly or when drug use is suspected.

Food Service

The food service officer is charged with overseeing the CTC's food service area and its daily operations. In addition, the officer has developed a strong partnership with the Aramark (food service provider) staff that has greatly increased the overall efficiency of our food service operations.



Home Detention

The home detention program also falls within the scope of CTC Security/Services. The unit consists of three field investigators; who are charged with the tracking and supervision of the inmates in this program. The home detention program affords both pre-trial and county sentenced inmates the ability to remain at their home





pending the disposition of their case or serve their sentence at their respective residence. Although this may sound like a wonderful way to spend an incarceration period, it is not. Not only are these inmates monitored 24 hours a day, 7 days a week, many are required to stay at their home unless they are on an approved activity, such as a weekly visit with their corrections counselor, going to and from their place of employment, or medical appointments.

The staff assigned to this unit constantly monitors the participants via GPS monitoring and by conducting frequent physical spot checks. Our field investigators are out in the community daily ensuring that these inmates are in compliance with program rules and regulations as designated by their individual court orders. Participants are drug tested on a weekly basis and are also required to pay board fees to assist with the cost of their monitoring.



DEPARTMENT OF CORRECTIONS PROGRAMS UNIT

The Jacksonville Sheriff's Office Department of Corrections Programs Unit is led by Lt. David Kilcrease and Sgt. Equilla Stallworth. The members of the Programs Unit facilitate and/or assist with inmate related programs, classes, and events offered at all three corrections facilities.

Matrix House Substance Abuse Treatment Program

This is the CTC's flagship program for helping our inmates change their lives as well as reducing recidivism rates. River Region Human Services is contracted by the City of Jacksonville to provide an intensive, clinically structured doctrine, based on the Therapeutic Community model for one-hundred and thirty-five (135) inmates. River

Region personnel and CTC corrections personnel work together in a partnership to efficiently and effectively facilitate the program.

This program 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 aftercare treatment once they complete the in-house program. From July 1, 2015 – June 30, 2016, Matrix House served five-hundred and seventy-seven (577) unduplicated clients. Among the four hundred and thirty-seven (437) clients that were discharged during the year, 79%

successfully completed the program. At 41%, alcohol dependence was the number one diagnosis for participants. The second highest diagnosis was opioid dependence with 27%. Coming in third was cannabis with 16%, and cocaine at 13% was fourth place.

Upon successful completion of the Matrix House and After Care programs, participants are recognized at the Quarterly Matrix House Commencements. These commencements are joyous occasions where the ‘graduates’ are recognized and share how they are doing in their recovery and reintegration into society. Sixty (60) Matrix House graduates attended the commencements this past year.

Work Furlough and Job Readiness Programs

These two programs are designed to assist inmates in returning to the work force as they transition from incarceration back to society. In the Job Readiness Program, CTC



corrections counselors assist eligible inmates with learning how to develop their resumes, apply for jobs, interview for positions, and with obtaining their Social Security cards and Florida Identification cards, when necessary. Once an inmate obtains employment, the inmate is moved to the Work Furlough Program. The inmates must wear a GPS ankle monitor,

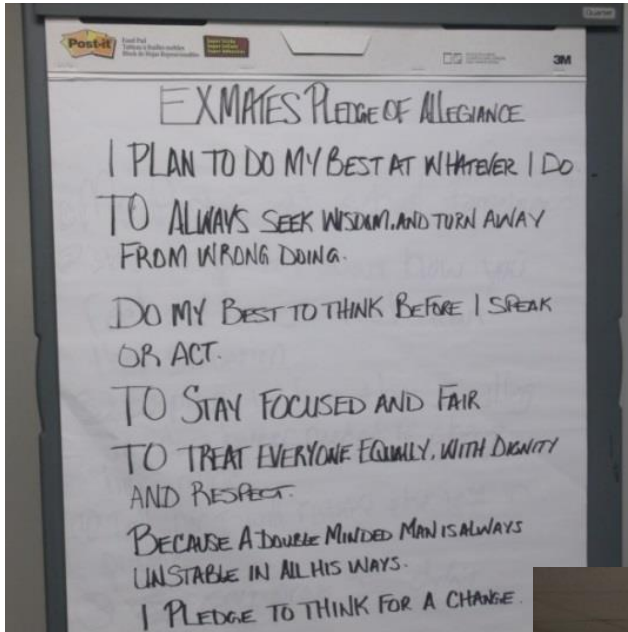
which allows staff to track their movements as they go to and from their place of employment or other approved destinations. Work Furlough inmates return to CTC at the end of their work day. Participants in this program are able to gain valuable work experience while being monitored. Many of these inmates keep their jobs upon release and some have been promoted into supervisory positions.



Mrs. Lorna Jones-Stutson supervises the corrections counselors. This team takes great pride in assisting our inmates with developing employability skills and gaining employment. Through their efforts, these program participants are able to gain or maintain employment so that they can, in most cases, continue to support their families and keep a stable footing in the community while serving their sentence.

Thinking For a Change (T4C)

T4C, the cognitive behavioral program that we began in 2013, continues to be a focal program in our efforts to reshape negative and counterproductive behavior. We deliver the program to small groups of offenders to assist them in changing their way of thinking. This program continues to be well received by participants and has proven to be very successful in changing behaviors. In 2016, there were one-hundred nineteen



(119) inmates that successfully completed this program, including ten (10) juvenile offenders.

Program Unit Officers Gevonnia Thurman and Lashanda Frazier conducted T4C training in March 2016 for twenty-one (21) of our community partners from the Women's Center of Jacksonville, Clara White Mission, Operation New Hope, and

Hubbard House, to name a few. The training was offered to assist our partners in better understanding the needs of inmates once they have completed their sentence and re-entered the Duval County Community.



Classes and Events

The Jacksonville Sheriff's Office Department of Corrections offers classes and events at each of our facilities that are geared towards helping the inmate participants in personal enrichment. Most of these classes and events are facilitated by volunteers. Our volunteer force is a critical component to our ability to offer quality programs for our inmate population.

Some of the classes offered at our facilities are:

- GED Preparation Classes; taught by Florida State College at Jacksonville faculty members.

- Substance Abuse Education Classes; facilitated by River Region Human Services staff for inmates addicted to illegal/legal substances. These inmates are also offered Alcoholics Anonymous and Narcotics Anonymous support meetings; conducted by local volunteers to aid in their recovery.
- Yoga, which is taught so that inmates can explore and understand their inner self; leading to a calmer and more manageable approach to life in our “Yoga 4 Change” class. The Yoga 4 Change staff currently serves both men and women at all of our corrections facilities.



- Taking the First Step; a self-esteem course designed to encourage change, promote personal growth and provide the tools to start rehabilitating from within; specifically for women. Over one-hundred (100) women completed the course in 2016.

- The Richard A. McKissick Developing Adults with Necessary Skills Program (DAWN); which provides GED, life skills, and vocational preparation classes for our adult county sentenced population between the ages of 18-23. This program is offered at the Pre-Trial Detention Facility (PDF) and the CTC. Seventeen (17) high school equivalency diplomas (GEDs) were earned in 2016.



- Duval County Public School #176, which is located in the PDF, held the annual graduation ceremony on June 8, 2016 in the J-3 Court Room. There were twenty-three (23) inmates that graduated. Eleven (11) inmates received their diplomas and twelve (12) received a certificate of completion.



- Sonya Young, from Gateway Community Services, continued to bring us new programs this past year. She introduced the Life Skills and Beyond Class to the male juvenile population. This course provided them with coping and life skills geared towards producing adaptive and positive behavior that will equip them to deal with the demands of everyday life. She has facilitated the class to well over one-hundred (100) juvenile males and continues to monitor and communicate with them once they leave the facility. Ms. Young received a much deserved Certificate of Appreciation recognizing her efforts during the Jacksonville Sheriff's Office November 2016 Meritorious Awards Ceremony.

- The DAWN Program also introduced the Money Managing Leaders Class for females this past year. The participants learn financial literacy and leadership skills. Eight (8) women have completed the program since its inception in September.

- On March 7, 2016, Judge Fahlgren took the time to visit and speak with the participants in our male DAWN Program. Judge Virginia Norton, who is one of the DAWN Program's biggest supporters assisted in having Judge Fahlgren speak to



the inmates about the importance of education and making positive changes in their lives. All of the participants appeared to sincerely appreciate Judge Fahlgren taking the time to speak with them.

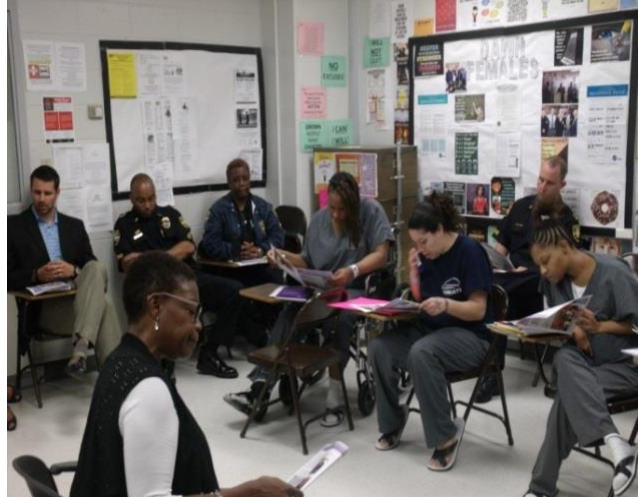
- On May 16, 2016, Senator Audrey Gibson took the time to visit and speak with the participants in our female DAWN Program. Senator Gibson spoke to the inmates about the importance of making positive changes in their lives and that it

is never too late to change. She provided information on how the State Legislature works and all of the involved components. All of the participants appeared to sincerely appreciate Senator Gibson taking the time to speak with them. Senator Gibson



also took the time on May 24, 2016 to meet representatives from JSO and River

Region at the CTC to learn more about the Matrix House and all of the programs in the Jacksonville Sheriff's Office Department of Corrections.



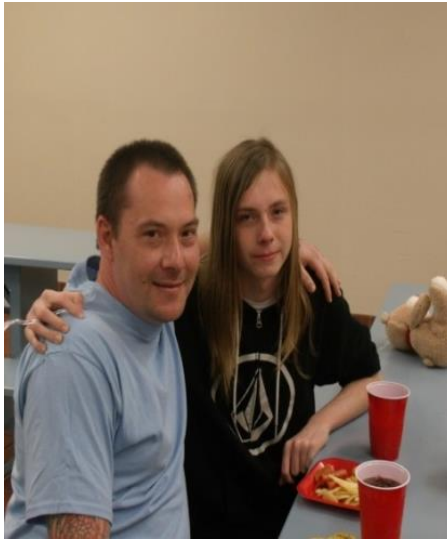
- The Domestic Offenders Obtaining Re-education Program (DOOR) is our batterer's intervention program facilitated by Hubbard House volunteers. In 2016, they conducted one-hundred and thirty-one (131) classes and awarded one-hundred and twenty-four (124) certificates of completion.

- The Programs Unit continued our annual partnership with Bishop John E. Guns and the St. Paul's Missionary Baptist Church to produce "A Father's Blessing" Video. Thirteen (13) inmates participated in the making of the video message to their children during the Christmas holiday. It was filmed at the Montgomery Correctional Center (MCC) and gave each of the program participants a chance to say "Merry Christmas" to their children and to express how they felt about not being home for the holidays with their family. The church also provided food and gifts to the inmates' families.





- Glen Ellison held two male Empowering Parents Classes during 2016 with nineteen (19) successful graduates. All of the participants had nothing but great things to say about the class and how it will help them to be better parents and not return to jail again.

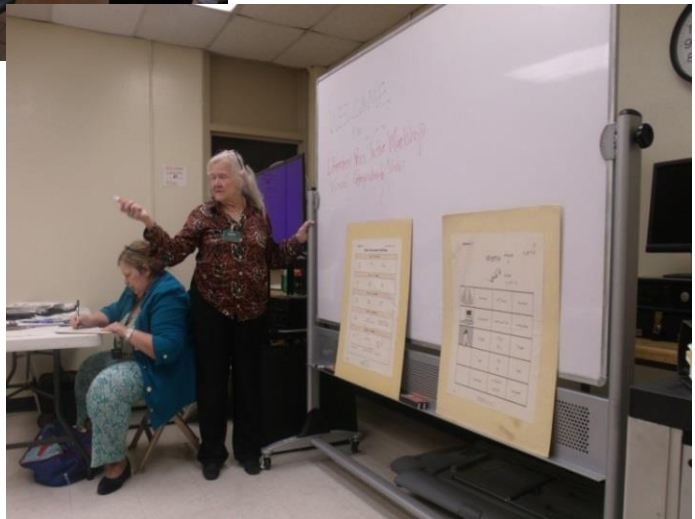


- The first female class for Glenn Ellison's Parent Project graduated on May 5, 2016. There were twenty (20) successful graduates who celebrated their achievement with their families and members of Lannie Road Baptist Church. Glenn was able to get the pastor and members of the church to adopt this program and support it through the donation of a "feast" to celebrate the graduation. There were many tears while the participants discussed what they learned in the class and how they will use it to change their lives and be better parents to their children upon reentering society.





- Literacy Pros is a volunteer tutor program in which inmates provide one-on-one tutoring with their peers in the facility. The focus of the training is to help their peers improve their reading and mathematical skills so they



can move into the GED preparation program. Tutor training workshops are held at the CTC and after the 4-day (12-hour) workshop; the inmate tutors receive

their Volunteer Tutor Training Certification.



- Money Management classes are offered for both male and females inmates. The curriculum includes information on managing checking accounts, credit, and budgets.

- Writing for Change is a class offered to our female inmates that encourages the participants to use creative writing as a way to discover more about their feelings and inner-self through journaling.



- DUI Impact Panel, sponsored by Mothers Against Drunk Driving (M.A.D.D), is for male and female inmates with a history of DUI charges. The guest speakers are people with past DUIs who explain how driving under the influence can negatively change lives.

- Project Listen is the Educational Music Outreach Program of the Riverside Fine Arts Association. Dynamic performances engage the audience; sparking interest in unfamiliar musical genres. The performance is not only for entertainment, it can also serve as being uplifting and therapeutic for the audience members. In April, eighty-five (85) CTC inmates who had shown progress in the Matrix House Program were chosen to attend. The participants had to be recommended for this “reward” by either CTC or River Region staff. The event was a tremendous success according to the inmates and staff who attended.





Programs Unit Personnel in the Community

During the year, members of the DOC Programs Unit furthered their mission of continuing to be “Community Focused” by participating in the following:

- Officer D. Johnson participated with Mayor Curry, Sheriff Williams, Superintendent Vitti, and State Attorney Angela Corey as part of a Public Safety Community Conversation Panel focused on youth violence in Jacksonville entitled “Our Future: Addressing Youth Violence in our Community.”



- Members of the Programs Unit assisted the Mobile Police Athletic League (PAL) this summer with their efforts to engage and bridge the gap between the community and law enforcement. They participated in family fun days at local low income housing developments in Jacksonville including Blodgett Villas, Hilltop, and Eureka Gardens.



- Members of the Programs Unit served on the JSO committee again this year for the 7th Annual Hubbard House Domestic Violence Awareness Walk. All of the Program staff participated in the fundraiser to assist with the cause. In all, Team “JSO Striders” raised over \$4,000 and was the number two fundraising team on the day of the event.



- For the second year in a row, the Programs staff was involved with the DNA Unique Sleepover. The sleepover was held at the PAL on Dec 2nd -3rd for girls in grades 4-8.
- Programs Unit personnel attended the Literacy Pros Annual Luncheon. This year Sheriff Williams was honored with the 2016 Literacy Achievement Award.



- In January 2016, Sgt. Stallworth along with Officers Thurman and Allen partnered again with the PAL for the second year, to participate in Celebrity Readers Day at Brentwood Elementary. Officers partnered up and read to students in Kindergarten through the 2nd grade.

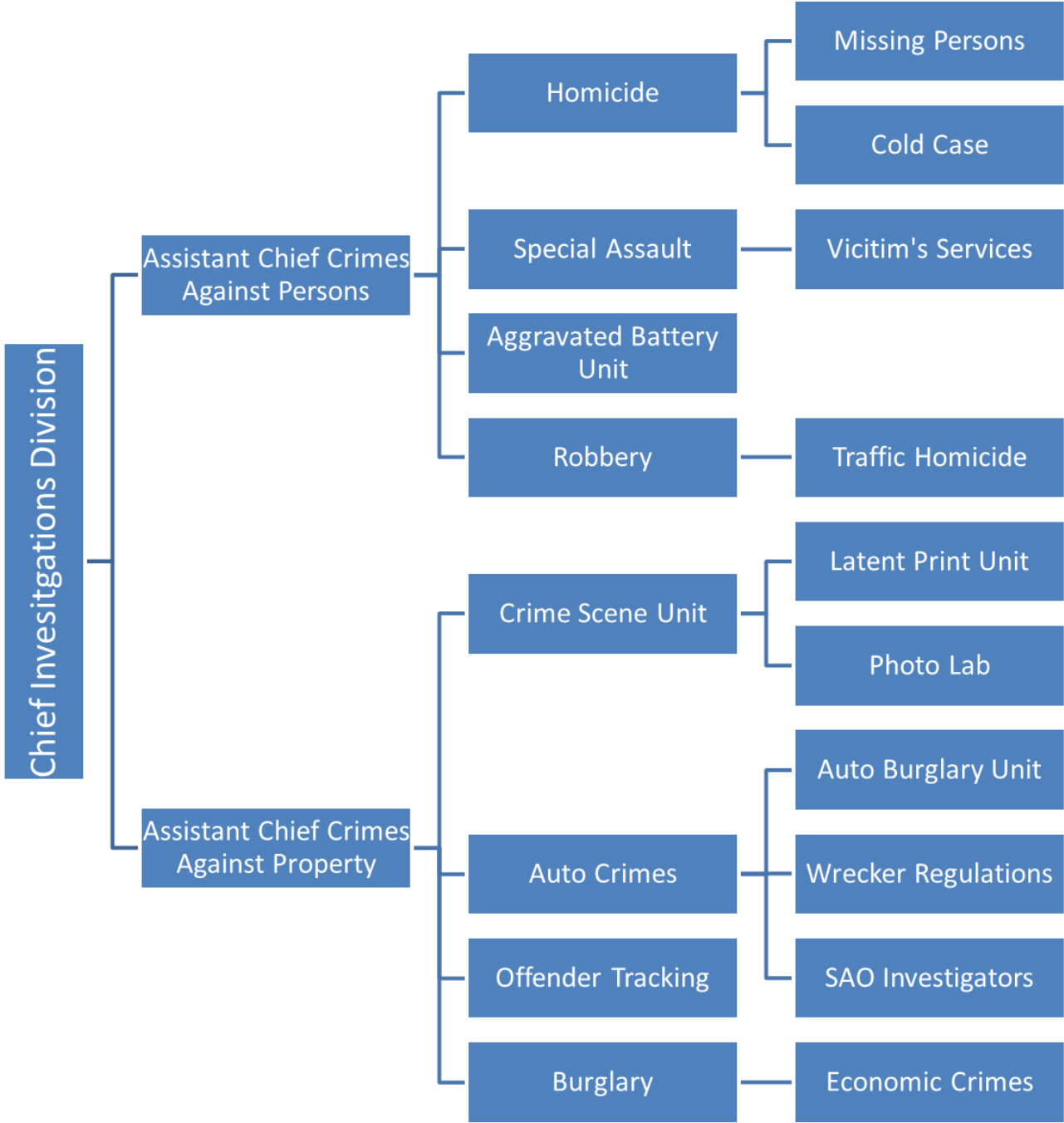


FUTURE AT CTC

The CTC's future is bright. We continue to improve the facility grounds, processes, and 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 2016 and expect 2017 to be filled with even more accomplishments to serve our greater goal of providing the best services possible for the citizens of Duval County.

INVESTIGATIONS DIVISION





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, including Homicide, Robbery, Special Assault Aggravated Battery, Burglary, Crime Scene Unit, Auto Crimes, and Offender Tracking. The Division is staffed with one chief, two assistant chiefs, eight lieutenants, 28 sergeants, and 168 detectives. Additionally, there are three light-duty detectives and 17 civilians, for a grand total of 227 employees.

Most units in the Investigations Division continue to exceed the 2015 National Average as illustrated in the table below.

| Clearance Rates | 2015 | 2016 | National Average 2015* |
|-----------------------------|--------------|--------------|-------------------------------|
| Murder | 46.8% | 59.4% | 50.2% |
| Rape | 65.7% | 48.0% | 36.3% |
| Robbery | 23.2% | 25.8% | 20.7% |
| Aggravated Assault | 41.8% | 43.5% | 41.2% |
| Total Violent Crime | 41.2% | 41.0% | 34.1% |
| Burglary | 14.2% | 12.1% | 8.6% |
| Larceny | 16.3% | 13.4% | 14.0% |
| Vehicle Theft | 18.7% | 18.0% | 8.7% |
| Total Property Crime | 16.1% | 13.6% | 12.3% |

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

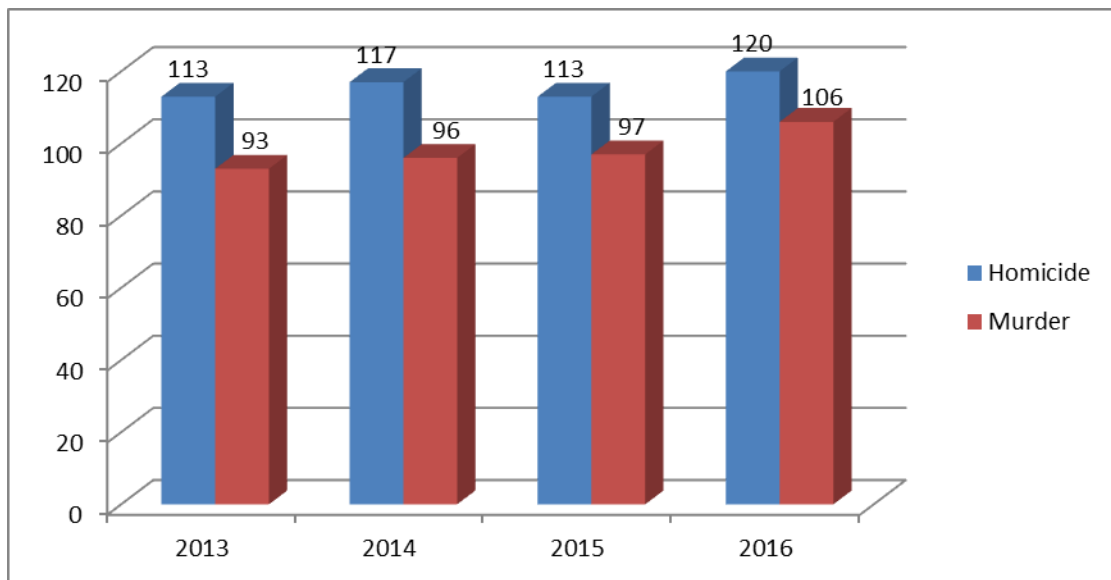
During the year, there were many outstanding investigations conducted throughout the Division. Many of those cases are highlighted within this report.

HOMICIDE UNIT

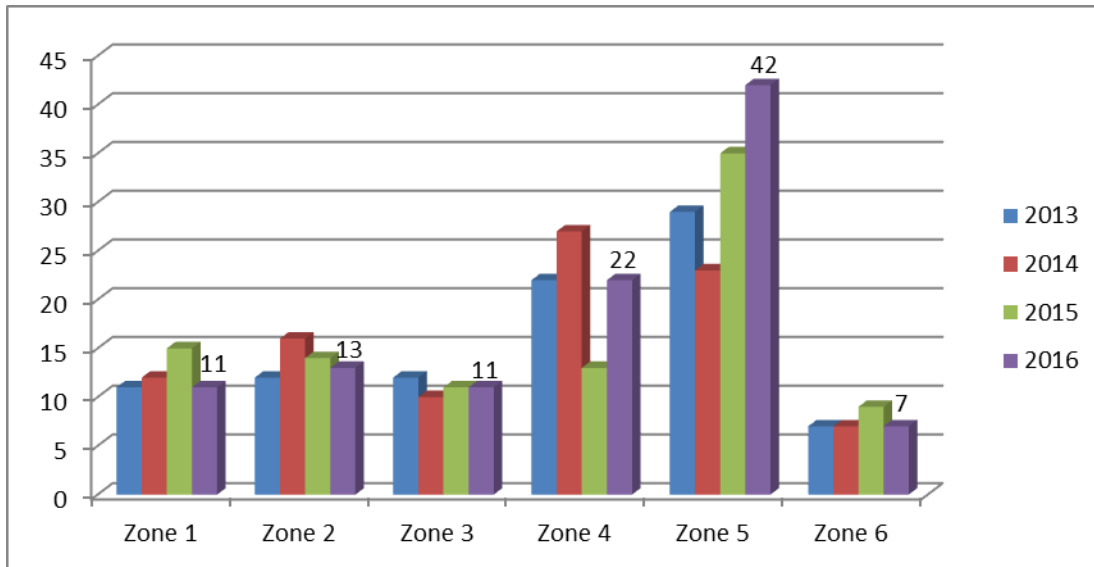
The Jacksonville Sheriff's Office Homicide Unit is staffed with one lieutenant, six sergeants, twenty-four detectives, and one civilian. The Homicide Unit investigates crimes of violence and death utilizing the team concept. There are five active or "hot" teams and one Cold Case Team. Each hot team is 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 2016. The Jacksonville Sheriff's Office Homicide Unit murder clearance rate for 2016 was 59.43%. The 2015 national average clearance rate for cities with similar populations was 50.20%. The number of homicides increased 6.19% from 113 homicides in 2015 to 120 homicides in 2016. During the 2016 calendar year, there were 106 murders compared to 97 murders in 2015, a 9.28% increase.

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 2016.

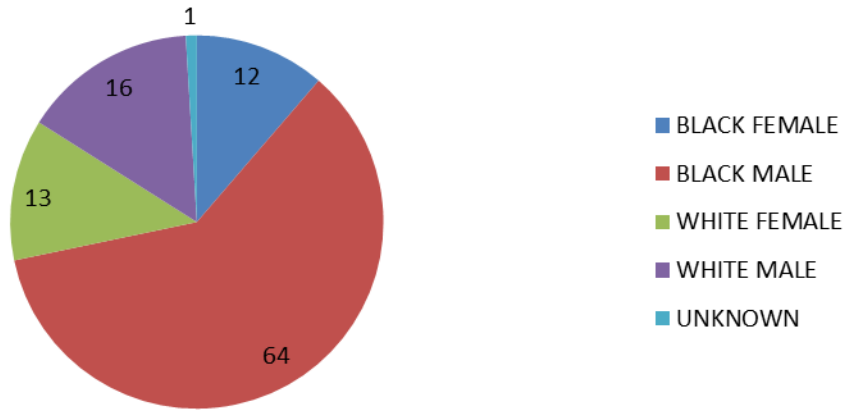
There were several cases that received a great deal of media attention in 2016:

In January, a 2 year old boy was the victim of senseless gang violence and was shot and killed while seated in his car seat during a drive-by shooting. One of the suspects was identified and arrested. In February, unidentified human remains were found buried in the backyard of a home on the Southside. The remains were eventually identified as those of a young woman and the homeowner was arrested for her murder.

During 2016, the Homicide Cold Case Team investigated twelve JSO officer-involved shootings as compared to eleven JSO officer-involved shootings in 2015, resulting in a 9.09% increase from 2015. Nine of the shootings involved injuries to the suspects, and three were non-injury shootings.

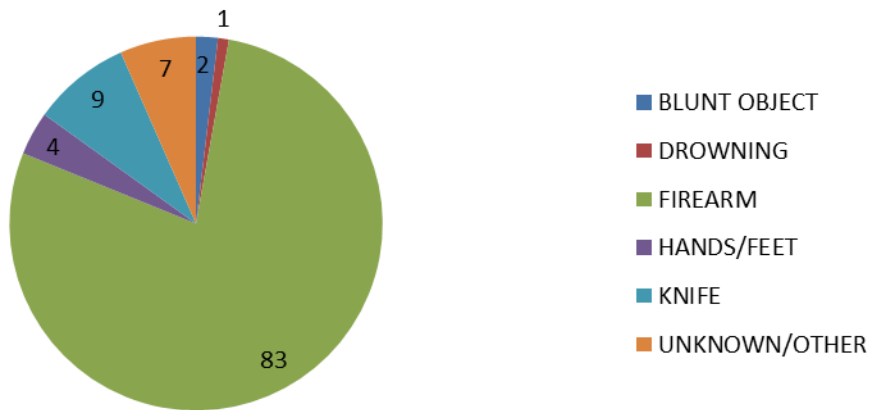
The Cold Case Team investigated a total of seven in-custody incidents, with all of them being in-custody deaths. Two were ruled natural deaths, three accidental overdoses, one died of injuries sustained by a citizen (justifiable) and one death is pending classification. Three in-custody incidents involved inmates incarcerated in the Pre-Trial Detention Facility and one at the Community Transition Center. Additionally, the Cold Case Team responded to four child abduction call outs. Two of the abductions resulted in the issuance of an Amber Alert. All four abduction cases were resolved.

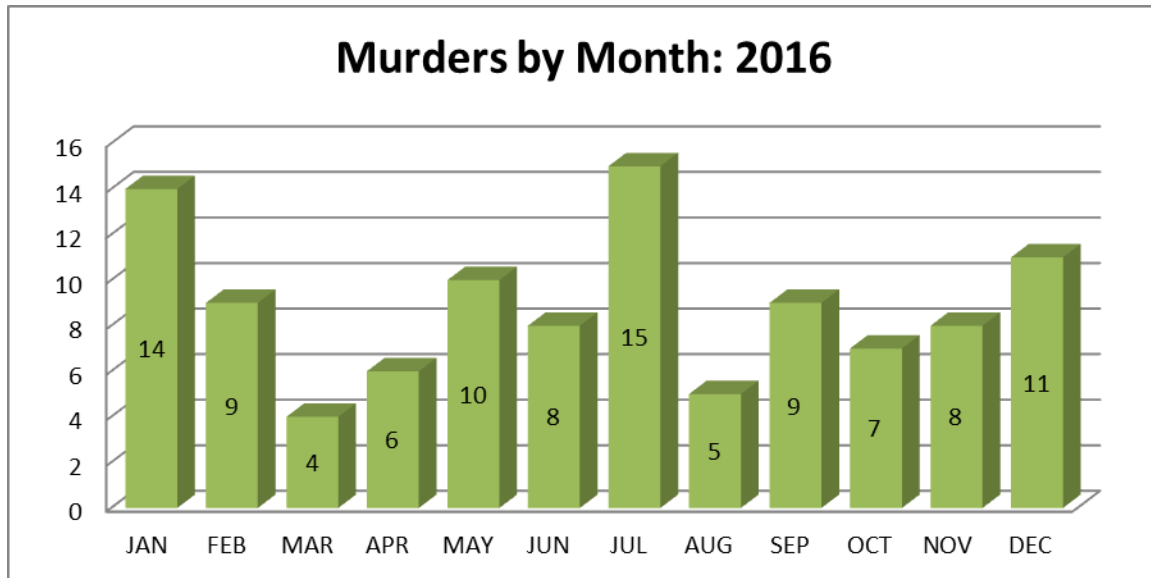
Murder Victims by Race & Sex: 2016



*Unknown case involved skeletal remains found where race/sex was not determined.

Weapons Used in Murders: 2016

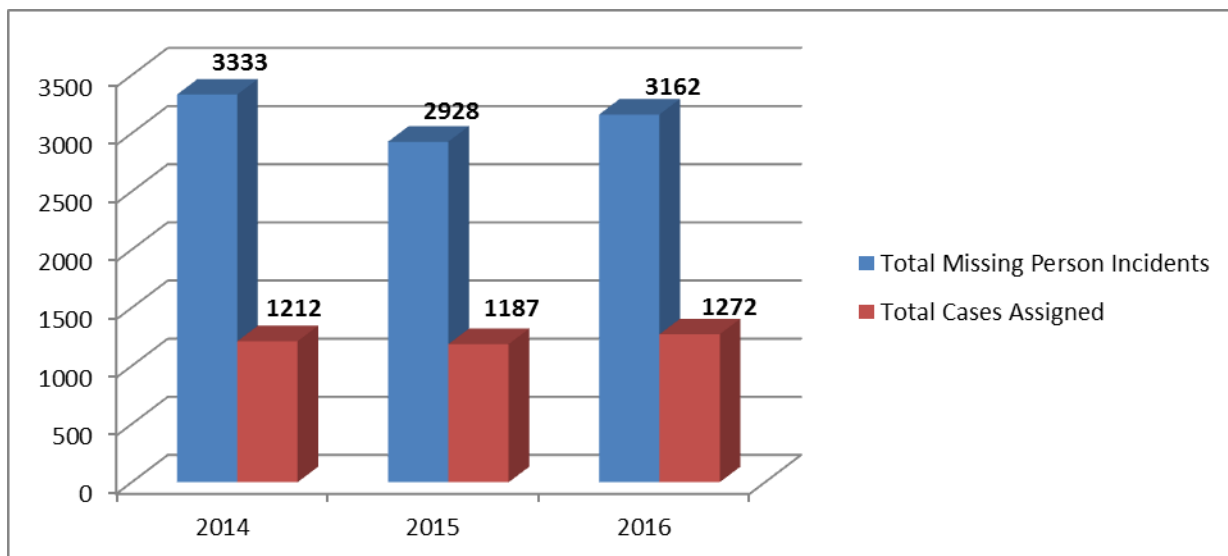




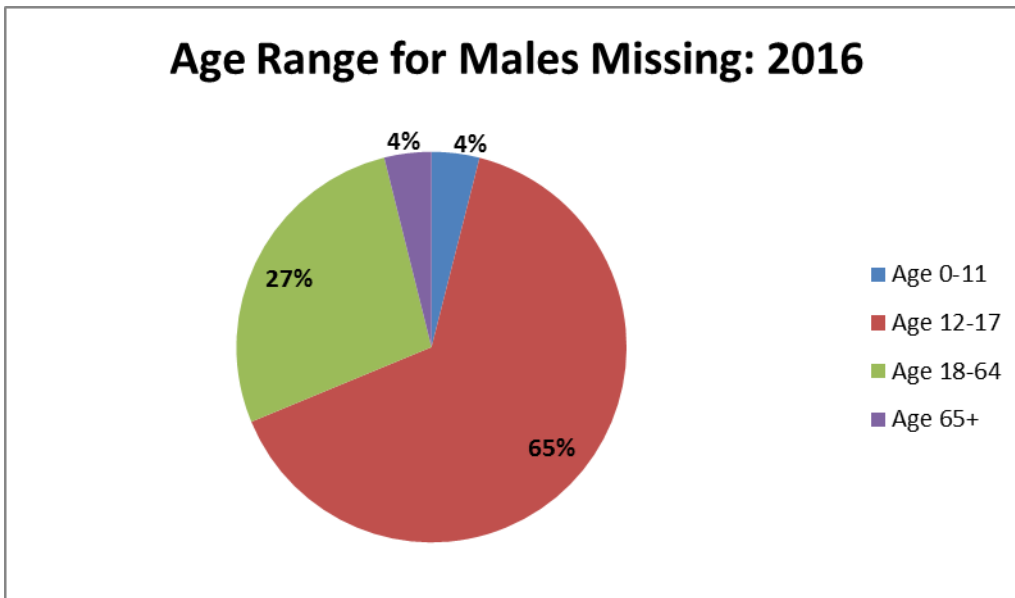
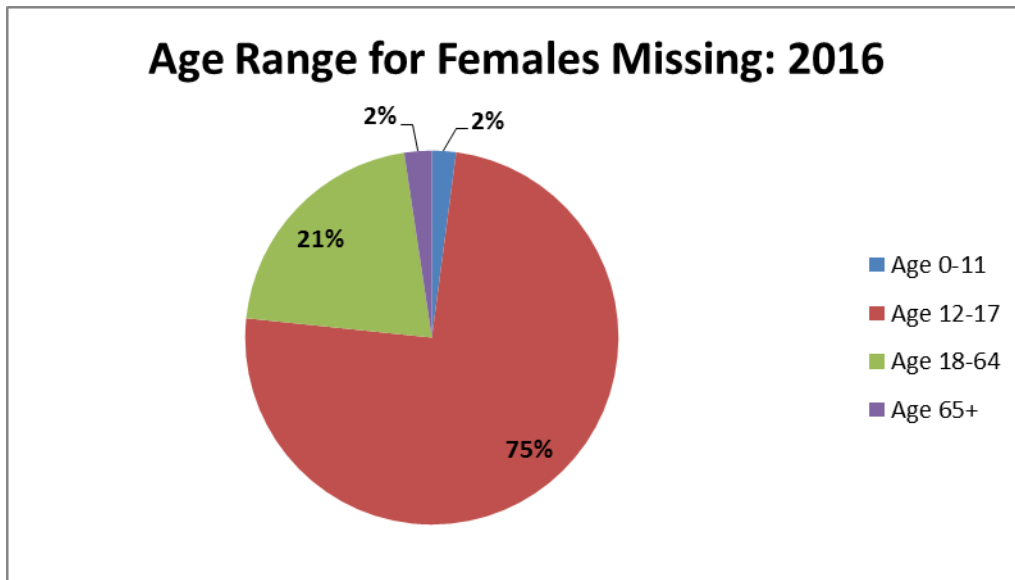
MISSING PERSONS UNIT

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

During 2016, the Jacksonville Sheriff's Office investigated 3,162 missing person incidents, an increase of 7.99% in total incidents reported as compared to 2015. Of that total, 1,272 cases were assigned to the detectives of the Missing Persons Unit for follow-up investigation, an increase of 7.16% as compared to 2015.



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 12-17 years of age. The second largest number was males in the same age category. This particular age group accounted for 64.39% 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 May, a 9 year old child was reported missing from the Arlington area after he ran away from home. Nearly every available resource was used throughout the night in an attempt to locate the child. Those resources included Patrol, Missing Persons Unit, Canine Unit, and the Air Unit. Following daybreak, a complete grid search of a large wooded area where the child was last seen was conducted by the entire Canine Unit. As the search came to an end, a citizen in the community saw the child at the edge of the woods and alerted the police. The child who was not dirty, soiled, or scratched from the thick, thorny brush in the woods was reunited with his family, but would not reveal where he had been all night.

In November, a suicidal and homicidal 52 year old man with previous suicidal issues was reported missing. He made threats to harm his family and himself. Missing Persons detectives located the subject in a department store parking lot, called for backup and took the subject into custody without incident. The bomb unit was called to the scene to clear the vehicle of explosives the subject claimed he had in the trunk.

AGGRAVATED BATTERY UNIT

The mission of the Aggravated Battery Unit is to investigate non-fatal firearm related incidents to include aggravated batteries resulting from the discharge of a firearm, aggravated assaults with a suspect in custody, shooting into occupied dwellings with a suspect in custody and shooting into occupied conveyances with a suspect in custody. Aggravated Battery Unit Detectives coordinate with other investigative units both within JSO and outside our agency to apprehend suspects involved in gun crimes, identify patterns or trends of violence, build prosecutable cases and prevent situations from escalating into murder. Aggravated Battery Unit Detectives respond 24 hours a day to the above listed incidents following criteria set forth in JSO policy. Both State and Federal laws governing violent crimes are utilized to ensure that violent offenders are incarcerated for the longest periods possible.

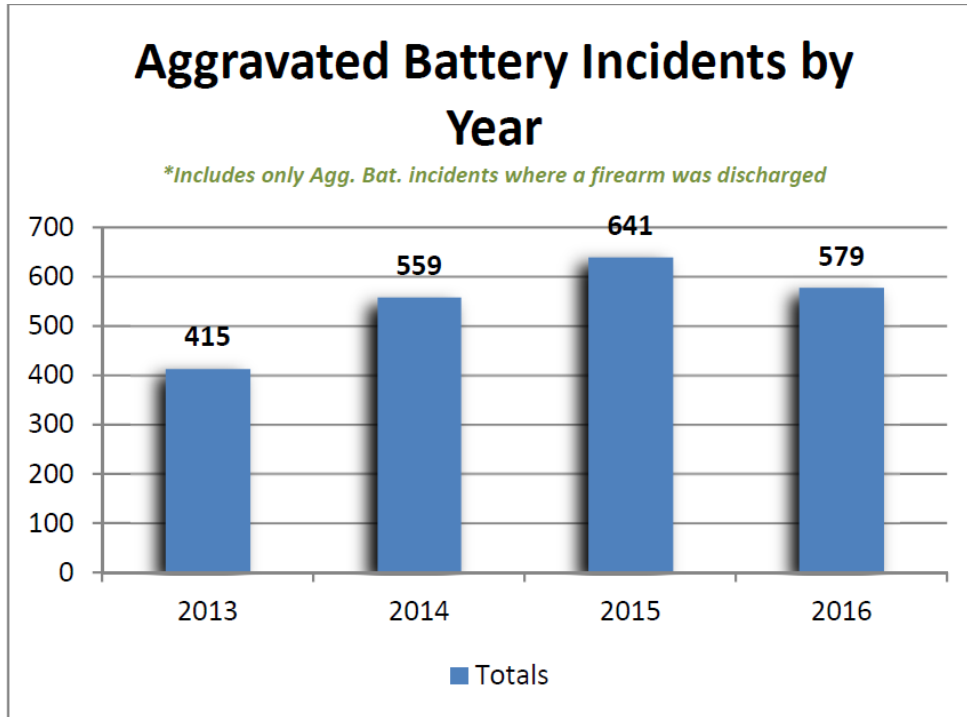
The Aggravated Battery Unit falls under the Investigations Division and is under the command of the Aggravated Battery Unit Lieutenant. The Unit has two Sergeants and eight Detectives. The eight Detectives work in pairs and respond to crime scenes. Aggravated Battery Detectives work closely with Patrol Officers from the Department of Patrol and Enforcement and Detectives from the Department of Investigations and Homeland Security.

There were 579 incidents where a firearm was discharged in 2016. This is a 9.7% decrease from 2015, which had 641 incidents. However, since 2013 there has been a 39.5% increase in incidents where a firearm was discharged. Shootings into Occupied Dwellings have seen the largest decrease in 2016, going from 270 incidents in 2015 to 200 incidents in 2016, a 25.9% change. There has been an overall increase in Aggravated Assaults since 2013, going from 92 incidents in 2013 to 122 in 2016. This year was the highest increase for Aggravated Assaults at 24.5%.

Aggravated Battery Incidents by Year

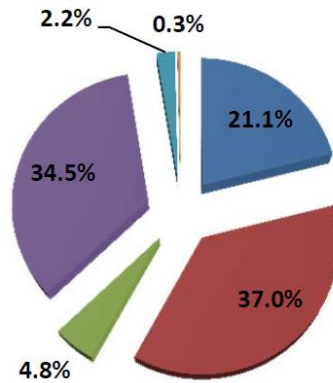
**Includes only Aggravated Battery incidents where a firearm was discharged*

| Offense Type | Aggravated Battery Incidents | | | | | | | | | | | |
|------------------------------|--|------------|------------|------------|--------------|------------|------------|--------------|------------|------------|--------------|--|
| | <i>*Includes only Agg. Bat. incidents where a firearm was discharged</i> | | | | | | | | | | | |
| | 2013 | | 2014 | | | 2015 | | | 2016 | | | |
| | Count | % of Total | Count | % of Total | % Change | Count | % of Total | % Change | Count | % of Total | % Change | |
| YEAR TOTAL | 415 | - | 559 | - | 34.7% | 641 | - | 14.7% | 579 | - | -9.7% | |
| Aggravated Assault | 92 | 22.2% | 87 | 15.6% | -5.4% | 98 | 15.3% | 12.6% | 122 | 21.1% | 24.5% | |
| Aggravated Battery | 179 | 43.1% | 177 | 31.7% | -1.1% | 230 | 35.9% | 29.9% | 214 | 37.0% | -7.0% | |
| Domestic Shootings | 14 | 3.4% | 20 | 3.6% | 42.9% | 28 | 4.4% | 40.0% | 28 | 4.8% | 0.0% | |
| Shootings into Occ. Dwell. | 127 | 30.6% | 221 | 39.5% | 74.0% | 270 | 42.1% | 22.2% | 200 | 34.5% | -25.9% | |
| Shootings into Unocc. Dwell. | 2 | 0.5% | 7 | 1.3% | 250.0% | 12 | 1.9% | 71.4% | 13 | 2.2% | 8.3% | |
| Assaults on LEO | 1 | 0.2% | 1 | 0.2% | 0.0% | 0 | 0.0% | -100.0% | 2 | 0.3% | 100.0% | |



Aggravated Battery Incidents by Type - 2016

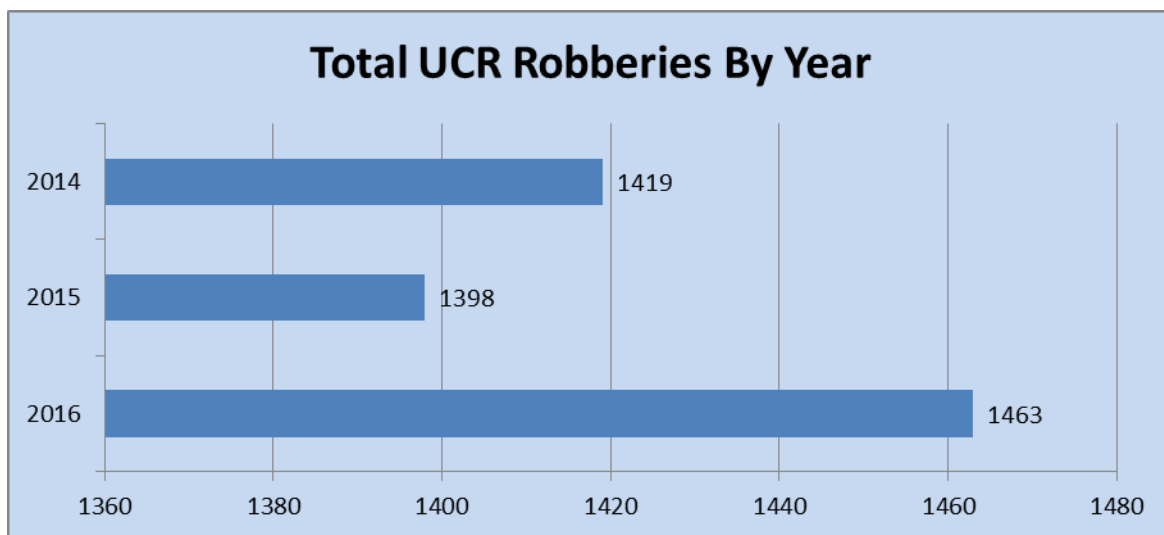
**Includes only Agg. Bat. incidents where a firearm was discharged*



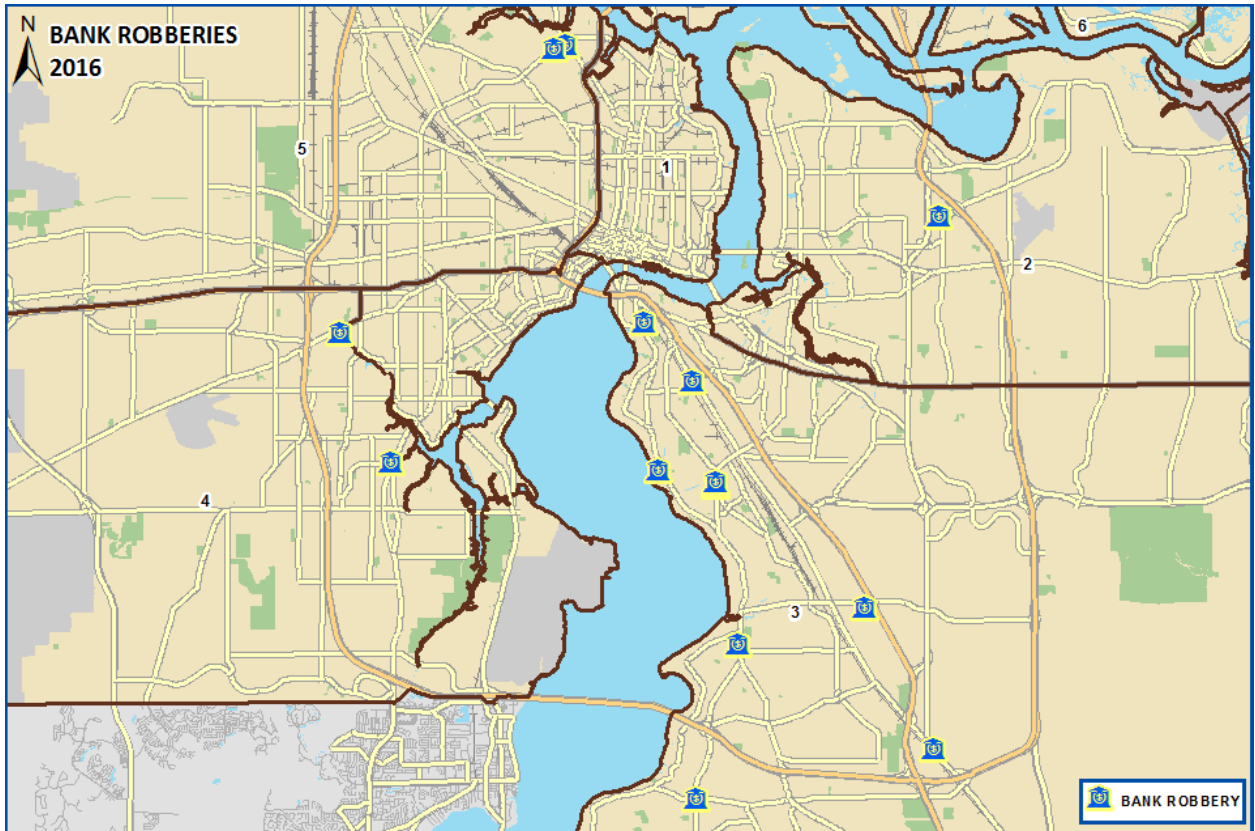
- Aggravated Assault
- Aggravated Battery
- Domestic Shootings
- Shootings into Occ. Dwell.
- Shootings into Unocc. Dwell.
- Assaults on LEO

ROBBERY UNIT

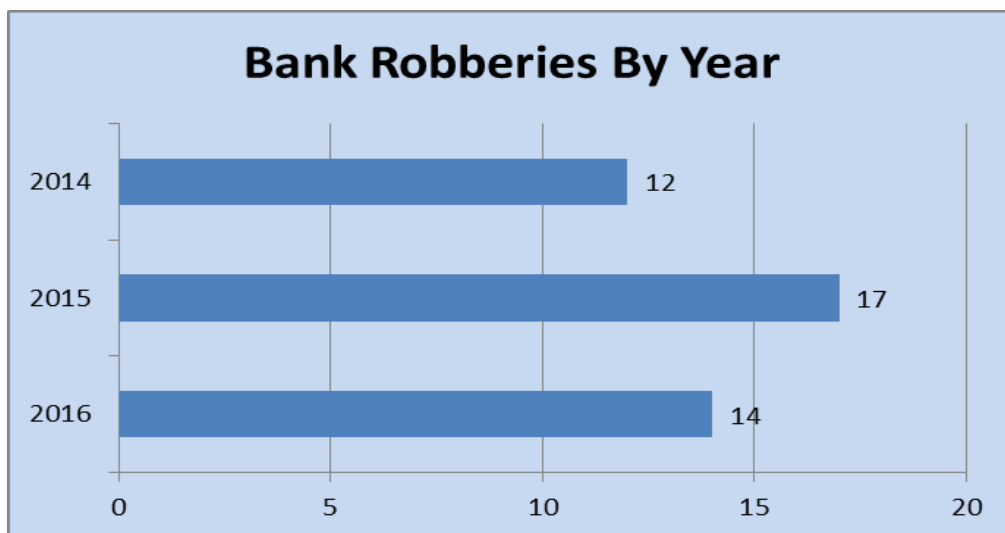
The Robbery Unit is staffed with one lieutenant and two sergeants, whose responsibility is to oversee the investigations and overall function of the Unit. There are 15 detectives assigned to investigate all business, home invasion, carjacking, and individual robberies. To enhance investigative efficiency, a Clerical Support Aide III performs general office duties. A member of the Crime Analysis Unit (CAU) is assigned to track robbery trends and patterns.



The Jacksonville Sheriff's Office Robbery Unit clearance rate for 2016 was 25.8%. The latest available national average clearance rate from 2015 was 20.7% for cities in the same population group as Jacksonville. In 2016, the Robbery Unit investigated 65 more cases than during the 2015 calendar year. The number of robbery cases increased by 4.6% from 1398 cases in 2015 to 1463 cases in 2016, for an average of 8.1 assigned cases per detective per month. This includes 14 robbery or attempted robbery cases to financial institutions.



There were 14 robberies or attempted robbery cases to financial institutions in 2016. This was a 17.6% decrease compared to the 17 cases in 2015. Of these cases, 6 of the 14 cases have been cleared, for a clearance rate of 42.9%.

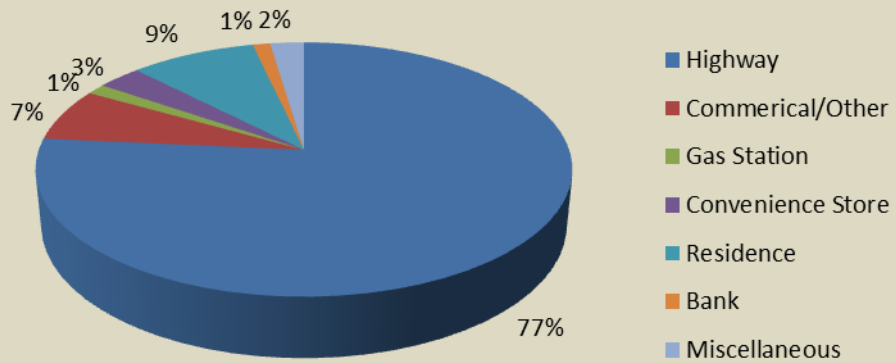


Noteworthy Cases for the Robbery Unit:

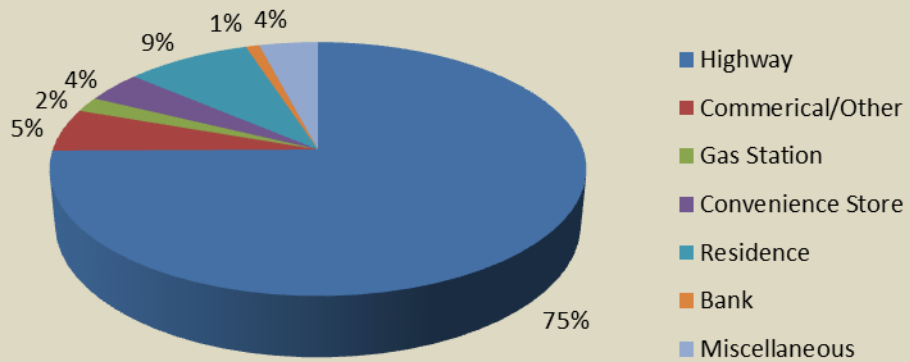
During April and May of 2016, nineteen armed business robberies were reported throughout the city. These crimes, committed by one male suspect, occurred at various businesses covering three Patrol zones within the city limits. During the incidents, the suspect entered the business with his face concealed, armed with a handgun, and demanded money from business employees. In several of the robberies the suspect wore a gray sweatshirt with a distinct word displayed across the front; with the assistance of CAU and Patrol personnel, the Robbery Unit coordinated citywide stakeouts in an effort to eliminate further incidents and capture the suspect. Although the suspect was not caught during the stakeouts, he was identified through ongoing investigative efforts and an arrest warrant was issued for the listed robberies. After arrest, the suspect confessed during interview and provided detailed accounts of his involvement in these crimes.

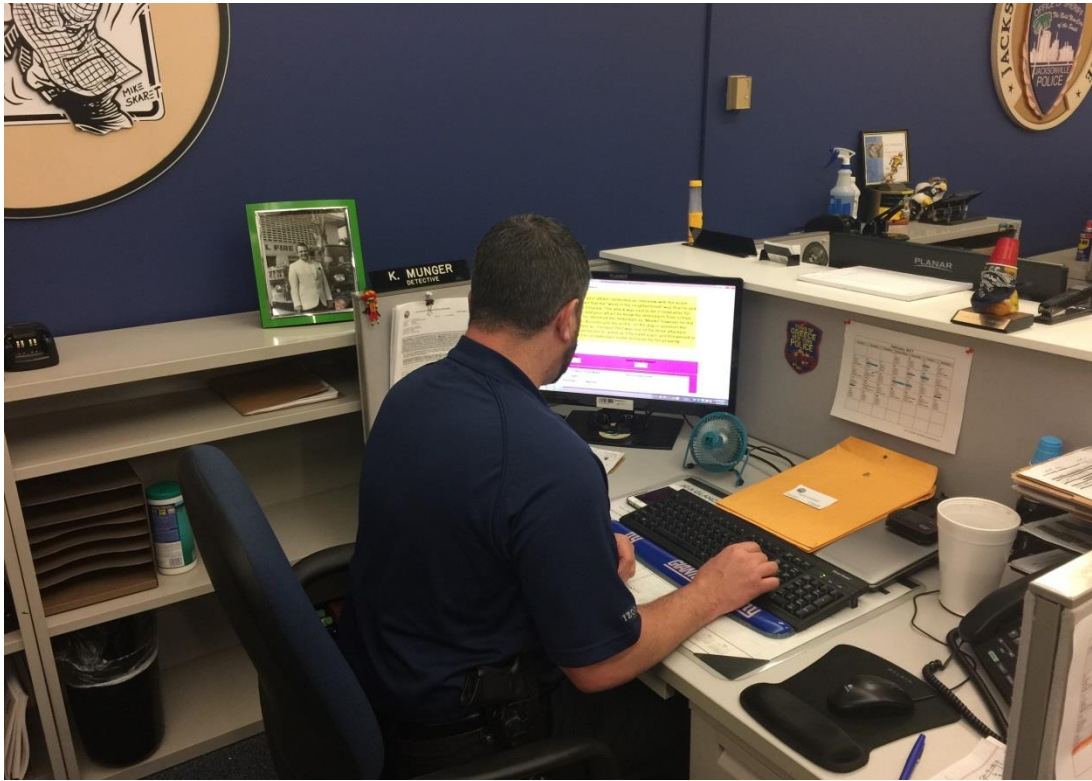
In June 2016, a series of eleven individual and carjacking robberies involving Hispanic victims were committed throughout the city by several armed male suspects. During the incidents, the suspect targeted Hispanic victims threatening and robbing them at gunpoint. While on patrol near I-10 and Stockton Street, a Florida Highway Patrol (FHP) Trooper observed a stolen gray Audi. After a brief pursuit, the vehicle crashed and the suspect was taken into custody. He advised FHP Troopers that he had information regarding a homicide and several robberies in the Jacksonville area. The Robbery Unit was contacted and the suspect was transported to the Police Memorial Building where he provided detectives with information about an ongoing homicide investigation as well as this series of armed robberies. During his interview, he confessed to his involvement in these robberies and implicated six other individuals as being involved in these crimes. Through investigative efforts, coordination with Patrol resources, and the assistance of the Crime Analysis Unit, the other suspects were positively identified, arrested and subsequently confessed to their involvement in the robberies. One suspect was also charged with homicide.

2015 UCR Robberies By Location



2016 UCR Robberies By Location







TRAFFIC HOMICIDE UNIT

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 Auto Crimes 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 Division and the Traffic Units to assist them in directing enforcement action.

During 2016, there were a total of 169 traffic fatalities in Duval County. This represents an 11.18% increase from 2015, when there were 152 traffic fatalities. The Traffic Homicide Unit investigated a total of 90 traffic fatalities, while the Florida Highway Patrol investigated the remaining 79. In addition to the traffic fatalities, the Traffic Homicide Unit investigated 59 life-threatening crashes, which is an 11.94% decrease from 2015, when they responded to 67 of these cases.

In addition to fatal and life threatening cases, the Traffic Homicide Unit 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 2016, the Traffic Homicide Unit investigated 233 such cases, clearing 33.18% of them. The Traffic Homicide Unit also investigates all officer involved traffic crashes involving death, life-threatening injury or where someone is transported by the Jacksonville Fire Rescue Department.

The following represents the total number of crashes that caused the 169 fatalities for 2016. There were ten crashes that resulted in multiple fatalities.

| | |
|--|-----|
| Number of actual crashes that resulted in traffic related fatalities | 149 |
| Number of crashes where fatalities were a result of non-traffic related causes (heart attack, sudden illness or 30 days after crash) | 9 |
| Total of both traffic and non-traffic related incidents resulting in fatalities | 158 |

Number of Alcohol/Drug Related Crashes

*BAC = Blood Alcohol Content

90

The following represents the total number of deaths for 2016.

| | |
|---|-----|
| Traffic related fatalities | 160 |
| Non-traffic related fatalities | 9 |
| Total of both traffic and non- traffic related fatalities | 169 |

Note: The Florida Highway Patrol handled 79 cases in 2016. (All traffic fatalities listed below are only those that were investigated by the Jacksonville Sheriff's Office Traffic Homicide Unit)

TRAFFIC FATALITIES – DISPOSITIONS:

| | |
|---|----|
| With Manslaughter or Felony Charges Filed | 10 |
| With Traffic Charges Filed | 15 |
| With No Charges Filed | 58 |
| Suspended Cases | 7 |
| TOTAL | 90 |

* No 2016 cases have pending charges.

HIT AND RUN STATISTICS – Cases assigned to the Traffic Homicide Unit:

| | |
|--------------------------------------|-------|
| Total Cases Assigned | 233 |
| Cases Administratively Assigned (AA) | 199 |
| Cases Assigned (Supp. Required) | 34 |
| Cases Unfounded | 3 |
| Cases Cleared by Arrest | 72 |
| Unsolved/Suspended | 158 |
| Percentage of Cases Cleared | 33.18 |

Noteworthy Cases:

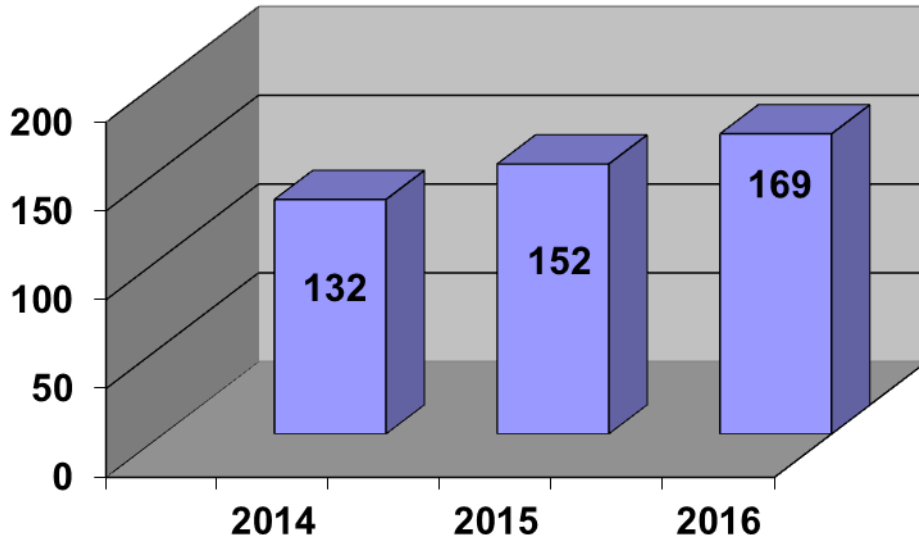
In January a SUV was traveling southbound on Roosevelt Blvd while a sedan was traveling northbound on Roosevelt Blvd. and began a left turn onto Long Bow Rd. The front end of the SUV impacted the front passenger side of the sedan. Both vehicles traveled southwest from the intersection. The SUV struck a concrete utility pole and caught fire. The young male driver was trapped inside and was pronounced deceased at the scene by JFRD. The 90 year old male driver of the sedan was transported to UF Health with life threatening injuries and died from those injuries the next day. Witnesses reported that the SUV was traveling well over 100 mph before the crash. The speedometer on the vehicle was stuck at 155 mph after the crash.



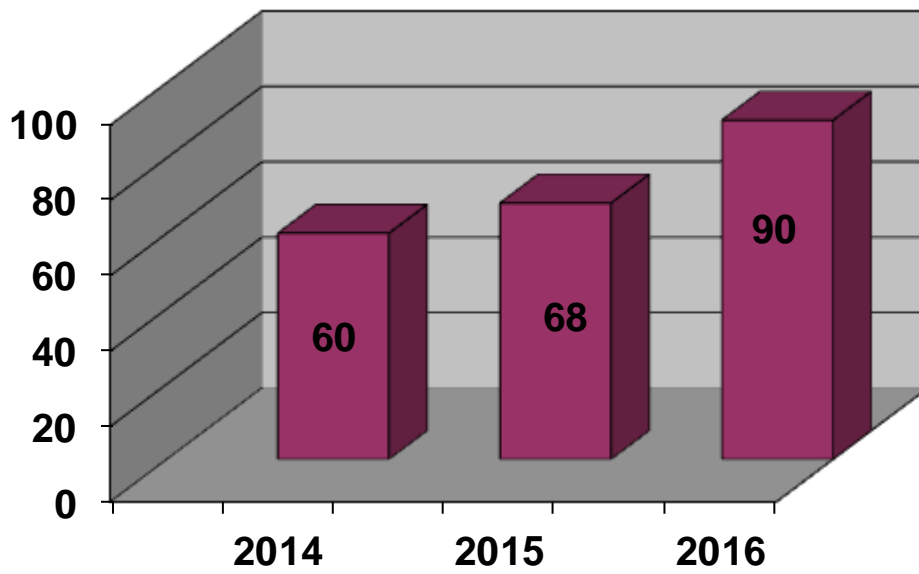
In October, a compact car was traveling westbound on Birkenhead Rd. and had stopped at the stop sign at Hamilton St. A sedan was traveling southbound on Hamilton at a high rate of speed. The compact car left the stop sign and pulled into the path of the sedan causing the front of the sedan to impact the passenger side of the compact car. The driver of the compact car and her adult son were both pronounced deceased at the scene. The young male driver of the sedan was transported to Orange Park Medical Center with non-life threatening injuries. Preliminary calculations indicated that the sedan was traveling at an excessive speed. A download of the Airbag Control Module (ACM) showed the sedan was traveling 86 miles per hour 1 second prior to the airbag activating. The driver was ultimately charged with 2 counts of "Vehicular Homicide" as a result of his actions in this crash.

In October, an older model Jeep was driving recklessly northbound in the 8100 block of New Kings Rd. (US-1). The driver lost control of the vehicle which caused it to leave the roadway. The Jeep impacted the front of a parked SUV and two (2) pedestrians on the shoulder of the roadway next to the vehicle. Both pedestrians were pronounced deceased at the scene. The young male driver and the young male passenger of the Jeep were transported to the hospital with non-life threatening injuries. Speed and alcohol were thought to be factors in this crash. Blood results from the driver showed that the driver had a Blood Alcohol Content (BAC) of 0.85 and tested positive for marijuana. The driver was charged with 2 counts of "DUI Manslaughter", 2 counts of "Vehicular Homicide", 1 count of "DUI with Personal Injury" and 3 counts of "DUI with Property Damage."

■ Traffic Fatalities



■ Alcohol/Drug Related Fatalities







Special Assault Unit

The Special Assault Unit is responsible for the investigation and follow-up of all felony sex crimes, cold case sex crimes, aggravated child abuse cases, and aggravated elder abuse cases.

The Special Assault Unit is staffed with one lieutenant, three sergeants, eighteen detectives, two cold case detectives, two light-duty detectives, one InVEST detective and one Clerical Support Aide III. For cases involving juveniles, detectives coordinate with Child Protective Investigators of the Florida Department of Children and Families (DCF) and with personnel of the University of Florida's Child Protection Team (CPT). This collaborative effort between the three agencies ensures that all assigned cases are thoroughly investigated.

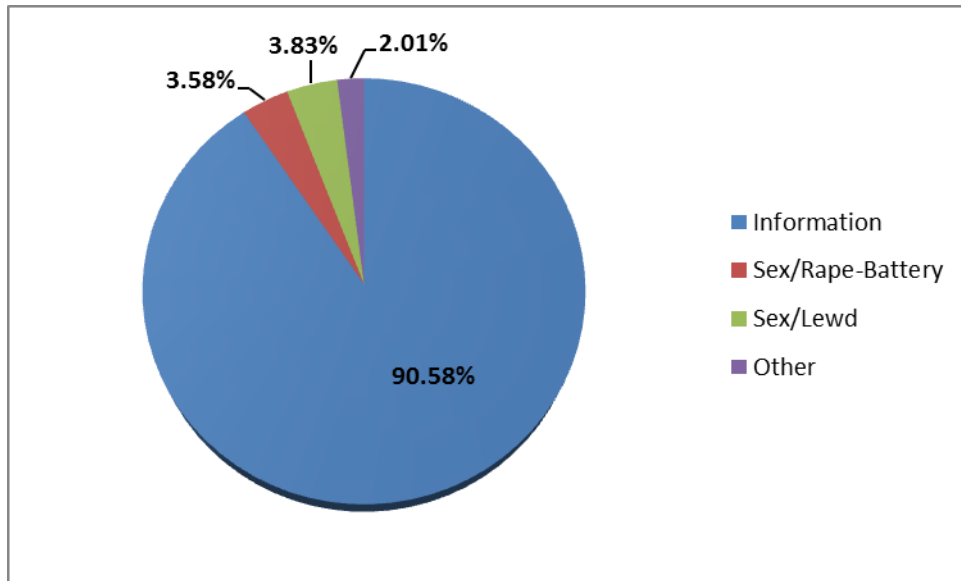
During 2016, the Jacksonville Sheriff's Office received a total of 4,292 cases involving potential sex crimes, child abuse / neglect, or elder abuse / neglect. This is an increase of 179 reported cases, or 4.35%. In 2015, a total of 4,113 cases were reported. On average, each Special Assault Unit detective worked 14 cases per month in 2016. The sex crimes clearance rate for 2016 was 48%, while the most recent national average for cities in the same population group as Jacksonville was 36.3% in 2015.

Reports Routed to the Special Assault Unit

Due to the complexity and sensitive nature of these particular incidents, officers frequently document potential crimes in the form of an Information report. This is a category of report that requires review and possibly further investigation by specialized units or detectives. Reports that are routed to the Special Assault Unit come from a variety of sources including Patrol calls for service, the Department of Children and Family Services, the State Attorney's Office and others. In 2016, there were 3,887 reports routed to the Special Assault Unit. These reports are reviewed by the unit's sergeants and assigned to detectives for follow up when warranted or added to the unit's "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 Information reports to the detectives and refer back to them when appropriate. This data is constantly tracked by the crime analyst assigned to support the Special Assault Unit to ensure that all series, patterns or trends are identified.

Report Types Routed to the Special Assault Unit 2016



| | | |
|------------------|--------------|----------------|
| Information | 3,521 | 90.58% |
| Sex/Rape-Battery | 139 | 3.58% |
| Sex/Lewd | 149 | 3.83% |
| Other | 78 | 2.01% |
| Total: | 3,887 | 100.00% |

Of all the reports routed to the Special Assault Unit, 90.58% remained classified as Information reports. Of the remaining reports, 3.58% were classified as Sexual Battery / Rape, 3.83% were classified as Lewd Offenses, and 2.01% were classified as Other (i.e. Aggravated Battery, Child Abuse / Neglect, Child Pornography).

Sexual Battery/Rape

In 2016, there were 405 sexual battery incidents reported to JSO as compared to 356 sexual battery incidents reported in 2015. This is an increase of 13.76%. 44 arrests for sexual battery were made in the 2016 incidents.

| | |
|-------------------------------------|------------|
| Total Number of Incidents | 405 |
| Cleared by Arrest | 44 |
| Exceptionally Cleared | 50 |
| Remaining Incidents | |
| Case Suspended / Not Cleared | 311 |
| Known Suspects | 187 |
| Unknown Suspects | 124 |

Arrests

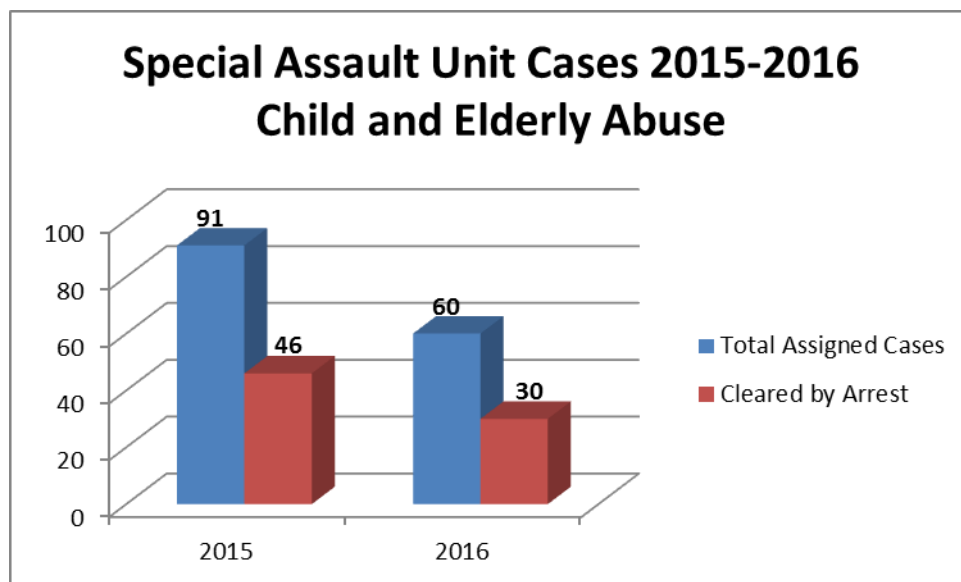
Of the total number of sex crime incidents, 10.86% were cleared by arrest. Of these arrests, 14 involved juvenile sexual battery suspects and 2 incidents involved groups or multiple perpetrators.

Lewd and Lascivious Incidents

In 2016, there were 306 reported Lewd and Lascivious incidents, totaling 423 offenses. There were 86 arrests made from these cases. There are several different statutes that fall under the category of Lewd and Lascivious offenses. The most common statute used for this type of incident is Lewd or Lascivious Offenses committed upon or in the presence of persons less than 16 years of age. This type of offense comprises 57.51% of the reported Lewd and Lascivious incidents. The other statutes commonly cited are Exposure of Sexual Organs (22.55%) and Unlawful Sexual Activity with Certain Minors (3.92%).

Child Abuse and Elder Abuse

During 2016, Special Assault Unit personnel were assigned to investigate 60 reported cases involving child abuse / neglect or elder abuse / neglect. This is a decrease of 34.00% from the number of assigned cases from 2015, during which 91 cases were investigated. Out of the 60 cases assigned, 4 cases involved elderly abuse or neglect. 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 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. In 2016, the percentage of assigned cases cleared by arrest was 50%, a slight decrease of .55% compared to 2015.



Un-submitted Sexual Assault Kits

In 2014 detectives from the Special Assault Unit completed an inventory of every sexual assault kit that had been logged into JSO's Property and Evidence Unit. The detectives visually inspected each kit to determine if the sexual assault kit had an evidence sticker which would indicate if the sexual assault kit had previously been submitted to a crime lab for analysis. If it was verified that a sexual assault kit had never been submitted for

testing or that the lab analysis had not been completed, the kit was categorized as an un-submitted sexual assault kit.

On a regular basis during the first months of 2015, the Special Assault Unit began submitting previously un-submitted sexual assault kits to the FDLE crime lab for testing. While JSO's commitment to addressing this issue was clear, it was realized that with limited resources it would take approximately eight years to test, investigate, and potentially prosecute the large number of untested sexual assault kits.

In December of 2015 the State Attorney's Office (SAO) for the 4th Judicial Circuit, along with JSO, FDLE, the Women's Center of Jacksonville, and other local law enforcement agencies within the Fourth Judicial Circuit received grant funding for a multidisciplinary team (MDT) to address the issue of un-submitted sexual assault kits throughout the circuit. This project was one of nine recipients nationwide and the only judicial circuit in the state of Florida to receive federal funding for un-submitted sexual assault kits. This program is called the Sexual Assault Kit Initiative (SAKI).

In August of 2016 the Jacksonville Sheriff's Office was awarded additional federal funding (SAKI II) to help with the investigative costs associated with the sexual assault kit program.

InVEST UNIT

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

The InVEST program 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 Social Services Division. On a daily basis InVEST program personnel review all intimate partner domestic violence reports, looking to identify those cases with an increased likelihood of a fatality. All members of the InVEST program assist in determining if a case qualifies for the InVEST services. For a domestic violence case to qualify for the InVEST program, it has to meet certain criteria: The relationship between the victim and suspect must be intimate in nature and the police report or referral must contain one or more lethality factors such as, but not limited to, the use of weapons, broken bones, hospital visits, burns, threats to kill with an action plan, and multiple violent incidents.

The InVEST program receives copies of nearly all domestic violence police reports generated throughout Jacksonville. The InVEST program also receives referrals from collaborating domestic violence service providers. In 2016, there were 7,397 reported incidents involving some form of domestic violence. Of these reports, there were 5,939 intimate domestic violence reports and 1,458 non-intimate partner reports. The InVEST team evaluates each case for potential lethality by utilizing a Threat Assessment Checklist. The team identifies victims who are at a high risk for lethality and offers enhanced services. Based on a thorough review of all the reports in 2016 by InVEST personnel, 590 potential clients were identified as "high risk" victims in potentially lethal relationships and those victims were offered enhanced services. Of this number, 114 victims accepted the services of the InVEST program and became clients. Over the history of the program, none of the InVEST clients have been killed as a result of intimate partner 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 Jacksonville Sheriff's Office services a population of over 800,000 citizens with a growing, diverse community. In order to expand our ability to meet the needs of victims from multi-cultural backgrounds, JSO applied for a federal grant to be used to hire an additional victim advocate (VOCA Grant). This was a rigorous application process but JSO was successful in obtaining the funding. Based on an identified need to provide better service for a growing Hispanic population, JSO sought out Spanish speaking victim advocate candidates. In August of 2016, JSO hired a Spanish speaking Law Enforcement Victim Advocate with fourteen years' experience from Frederick, Maryland and she has been a tremendous asset to the department and to the Spanish speaking community in Jacksonville. Although many service providers employ victim advocates, it is important to point out that Law Enforcement Victim Advocates can quickly identify the victim's initial crisis response needs, make an immediate assessment for victim safety and understand the intricacies of a criminal investigation.

The victim advocates, who are civilians, are assigned to the Special Assault Unit. They are available to respond to crime scenes, which allows for timely assistance to crime victims and their families. JSO provides quality, professional, and compassionate 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. Involving the victim advocates into an investigation provides immediate experience and expertise into the realm of victimization which can make the difference in victim cooperation, victim safety and investigative integrity.

The victim advocates provide a first point of contact for victims by phone and in person, assess the victim's needs for appropriate referral services to other community service providers, assist law enforcement by providing on-scene crisis intervention, emotional support, and assistance with the completion of the state victim compensation application. The victim advocates act 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 advocates are also certified through the Office of the Attorney General to register victims of domestic violence into the Address Confidentiality Program.

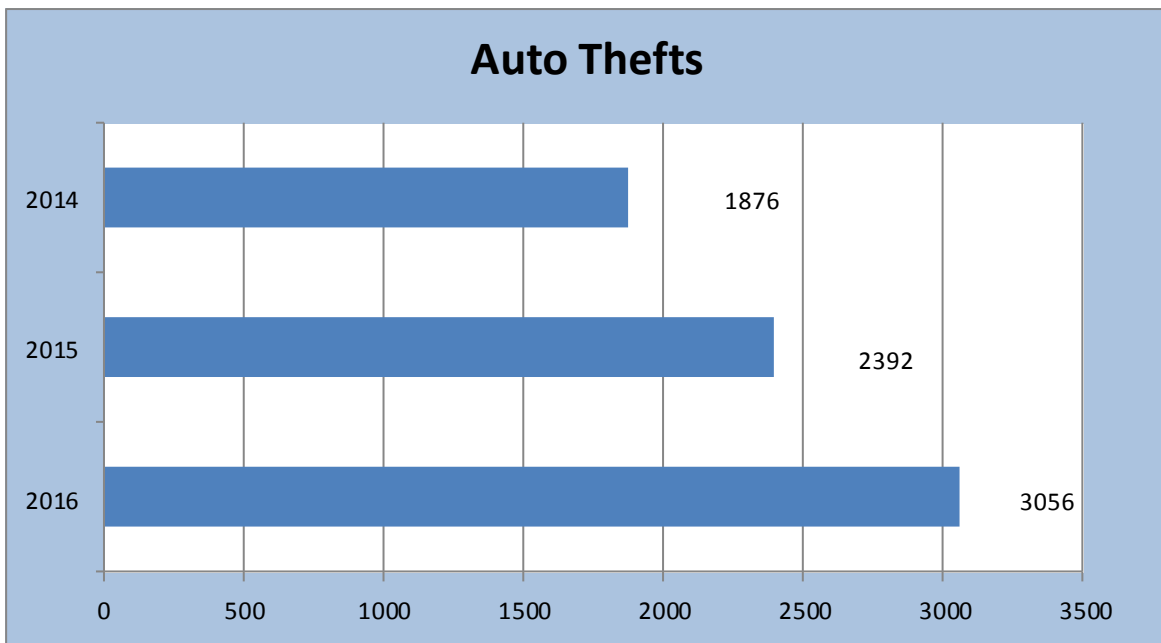
In 2005 JSO's senior Law Enforcement Victim Advocate, in cooperation with volunteer paralegals and pro bono attorneys, established a legal assistance clinic called The Missing Link of Jacksonville, Inc. It is the only collaboration in the area which hosts a free monthly divorce workshop to assist victims of domestic violence with filling out 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 650 clients since the inception in 2005.

In 2016, the Jacksonville Sheriff's Office Law Enforcement Victim Advocates provided direct assistance to victims and their families in the following ways:

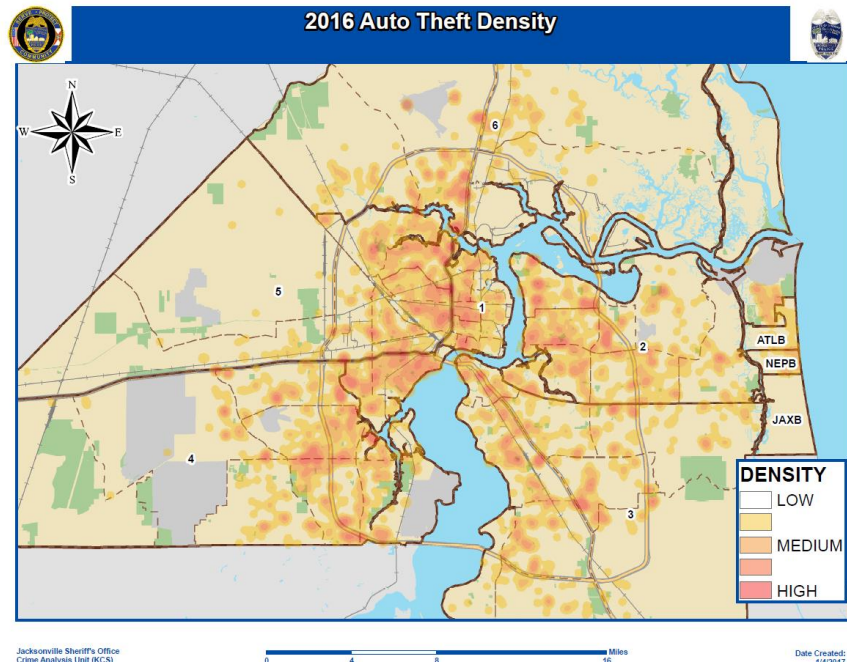
| Direct Services Report | 2016 |
|---|------|
| Victim/Witness Service Guides Distributed | 30 |
| Direct Services by Phone and Outreach | 670 |
| On Scene Response/Follow-up Home Visits | 4 |
| Victim Compensation Claims Assistance | 268 |
| Facilitated Training/Presentations | 6 |
| Coordinated Services with Local Agencies | 188 |

AUTO THEFT UNIT

The Auto Theft Unit is under the command of the Auto Crimes Lieutenant. There are four detectives and one sergeant assigned to the Squad. A Clerical Support Aide III performs general office duties for the Auto Theft Unit. The Auto Theft Unit receives auto theft cases for investigation, but also conducts investigations into repair shops and junk yards, identifying unknown status vehicles, conducting “bait vehicle” operations, and investigating cargo thefts. Members of the Auto Theft Unit work closely with adjoining jurisdictions, other local, state, and federal agencies.



The Jacksonville Sheriff’s Office Auto Theft Unit’s clearance rate exceeded the national average in 2016. The 2015 national average clearance rate was 8.7% for cities in the same population group as Jacksonville. The number of auto theft cases increased in 2016, due to an emerging trend of multiple vehicles being stolen in connection with auto burglaries and keys being left in vehicle’s ignition.



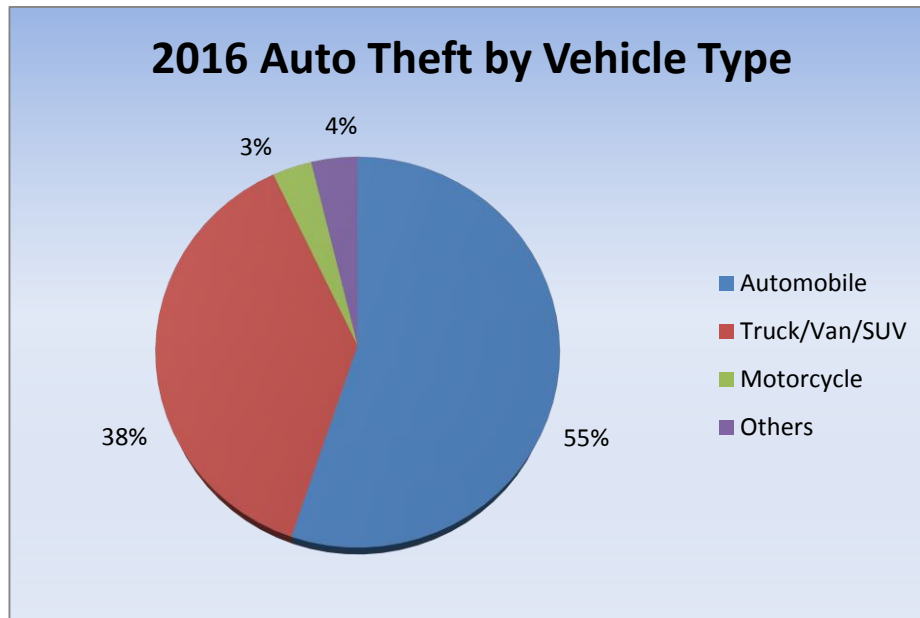
Noteworthy Auto Theft Investigations Include:

To address motorcycle theft trend, we utilize a bait bike to assist in capturing suspect committing auto theft. Trends indicate majority of our stolen motorcycle are recovered in Miami Florida.

In January, 4 known cargo theft suspects were being tracked by another agency and were located in Duval County in the Pickettville area breaking seals on containers and inspecting cargos. The 4 suspects were finally stopped and taken into custody for cargo theft, grand theft auto, burglary to a conveyance, burglary to a structure, and possession of burglary tools. Two different stolen freightliners were recovered (over \$80,000), a 2000 Stoughton trailer (over \$20,000), a 2000 Wabash trailer (worth over \$20,000), load of tires (worth over \$100,000), and a load of sugar (worth over \$50,000).

In November, Patrol was dispatched to a retail shopping center, on the westside of the city, in reference to over \$675,000 cargo theft. After a lengthy investigation, Detective

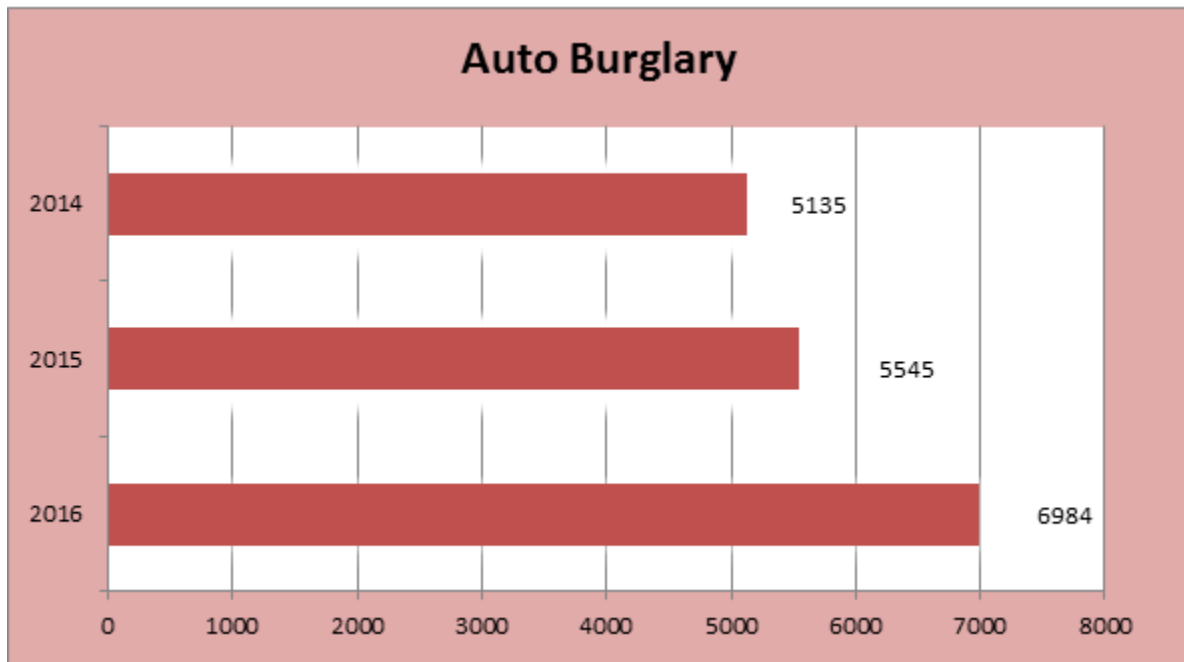
Mesh obtained enough probable cause to seek an arrest warrant based on physical evidence obtained in Jacksonville and Ormond Beach which identified the suspect.





AUTO BURGLARY UNIT

The Auto Burglary Unit is a component of the Investigations Division, within the Department of Investigations and Homeland Security. The Auto Crimes Lieutenant is the Commanding Officer of the Unit. Auto Burglary detectives have the primary responsibility for investigating every auto burglary that occurs within the jurisdiction of the Jacksonville Sheriff's office. In 2016, there were 6,984 auto burglaries. This number was up 26% from 2015. Zone 4 led the city with 2,151 incidents.



In addition to following up on thousands of cases, the Auto Burglary Detectives are on-call 24 hours a day, seven days a week to interview suspects arrested by patrol. Through these interviews, suspects are linked to multiple auto burglaries and other serious crimes, including: gun crimes, identity theft, fraud, forgery and dealing in stolen property. In 2016, the Auto Burglary Unit continued to focus on "Felony Lane" criminal groups, which operate within the city and state-wide. "Felony Lane" criminal groups commit thefts and auto burglaries to obtain checks and credit cards, and then commit fraud using the outer-most lane of the drive-thru at financial institutions. They target places such as shopping centers, mall, gyms, and parking garages to commit auto

burglaries; then recruit drug addicts, prostitutes and transients to commit the fraudulent transactions, and pay them a small amount of money.



In 2016, the Auto Burglary Unit continued to prove that they are a valuable component of the Jacksonville Sheriff's Office, and an asset to the community. In addition to arrests, they were able to recover thousands of dollars in stolen property that victims may have never seen again without their efforts. They performed countless hours of follow-up, which is just not possible

for patrol to perform while answering calls for service. Their efforts resulted in the clearance of over 300 cases, for a variety of crimes. Auto Burglary detectives continued to attend multijurisdictional meetings with law enforcement officers from St. Johns County and Clay County. This joint effort expanded their effect on crime to surrounding areas, and helped identify suspects who traveled across county lines to commit serious offenses. In one case, a man and a woman were caught in Clay County with over 100 items of property in their SUV, many of which were stolen in auto burglaries in Duval County. Auto Burglary detectives worked with Clay County officers to identify victims and return as much property as possible.

Of the 6,984 auto burglary incidents, 4,138 of those involved unlocked vehicles. Representatives from the Auto Burglary Unit spoke at community meetings and outreach events throughout the city in 2016 to educate citizens on how to avoid becoming a victim of Auto Burglary. Locking vehicle doors and not leaving valuables in vehicles were the two most emphasized tips. Educating the community in prevention will continue to be a key factor in what the Auto Burglary Unit does.

Wrecker Regulation Unit

The Vehicle Storage and Recovery Unit is staffed with 2 Detectives and falls under the command of the Auto Crimes Lieutenant and Auto Theft Sergeant. These Detectives 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, 8,568 vehicles were towed by the Jacksonville Sheriff's Office. In 2016, 10,980 vehicles were towed by the Jacksonville Sheriff's Office. These detectives also attend auctions conducted by registered wrecker firms located within Duval County to ensure compliance with Florida State Statutes and Municipal Ordinances.



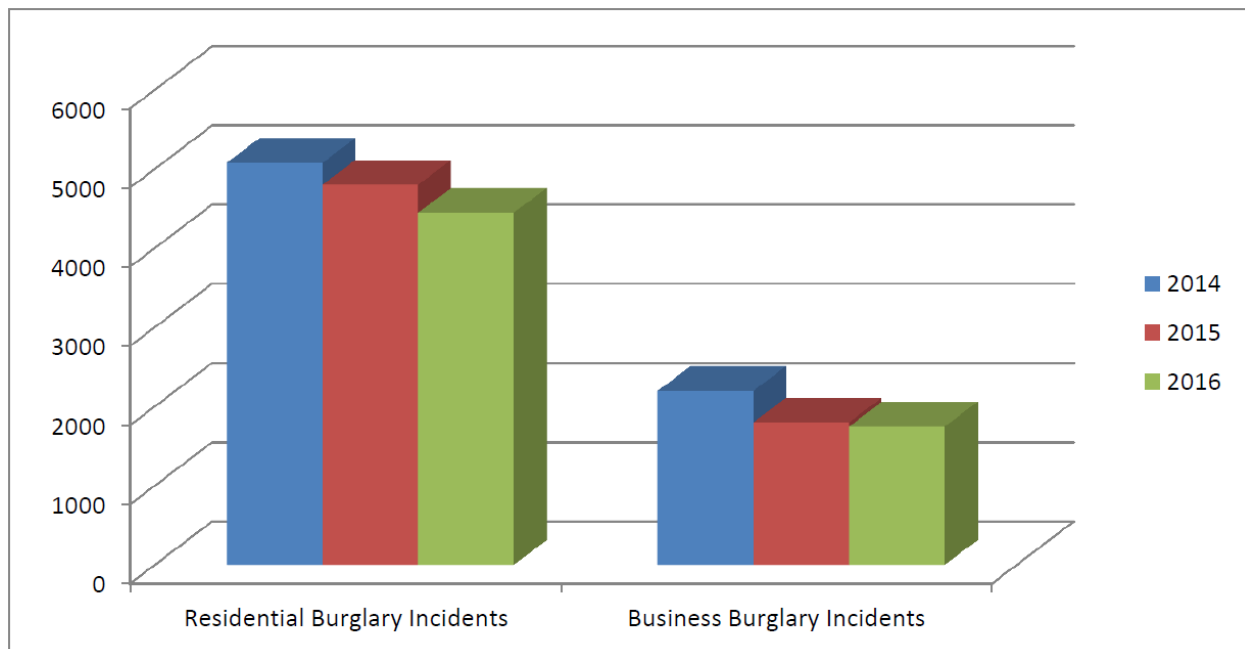


State Attorney's Office

The State Attorney's Office Liaison Unit is staffed with 4 sworn detectives from the Jacksonville Sheriff's Office and fall under the command of the Auto Crimes Lieutenant and the Auto Theft Sergeant. These detectives are assigned to the State Attorney's Office and 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, Juvenile Division, and Special Prosecution Unit.

BURGLARY UNIT

The Burglary Unit is staffed with one lieutenant, five sergeants, twenty detectives, two SCRAP detectives (Secondhand Dealer, Crushers, Recyclers, and Pawnshops), two Property Recovery detectives, and two civilians (Clerical Support Aide III). Each sergeant is assigned to supervise a team of detectives depending on the size of the zone 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 6,191 reported burglaries in 2016, which is an 11.54% decrease from 2015. The Burglary Unit's 2016 clearance rate is 12.1% compared to the 2016 national average of 8.6%.



Reported Burglary Incidents by Zone:

| Zone 1 | Zone 2 | Zone 3 | Zone 4 | Zone 5 | Zone 6 |
|--------|--------|--------|--------|--------|--------|
| 521 | 1105 | 855 | 1847 | 1335 | 517 |

Information sharing and customer service continue to be a primary goal in the Burglary Unit. Detectives and sergeants meet regularly with the six Patrol Zone Commanders and watch commanders to discuss cases and share information to increase efficiency. The detectives also have quarterly roll calls with each squad in every Zone in order to ensure applicable information is shared with line level officers.

Noteworthy Incident:

In the late spring of 2016, numerous burglaries to homes under construction emerged in locations throughout North Florida including Duval, Nassau and St. John's Counties. Statistic revealed that Duval County suffered 29 of these type burglary offenses in July alone.

In August, the Burglary Unit conducted a follow-up investigation with Landon Homes and made contact with one of their representatives. They gathered the necessary intelligence needed in order to devise a covert deployment. Based on the intelligence gathered, an action plan was developed and implemented.



In August, Burglary Detectives were alerted to a possible intrusion into a home under construction in the Landon Home housing development. With the assistance of electronic surveillance equipment and on-duty Officers, a vehicle was stopped and the occupants were detained. Detectives obtained a search warrant for the suspect's

truck and attached trailer which contained numerous stolen appliances. As result, three burglary suspects were arrested and the property that had the tracking devices was recovered.

Property Recovery Unit

The Property Recovery Unit 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; then assist in the process of returning stolen property to victims.

Noteworthy Incident:

In 2016, the Property Recovery Unit assisted the Florida Department of Law Enforcement and the Florida Highway Patrol with a search warrant at Shep’s Wholesale Auction and Chicken House warehouse. During this week long operation, the Property Recovery Unit Detectives identified and recovered 50 tractor trailer loads of stolen cargo. During the course



of the operation, numerous suspects were arrested and are currently awaiting trial.

| | |
|--|-----|
| Total Property Seizures | 914 |
| Property Seizures for Outside Agencies | 88 |
| Pawn Shop Inspections | 471 |

SCRAP UNIT

The Scrap Unit monitors and investigates secondary metal recycling businesses for compliance with F.S.S. 538, part 2 via business inspections, surveillance and other covert means. The unit investigates high dollar losses, hazardous materials thefts, unique scrap and any series, patterns or trends associated with metal thefts that may be sold at a secondary metals recycler. They also obtain a list of Secondary Metals Recyclers from the Department of Revenue to inspect and ensure all license holders are complying with upload requirements per F.S.S. 538, part 2. This also includes investigating complaints of unregistered secondary metals recyclers.

In addition to the aforementioned duties, the Scrap Unit has been tasked with addressing utility trailer thefts since May 2013. The Scrap Unit applies a proactive approach to addressing trailer thefts that includes tracking of incidents, deployment of a “bait trailer” and actively searching for stolen and contraband trailers. These efforts have resulted in 27 trailers recovered and/or seized and numerous arrests being made.

Noteworthy Incident:

In 2016, the Scrap Unit detectives assisted detectives from the Jacksonville Sheriff's Office Burglary and Auto Theft Units with the execution of a search warrant at a downtown business. During the multi-day operation, detectives were able to seize 275 stolen items, one of which was a commercial grade scissor lift valued at \$14,500.



ECONOMIC CRIMES UNIT

The Economic Crimes Unit (ECU) is staffed with one sergeant, seven detectives and a 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.



| | |
|---|-------|
| Assigned 2016 cases | 1268 |
| Crime Stopper tip cases | 19 |
| Elderly financial abuse cases | 27 |
| Investigation requests from other jurisdictions | 215 |
| ECU clearance rate of assigned JSO cases | 17.7% |

Noteworthy Incident:

In April of 2016, a detective investigated a case of identity theft and grand theft of a victim in a nursing home. The detective was contacted by the victim's sister who has Power of Attorney over the victim; however, she lives out of state and is unable to be in Florida to assist with the investigation. The victim's sister stated that someone removed over \$200,000 from the victim's account and she was looking for help. The detective's investigation revealed the suspect stole the victim's Florida Driver's License and her bank account information, allowing her to assume the victim's identity. Over a three month period, the suspect conducted 31 transactions, which were either cash withdraws or cashier checks. The detective obtained video and photographic evidence from the bank and determined the same suspect conducted all 31 transactions. The grand total

of theft from the victim was \$238,000. In May, an arrest warrant for numerous counts of grand theft and identify theft over \$50,000 was issued for the suspect. The suspect was arrested and is currently incarcerated in the Pre-Trial Detention Facility awaiting trial.

OFFENDER TRACKING UNIT

The Offender Tracking Unit (OTU) is staffed by one Lieutenant, two Sergeants, twelve Detectives, one OTU Liaison Coordinator and one Clerical Support Aide III. OTU Detectives track approximately 2,625 sexual predators and offenders. This number changes constantly due to subjects moving, entering/leaving incarceration or being

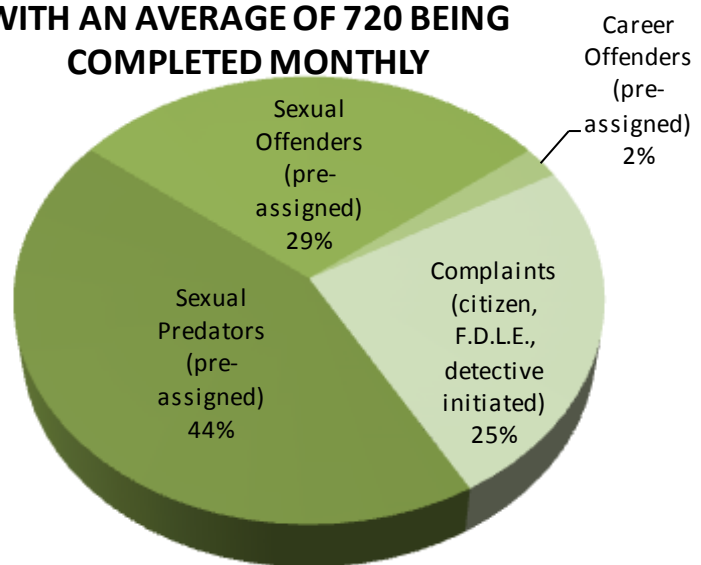


newly convicted of sexual offences. In addition, there are 277 career criminals that are tracked annually bringing the 2016 total of individuals tracked by the unit to 2,902, an increase of 18% over 2015. This number does not include subjects that stay in Duval County temporarily for school, work or vacation that require address verification. It

is the responsibility of these detectives to track these individuals and ensure they are in compliance with all state and local laws. Working with other 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 State of Florida and Municipal Ordinance registration laws. In 2016, a new record keeping system was created to track all verifications conducted by members of the unit. Over the last twelve months, detectives have conducted 8,636 verifications of Sexual Predators, Sexual Offenders and Career Criminals.

During 2016, detectives contacted and verified an average of 325 sexual predators on a monthly basis. Additionally, detectives

BREAKDOWN OF VERIFICATIONS BY TYPE WITH AN AVERAGE OF 720 BEING COMPLETED MONTHLY



conducted 2,255 assigned offender verifications compared to 1,645 offender verifications in 2015 (a 37% increase). It should be noted that a portion of this increase is due to a new law enacted in 2015 that requires all transient offenders and predators to check in with the Jacksonville Sheriff's Office every 30 days. 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 within the OTU handles, on average, 25 complaints or more per month.

Municipal Ordinance (M.O.) 685.104 was passed several years ago with the goal of keeping the children of Duval County safe during the holidays. This M.O. restricts Sexual Predators and Sexual Offenders from

participating in certain events where children are present. Each year, detectives conduct a city wide deployment on October 31st to ensure that Duval County Sexual Predators and Sexual Offenders are in compliance with local municipal ordinances. However, prior to the holiday and any enforcement action, the Jacksonville Sheriff's Office conducts a media campaign before Halloween to educate the public. In addition, our detective's personally contact and educate all Sexual Predators and Sexual Offenders



that live within our county and make them aware of the requirements and upcoming enforcement action so they are in compliance. During the deployment, detectives travel throughout the city and visually inspect all Sexual Predator and Sexual Offender residences. During this past year in 2016, we are proud to say there were no violations identified and all Sexual Predators and Sexual Offenders were found in compliance. Several tracked individuals were interviewed after the deployment. They stated that violations were less likely to occur due to the media coverage, citizen education and Sexual Predator and Offender face to face contacts prior to the deployment.

Over the last year, FDLE has been working with the State of Florida Legislature to obtain funding for a complete re-write of the Sex Offender Database. Throughout 2016, analysts and agents from FDLE have travelled throughout the state to make contact with members of different sheriff's departments, reviewing their programs and asking for input and assistance with this endeavor. After contacting The Jacksonville Sheriff's Office Offender Tracking Unit, we were chosen and honored as one of the most *elite* Offender Tracking Unit's within the State of Florida. FDLE has invited members of the Jacksonville Sheriff's Office Offender Tracking Unit to join their Sex Offender Database Re-Write Committee to build a better State Wide System of Offender Tracking for all law enforcement agencies within the State of Florida that has an estimated forecast completion date in 2019. As a result of this new system and changes that will be a result of this distinguished committee, these state-wide changes will help all citizens in the State of Florida and those within the City of Jacksonville.

CRIME SCENE UNIT

The Crime Scene Unit (CSU) is responsible for the collection, preservation, and documentation of evidence found at crime scenes and is staffed with twenty-eight 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. In February, a CSU supervisor was contacted by our Cold Case Unit in reference to the recovery of human remains at a residence on Bowden Circle East. The supervisor put together a team of Crime Scene detectives to assist with the investigation. The sergeant briefed the team and took a lead role in establishing how the scene would be processed. The scene was processed over the course of several days and the team worked closely with the Medical Examiner's Office. Each portion of the remains were then systematically excavated following established procedures and then were secured and transported to the Medical Examiner's office. Due to the team's tireless efforts, the Medical Examiner's Office was able to identify the victim and the cause of death. The suspect has been charged with murder. The sergeant and his team of detectives received copious accolades from the Medical Examiner's Office and a Forensic Anthropologist for their tremendous efforts.

CRIME SCENE UNIT

Misc. Battery/Agg. Battery Auto Theft Child Abuse
Homicide Sex Crimes Robbery Burglary

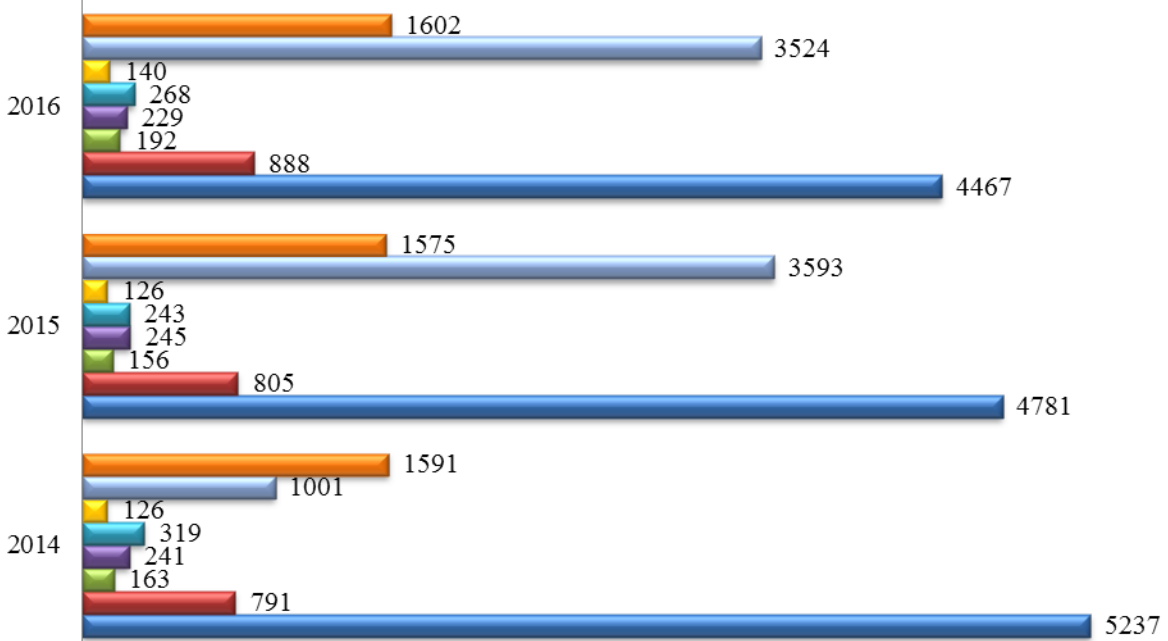


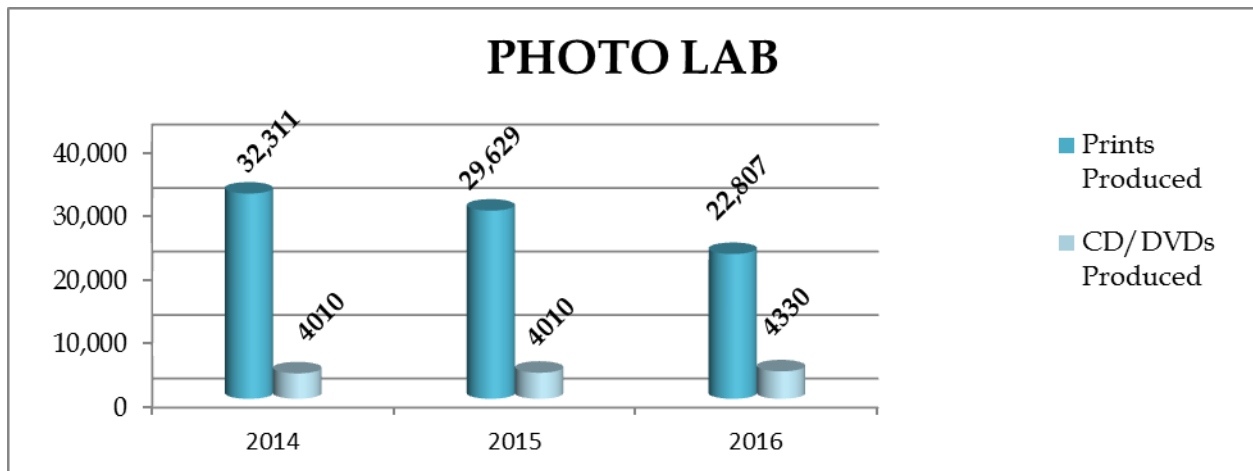
PHOTO LAB

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 2016, they entered over 1,365,368 images into the system. The Photo Lab is staffed with two photographers, one of which also serves as the supervisor.

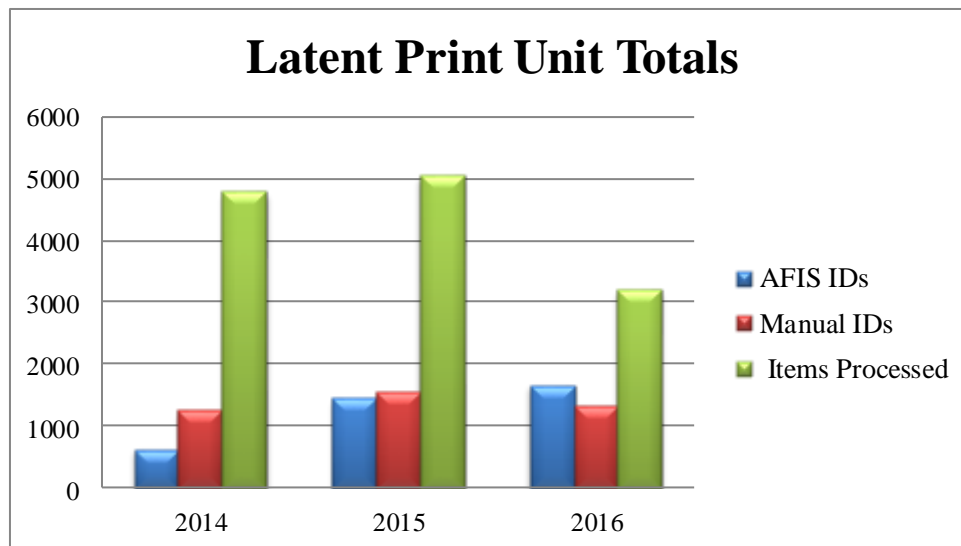
The chart demonstrates the number of photographs copied to CDs and DVDs by the Photo Lab has maintained steady each year. However, the numbers CD/DVDs has maintained almost equal from 2014 to 2016.



LATENT PRINT UNIT

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 Clerical Support Aide III. The examiners employ a variety of chemicals and techniques to develop latent prints from crime scene evidence. Other duties include inputting latent fingerprints into the Automated Fingerprint Identification System (AFIS), 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 2014-2016 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 FCCS in the investigative unit who ensures all tips are thoroughly investigated and the dispositions are forwarded back to FCCS. First Coast Crime Stoppers serves six counties in Northeast Florida and advises that Duval County receives 95% of their tips.

During 2016, a total of 2,170 Crime Stopper tips were received. These tips resulted in 106 arrests, 280 cases cleared and the apprehension of 76 fugitives.

Noteworthy Arrests from Crime Stopper Tips:

On Jan. 6th, Cortez Mitchell was arrested for armed robbery after a FCCS tipster identified him as the suspect that robbed Metro Inn on Golfair Blvd.

On March 8th, Andrew Simmons was featured on the local news as a fugitive felon. A FCCS tipster called in his location and he was apprehended. He was wanted for four violent felony charges, that included home invasion robbery.

On June 1st, Lorenzo Alston was arrested for the murder of Jessica Daniel which occurred at 21st and Main Shell Station. A FCCS tip came in that identified Alston as the suspect. Prior to the tip, detectives had little to go on.

On Oct. 18th, Raymond Jones was arrested on 10 counts of retail-grand theft and 8 counts of retail-petit theft after a FCCS tipster identified him as the person in the media release photos of the suspect stealing from Home Depot on Lem Turner Road.

HOMELAND SECURITY & NARCOTICS / VICE DIVISION



ANNUAL REPORT 2016

The Homeland Security and Narcotics/Vice Division is staffed with 154 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, three assistant chiefs, five lieutenants, eighteen sergeants, one hundred seven detectives, and twelve officers for a total of one hundred forty-six sworn officers and eight 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 (JSO) 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 (Criminal Apprehension Unit, Gang Investigations Unit, Gang Enforcement Unit, and the SWAT Administration Unit).

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

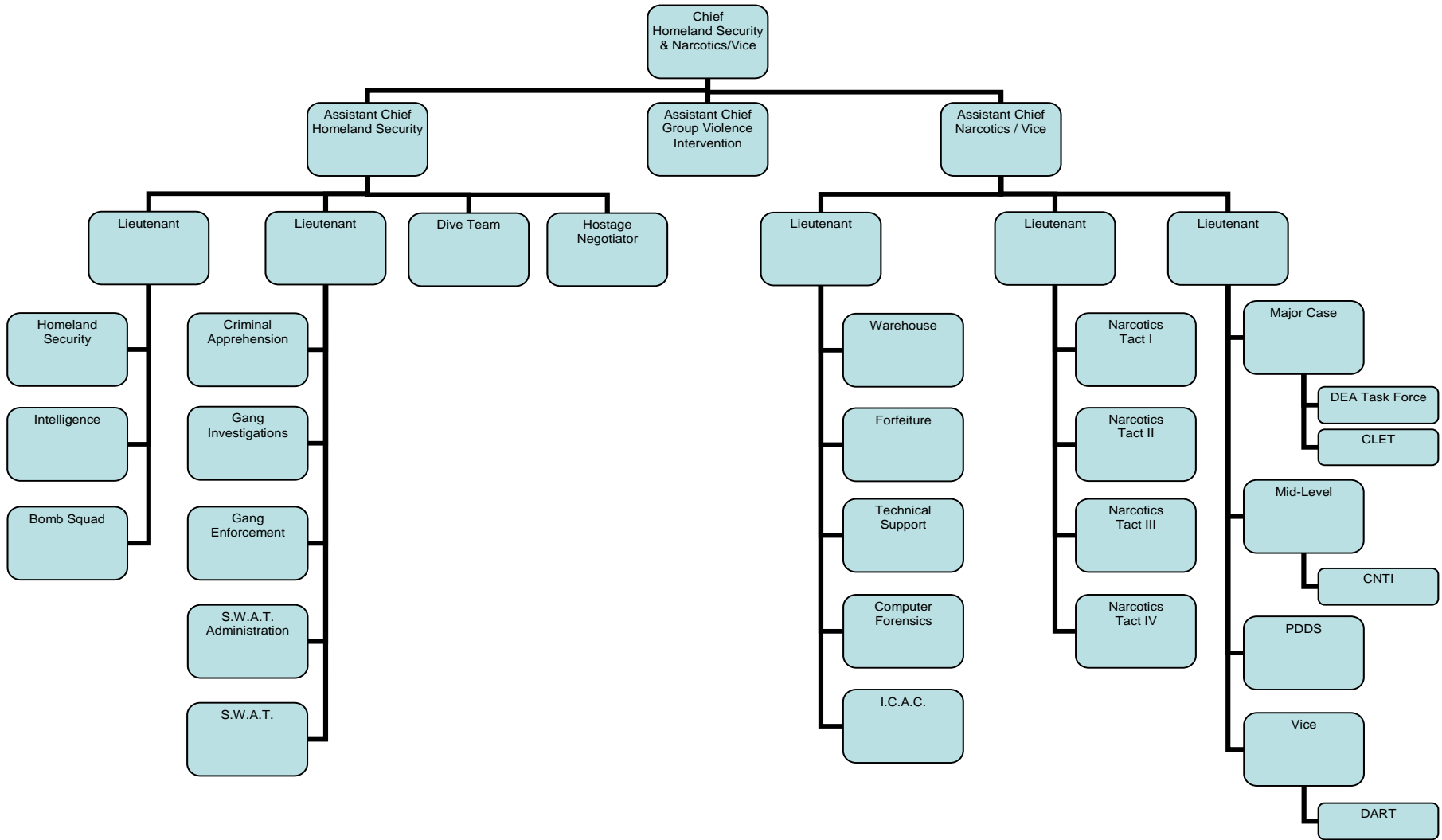
- Major Case Investigations Unit
- Mid-Level Investigations Unit
- North Florida High Intensity Drug Trafficking Area Task Forces
 - Currency/Narcotics Transportation Interdiction Initiative
 - Prescription/Designer Drug Squad
- Clandestine Laboratory Enforcement Teams (CLET)
- Tactical Narcotics Squads (*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

The Group Violence Initiative is overseen by the Chief of Homeland Security & Narcotics/Vice and contains the following:

- Office of the Group Violence Initiative Program Manager
- The Violent Crime Impact Team- which is assigned to the Investigations Division, but is an integral part of the Initiative

HOMELAND SECURITY AND NARCOTICS / VICE DIVISION



HOMELAND SECURITY UNIT

The Homeland Security Unit is staffed with one sergeant and seven 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.

The following is a sample of the work performed by the Homeland Security personnel during 2016:

- HLS detectives coordinated efforts with the JSO Dive Team and conducted underwater inspections of all major bridges and bulkheads.
- Detectives completed work on more than 27 critical infrastructure and survey assessments within Duval County.
- The Homeland Security Unit completed a comprehensive database of Critical Infrastructures within the City of Jacksonville and this information was shared with the Northeast Florida Fusion Center and the Jacksonville Sheriff's Information Systems Management unit. An interactive map was developed and unveiled during a Monthly Roll Call training event. This interactive map is further being enhanced to provide the Jacksonville Sheriff's Office a multi-layered view of Critical Infrastructures and the vital information that may be needed during critical incidents.

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

INTELLIGENCE UNIT



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.

The primary purpose of the Intelligence Unit is to gather, vet and share intelligence information within the Jacksonville Sheriff's Office and with outside agencies. Additionally, the unit is tasked with providing JSO staff members with verified information for use in planning events.

Intelligence Unit personnel initiate the majority of their investigations. Each investigator has specific areas of responsibility in the collection, analyzing and disseminating of intelligence information received and investigated. This helps to ensure that all pertinent information received is distributed to the most appropriate unit. Some of the specific areas assigned to the Intelligence Unit personnel are; Criminal intelligence on 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.

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), 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 local, state and federal law enforcement agencies.

• **Activity Report** •

During 2016, 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 met regularly to discuss patterns or trends at these identified sites. Members of the Florida Department of Law Enforcement (FDLE), the State Fire Marshalls Office, 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 Investigations (FBI) 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 2016, the Jacksonville Sheriff’s Office continued an active role in the North Florida Fusion Center. This collaborative effort included 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 region. The Intelligence Unit investigated SAR and Sovereign Citizen reports 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 ensure a citizen’s ethnicity, race and/or religion is protected from illegal discrimination. Additionally, the Intelligence Unit has continued to be a participant in the US Attorney’s Office Middle District’s Civil Rights Working Group. This group was formed to partner Federal, State and Local law

enforcement as well as non-governmental resources to address and prevent bias-motivated crimes.

Noteworthy Activities in 2016 were:

- During 2016, the Intelligence Unit processed and dispersed 537 Intelligence Bulletins (i.e. wanted subjects, officer safety bulletins and photos of subjects and vehicles that need to be identified).



- The Intelligence Unit Detective assigned to the FBI's

Joint Terrorism Task Force (JTTF) assisted in several investigations.

- The Intelligence Unit worked closely with other Federal and State Law Enforcement Agencies as well as Airport security to provide Dignitary Protection Assistance for multiple high profile dignitaries and political candidates. Additionally, there were several visits from the current and past Presidents.

- The Intelligence Unit partnered with Jacksonville Beach Police, NCIS, FDLE, FHP and the FBI to provide intelligence monitoring and security at the 2016 NAS Air Show held at Jacksonville Beach.

- With the increased domestic terrorist attacks, the Intelligence Unit partnered with the Special Events Unit, FDLE and the JTTF to ensure large scale events such as NFL and college football games and major Holiday events were thoroughly assessed for threats and actively monitored during the events.

- The Intelligence unit investigated several bomb threats, including the investigation and arrest of a suspect who had intentions of bombing a hospital.

- Sovereign Citizen Activities and training continued in 2016. The Intelligence Unit investigated Sovereign Citizen reports generated within Duval County. Intelligence Detectives coordinated new Sovereign Citizen Investigations with the Clerk of the Courts personnel and the State Attorney's Office.

- During 2016, the Intelligence Unit worked with the State Fire Marshall's Office to ensure comprehensive and thorough arson investigations, which included assisting in the identification of arson suspects.
- 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 2016 and continues to be in place and active.

CRIMINAL APPREHENSION UNIT

The Criminal Apprehension Unit is staffed with one (1) sergeant and nine (6) detectives, one (1) of which is assigned to the US Marshals Task Force. The unit works closely with other units within the Jacksonville Sheriff's Office, as well as state and federal partners. Members of the unit are trained and equipped to provide covert surveillance, prisoner transport protection, 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.

GANG INVESTIGATIONS AND ENFORCEMENT

The mission of the Gang Investigations Unit is 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 fourteen 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 S.W.A.T. 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 2016, the Gang Investigations Unit continued to provide 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 Impact Unit, Homicide Unit, 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.

The Gang Enforcement Unit works closely with the investigators who monitor the criminal gang and group activity in Jacksonville. The Gang Enforcement Unit is a proactive squad of officers that provide a “focused-deterrence” on the most violent and active gangs and groups in the community.

SPECIAL WEAPONS AND TACTICS (S.W.A.T.)

The Jacksonville Sheriff's Office Special Weapons and Tactics (S.W.A.T.) Team is staffed by a total of sixty-four (64) members, including tactical operators, medical staff, command staff and support personnel. The S.W.A.T. Team is divided into six (6) squads,



five (5) 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 (1) day a week at various locations around the city, but primarily at the JSO range and Shoot House. This equates to six hundred (600) hours of annual training. Team members also attend specialized training courses around the country. This commitment to training and excellence sets the JSO S.W.A.T. 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.

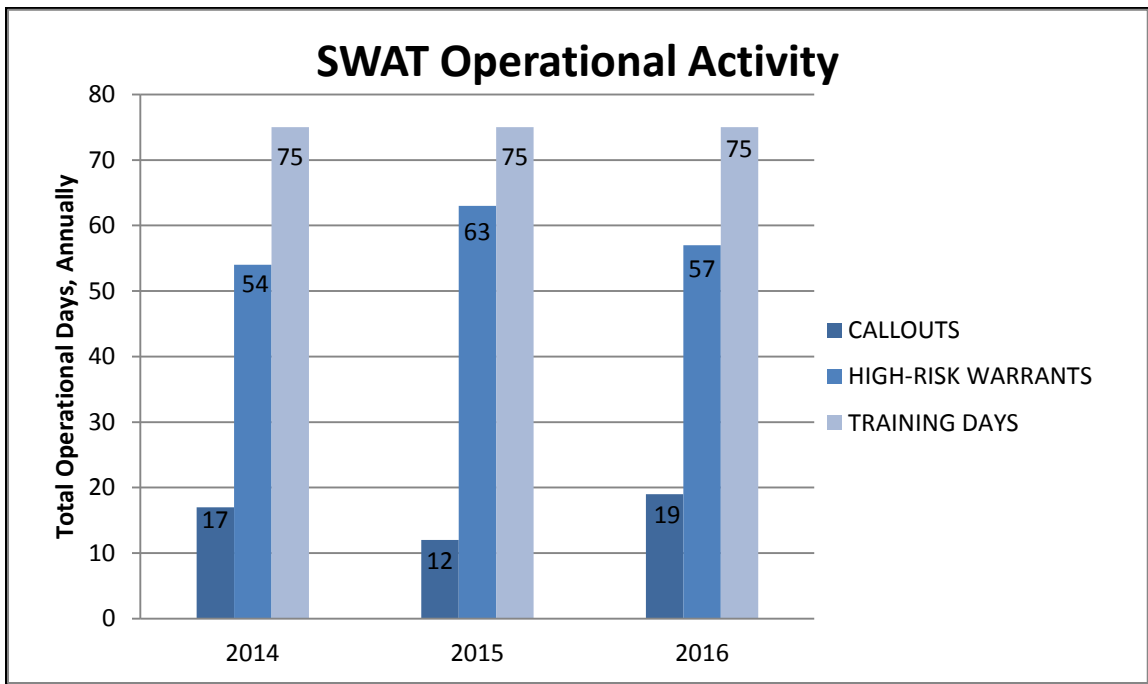
The team has one of the most active tactical medical programs in the country. There are Ten medical personnel assigned to the S.W.A.T. Team that include: Jacksonville Fire/Rescue Department paramedics, one (1) physician from the Jacksonville Fire/Rescue Department, one (1) physician from the University of Florida–Shands Jacksonville and one (1) 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 S.W.A.T. operations has been an enormous step forward for the safety of the community and the team members.

The Jacksonville Sheriff's Office S.W.A.T. 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 S.W.A.T. team continues to equip, train and prepare its personnel to respond to chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents.

SPECIAL WEAPONS AND TACTICS ADMINISTRATIVE UNIT

The sergeant of the S.W.A.T. Administrative Unit is the Assistant S.W.A.T. Commander and Tactical Leader. The unit also coordinates, plans and 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 S.W.A.T. Administrative Unit is also responsible for the day-to-day operations and training requirements of the Jacksonville Sheriff's Office S.W.A.T. Team. This includes maintenance of all assigned special equipment and specialized vehicles.



BOMB SQUAD

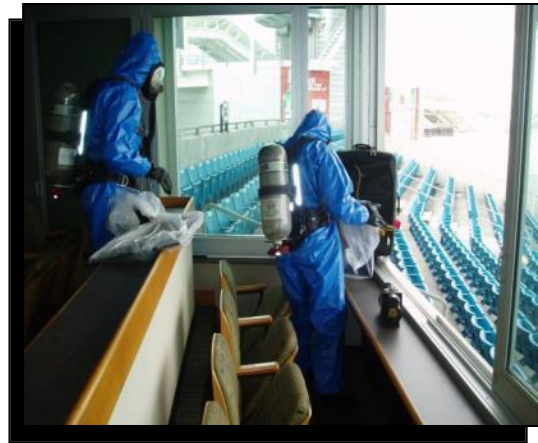
The Jacksonville Sheriff's Office Bomb Squad is one of the specialized teams included within the Homeland Security & Narcotics/Vice Division, and is under the command of the Intelligence Lieutenant. The Bomb Squad is made up of twelve members who are assigned throughout the Sheriff's Office, but respond 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 2016, the Bomb Squad responded to 136 requests for service.



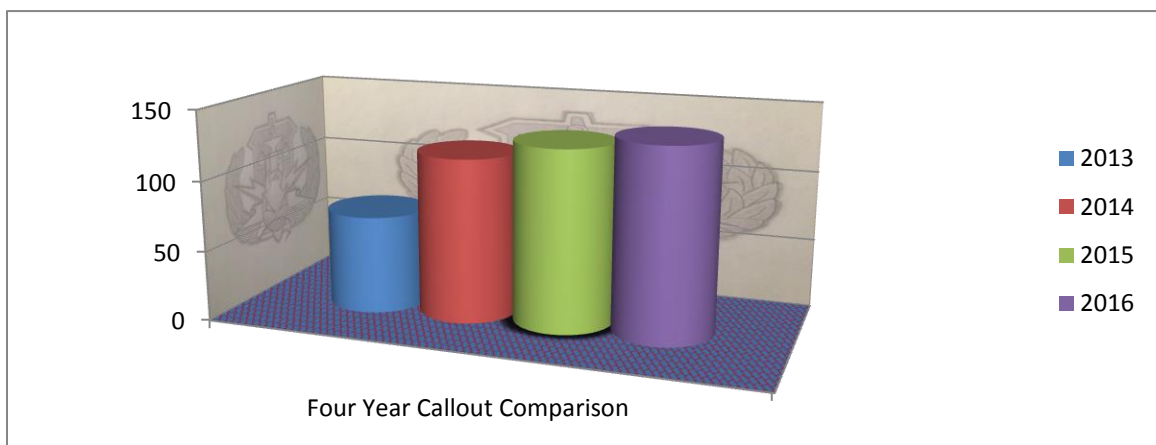
The basic certified explosive technicians' training consists of six comprehensive weeks at the Redstone Arsenal in Huntsville, Alabama and is administered and certified by the United States Army and the Federal Bureau of Investigation (FBI). After completing the basic certification training, members 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 2016, 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 in 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 221st EOD unit out of Camp Blanding. In May, the Bomb Squad participated in "Ravens Challenge X" at Camp Blanding. 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.



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

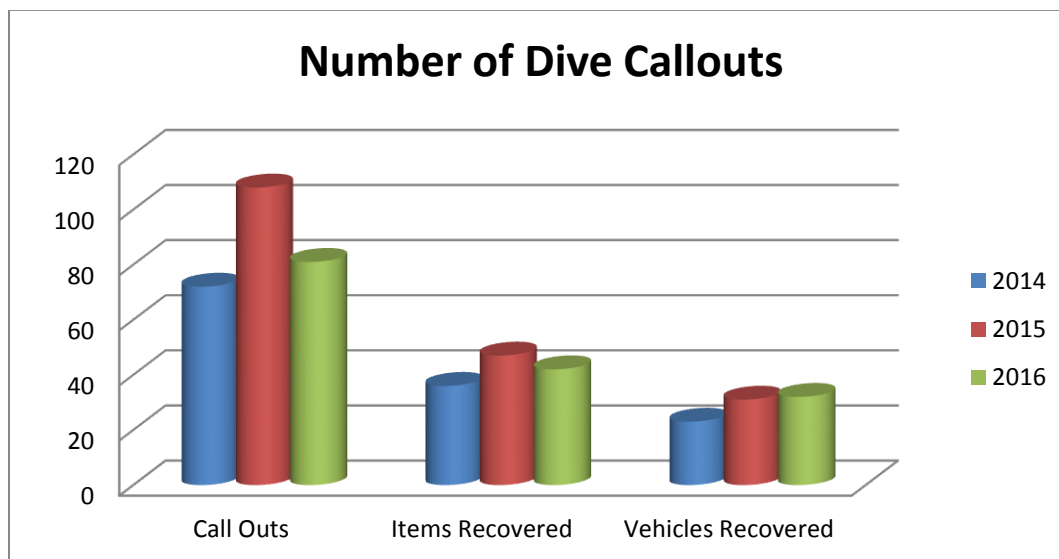
The Dive Team falls under the Homeland Security Division and consists of qualified police divers that are assigned throughout the agency. The Dive Team is managed by one senior sergeant, who is the team commander, two sergeants, and sixteen officers. One member of the team is a Certified Instructor, and holds the rating of Master Scuba Diver Trainer. In 2016, the Dive Team enhanced its capabilities by ensuring that all members were certified in underwater hazardous device searches and identification. All dive team members of the Jacksonville Sheriff's Office Dive Team possess, at a minimum, the certification of Dive Master, Advanced/Rescue Diver, and 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. In December the team also participated in a joint training exercise involving SWAT, Bomb, Negotiators and JFRD.



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 2016, the Dive Team conducted underwater surveys of critical infrastructures located within the St. John's River (bridges, bulkheads, etc.) utilizing a 3D underwater sonar. Additionally, the Dive Team continues to acquire essential equipment which enhances the capability of the team based on frequent mission assessments. The dive team was utilized extensively during

Hurricane Joaquin and Hurricane Matthew as a swift water rescue element and assigned to partner with the Jacksonville Fire and Rescue Department (JFRD) at critical locations throughout the city. The Dive Team was also called upon, after Hurricane Matthew, to conduct side scan sonar assessments of the St. John’s River for the United States Coast Guard (USCG). This allowed the port to be re-opened for commercial cargo and private vessels. 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 80 call-outs in 2016, ranging from vehicle and evidence recoveries/searches, to victim recoveries/searches involving several mutual aid requests from surrounding counties. In 2016, 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)].

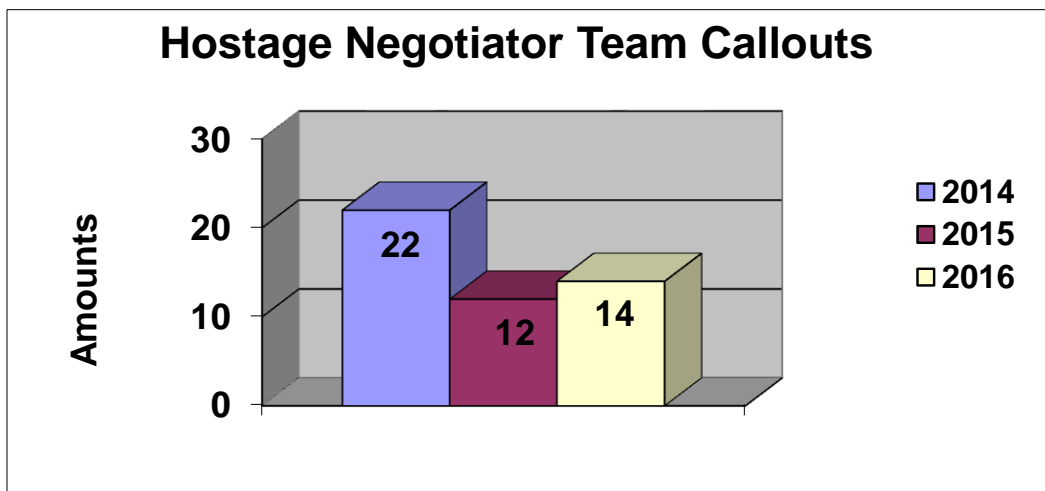
The Team meets twice a month in order to train and become familiar with the complex roles involved in a crisis negotiation call-out. Members also use this time to debrief past incidents. They discuss successful efforts and those which could be improved. This training experience is then put into service in order to safeguard the citizens of Duval County. In order to accomplish realism, quarterly joint training sessions with the S.W.A.T. Team 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 2016, the Hostage Negotiator Team and its members responded to 14 call outs compared to 12 call outs in 2015. For the last three years, the Hostage Negotiator Team has responded to an average of over 16 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, which consists of Jacksonville Sheriff's Office employees, responds to and assists fellow employees who have been exposed to traumatic events or critical incidents. 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



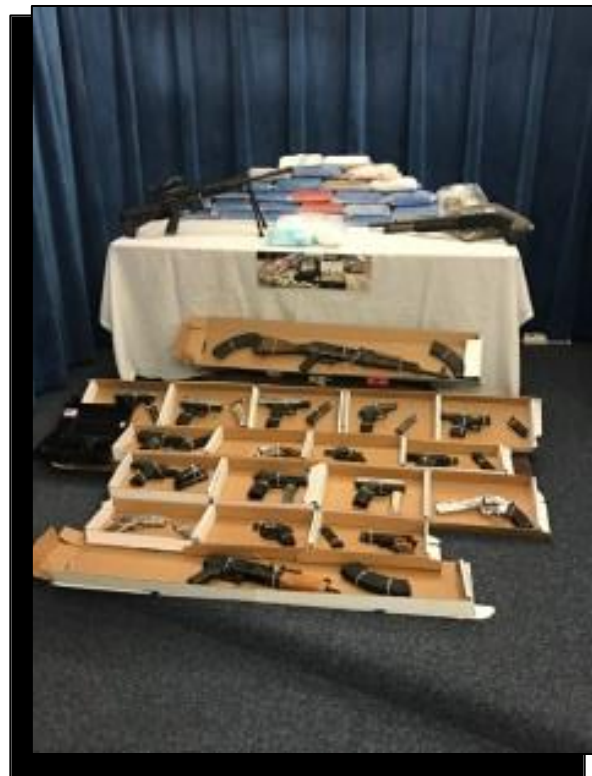
Explosives (ATFE). Additionally, the Major Case Narcotics Squad participates in the North Florida High Intensity Drug Trafficking Area (NFHIDTA) initiative as a member of the Violent Crimes / Narcotics Task Force. The NFHIDTA initiative

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 2016, the Major Case Narcotics Squad's efforts led to 59 arrests and seizure of 68 kilograms of cocaine, 10 pounds of hydroponic marijuana, 132 pounds of regular marijuana, 3 kilos of heroin, 31.3 grams of crack cocaine, 16.2 grams of MDMA, and 8 firearms. Investigations during 2016 enabled the dismantling of 2 drug trafficking organizations resulting in the seizure of \$325,021 in cash and 4 vehicles.

Operation Scarface

Operation Scarface was initiated by the Jacksonville Sheriff's Office and was assisted by the DEA, the State Attorney's Office, the Florida Highway Patrol and the North Florida HIDTA.

Detectives targeted an organization known to distribute multiple kilograms of cocaine in the Jacksonville area. This organization began when investigators identified two Jacksonville drug distributors who were running multiple drug houses in various areas of the city. Each



distributor had his own source and investigators identified shipments of cocaine coming from Miami to Jacksonville and from Atlanta to Jacksonville. During the investigation, detectives seized a total of 36 kilos of cocaine, a half kilogram of heroin, 4 lbs of marijuana, 22 guns, \$275,000 cash and 4 vehicles. Ultimately, two drug trafficking organizations were dismantled and a total of 14 people were arrested for conspiracy to distribute cocaine.

Operation Houston

Operation Houston was initiated by the Drug Enforcement Administration and the Jacksonville Sheriff's Office. Investigators discovered that a shipment of cocaine was being transported from Houston, Texas to Jacksonville via a semi-truck. A quantity of cocaine would be delivered to Jacksonville and then an additional quantity would be delivered to Miami. DEA and Jacksonville Sheriff's Office surveillance teams were in place to intercept the cocaine delivery.

Following surveillance operations, the driver of the semi was observed off-loading two packages to a co-conspirator. Enforcement teams stopped the co-conspirator with the assistance of the Florida Highway Patrol. Detectives located 20 kilos of cocaine. DEA followed the semi-truck to Homestead, Florida where they recovered an additional 41 kilos of cocaine. This investigation resulted in a total seizure of 61 kilograms of cocaine, two arrests and identification of additional members of a drug trafficking organization in Houston Texas.



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 2016, the Mid-Level Narcotics Squad seized over 2 kilograms of cocaine, 35 pounds of marijuana, 1135 grams of pills, and \$270,389 in cash. They made 58 arrests, recovered 24 guns, and dismantled 5 drug trafficking organizations. Additionally, investigators worked a variety of cases resulting in the seizure of 214 grams of heroin and 790



grams of homemade Methamphetamine. The Squad dismantled several marijuana grow houses resulting in the seizure of 188 marijuana plants.

Fentanyl in Clay County

Mid-Level detectives were contacted by the Clay County Sheriff's Office regarding seven (7) heroin/fentanyl overdose deaths that occurred within their county in less than two weeks. Their investigation led to a possible dealer in Jacksonville that was supplying Clay and Nassau Counties.



The JSO Mid-Level Narcotics Squad worked jointly with CCSO Narcotics Unit and FDLE agents. The partnered investigation led to controlled and undercover buys from the suspected dealer at his home in Jacksonville. A search warrant was obtained and executed jointly with CCSO and FDLE. Fentanyl (being represented as heroin), cocaine,

marijuana, cash and a hand gun were recovered during the search warrant. The supplier was arrested which lead to multiple arrests of individuals in Clay County. The disruption of this drug trafficking organization eliminated the supply of fentanyl being distributed as heroin to unsuspecting addicts in Clay, Duval, and Nassau Counties.

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 2016, CNTI intercepted 185 packages. The team seized 1,428 pounds of marijuana, over 6.75 kilograms of cocaine, and 5 pounds of various pills. Participation in the NFHIDTA initiative enabled us to remove \$4,994,748 worth of drugs off the street, make 2 arrests, and seize \$58,020 in cash.

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 2016, 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 decreased slightly from twenty-five (25) in 2015, to twenty-three (23) in 2016.



Although this is only a slight decrease, 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 Registered Nurses diverting pharmaceuticals in 2016. This number increased from eleven (11) in 2015, to twelve (12) in 2016.

| <u>PROFESSION</u> | <u>ARRESTS</u> |
|-------------------|----------------|
| Nurse | 12 |
| Medical Assistant | 6 |
| Pharmacy Tech. | 3 |
| Veterinary Tech. | 1 |
| Dental Assistant | 1 |

An example of this danger is the November 2016 investigation of a Registered Nurse (R.N.). In this case, the R.N. was working at a local clinic and had written 151 fraudulent prescriptions for Phentermine, Adderall and Ambien to herself and her friends to support drug habits. The R.N. had a 20 year career in nursing of which 10 years was in management. Detectives discovered that the

nurse had previously been a graduate of the Florida Intervention Project for Nurses (IPN) which is a program designed to help health care workers deal with addiction related issues. As a result, detectives contacted the Department of Health for assistance with suspending her license to practice. This second violation should prevent her from finding other employment as a Registered Nurse.

Operation Chain Smokers

Also in 2016, The Prescription Drug Squad finished a Long Term Investigation looking into a local business that operated out of three store fronts and was selling “Synthetic Drugs”. This three year investigation exposed the businesses’ criminal enterprise that littered the community with these dangerous and sometimes deadly drugs. In all, the three stores were shut down, eleven people were arrested, two more have outstanding warrants, and one was charged with



manslaughter for the death of a Clay County teenager. \$980,000 cash, one vehicle, 3,578 packets of synthetic drugs and a large amount of drug paraphernalia were seized.

CLANDESTINE LABORATORY ENFORCEMENT TEAMS (CLET)

The function of the Clandestine Laboratory Enforcement Teams are 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 2016, there were 34 total incidents (25



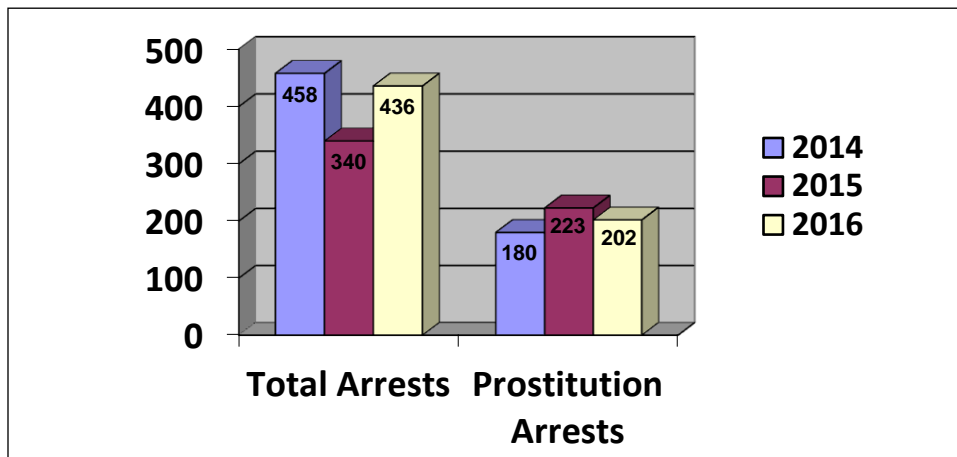
Callouts, 7 Knock and Talks, and 2 Search Warrants). During these incidents, CLET processed 7 Methamphetamine Labs, 10 Marijuana Grows, 1 Dimethyltryptamine (DMT) Lab, and 13 other Investigations.

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 six detectives. The unit made 436 arrests in 2016. 202 of those arrests involved street level prostitution. The VICE Squad also concluded two long term investigations involving drug sales in area night clubs resulting in 8 drug sales cases.

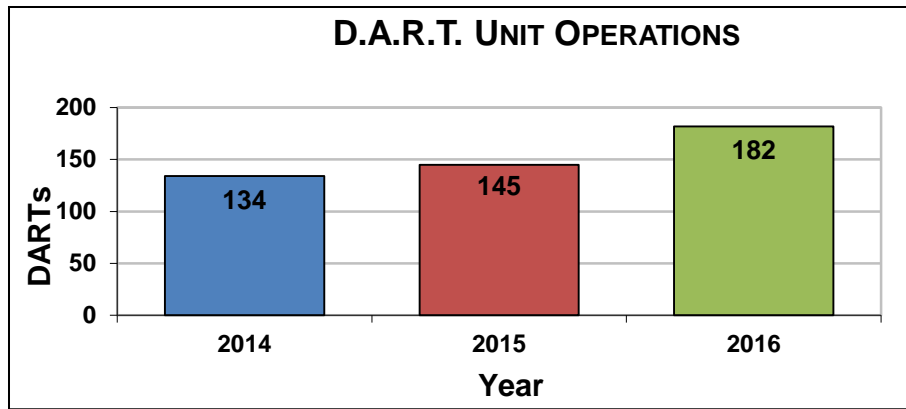
In 2016, the VICE Squad increased investigations in illegal Massage Businesses. These investigations resulted in Federal indictments for Human trafficking, prostitution and practicing health care without a license.

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 2016, 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 2016, they DART'ed 182 locations throughout the city. In addition, they completed re-inspections of 101 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 31 detectives are assigned to four squads. In 2016, they were responsible for investigating 2,237 narcotics-related complaints and making 1,446 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 251 guns were recovered. The squads seized a total of \$1,033,611 in assets and drugs with a street value of \$1,454,527. In 2016, the Tactical Narcotics Unit conducted several long term investigations which focused on areas with a high number of narcotics related complaints. These investigations have resulted in a large number of drug dealers being arrested which ultimately decreased the number of street level complaints being generated in those areas.

Operation Hard Rock Hotel Deuce

This was a three month operation which focused on the Phillips Highway corridor in Zone 3. This was initiated due to several narcotics and prostitution complaints in the area. It involved the placement of confidential informants in the area to initiate narcotic purchases from numerous drug dealers. This operation yielded twenty five arrests for narcotics related charges and the seizure of various narcotics/drug paraphernalia.



Operation Lockdown in O'Town

This was a three month investigation which focused on the 'Oceanway' area of



Zone 6. The detectives rented a trailer and were able to establish numerous contacts with narcotics dealers in the area. At the conclusion of the investigation, the detectives arrested forty five suspects. An additional 23 suspects were identified and have narcotics sales charges pending against them.

COMPUTER FORENSIC INVESTIGATIONS UNIT

The Computer Forensic Investigations Unit addresses the rapidly expanding field of computer forensics. The Unit provides forensic examinations of cell phones,

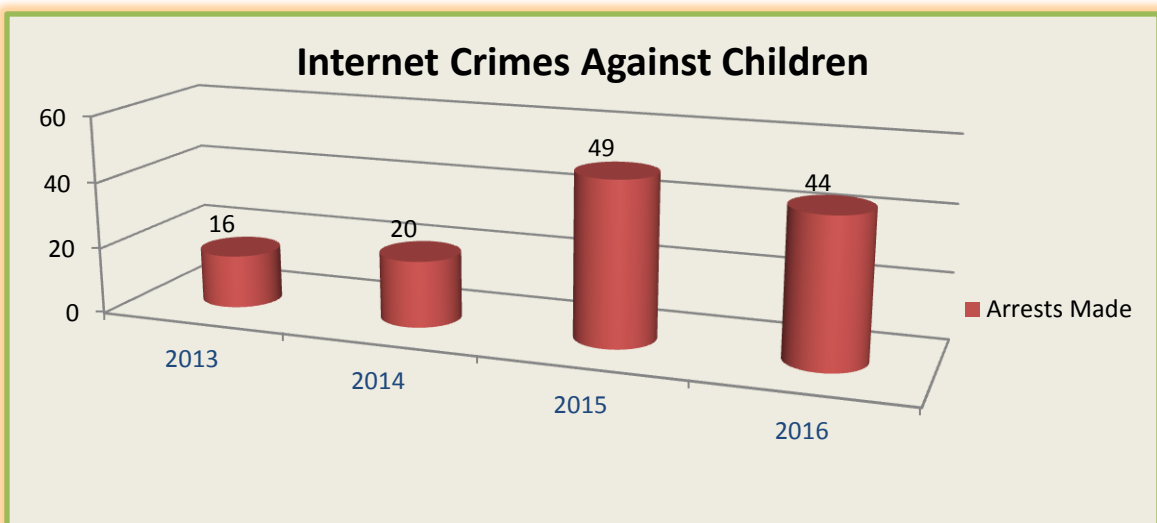


computers, thumb drives, SIM cards and many other electronic media devices. This unit is currently comprised of four detectives, all of which are forensic examiners. In 2016, the Computer Forensic Investigations Unit assisted with over 298 cases. Many of these cases involved forensic

examinations of multiple devices. Also in 2016, the unit examined 485 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.



“Operation Blue Hawk”

In July of 2016, the ICAC Unit conducted a Jacksonville specific proactive Chat Operation. The five-day operation was conducted with the assistance of the Gainesville Police Department, Orange Park Police Department, St. John’s County Sheriff’s Office, Okaloosa County Sheriff’s Office, Tallahassee Police Department and FDLE. 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 either a 12 to 14 year old minor for sexual encounters. Twenty suspects were arrested during the operation.

ICAC detectives also assisted four outside agencies with their own undercover chat operations. During the course of these operations, a total of 44 arrests were made. In conjunction with their everyday investigations, ICAC detectives also handled 280 Cyber Tips during the year.

FORFEITURE UNIT

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.

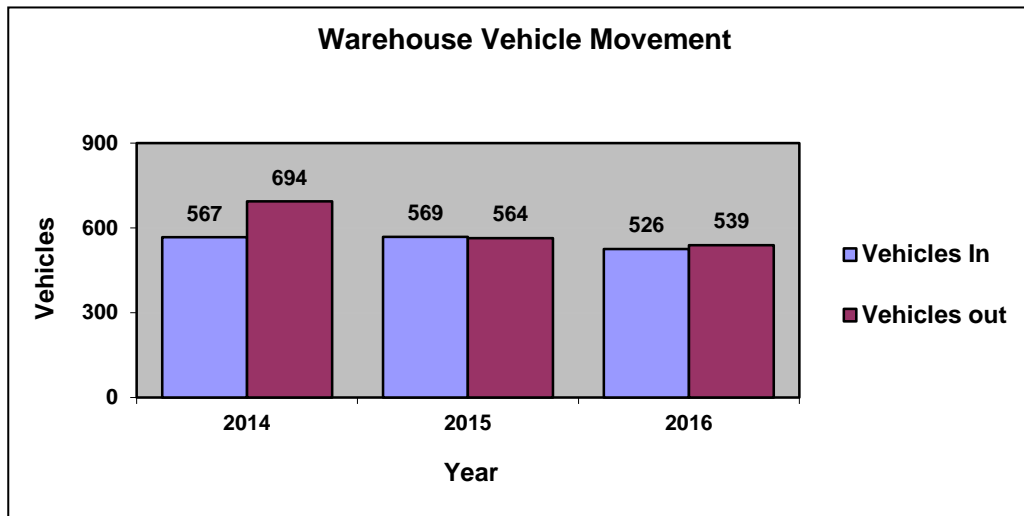
The Florida Contraband Forfeiture Act (FCFA) details what may be seized for forfeiture and under what circumstances. On July 1, 2016, significant changes were made to the FCFA. The changes set more rigid standards for the seizure of property under the FCFA and increased the burden of proof to have the property awarded. In response the Forfeiture Unit worked to update JSO's policy and provide roll call training to agency members and inform them of the changes to the FCFA and JSO policy.

| ANNUAL FORFEITURE STATISTICS | | | |
|-------------------------------------|----------------|----------------|----------------|
| | 2014 | 2015 | 2016 |
| NUMBER OF MONEY SEIZURES | 209 | 210 | 257 |
| AMOUNT OF MONEY SEIZED | \$1,049,836.21 | \$799,312.98 | \$2,321,232.85 |
| COURT AWARDED MONEY | \$655,929.19 | \$505,895.90 | \$502,735.27 |
| NEGOTIATED MONEY SETTLEMENTS | \$79,010.39 | \$121,022.57 | \$166,082.40 |
| VEHICLE AUCTION PROCEEDS | \$228,100 | \$432,700.00 | \$63,700.00 |
| TOTAL FORFEITURE PROCEEDS | \$963,039.58 | \$1,059,618.47 | \$732,517.67 |
| VEHICLES SEIZED | 637 | 702 | 721 |
| VEHICLES AWARDED | 100 | 72 | 24 |

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 Warehouse Unit, along with the Forfeiture Unit, is tasked with the process of auctioning forfeited vehicles. During 2016, one vehicle auction was conducted and 33 awarded vehicles, 5 trailers and 2 sets of rims were sold. The auction collected \$63,700 from the sale of the vehicles, trailers and rims.



TECHNICAL SUPPORT UNIT

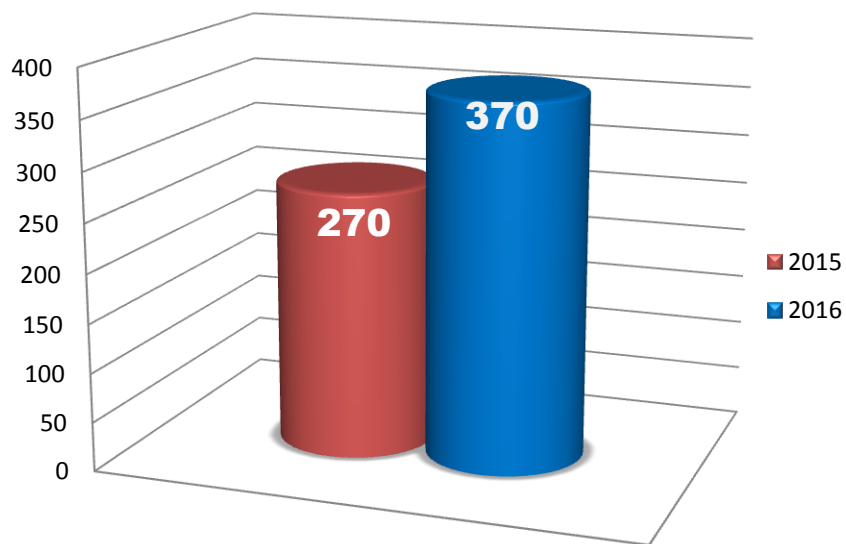
The Technical Support Unit (TSU) stores, issues, maintains, operates, and installs electronic equipment used during covert, surveillance and tracking operations. TSU detectives work closely with technical support components of various local, state and federal agencies to enhance and support multi-agency investigations. Their knowledge in the applications of technology helps our agency achieve investigative resolution quickly, accurately, and with a more cost-effective result.

The Technical Support Unit (TSU) had included three detectives until December of 2016 when a fourth detective was added. The fourth detective was added based on increased demand for the services offered by TSU and the time

demands required to fulfill TSU service requests. The addition of the fourth detective will allow TSU to remain responsive to the agencies investigative needs while allowing for a timely response to requests for services.

During the course of 2016, TSU provided technical assistance in over 370 investigations ranging from a simple burglary to multiple homicides.

TSU Requests



Group Violence Initiative Violence Reduction Strategy

In March of 2016, The Jacksonville Sheriff's Office partnered with The John Jay College of Criminal Justice and the National Network for Safe Communities to develop a strategy for reducing violent crime in Jacksonville. Research has shown that disproportionate percentages of violent crime can be attributed to groups/gangs within a given community. The National Network has collaborated with many cities across the Nation to reduce this group violence. Many of these cities have seen significant reductions in violence, especially among identified groups/gangs.

The core of the strategy has three parts. The first is to identify the most violent groups and their members. Once these groups are identified, members are offered community support to assist them in leaving the lifestyle of violence. For those who reject the support and continue to commit violent acts, the full weight of law enforcement is brought to bear on them, reducing their ability to continue the violence.

The strategy relies on two primary components. There is a strong community partnership, led by an Assistant Chief/Project Manager, which is willing to assist any member who sincerely wants out of the life of crime and violence. And there is a multi-agency law enforcement partnership which provides the investigative and enforcement capability. The law enforcement partnership includes the Jacksonville Sheriff's Office, Drug Enforcement Agency, Federal Bureau of Investigation, Alcohol, Tobacco and Firearms, Florida Department of Law Enforcement, Probation and Parole, Mayor's Office, State Attorney's Office and United States Attorney's office.

Violent Crimes Impact Team

In March 2016, the Violent Crimes Task Force reorganized to form the Aggravated Battery Unit and the Violent Crimes Impact Team. The Violent Crimes Impact Team falls under the Investigations Division and is under the command of the Aggravated Battery Lieutenant. The unit has two sergeants and sixteen detectives who are chosen for their experience with investigating homicides, aggravated batteries, narcotics, gangs, and gun crimes. This broad spectrum of knowledge provides a cross-trained team of detectives to respond to gang or group- related violence. Much like the Aggravated Battery Unit, a team of four detectives rotate on an on-call schedule to respond to callouts according to policy.

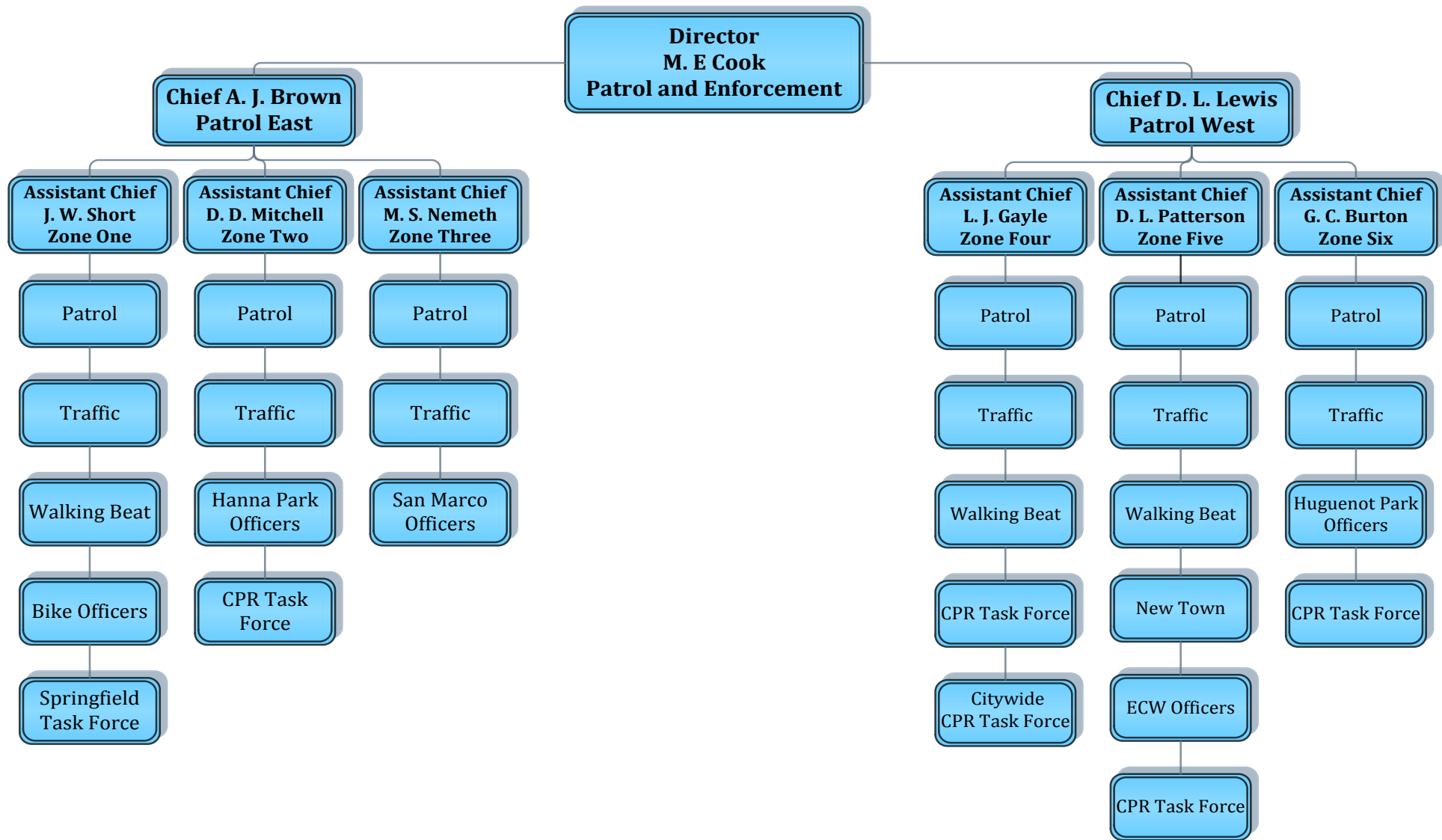
Both the Aggravated Battery Unit and the Violent Crimes Impact Team work very closely with personnel of the State Attorney's Office and the United States Attorney's Office. By working closely with both State and Federal prosecutors, JSO detectives can weigh which avenue of prosecution can impose the longest sentence and ultimately keep violent offenders incarcerated for as long as possible. As the Investigative component of the Violence Reduction Strategy, the Violent Crimes Impact Team works hand-in-hand with the Gang Enforcement Unit to conduct directed deployments focused on violent members of gangs and groups. This partnership has proven very successful in 2016, as several organized gangs and groups associated with firearm related violence were dismantled through extensive enforcement and investigative measures coordinated between local, state and federal agencies.

DEPARTMENT OF PATROL

AND ENFORCEMENT



2016 ANNUAL REPORT



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, 4th of July, New Year's Eve and Gator Bowl Game events.

Patrol East Division Staffing

| Personnel | 2015 | 2016 | 2015-2016 Comparison |
|-------------------------------|------------|------------|----------------------|
| Chief | 1 | 1 | 0 |
| Assistant Chiefs | 3 | 3 | 0 |
| Patrol Lieutenants | 19 | 19 | -1 |
| Patrol Sergeants | 43 | 47 | +4 |
| CPR Team Sergeants | 2 | 1 | -1 |
| Traffic Sergeants | 3 | 4 | +1 |
| Patrol Officers | 308 | 325 | +17 |
| Traffic Officers | 26 | 25 | -1 |
| Hanna Park / Beaches Officers | 2 | 2 | 0 |
| CPR Team Officers | 9 | 5 | -4 |
| San Marco Officers | 3 | 2 | -1 |
| Bike Unit Officers | 13 | 15 | +2 |
| Walking Beat Officers | 9 | 5 | -4 |
| CRIMES Officers | 3 | 2 | -1 |
| Light Duty Officers | 4 | 4 | 0 |
| Substation Officers | 3 | 3 | 0 |
| CSO | 0 | 23 | +23 |
| Civilian Personnel | 3 | 3 | 0 |
| Total | 454 | 489 | +35 |

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 Downtown 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 as 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 2016, dispatched calls for service from the Communications Center averaged 138 per day and the officers



“on-viewed” approximately 105 calls per day. In addition to Patrol Officers, Zone One also has officers on walking beats, golf carts, and three bicycle squads. 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 “Hogans’ 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-20th 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 group 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 Jackson Short brings over 19 years of experience and an exceptional degree of leadership and expertise. Zone One is also fortunate to have a strong group of Watch Commanders who bring a wealth of experience from previous work assignments in Investigations, Homeland Security, Narcotics, and Community Affairs. Zone One supervisors and officers were frequently recognized by the Jacksonville Sheriff's Office for their outstanding performance in 2016. This included Sgt. Jason Bailey and Officers Jonathan Irvin and David Sosnowski receiving Officer of the Month Awards. Several supervisors have years of experience in a wide variety of JSO Units. This experience allows Zone One to be a leader in training, not only for new recruits, but also for veteran 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 Zone 1 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 numerous 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 Watch

Sheriff's Watch 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 Sheriff's Watch groups in Zone One with one representing each of the Zone's three sectors (A/B/C). Each Sheriff's Watch meets one time per month. The Zone One Command Staff attends each Sheriff's Watch 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.

The "Alpha" Sector Sheriff's Watch meeting is hosted by the Jacksonville Public Library downtown branch at 303 N. Laura Street and is comprised of our retail, business and urban dwelling citizens. The "Bravo" Sector Sheriff's Watch is hosted by the Kennedy Community Center at 1133 Ionia Street and is comprised of the neighborhoods of Springfield and Eastside. The "Charlie" Sector Sheriff's Watch is held at the Caroline Oaks apartment complex at 5175 Main Street and is comprised of our Panama Park neighborhood.

Breakdown of the Sheriff's Watch 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. Assistant Chief Ayoub directed the implementation of the program and it became operational in August of 2013. In 2016, over 70 individuals participated in the program and are now in a stable support environment back in their home town.



Downtown Events

In 2016, the Downtown area had several protests related to Black Lives Matters and the Presidential Election. The officers and supervisors developed a professional relationship with each protest group. This encouraged an open dialogue between JSO and the protestors resulting in each protest being 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 Walks bring 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, three officers, and two Community Service Officers. The Traffic 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 2016 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 and radar units to enhance speed enforcement.
- **Aggressive Driving Deployments** – Utilizing unmarked police cars and police motorcycles to combat aggressive driving, the 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.



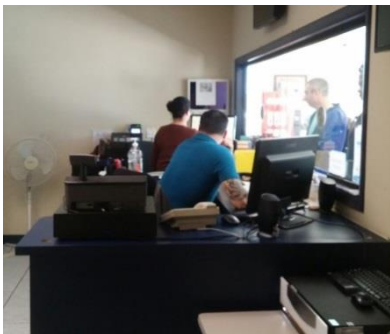
Zone One Officers have developed a strong bond with the citizens and business community within Zone One. This relationship has helped in making Zone One a safer place to work and live.

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. 191,744 people live in Zone Two, which is approximately 75 square miles in size, according to the 2010 US Census (the latest census conducted to date). The St. Johns River borders Zone

Two to the west and north, the Intracoastal Waterway and the City of Atlantic Beach serve 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.

Zone Two Sub-Station Public Service Counter



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, serving arrests warrants and performing background checks.

Assistant Chief Derrick Mitchell – Zone Commander

At the conclusion of the 2016 calendar year, Zone Two personnel consisted of six lieutenants, sixteen sergeants, 128 police officers, one C.R.I.M.E.S. officer, two light duty officers, one sub-station officer, and one clerical support aide



III and nine CSO's. Zone Two patrol personnel are divided into six watches (mornings, days, alpha, evenings, bravo, and midnights), a Community Problem Response Team and a Traffic Enforcement Unit. Zone Two is led by Assistant Chief Derrick Mitchell.

Sheriff's Watch – Strengthening Partnerships

Sheriff's Watch is an important component in the daily information flow between the JSO and neighborhood community leaders through an exchange of information between citizens and police regarding issues in their area of



the city and plans to resolve these issues. The Sheriff's Watch in Zone Two consists of each of the three sectors (D/E/F). Sheriff's Watch meets once per month for each sector with one combined meeting quarterly. The Zone Two Command Staff attends each Sheriff's Watch 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. Sheriff's Watch 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 Sheriff's Watch 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, Sheriff's Watch Members, 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.

Lieutenant's Walks – JSO Crime Prevention Walks

On a monthly basis, Zone Two's Command Staff, patrol officers and Sheriff's Watch members participate in the "Lieutenant's Walks". During these walks literature pertaining to the Sheriff's Watch program and crime prevention tips are handed out. 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.

National Night Out

On August 2nd, 2016, Zone Two had thirteen locations participate in National Night Out. Supervisors and officers went to the different locations and participated in cookouts, ice cream socials, and neighborhood meetings.




Sheriff's Neighborhood Crime Prevention Walk

MEET SHERIFF MIKE WILLIAMS
IN YOUR NEIGHBORHOOD
SHERIFF'S NEIGHBORHOOD CRIME PREVENTION WALK
THURSDAY, SEPTEMBER 8, 2016 at 6:30 p.m.

Our Pledge to the Community:
THE JACKSONVILLE SHERIFF'S OFFICE WILL BE:
Men and Women of Character
Well Equipped
Properly Deployed
Skillfully Managed

Sheriff Mike Williams Assistant Chief Derrick Mitchell

Zone 2 Walk - Sector ECHO - Starting at 6:30 p.m.
Starting / Ending Location: Intersection of Hare Avenue and N. Bowlan Street
Parking: Woodland Acres Elementary School - 328 N. Bowlan Street - 32211



For more information, please call the Zone 2 Substation at (904) 728-5300

On September 8, 2016, Sheriff Mike Williams along with Zone Two Commander A/C Mitchell organized a Sheriff's Walk in the Echo Sector beginning at Woodland Acres Elementary School. This walk took place through the Woodland Acres area and ended at N. Bowlan Street and Hare Ave. During the walk Sheriff Williams, Assistant Chief Mitchell and the patrol officers assigned to that area met with residents one-on-one and shared information regarding crime trends and prevention.

Officers gathered information from the residents regarding neighborhood issues. These complaints were assigned to sub-sector officers to investigate.

Community Policing

Partnerships with the faith-based community are a critical part of our community outreach. Sheriff Williams and members of his staff met with Bishop George Davis of Impact Church.



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 homeowners 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.

Coffee With A Cop – Begins in Zone Two

Retired Lt. Mike Beckmann, a 30 year veteran with JSO always believed community involvement could improve policing. So with the blessing of his supervisor, Lt. Beckmann contacted the police department that founded the program, Hawthorne Police Department in California. Nine JSO officers attended an all-day training class in Gainesville. The next morning officers met with



citizens in the community at the McDonald's on Atlantic Blvd. This event brought police officers and the community members they serve together over coffee to discuss issues and learn more about each other. This program was a huge success and has now expanded across the city and to surrounding counties.

Community Problem Response Team (CPR Team)

The Community Problem Response (CPR) team was built up to five officers and a sergeant in August of 2016. The CPR team is designed to make a difference in "Hotspots" and high crime areas. The teams main focus areas are: 1. Addressing violent crime; 2. Known drug areas; 3. High visibility and covert saturations in the Hotspot areas; and 4. Serving felony warrants in Zone Two.



From August to December 2016, the CPR team made 65 felony arrests, 53 misdemeanor arrests, issued 6 criminal Notice to Appear citations, served 22 arrest warrants, contacted 18 certified gang members, issued 141 traffic citations, and issued 455 written warnings. The team also recovered 5 firearms, recovered 7 stolen vehicles,

seized \$4875 in drug money, 2036.60 grams of marijuana, .9 grams cocaine, and 12.2 grams of pills.

The CPR team provides additional police presence on Memorial Day weekend, 4th of July weekend, and Labor Day weekends at Hanna Park. The team utilizes four wheelers and 4WD vehicles to patrol the beach.

From Thanksgiving to Christmas, the CPR team is responsible to handle retail crimes at Regency Mall and the surrounding strip malls in the area. During this time, the team handles all calls for service at these locations and assists shoppers and motorists as needed. They patrol all the parking lots to deter auto burglaries. In 2016, there were no auto burglaries at the locations the unit patrolled. The officers worked 7 days a week, 10AM-9PM (over 900 man hours used). The CPR team handled 126 calls for service and over 1000 on view calls during this time period. The officers made 13 felony arrests, 18 misdemeanor arrests, and 8 NTA criminal citations. They completed 44 General Offense reports, 10 crashes, 7 Field Investigation reports, and 10 traffic/parking citations. The officers also recovered a \$150,000.00 stolen Mercedes and seized 11.3 grams of marijuana & 1.8 grams of misc. pills. The utilization of the CPR team for the mall coverage freed up the patrol units from handling all these calls.

The Blight Project

Also involved with the CPR team, there is a part time Blight Officer (20 hours a work cycle). The Jacksonville Sheriff's Office definition of Blight is:

"Blight: an ugly, neglected, or rundown condition of an urban area.

Neighborhood blight refers to the deterioration and decay of neighborhoods in many cities across the country due to neglect, crime, or lack of economic support. This can also be referred to as urban decay. As homes or properties fall further into disrepair, they can negatively affect other properties around them. Blight conditions can lower surrounding property values, create havens for crime and illegal activity, and can threaten the public health and safety of a community. Blight is a drag on community

energy, a siphon on the city vitality, and a strong deterrent to economic investment. It can be a source of despair or cynicism for people who have witnessed the decline of a particular building or neighborhood over time. Eliminating Jacksonville's blight will dramatically improve the next chapter of the city's future."

The Blight Officer patrols the zone and searches for Blight issues. Once located, the officer completes reports, photograph, and reports the issues to the proper agencies throughout the city of Jacksonville to be cleaned up and fixed. The officer follows up on these issues on a regular basis to ensure the completion of the complaints. The Blight Officer also searches for homeless camps and assists with the relocation. He also performs inmate work crew assignments, where inmates come out and clean city right of way areas of blight issues.

Crime Free Multi Housing Program

The program is designed to help residents, owners, and property managers of rental property to keep drugs and other illegal activity off their property. This program is honest and direct. It is designed to be easy to implement, yet very effective in reducing the incidents of crime on rental property.

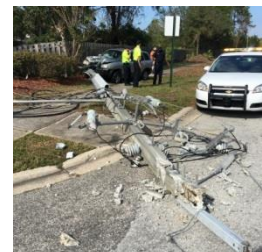


The program utilizes a unique three-part approach which

ensures the crime prevention goal, while maintaining an approach which is very resident-friendly. Their motto is "Working together for a safer community".

Traffic Unit and Community Service Officers

The Traffic Unit is specifically challenged with providing a program that is designed to assure safe and expedient travel. The Zone Two Traffic Unit is staffed by one Sergeant, five Traffic Officers, three Motor Officers and nine Community Service 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 2016, the Zone Two Traffic Unit conducted deployments in the Corridor of Concerns, as well as participating in several traffic safety checkpoints.

In 2016, the traffic unit responded to 1799 traffic crashes and issued approximately 6471 citations. There were 29 traffic fatalities in 2016. Highlights of the Traffic Squad's activity for 2016 included:

- **Corridor of Concerns (COC)** – Continued to conduct deployments at major intersections and crash sites including locations at: COC# 1: Beach Blvd., between Southside Blvd. and St. Johns Bluff Road; COC# 2: Atlantic Blvd. between St. Johns Bluff Road and Hodges Road; COC# 3: Arlington Expy. Between Arlington Road and University Blvd.; COC# 4: Monument Road between Live Oak Dr. and St. Johns Bluff Road; COC# 5: Merrill Road between University Blvd. and I-295; COC# 6: Mayport Road between Atlantic Blvd. and Wonderwood Expy.
- **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 and Community Service 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** – Eight of Zone Two’s intersections have Red Light Cameras
- **Traffic Crash Investigations** – Community Service Officers assist daily with traffic crash investigations, directing traffic, and assisting stranded motorists. Community Service Officers also assist in the Zone Two sub-station when needed.

ZONE THREE

Zone 3 covers an area of 154.6 square miles, accounting for nearly 238,000 Duval County residents. Zone 3 encompasses the Southbank, San Marco, Southside, Deerwood, Bayard, Julington Creek, Bartram Park, and the Mandarin areas of Jacksonville. Zone 3 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 3 houses 3 private high schools, Bolles, 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 St. Johns Town Center has two more developments that are under construction, adding more stores, more restaurants, with more of a traffic impact on the already congested area. The first businesses are expected to open in 2017. The Town Center Promenade is one of the developments in the area and among its committed tenants so far are Aldi, Red Robin Gourmet Burgers, Texas de Brazil, Piada Italian Street Food, Newk’s Eatery and Starbucks. There are also plans for a hotel and an apartment complex.

The second new area at the St. Johns Town Center is a 45 acre parcel called The Strand at St. Johns Town Center. Commitments so far include Best Buy, which will move from Markets at Town Center, PGA Tour Superstore, Hobby Lobby, Chuy's Tex Mex, Firebirds Wood Fired Grill and Cheddar's Scratch Kitchen. New to the St. Johns Town Center area will be an IKEA. IKEA is a Swedish home furnishing giant that will open in the fall of 2017. Construction on the store started in November and when it is finished by the end of 2017, it will feature 290,000 square feet of space with 1,200 parking spaces. IKEA will employ 250 people at the site off Gate Parkway near the intersection of Interstate 295. The Town Center draws shoppers from up to 200 miles away.

The St. Johns Town Center area also has an entertainment venue, TopGolf, which opened in October 2016. TopGolf, an entertainment venue based around golf, is a high-tech driving range with multiple bars and food service. The driving range has 102 bays over three levels. Each bay can hold up to six people. So with the bars on all three levels and event spaces, total capacity is more than 1,000. TopGolf hired 530 people in Jacksonville.

In the San Marco area, a 263-unit apartment building is being built on the Southbank, Broadstone River House. The first units are expected to be completed in December 2017.

Groundbreaking is expected this spring on The District, a 30-acre, mixed-use development on the Southbank, and East San Marco, at the Atlantic Boulevard and Hendricks Avenue. The District's plans call for up to 1,170 residential units, 200 hotel rooms, 285,500 square feet of commercial/retail space, 200,000 square feet of office space, and a 125-slip marina, built in three phases. Rue St. Marc, a French-American bistro from the Medure brothers will be built at Hendricks Avenue and San Marco Boulevard.

The zone contains more than 228 apartment communities, the Nocatee residential development and access to the area beaches. Zone residents have quick access to two interstates and major roadways via 6 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 3 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



Assistant Chief Mat Nemeth was appointed to serve as the Zone 3 Commander in 2015. During his tenure, he has instituted several changes to promote improvement and provide a renewed focus on officer safety. First, he brought a full time training sergeant who is a certified academy staff trainer to the zone and charged him with creating an on-going training agenda that focuses on high-risk tasks that officers perform frequently that include vehicle pursuits, building clearing and active shooters. This training was met with a very positive response from the zone officers and supervisors.

Another newly added feature in the zone is a supervisory mentoring program in which the zone lieutenants identify three areas where they can assist their sergeants in improving their performance. These areas are not necessarily deficiencies, but rather topics and tasks more familiar to lieutenants in order to help the sergeants become more effective leaders. These topics include dealing with the media interactions and Incident Command training to help supervisors become proficient in managing complex scenes involving numerous officers and other resources. This training better prepares these first line supervisors for their next step in supervision.

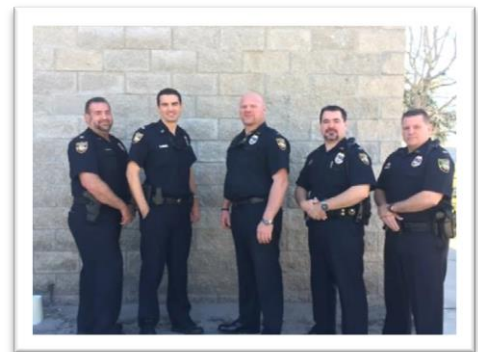
Finally, Zone 3 led the city in traffic fatalities in 2015. Assistant Chief Nemeth met with his traffic supervisors and charged them with creating a plan that would reduce the

number of traffic related deaths in the zone. A plan was instituted in late 2015. In 2016, the two primary roadways that had the highest number of traffic fatalities in 2015 saw a 38% reduction in fatalities.

Assistant Chief Nemeth finalized the negotiations for a new zone substation. The new facility will double the size of the current substation and is more central to the zone, allowing for better citizen access. This move will provide needed office space for patrol personnel, investigators, and support staff. The move is anticipated to take place mid-2017.

Zone 3 Watch Commanders

Zone 3 has a strong and experienced leadership team consisting of seven lieutenants; six patrol lieutenants and one administrative lieutenant who manages the traffic unit, substation personnel and the zone training. The watch commanders are Lt. Danny Adams, Lt. James Brennock (not pictured), Lt. Mark Dorner, Lt. Robert Hacksunda, Lt. Jimmy Judge (not pictured), Lt. Dan Shelton and Lt. Craig Waldrup. Collectively the lieutenants assigned to Zone 3



have over 100 years of Professional Law Enforcement experience. These are the leaders that are responsible for holding the men and women under their supervision accountable to our community. They realize the community is our customer and as such, it is the community that defines quality service(s). The lieutenants are committed to forming partnerships with our citizenry because every contact between the police and community results in an opinion about the JSO. These leaders are committed to making that encounter a positive one.

Support Staff

The Zone 3 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 Tanya Seymour, working with additional officers on a rotating basis.

Officer Rhonda Hullender also works in the substation, performing a myriad of tasks to support the patrol officers and Zone Commander. She assists the front counter staff, creates photo line-ups for officers, assists the zone commander with crime data, manages the zones' Nextdoor communication and prepares the Sheriff's Watch meetings.

Mrs. DeeDee Smid is another invaluable member of the Zone 3 staff. She assists the entire zone's officers with countless tasks to ensure the zone runs smoothly. The zone commander relies heavily on her to assist with the many substation issues that arise daily.

ShAdCo/Sheriff's Watch

In 2016, ShAdCo became Sheriff's Watch. The new Sheriff's Watch bridges JSO with Citizens throughout the Community using Advisors and Members. On Saturday, November 12th, 2016, the Sheriff's Watch hosted the 19th Annual Sheriff's Watch Safety Fair at the Avenues Mall. The event was coordinated by Officer Betty Bates and was 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/Sheriff's Watch, objectives and the benefits of becoming a member of the Sheriff's Watch. 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. Again this year, several free services were provided to the public. The U.S. Secret Service

conducted Operation Safe Kids in which they electronically finger printed and photographed numerous children.

Approximately 60 displays were on the lower level of the Mall and in the parking garage. Inside the mall the displays included a JSO Police car and motorcycle. Sparky the Dog from JFRD and McGruff from Community Affairs were also in attendance. The parking garage displays included helicopters from Trauma-One, JSO and US Customs, fire trucks from JFRD, the JSO SWAT Armored Vehicle and Command Center, and the Bomb Squad vehicles along with their robot.

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 Parade of Boats, the annual Gate River Run, scheduled events for the annual Florida vs. Georgia football game and protecting visitors attending the nationally recognized Taxslayer.com Gator Bowl. The officers also provide a direct line of communication between the community businesses and the Sheriff's Office.

Traffic Units

The Zone 3 Traffic Unit is comprised of 2 squads, each with five motor officers, seven covert/marked traffic officers and a sergeant. The administrative lieutenant manages this unit. We have also added 12 Community Service Officers.



The two traffic squads share the responsibility of educating motorists, preventing and investigating traffic crashes and traffic enforcement. Traffic officers issued more than 15,000 citations in 2016. They also provided educational pamphlets to better inform drivers of changes in state traffic laws. Traffic officers conducted over 200 deployments and investigated over 300 traffic complaints. The Traffic Unit initiated a new traffic fatality reduction plan. They began aggressively deploying in the Beach Blvd and 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/Beach Blvd corridor plan recorded over 2000 citations written. 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: Children's Home Society Benefit, F.O.P. Christmas Party, and hosted the annual ShAdCo/Sheriff's Watch Safety Fair at the Avenues mall.

There were 7521 traffic crashes reported in Zone 3 in 2016. Of those, CSO's worked 2141, Traffic Unit worked 1703 and Patrol handled 2989. The remaining crashes were handled between the drivers. Tragically, during that time period, there were 40 traffic related fatalities. Zone 3 also made 416 DUI arrests.

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 Motorcycle rides, organized marathons, parades and various charity events. In addition, they provided traffic control during the holidays at the two major shopping malls.

| 2015 | | 2016 | | Percent of Change |
|---------------------|--------|---------------------|--------|-------------------|
| Traffic Citations | 13,098 | Traffic Citations | 16,760 | 27.96 |
| Traffic Deployments | 213 | Traffic Deployments | 242 | 13.62 |
| Traffic Complaints | 241 | Traffic Complaints | 222 | -7.88 |
| Traffic Crashes | 3,892 | Traffic Crashes | 3,844 | -1.23 |

PATROL WEST

The Patrol West Division is comprised of Zones Four, Five and Six. In 2016, the City Wide Community Problem Response Team (CPR) added on new members to combat different crime aspects. Blight officers were added to fight against illegal dumping, chronic trespassing and any other eye sores in the city. Additionally, we added apartment coordinators, a public works officer and a JEA officer to handle specialized complaints throughout the city. 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 Assistant Chief and Lieutenant walks, in each zone. We also continued with Edward Waters College 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 with incorporating the new Sheriff's Watch program and Next-door app to increase the involvement of the community.

Patrol West Division Staffing

| Personnel | 2015 | 2016 | 2015-2016 Comparison |
|------------------------------------|------------|------------|----------------------|
| Chief | 1 | 1 | 0 |
| Assistant Chiefs | 3 | 3 | 0 |
| Patrol Lieutenants | 16 | 18 | +2 |
| City Wide CPR Lieutenant | 1 | 1 | 0 |
| Patrol Sergeants | 45 | 45 | 0 |
| Traffic Sergeants | 3 | 4 | +1 |
| City Wide CPR Sergeant | 2 | 3 | +1 |
| CPR Team Sergeants | 3 | 3 | 0 |
| Patrol Officers | 325 | 317 | -8 |
| EWC / New Town Initiative Officers | 4 | 4 | 0 |
| Traffic Officers | 25 | 21 | -4 |
| Walking Beat Officers | 3 | 4 | +1 |
| CPR Team Officers | 13 | 9 | -4 |
| City Wide CPR Officers | 16 | 16 | 0 |
| Huguenot Park Officers | 2 | 2 | 0 |
| Cecil Field Officers | 2 | 2 | 0 |
| Crime Free/Blight/JEA/Public Works | 0 | 11 | +11 |
| CRIMES Officers | 3 | 3 | 0 |
| Substation Officers | 5 | 5 | 0 |
| Light Duty Officers | 2 | 2 | 0 |
| CSO's | 0 | 17 | +17 |
| Civilian Personnel | 4 | 4 | 0 |
| Total | 478 | 495 | +17 |

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 4 of the Jacksonville Sheriff's Office, is divided into three sectors, Juliet, Kilo, and Lima, and nine sub-sectors, three in each sector. In 2016, the men and women assigned to patrol Zone Four responded to 107,175 of the 498,150 or approximately twenty one and one half percent (21.5%), of the citizen-generated calls for service that the Jacksonville Sheriff's Office received in 2016.

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 performed, to fingerprinting and making criminal offense reports.

During the 2016 calendar year, Zone Four experienced some notable changes within the command structure. Lieutenant W.O. Janes was assigned to Zone Four as an Administrative Lieutenant. With several retirements in 2016, Zone Four had several changes within the command. Sergeant R.A. Lestrangle joined the Bravo Shift as a Blue Squad Sergeant, Sergeant M.W. Moon joined the day shift as Watch 1 Blue Squad Sergeant, Sergeant C.C. Ray joined Zone Four as the day shift Watch 2 Blue Squad Sergeant, and Sergeants J.F. Napoli and C.R. Bear joined the midnight shift as Gold Squad Sergeants. Zone 4 also gained a total of nine **Community Service Officers**.

During 2016, 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 has continued our partnership with ***Fields Auto Group/ Lexus of Orange Park*** to recognize officers for outstanding police work and public service in Zone Four, on both a Monthly and Annual basis. This program serves as an outstanding morale booster for our officers and gives us a sponsored opportunity to showcase the outstanding police work done by the police officers of this zone. This year's award recipients were:

Zone Four's Finest for 2015:

| | |
|-----------|------------------------|
| January | Officer M. Herrera |
| February | Officer C. Velasco |
| March | Officer K. Jarrell |
| April | Officer R. W. Futch |
| May | Officer J. L. Santiago |
| June | Officer A. N. Sowers |
| July | Officer P.H. Thach |
| August | Officer J.T. Wilson |
| September | Officer J. L. Santiago |
| October | Officer J.M. Mosley |
| November | Officer P.J. Meyer |
| December | Officer R.H. Moeller |

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 4 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 the Sheriff's 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 Sheriff's Walks, Assistant Chief's Walks, Lieutenants Walks, and Sheriff's Watch walks. The walks take place with the participation of community partners such as Sheriff's Watch 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 Watch** by continuing to take part in the monthly sector meetings. By working closely and regularly with Sheriff's Watch 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 Watch in Zone Four continues to grow. At the end of 2016, the Juliet Sector had fourteen (14) new members, the Kilo Sector had nine (9) new members, and the Lima Sector had four (4) new members. Zone Four boasts a total Sheriff's Watch membership base of 700 plus dedicated advisors.

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 2016, Zone Four's Assistant Chief continued the weekly Information Sharing Meetings with the Burglary Unit, Robbery Unit, Auto Burglary Task Force, 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 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 2016, 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 J.S.O. D.U.I. Unit, the 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 2016

| | |
|---|-----------------------|
| Gator Bowl Weekend | January 2016 |
| Martin Luther King Parade | January 2016 |
| Monster Truck | February 2016 |
| River Run | March 2016 |
| Motor School | April 2016 |
| Funk Fest | May 2016 |
| Police Memorial Day Service | May 2016 |
| Bike to Work Week | May 2016 |
| Fourth of July at the Landing | July 2016 |
| Fourth of July Impaired Driving Wave | July 2016 |
| Chiefs Challenge | July 2016 |
| Child Passenger Safety Week | September 2016 |
| Light the Night Ride | October 2016 |
| Walk To School Day | October 2016 |
| National School Bus Safety Week | October 2016 |
| Florida/Georgia Weekend | November 2016 |
| Veteran's Day Parade | November 2016 |
| Xmas Tree Lighting | November 2016 |
| Boat Parade | November 2016 |

| | |
|--|---------------------------|
| F.O.P Christmas Party Escorts | December 2016 |
| 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 2016 |
| Rock Fest | 2 Days, April 2016 |

On Saturday, January 21st, the Zone Four Sheriff's Advisory Council (Currently referred to a Sheriff's Watch) hosted its Second Annual 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 Sheriff's Watch. 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, fire apparatus from Jacksonville Fire and Rescue Department, the JSO SWAT Armored Vehicle, the Mobile Command Center, the Dive Team vehicle, and the Bomb Squad vehicles along with their robot.

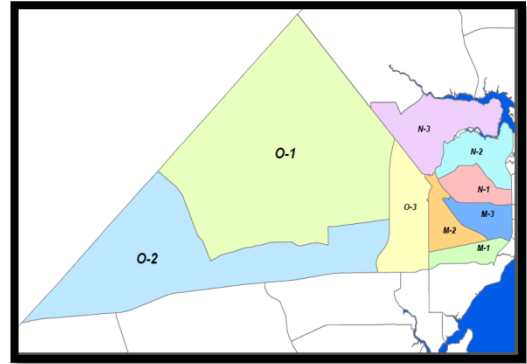
On 06/07/2016, Zone 4 partnered with Chick-Fil-A at 4535 Roosevelt Blvd for our inaugural Coffee with a Cop event. The event fosters a more open dialog with the citizens where there are avenues to break down walls and open up to our officers. We strive to establish



communication with citizens and establish trust with the community in an informal setting. This is not the normal police community event. Officers approach citizens and establish dialogue which does not have to be law enforcement related.

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 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 Deloris Patterson serves in the appointed position 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 156 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 5 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 2016 due to manpower constraints. The Zone CPR team continues to utilize 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 “HotSpots”. 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 hotspots, the CPR team has officers that are specifically assigned to work with the specific communities. Select CPR team officers are assigned to provide police services to Edward Waters College, and the New Town Success Zone. An additional officer, assigned to a “Walking Beat” area is also part of the unit. The Officer assigned to the Walking Beat interacts daily with businesses and citizens in his area of responsibility.

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 Sub Station serves as the primary hub for police operations, eight 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, Stone Mountain, BJ's Distribution Center, Southeast Toyota, Kraft Foods and Builders First Source 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.

| ZONE FIVE - END OF YEAR TRACKING REPORT | | | | |
|--|-----------------------------|-------------|-------------|----------------|
| In | INCIDENT CATEGORY | 2015 | 2016 | CHANGES |
| | PRIORITY VIOLENT INCIDENTS | 1,234 | 1,186 | -3.89% |
| | PRIORITY PROPERTY INCIDENTS | 4,698 | 4,623 | -1.60% |
| | PRIORITY INCIDENT TOTALS | 5,932 | 5,809 | -2.07% |

2016, Zone Five handled 77,894 citizen generated calls-for-service (15.6% of citywide) and 37,330 officer initiated calls (11.8% of citywide). Zone Five experienced a decrease of 3.89% in priority violent incidents and a reduction of 1.60% in priority property incidents with an overall decrease of 2.07% in priority incidents in 2016. To mitigate violent incidents, Zone Five focused on two initiatives, 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.

In 2016, Zone Five officers participated in several community enrichment events such as, the Annual City of Jacksonville Health Day, National Walk/Bike to School Day, Coffee with a Cop, Five on Five basketball challenge with Washington Heights Apartments and Habitat of Humanity Blitz Build. Furthermore, Zone 5 officers adopted S.P. Livingston Elementary and Susie E. Tolbert Elementary schools and read books to them and attend lunch with the students on a monthly basis. Additionally officers attended several neighborhood parades, civic meetings, church events, charity fundraisers, children's parties, sporting events and any of a number of other occasions in support of our commitment to the community.

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. The Summertime Crime Initiative employed a number of officers drawn from the various patrol watches of Zone Five and other assets from the JSO, 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 community centers, five of which are in the Zone Five area. These centers were Clanzell Brown Park, The Mitchell Center, and Emmett Reed Park with two additional “*Pools after Dark*” sites at Eugene Butler Middle School and Charles Clark Park. 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 2016 SNL program, over nineteen thousand young people attended the various events with only a few reported incidents requiring police involvement. In addition, over twenty-four thousand citizens attended the pool locations.

| SUMMER NIGHT LIGHTS (SNL) | | | |
|----------------------------------|-------------|-------------|---------------|
| ZONE FIVE LOCATIONS | 2015 | 2016 | CHANGE |
| TOTAL ATTENDANCE | 7,659 | 19,410 | +253% |

A factor in the success of Zone Five lies in the partnerships 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 Watch, 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 Watch (previously known as The Sheriff's Advisory Council, ShAdCo). The Sheriff's Watch has 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 Sheriff's Watch 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 Sheriff's Watch 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 Sheriff's Watch which provides representation at monthly meetings. There are two additional Sheriff's Watch, one for the citizens of Baldwin and the other for the Edward Waters College (EWC) Campus. In 2016, there were 365 members in The Sheriff's Watch.

Along with Patrol, the Zone Five Traffic Unit is responsible for handling traffic crashes and general traffic enforcement for Zone Five. In 2016, 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 26 traffic fatalities in 2016. 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, six Community Service Officers were added to the team. The Traffic Unit also 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.

| ZONE FIVE - TRAFFIC ENFORCEMENT | | | |
|--|-------------|-------------|---------------|
| CATEGORY | 2015 | 2016 | CHANGE |
| UNIFORM TRAFFIC CITATIONS | 14,952 | 16,553 | +10.71 |
| TRAFFIC CRASH INVESTIGATIONS | 3,111 | 3158 | +1.51 |
| CRASHES WITH FATALITIES | 23 | 26 | +13.04 |
| MOVING TRAFFIC WARNING CITATIONS | 647 | 678 | +4.79 |

On a final note, at the close of the year the annual Crime Analysis data gleaned from the Jacksonville Sheriff's Office records for Zone Five showed that our continuing dedicated efforts paid off with a significant reduction in serious crimes reported. Zone Five experienced a major decrease in crime and contributed substantially for the drop in crime for the city as a whole. These statistics attest to the fact that the professional law enforcement officers working in Zone Five, partnered with our citizens and area businesses, have together managed to achieve a key milestone on the path to making our community one of the safest in which to live and work. Through complete and unwavering dedication to the mission, goals and core values of this agency, the men and women of the Jacksonville Sheriff's Office will continue to strive toward even further crime reductions and towards being the nation's premier law enforcement agency.

ZONE SIX

Zone Six encompasses the northern section of Duval County. 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 2016, the Sub Station Officers made 1arrests, wrote 227 Police Reports, 3 Crash Reports, 5 Tickets and issued 268 Alarm Decals.

Substation

At the conclusion of the calendar year 2016, Zone Six personnel included one Assistant Division Chief, five Lieutenants, ten Sergeants, Seventy-Four 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 Dr. 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 the tenants in the Highlands Shopping Center. The meeting was held at the Zone 6 Sub Station and the new manager of the Highlands Square Mall and the many managers of the various businesses of Highland Square were in attendance. The meeting was very productive while addresses the concerns of the tenants and forming a plan of action to address the needs.



Zone 6 sponsored three “Coffee with a Cop” events. “Coffee with a Cop” is an event that brings police officers and the community members they serve together—over coffee—to discuss issues and learn more about each other. All three events were very successful having taken place at the following

locations:

- Chik-Fil-A in the River City Market Place
- McDonald 11500 Lem Turner Road and,
- Florida State College Jacksonville North Campus

Assistant Chief Greg Burton is very community focused and loves to do volunteer work. Here he is doing a meet and greet in front of the Zone 6 Sub Station and reading to the elementary school kids.

Annual Safety Fair was organized and held on September 24, 2016 at River City



Marketplace located at 13141 City Station Dr. We had vendors from the Canine Unit, Marine, Jax. Aviation Authority, Sheriff’s Watch, and First Coast Crime Stoppers. Further assistance at the Safety Fair was provided by Florida Highway Patrol, Florida Wildlife Commission and CSX Transportation gave

some great tips on railroad safety. One of the busiest vendors was the FBIJCAA (FBI Jacksonville Citizens Academy Alumni Association) they provide Child Safety Fingerprinting Kits. We had a few new vendors this year such as; Tobacco Prevention Program of FL., Traffic Reporter 511, Jacksonville Zoo and the U.S. Coast Guard.

Sheriff’s Watch

There are two active Sheriff’s Watch groups in Zone Six. Sector “P” represents citizens that reside west of I-95 which meets at the Police Academy on the third Tuesday of each month at 6:00 p.m. Sector “Q” represents citizens who reside east of I-95 which meets on the fourth Tuesday of each month at Crowne Plaza 14670 Duval Road at 6:00 p.m.



In 2016, Sheriff’s Watch Membership in Sector P totaled 85 and Sector Q totaled 65 by year end.

| Total ShAdCo Membership | |
|-------------------------|------|
| 2015 | 2016 |
| 233 | 150 |

A few of the Sheriff’s Watch Members brought a little holiday cheer to some of the residents at Lakeside Nursing and Rehab Center located at 4134 Dunn Ave. 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 3, 2016 in the Police Academy gym. Sheriff's Watch Members along with the Zone 6 secretary Debbie Presgraves prepared the room with Christmas decorations for Twenty-five children and their parents. The group enjoyed lunch that was prepared by the Sheriff's Watch members as they listened to the joyous sounds of Christmas Music. The children ranging from 6 months to 13 year of age anxiously awaited Santa's arrival. Once Santa arrived, each child's name was called as they each had an opportunity to sit in Santa's lap to receive their gifts and have a photo taken.



The Sheriff's Watch 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. In the end, the benefit is to see the happiness that it brings to each child that may not have otherwise received any gifts for Christmas.

Zone 6 Christmas Eve Parade

Jacksonville Sheriff's Officer Tommie Herrington, is the original founder of the annual Christmas Eve Parade in Zone 6. Officer Herrington retired in 2015 and passed the torch to other officers in the zone. This year we were additionally fortunate to have Councilman Al Ferraro as a major contributor to the parade. Because of the effort of Councilman Ferraro and the many volunteers from JSO, over 500 toys were distributed to area children.



Patrol

The most visible element of Zone Six is Patrol. Patrol Officers are assigned to a two color squad format. 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.

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 6 Community Problem Response Team formerly known as the Zone 6 Task Force Unit is comprised of one (1) Sergeant and four (4) officers. The unit reports directly to the Zone 6 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 (2) 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 (1) 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, five officers and 2 CSO's. 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.

| Zone 6 Traffic Enforcement 2016 | |
|--|------|
| Total Crash Handled | 785 |
| Total Fatalities | 23 |
| Total # HQ Calls | 3425 |
| Uniform Traffic Citations | 3985 |

Traffic Squads activities for 2016

Zone 6 Saturation Deployments - All traffic officers conducted deployments to enforce the traffic laws in the Zone 6 area. Two deployments were done each month in 2016.

Wolf Pack - All traffic officers and DUI squads across the city participate in the Wolf Pack to come together to conduct speeding and DUI enforcement with aggressive use of laser radar units to enhance speed enforcement. These deployments were conducted in January, March, May, July, September, and November of 2016.

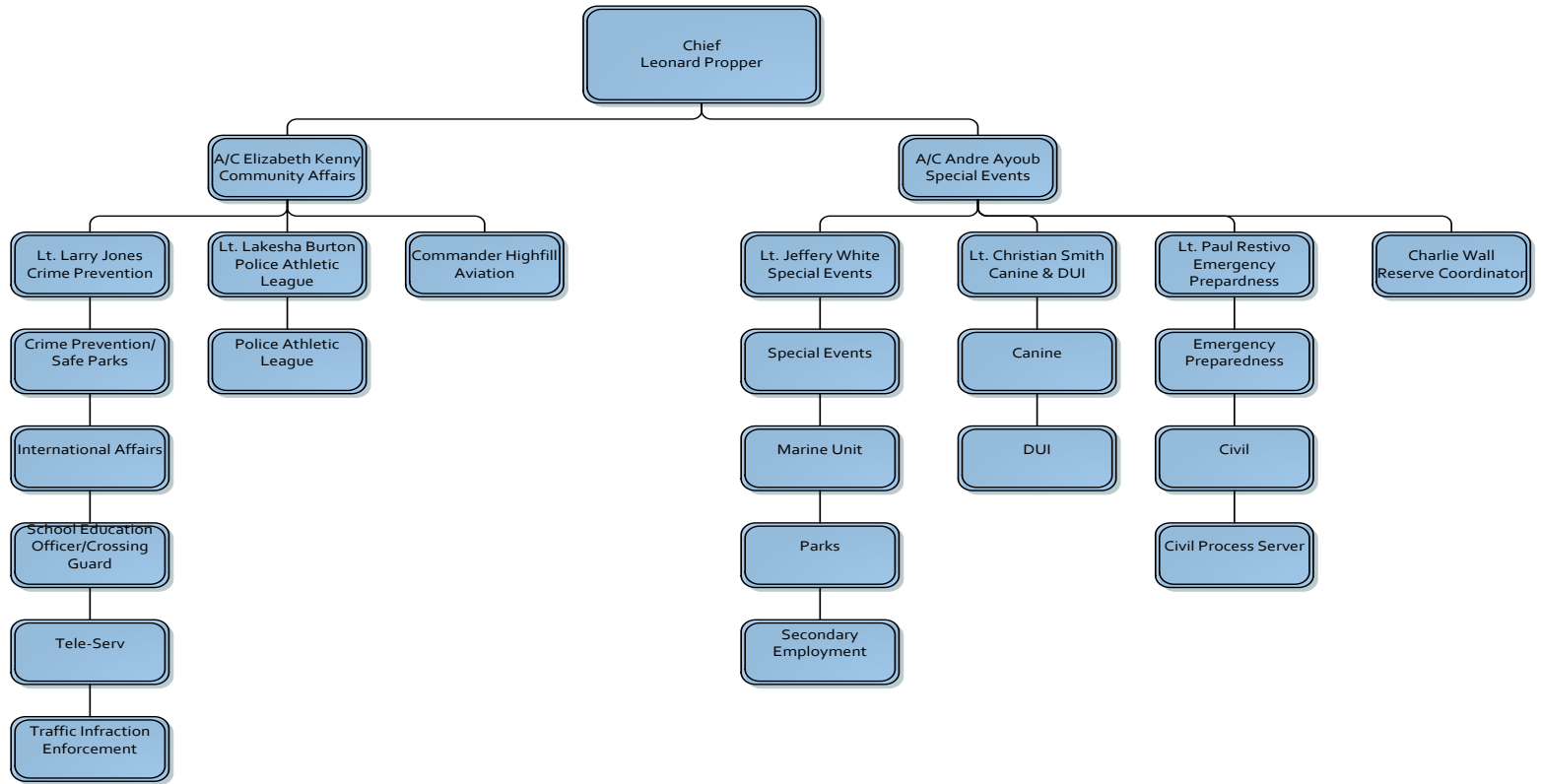
Special Events-Zone Six Officers played a major role in the traffic functions at numerous Special Events including; 2 presidential escort visits, Tax slayer Bowl,

Monster Truck Show, Country Music Festival, 4th of July beach fireworks, Jaguars Games throughout the year, FL/GA Game, Veterans Day Parade, MLK Parade, Notre Dame VS. Navy game 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 Ave., I95 and Airport Road, Dunn Ave and Biscayne Blvd., New Berlin Road and Main Street, Dunn Ave. and Lem Turner, I95 and Max Leggett, City Square and City Center Blvd. and Airport and Duval Road.

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, Rockville, and the Jazz 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



Community Affairs Division Staffing Comparison

| Personnel | 2015 | 2016 | 2015-2016 Comparison |
|--|------|------|----------------------|
| Chief | 1 | 1 | - |
| Assistant Chiefs | 2 | 2 | - |
| Lieutenants | 5 | 5 | +1 |
| Sergeants | 13 | 11 | -2 |
| Reserve Coordinator | 1 | 1 | +1 |
| Aviation Unit Commander | 1 | 1 | +1 |
| Safety Education Unit Officers | 4 | 4 | - |
| Traffic Infraction Officers | 3 | 3 | - |
| Police Athletic League Police Officers | 7 | 6 | -1 |
| Police Athletic League Correction Officers | 1 | 1 | - |
| Parks Officer | 1 | 1 | - |
| International Affairs Unit Officers | 2 | 2 | - |
| Crime Prevention Unit Officers | 3 | 2 | -1 |
| Secondary Employment Unit Officers | 2 | 2 | - |
| Marine Unit Officers | 2 | 2 | - |
| Special Events Unit Officers | 1 | 3 | +2 |
| Tele-Serve Unit Officers | 18 | 20 | +2 |
| Aviation Unit Officers | 8 | 8 | - |
| Canine Unit Officers | 18 | 17 | -1 |

| | | | |
|---|------------|------------|----------|
| Canine Unit Correction Officers | 2 | 2 | - |
| DUI Unit Officers | 12 | 13 | +1 |
| Civil Unit Officers | 16 | 15 | -1 |
| Emergency Preparedness Unit Officers | 2 | 3 | +1 |
| Civil Process Servers | - | 7 | +7 |
| JSO Community Affairs Specialist | 1 | 1 | - |
| Civilian Personnel | 22 | 22 | - |
| Crossing Guards | 320 | 313 | -7 |
| Military Liaison/ Interagency | 1 | 1 | - |
| TOTAL | 469 | 469 | - |

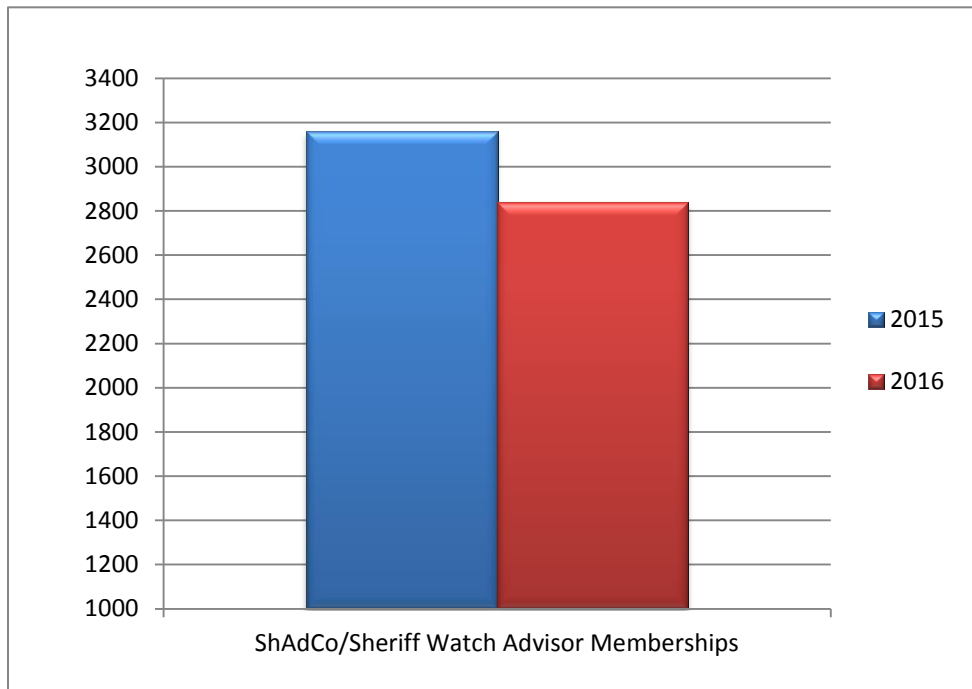
SHERIFF'S ADVISORY COUNCIL (ShAdCo) SHERIFF'S WATCH

Created in 2003, the 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.

This year a major change occurred to invigorate the participation by citizens. We have changed the name from Sheriff's Advisory Council (ShAdCo) to Sheriff's Watch. The active members are called advisors. To qualify as an advisor the citizen must be active and attend a minimum of four meetings or related Sheriff's Watch events in the calendar year. The citizens that are connecting to us on Jacksonville Sheriff's Office social media, Nextdoor or Neighborhood Watch (now named Sheriff's Watch Neighborhood) participants are members. We are working to increase the total size and scope of this organization. The Sheriff's Watch is very instrumental in the overall mission of the Sheriff's Office towards community crime prevention efforts.

During this adjustment period we will work to purify the membership/advisor data base and fine-tune the number of qualified advisors versus the membership number last year.

In this



adjustment we started the year with three-thousand one hundred fifty nine

(3159) members and finished the year with two-thousand eight hundred thirty eight (2838) advisors. This number would include two hundred forty eight (248) new advisors.

Crime Prevention Unit

The Crime Prevention Unit (C.P.U.) is staffed by one (1) sergeant, two (2) crime prevention officers, and one (1) civilian crime prevention coordinator. 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 Watch;
- 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 Sheriff's Watch, 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 2016, the Crime Prevention Unit organized and presented four-hundred seventy-five (475) safety/crime prevention programs and ten (10) home/business security surveys to various sources and venues throughout Jacksonville.

| Crime Prevention Program Type | 2015 | 2016 | +/- Difference |
|---|------|------|----------------|
| Annual Functions (Sheriff's Watch, N.W., Nat'l Night Out) | 32 | 26 | - 6 |
| Business Watch | 15 | 10 | - 5 |
| Children's Christmas Party | 1 | 1 | 0 |
| Civilian Firearm Familiarization | 2 | 2 | 0 |
| Commercial Security Surveys | 26 | 7 | - 19 |
| Common Sense Self-Defense | 3 | 0 | - 3 |
| Community Posse Meetings | 8 | 9 | + 1 |
| CPTEDs | 2 | 2 | 0 |
| Home Security Surveys | 1 | 1 | 0 |
| I.D. Theft Seminars | 4 | 3 | - 1 |
| Neighborhood Watch (new and revitalized) | 39 | 50 | + 11 |
| Officer Friendly | 87 | 87 | 0 |
| Personal Safety | 144 | 144 | 0 |
| Personal Safety (non-English) | 71 | 27 | - 44 |
| Police Memorial Building Tours | 8 | 12 | + 4 |
| Robbery Presentations | 0 | 0 | 0 |
| Senior Safety | 26 | 18 | - 8 |
| Sheriff's Watch | 41 | 39 | - 2 |
| Sheriff's Walks | 7 | 7 | 0 |

| | | | |
|------------------------|------------|------------|-------------|
| Shop with a Cop | 2 | 2 | 0 |
| Stranger Danger | 61 | 47 | - 14 |
| TOTAL | 580 | 494 | - 86 |

Neighborhood Watch/Business 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 2016, eleven (11) new neighborhood watches were implemented, and ten (10) inactive watches were revitalized. The city now has a total of one-thousand and forty-two (1042) neighborhood watch programs, compared to one-thousand and thirty-nine (1039) in 2015. **Note:** *In 2016, eight (8) 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 2016,

ten (10) new Business Watches were implemented, bringing a city-wide total of eight-hundred and thirty-six (836) members of Business Watch. **Note:** *In 2016, an audit of the Business Watch database was completed to search for businesses no longer active. The audit revealed thirty-six (36) businesses which are no longer active. These businesses were removed from the database, thus the reduction in number of participating businesses from the 2015 count of eight-hundred and sixty two (862).*

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 2016, one in April and the other in October. A total of twenty-two (22) private citizens were instructed on safe firearm handling, storage and use of force.

International Affairs Unit

July 10, 2016 marked the 10th anniversary for the International Affairs Unit (IAU). It continues 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. In an ongoing effort to reach the non-English speaking citizens that would otherwise have contact with the IAU through our agency outreach, we conducted seven Safety and Back to School programs in various areas of the city. During the summer of



2016, over 400 children and families attended the seven events that targeted low income and non-English speaking communities. 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, 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.

| International Affairs Service Type | 2015 | 2016 | +/- Difference |
|--|-------------|-------------|-----------------------|
| Calls Received | 400 | 300 | -100 |
| Citizens Contacted and Educated with Crime Prevention | 790 | 750 | -40 |
| Businesses Visited | 9 | 10 | +1 |
| Hispanic Citizens Assisted at the P.M.B | 36 | 25 | -11 |
| U-Visas Processed | 106 | 95 | -11 |
| Aided in Detective Cases | 122 | 132 | +10 |
| TOTAL | 1463 | 1312 | -151 |

The following report provides a brief summary of notable activities completed in 2016.

- 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.
- The I.A.U. is the receiving hub for the J.S.O. Federal Visa Program that vets all applications for undocumented immigrants in the United States called the “U-Visa”. “The **U visa** is a nonimmigrant **visa** which is set aside for victims of crimes (and their immediate family members) who have suffered substantial mental or physical abuse and are willing to assist law enforcement and government officials in the investigation or prosecution of the criminal activity.” The I.A.U. processes an average of 100 requests a year with 2016 being no different by having received over 95 during the calendar year.
- Partnered with local attorneys to provide legal and immigration information to Spanish speakers in Zone 4. 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.
- During two of the seven events conducted, the Aids Healthcare Foundation (AHF) HIV mobile testing unit yielded record breaking testing for both days. In addition to the free school physicals and dental services, the IAU teamed up for the first time with ONEBLOOD. The blood drives in predominately Hispanic and African American neighborhoods were truly a success.

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 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 2016 goals and objectives. The IAU participated in the following events: the Annual ShAdCo meeting (now Sheriff's Walk), 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 2016 purpose and mission to the citizens of Jacksonville.

School Safety Education Unit

The Safety Education Unit is staffed with four 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 three hundred and seven 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 14, 2016, 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 2016, nine hundred and sixty students and four hundred and seventy eight chaperones totaling fourteen hundred and thirty eight people from seventy one public and private schools participated in this year's trips to Washington D.C. They were escorted by thirty two Jacksonville Police Officers, three Police Sergeants and nine 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 2016:

| Program Type | 2015 | 2016 | +/- Difference |
|---------------------------------------|------------|------------|----------------|
| Officer Friendly | 123 | 103 | -20 |
| Stranger Danger | 121 | 105 | -16 |
| D.C. Trip Meetings | 21 | 73 | +52 |
| Safety Patrol Training | 26 | 27 | +1 |
| Explorer Training and Events | 15 | 22 | +7 |
| Police and Youth | 5 | 5 | 0 |
| School Crossing Guard Training | 4 | 5 | +1 |
| Traffic Safety Meeting | 11 | 11 | 0 |
| Substance Abuse | 4 | 3 | -1 |
| Shop with Sulzbacher Children | 1 | 1 | 0 |
| Bullying and Sexting | 32 | 32 | 0 |
| ShAdCo Events | 3 | 3 | 0 |
| Girl Scouts | 0 | 0 | 0 |
| Shop with a Cop | 1 | 1 | 0 |
| TOTAL | 367 | 391 | +24 |

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 March 15, 2016, 40 students and parents attended the cadet orientation meeting. The Explorer Cadet Academy began on April 5, 2016, with 18 cadets. 11 cadets graduated on May 26, 2016, and achieved Explorer status.

Between June 27th and July 1st, 2016, the veteran cadets attended the Florida Sheriff's Explorer Association State Competition in Broward County. Cadet Batch took 2nd place in the pistol competition.

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 2016 by assisting in the Justice Coalition dinner, annual ShAdCo meeting, P.A.L. Volunteer Dinner, T.P.C. Golf Tournament, Guns N Hoses, Safety Patrol Play Day, Zone Safety Fairs, F.O.P 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. Whenever the Northeast Florida Safety Council and/or the JSO Fugitive Unit Offices are closed for weekends, holidays or inclement weather, Tele-Serv Officers conduct 24/7 Intoxilizer Testing for those persons mandated to participate by court order, and process monthly registration checks for transient sexual offenders/predators.

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.

| Tele-Serv Service Type | 2015 | 2016 | +/- Difference |
|--|---------------|---------------|---------------------------|
| Calls for Service | 24,396 | 22,805 | -6.52% |
| General Offense & Supplement Reports | 14,691 | 12,326 | -16.10% |
| Field Investigative Reports | 66 | 69 | +4.55% |
| Dark Reports | 370 | 263 | -28.92% |
| On-Line Reports | 3958 | 4420 | +11.67% |
| 24/7 Intox Testing | 1190 | 547 | -54.03% |
| Transient Sexual Offenders/Predators Registered | 65 | 50 | -23.08% |
| TOTAL | 46,751 | 42,496 | -9.10% |

Management of Criminal Investigations (MCI) Unit

The Management of Criminal Investigations (MCI) Unit is staffed by one (1) officer who builds and maintains a cohesive, positive, and amalgamated relationship between The Jacksonville Sheriff's Office (JSO), The State Attorney's Office (SAO), and The Duval County Court appointed Judges. The MCI Officer is responsible for overseeing the veracity of Misdemeanor Arrest Warrant Affidavit packets (which are misdemeanor warrants initiated as the result of an officer's criminal investigation). The MCI Officer receives these packets sent by officers from JSO, the University of North Florida (UNF) Police Department, and several of the surrounding beach police departments.



Once verified for completeness, the MCI Officer submits the packets to the SAO to review for approval or denial. The MCI Officer then serves as a liaison to all of the following: the SAO (who will provide updates on the case decision status), the officers (to update their victims on the case status), the Judges (for signatures on approved warrants), and to the JSO Warrant Division (for data input into the warrant system). Since the inception of this procedure (2015), the design was to keep officers from having to submit packets to the SAO and Judges in person and alternatively have the MCI Officer complete this process on their behalf. Consequently, in 2016, officers were available to handle more calls for service within the community, as the MCI Officer submitted and processed for them over 1,475 warrant request packets.

The MCI Officer also maintains a database and logs for Juvenile Curfew Violation Notice to Appear Citations and for Juvenile Civil Citations. These databases also require the MCI Officer to be in constant communication with the SAO, the Teen Court, and other outside entities (reports on these databases are also created by the MCI Officer to furnish for other organizations to review). Additionally, these citations are issued by officers in lieu of a physical arrest and may afford the juvenile an opportunity to avoid a criminal record should they comply with the sanctions imposed by the SAO

and the Teen Court. In 2016, there were a total of 2 Juvenile Curfew Violation Citations issued and 184 Juvenile Civil Citations issued.

| Management of Criminal Investigations (MCI) Unit | 2015 | 2016 | +/- Difference |
|--|--------------|-------------|----------------|
| Misdemeanor Arrest Warrant Affidavit packets <i>*program began in mid-2015*</i> | *1000 | 1475 | +475 |
| Juvenile Curfew Violation Notice to Appear Citations | 5 | 2 | -3 |
| Juvenile Civil Citations Issued | 134 | 184 | +50 |
| TOTAL | 1139 | 1661 | +522 |

The MCI Officer also monitors cases that require Patrol Officers to continue their investigation (or continue to follow-up on specific cases) and will notify officers when their cases are in need of an update or if they have exceeded the deadline to update their cases. Over the past year, the MCI Officer has created a system to help build morale and assist officers to gain compliance and meet deadlines on follow-up cases prior to being flagged on monthly reports for being out of compliance. This system has allowed for more investigative cases to be followed up on in a timely manner and has ensured that cases of victims and citizens are being handled consistently and accordingly, to meet deadlines and exceed expectations of the community.

POLICE ATHLETIC LEAGUE



The Police Athletic League of Jacksonville, Inc. (JaxPAL) began serving children in 1972. JaxPAL is built on the idea that a young person who respects police officers is much more likely to respect the laws they enforce. The concept began with sports programs, but today JaxPAL offers much more. Afterschool, summer camp, mentoring and teen leadership programs are just some of the many opportunities, in addition to sports, that JaxPAL provides for more than 2,400 Jacksonville children every year. JaxPAL has five locations throughout the City of Jacksonville.

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

The MobilePAL Initiative was created. MobilePAL allows JaxPAL to expand its capacity by taking its mission beyond the service walls. During MobilePAL, JaxPAL/JSO officers spend quality time with children, provide them with snacks, and engage them in sports and fun activities. MobilePAL made several stops throughout the year.



The Delores Barr Weaver Fund provided funding for a pilot program which allows for a licensed mental health counselor, through Daniel, to conduct group and individual therapy for children who have faced trauma, grief or violence.

In collaboration with the JOI Foundation and the Blake Bortles Foundation, more than 300 local boys and girls were provided with the experience of a lifetime – learning skills and techniques from current and former NFL players, city leaders, and current college coaches.

The Excellerate event, presented by Sissine's Office Systems, was a huge success, raising more than \$255,000 to support the programs and services offered by JaxPAL.

The Jim Moran Foundation awarded JaxPAL with a \$94,200 grant to be used to promote student achievement in the JaxPAL afterschool program.

The 3rd Annual Sheriff's Round-Up fundraiser held at Hyatt Regency Riverfront Hotel raised more than \$120,000 for JaxPAL kids.

DNA Unique, an all-girl slumber party, was created to bring together female law enforcement officers and young girls. The goal is to empower the girls to dream big, navigate through life's challenges and achieve their ambitions. On December 2nd JaxPAL held their second DNA Unique event at the JaxPAL Monument Center. There were more than 140 girls, ages 9 to 15 that participated.

EDUCATION PROGRAM

We provide intentional, high-quality, fun and safe afterschool and summer camp programs to youth ages 5 to 14. The programs run 5 days a week and provide students with academic instruction, STEAM-focused enrichment activities, recreation time and nutritious meals and snacks.

A majority of the children served by JaxPAL live in some of our city's highest crime and lowest income neighborhoods, where being exposed to crime, violence and drugs is a likely reality. Children living in poverty are more likely to struggle with reading, make poor grades, drop out of school and become involved in the Juvenile Justice system, than others.



JaxPAL Afterschool Program Statistics:

- 97% of students were promoted to the next grade level
- 100 % of students were provided with a safe, structured environment and were free from physical harm and arrest
- 82% of students had less than 10 school absences
- 100% audit score received by the Jacksonville Children's Commission at all program sites
- 85% of students maintained or increased their knowledge and academic performance in reading

- 93% of students maintained or increased their knowledge and academic performance in math

Summer Camp 2016

The JaxPAL Education Program hosted a six week interactive S.T.E.A.M. (Science, Technology, Engineering, Arts and Math) summer camp at Westside; Northside; Eastside and Monument centers. The summer camp hosted more than 400 campers. They participated in activities/lessons on



robotics, culinary arts, physical fitness, health and nutrition, reading techniques and other. 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.



By doing the required community service and attending meetings, some of our teens earned a trip to the State of Florida Association of Police Athletic/Activities Leagues Youth Directors' Conference at Disney's Coronado Springs.

ATHLETIC DEPARTMENT

Participating in youth sports gives a child a sense of belonging and membership, addresses social needs, builds self-esteem, and keeps them productive and healthy during out-of-school time. JaxPAL's year-round and seasonal athletic programs include: Track and Field, Basketball, Boxing, Flag and Tackle Football and Cheerleading.

BASKETBALL

The basketball program is the largest youth program that JaxPAL operates. Basketball and Jr Basketball were offered to boys and girls ages 5-18 year-round. There were more than 1,200 hundred participants in 2016. Basketball is played at the Monument and Northside centers.

JaxPAL hosted the 2016 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. Jr. Basketball was formed in 2014 to teach the fundamentals of basketball to the youngest players. In 2016 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 59 registered participants in 2016. 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, Tamarr Oliver competed but lost in a close decision. JaxPAL hosted the Third Annual Julian Jackson Boxing Tournament on March 19th where we had 2 boxers compete. On October 1st at the JaxPAL Championship Boxing Tournament, we had four of our participants compete.

TRACK AND FIELD

The JaxPAL Track and Field program had about 26 kids participate. All of them performed well placing in a number of our local events. We sent three participants to the AAU Nationals in Houston in July.

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 4 teams at Monument in 2016. Our 8U team made it all the way to the championship game of the conference before eventually losing.



Flag football continued its success in the spring at the JaxPAL Monument location. The program accepts children between the ages of 6-18. In 2016, the flag football program had 189 participants.

CHEERLEADING

Our cheerleading program grew enormously in 2016 with 77 girls participating. The program sent two teams to Daytona to participate in the State PAL Cheer Competition where our 8U team placed 3rd and our 12U team placed 2nd.



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.

There were over 5,659 hours of positive engagement between police officers and JaxPAL youth participating in JaxPAL programs in 2016.



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 four years of existence. For more information on JaxPAL please visit www.jaxpal.com.

PAL Today... Leader for Life

AVIATION UNIT

The Jacksonville Sheriff's Aviation Unit is based at 855-18 St. Johns Bluff Road N. Craig Executive Airport, and at year's end 2016, operated four helicopters, including one OH-58, two Bell 206 Jet Rangers, and a Bell 407 turbine helicopter for assisting in patrol operations. On the Airplane side we operate a Piper

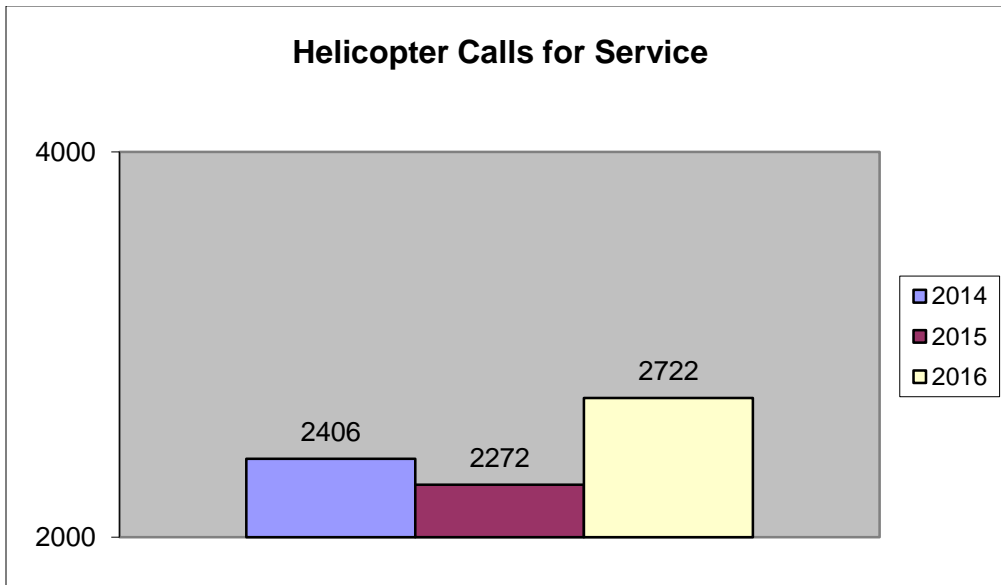
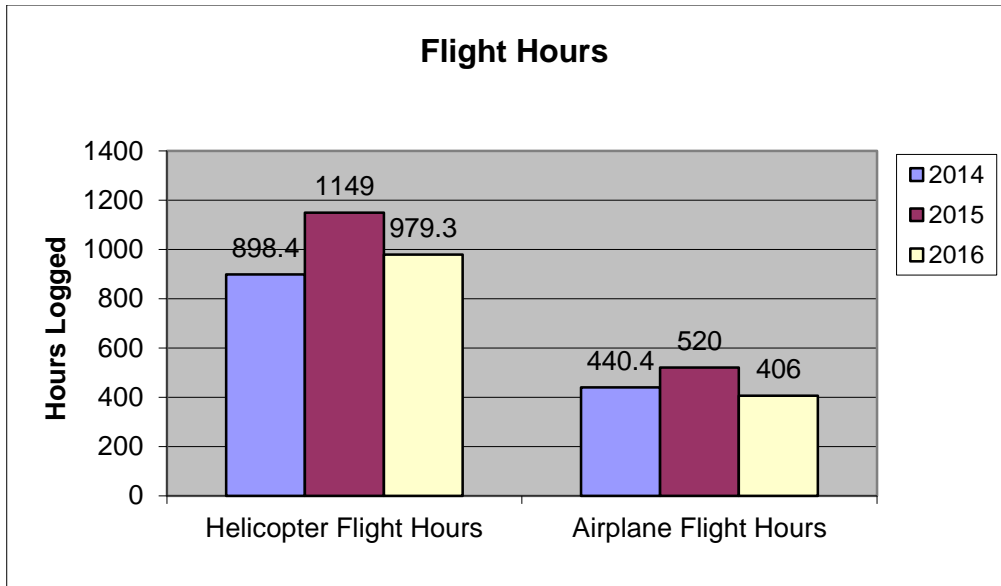


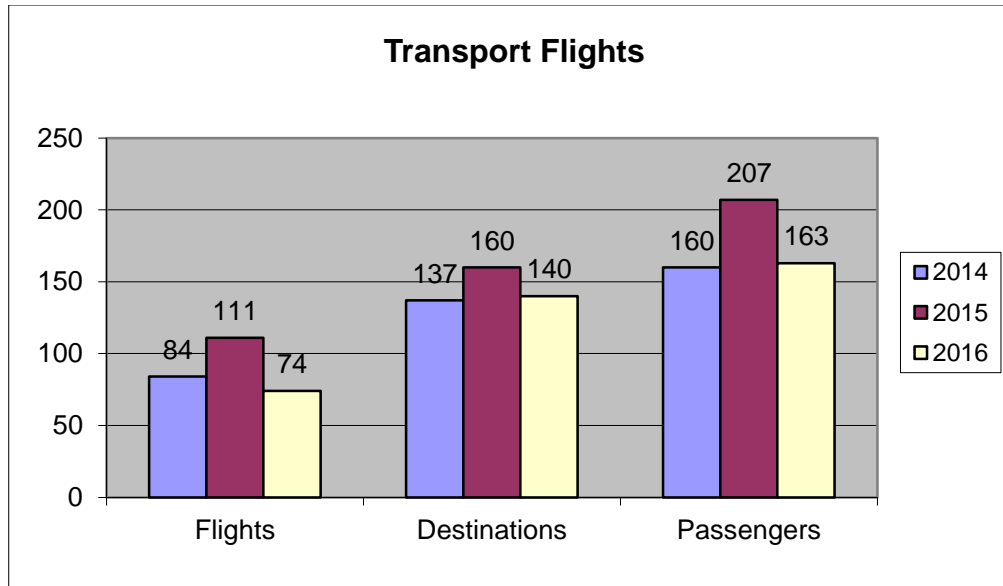
Saratoga single engine complex airplane, Piper Aerostar twin engine, and a King Air twin turbo-prop, which performs long range prisoner transport and is capable of flight in all-weather conditions. The fixed wing aircraft are also used for staff, and investigative flights. The Aviation Unit provides both rotor wing (helicopter) and fixed wing (airplane) services for the Sheriff's Office, and the community. The primary and most visible function is the helicopter operations. Under the current staffing, helicopter crews are on duty from 1205 to 2330 seven days a week, however to start physical year 2016-2017 we went back to operating (2) Rotorcraft shifts starting at 0700 hours till 0200 hours and we will be subject to call outs. The rotorcraft continue to be a force multiplier, supporting Patrol Operations and other units as an aerial platform for surveillance, pursuits, search and rescue, drug interdiction and criminal apprehension. In 2016, the Aviation Unit logged 979.3 helicopter flight hours, and handled or supported ground units on 782 dispatched calls and 1940 on-view calls for police service. The unit is operating with (8) commercially rated pilots, and is has obtained two part time Officers that have initiated their flight training.

Airplane operations are geared toward regional prisoner transports, and they often come on short-notice. As of Oct 1, 2016 our fixed wing program ceased to exist.

Aviation Unit airplanes have proven to be an economical alternative to commercial transportation. In 2016 the Aviation Unit made 74 airplane transport flights, stopping at 140 destinations, and logging 92,725 nautical miles, and 406 flight hours. We transported one hundred (163) passengers, including prisoners, detectives and staff. The fixed wing program saved the Sheriff's Office and tax payers approx. \$76,000.00 dollars over commercial transportation.

At year's end, the Aviation Unit was staffed by a Unit Commander assigned to the Community Affairs Division, 8 pilots, and three full time A&P mechanics. Eight of the pilots are commercially rated in helicopters; Officer Jimmy Britt obtained his (CFI) Certified Flight Instructor during this fiscal year. New members desiring to work at the Aviation Unit are required to have a minimum of an airplane private pilot's license, (5) years on the street, and must successfully pass the high standards of our in-house helicopter training program, a short time after being assigned to the Unit. Members with basic helicopter and/or airplane ratings are encouraged, and given the opportunity to pursue other ratings, such and/or airplane ratings. Officer Lisa Schmucker has obtained her Instrument rating.





Full-time staffing is augmented by the Police Reserve Aviation Unit. These 5 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 2016 were:

- 03/06/16 at approx. 1440 Air 3 was dispatched to assist Zone 3 and JFRD on a controlled burn on the D-Dot Ranch. Air 3 responded to the scene to provide aerial coverage, during the call an off-site landing was conducted and a JFRD Officer was picked up and provided direction to the ground personnel.
- 04/03/16 at approx. 2012 Air 3 was dispatched to assist Nassau County in a search (2) missing boaters. The boaters were located by the pilots with the use of NVG's "Night Vision Goggles" Air 3 remained on scene for over 2 hours waiting for the Coast Guard to arrive and to secure the victims.
- 07/20/16 at approx.1826 Air 7 was dispatched to assist Zone 4 search for (2) Robbery suspects in the area of 6700 Wautoma St. Arriving at the scene, a search of a school located two suspects fleeing the school complex. Ground units were directed to the location where the two subjects were taken into custody without incident.

- 10/29/16 at approx. 1151 Air 1 was dispatched to the 6600 block of Lenczyk Dr. regarding an attempted Robbery involving (3) suspects. Arriving at the scene a search was initiated and Air 1 spotted the suspect(s). Ground Units were notified and the suspects were taken into custody.
- The aircraft inventory stayed the same from 2015, with (3) Airplanes and (4) helicopters.

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 (1) lieutenant, one (1) sergeant, and one (1) police officer.



In 2016, 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 three major college football games played at EverBank Field (Florida vs. Georgia; Notre Dame vs. Navy 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 20, 2016, 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 Gate River Run, Lighted Boat Parade, the July 4th fireworks celebration and the MADDADs Motorcycle Ride. 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 2016, the Special Events Unit was involved in the planning and delivery of:

- The 26.2 with Donna - Featuring the only Marathon in the United States to donate all proceeds to breast cancer research and care. The 26.2 With Donna National Marathon to Finish Breast Cancer marks its 9th annual running in the winter of 2016 and offers an opportunity to support one of the running world's most significant charitable fundraising efforts. 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.

- Sea- N- Sky Spectacular - This is a dynamic over the sea show that highlights the world-famous United States Navy Blue Angels; along with other military and civilian flight teams. Thousands of spectators come out to view this magnificent event collaborated by the City of Jacksonville, Naval Station Mayport and the Beaches.



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

SECONDARY EMPLOYMENT UNIT

The Secondary Employment 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 is provided to the City Tax Collectors office and General Accounting staff to collect administrative fees related to secondary employment. These tasks are accomplished through the efforts of the Unit's staff, which consists of one (1) lieutenant, one (1) sergeant, two (2) officers, and one (1) civilian clerk.



The Secondary Employment Unit maintains a website for the purpose of proper oversight and verification that agency policy is being followed. Commanding officers and supervisors are able to review off-duty work performed by their officers through the use of this site. For 2016, a total of 498,415 secondary employment hours were billed. This is an increase in comparison to 491,168 in 2015 and 479,439 hours billed in 2014. The 2016 hours created nearly 1.7 million dollars in city revenue. Secondary

Employment not only augments the staffing and security of every day police services, but a meaningful portion of the fees collected (nearly \$443,000) 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 (1) lieutenant, one (1) sergeant, and two (2) officers.

In October of 2016 Hurricane Matthew impacted the east coast of Florida leaving a wake of damaged property and boats along the waterways.

In addition to patrolling the many waterways of the county, the Marine Unit investigates marine related thefts of high dollar vessels, alteration of Hull Identification Numbers to hide stolen vessels, title fraud cases 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. Many of the maritime related investigations reveal organized criminal groups that are also involved in criminal activity on the land side such as vehicle theft and narcotics.



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 | 2015 | 2016 | +/- Difference |
|-----------------------------------|-------------|-------------|----------------|
| HQ Calls | 96 | 118 | 23% |
| Misdemeanor Arrests | 16 | 13 | -19% |
| Felony Arrests | 4 | 7 | 75% |
| Boating Safety Inspections | 611 | 643 | 5% |
| Speed Zone Violations | 423 | 398 | -6% |
| Boaters Assisted | 389 | 414 | 6% |
| Assisted Other Agencies | 153 | 164 | 7% |
| Property Checks | 4601 | 4711 | 2% |
| Deployments | 118 | 121 | 3% |
| Boating Citations | 23 | 19 | -17% |
| Special Events | 49 | 54 | 10% |
| Search and Rescue Calls | 53 | 57 | 8% |
| Boating Safety Classes | 18 | 18 | 0% |
| TOTAL | 6458 | 6737 | 4% |

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 code 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 forty-four (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 (11) community and park safety meetings were organized and completed by the Parks Unit in 2016;

- 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 nine (9) 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.

EMERGENCY PREPAREDNESS UNIT



The Emergency Preparedness Unit (EPU) is a four man team under the Community Affairs / Special Events Assistant Chief and is commanded by a Police Lieutenant. The EPU is dedicated to providing both logistical and incident management support to other JSO units. The EPU also works closely with other city, state, federal and community partners in all phases of emergency management to ensure an effective all-hazards response, plan and operation.

A secure warehouse is maintained by the EPU that contains trucks, mobile command posts, traffic cones, traffic barriers, multiple-sized tents, portable bathrooms, large generators, portable lights, utility vehicles, field clearing tools, and many other pieces of equipment and supplies used during planned or unplanned incidents. The entire inventory is preserved, stored, cataloged, serviced and cleaned continuously to keep everything in working order and available at all times.



In 2016, a new Sergeant and Lieutenant were both assigned to EPU. This helped increase the number of JSO supervisors that

are proficient with the Incident Command System (ICS). To go along with that idea of expanding the pool of capable employees to fill Command & General Staff positions, the EPU made a commitment this year to help guide Sheriff's Staff members who are learning new ICS roles. Additionally, any supervisor broadening their knowledge of ICS can now locate templates and exemplars of completed ICS 201 Forms, Incident Action Plans (IAPs), educational articles and After-Action Reports on the EPU webpage that have been added during this past year.



Throughout 2016, the EPU continued their efforts of responding to numerous call-outs, participating in several special events and zone safety fairs. The most notable incidents the unit was involved in were the lengthy operations during Tropical Storm Hermine and Hurricane Matthew. The EPU handled the ICS Planning Section once again for the New Year's Eve festivities, the annual Georgia/Florida football weekend, the inaugural Navy/Notre Dame football weekend in Jacksonville as well as several dignitary visits throughout the year due to national elections. This included visits from the President of the United States. The EPU also ran the Planning Section during the suspect standoff with 13 bank hostages at Community First Credit Union which made national news. They were the Planning Section for a grant-funded Complex Coordinated Attack Exercise involving several regional agencies. The EPU once again worked in conjunction with the Duval County Emergency Operations Center (EOC) to provide training for city personnel. Members of the unit conducted several training classes and demonstrations for JSO recruits, personnel and newly promoted supervisors. The EPU even volunteered time for other Community Affairs units to promote teamwork and camaraderie to include the annual PAL Kid's Christmas Party and the Jacksonville Bar Association Senior Citizens Gift Program. The year 2016 was a very productive and successful time for this hard working and talented team.

CIVIL UNIT

The Civil Unit is responsible for receiving, processing, serving, and returning civil process directed to the JSO from jurisdictions inside and outside the State of Florida. The Civil Unit sworn personnel administer all Enforceable Civil Process, including various types of Injunctions, Writs of Possession (Evictions), Writs of Bodily Attachment (Mental Health Pickup Orders / Child Support), Writs of Attachment (Personal and Real Property), Writs of Execution, Writs of Replevin, Juvenile Orders to Show Cause, and Criminal Subpoenas.



In 2016, an additional squad was created for the Civil Unit called JSO Special Process Servers, which now serve all Non-Enforceable Processes in-house. This includes but is not limited to Civil Summonses and Civil Subpoenas. There are seven part-time retired Police and Corrections Officers assigned to this squad and supervised by a retired Police Sergeant. The projected savings for JSO with the creation of this new in-house squad of Special Process Servers is at least \$735,000 over the next five years.

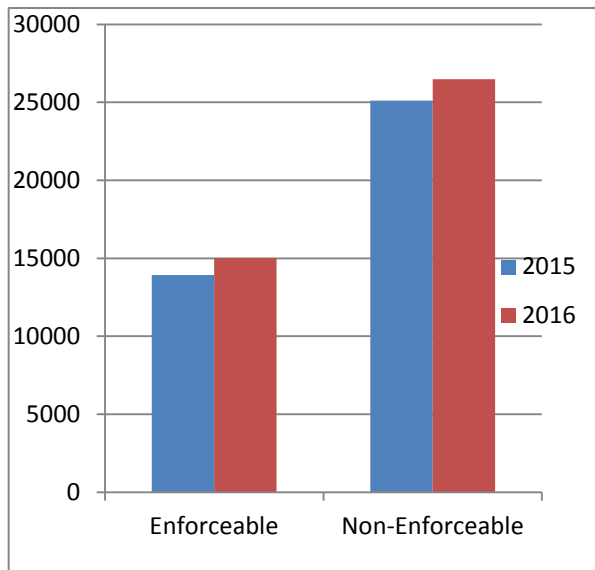
With the addition of the fourth squad, the Civil Unit is supervised by two managers and two Police Sergeants and under the command of a newly assigned Police Lieutenant. Also at the end of 2016, both Sergeants retired and two new Sergeants were assigned.



There have been new reports created in 2016 for the Civil Automated Maintenance System (CAMS) to track daily revenue. Safe guards have been put in place to ensure all Sheriff's fees are collected as required. Other safe guards have been put in place to minimize data input errors. A Non-Enforceable Process Report and Daily Revenue Report have been created to track the progress of the new Civil Unit squad. The daily outgoing mailing practices of the Civil Unit were also restructured after supervisors discovered that it was causing an unnecessary expense for the department. The implementation of hand-delivering items that were unnecessarily being mailed and

charging additional required postage from customers requesting service were the two biggest changes. The entire Return of Service section of CAMS was also purged to ensure the correct verbiage and Florida State Statutes were in place when returning documents to the courts from the Jacksonville Sheriff's Office.

The total number of documents involving civil process from the courts in 2016 was approximately 41,510 writs: 15,025 were Enforceable Civil Process and 26,485 were



Non-Enforceable Civil Process. This chart shows the increase of 6.3% from the year 2015.

The Civil 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 of proceeds collected by the Civil Unit for JSO in 2016 was approximately \$1,142,900.

CANINE UNIT

The Jacksonville Sheriff's Office (JSO) Canine Unit, which falls within the department of Patrol and Enforcement/Special Events, is comprised of 21 police service dogs and 20 canine handlers. Of the 20 handlers, 18 are police officers and the remaining two handlers are correctional officers, who are charged with assisting the police officers as well as locating missing or endangered persons. The Canine Unit is commanded by a lieutenant and supervised by two sergeants.



The dogs assigned to the police officers are dual purpose and their primary function is tracking and apprehending dangerous felons as well as locating evidence abandoned by fleeing suspects. The

secondary function of the dual purpose dogs is either illegal drug or bomb detection. “Bomb” dogs are utilized when venues such as EverBank Stadium and Jacksonville Veteran’s Arena need to be “swept” for explosive material prior to high profile events, or when dignitaries, such as presidential candidates come to town for campaign rallies. Bomb dogs are also utilized for non-scheduled incidents such as bomb threats to schools and churches. JSO “Narcotic” dogs are used primarily to determine the presence of illegal substances during traffic stops but serve in many other capacities when the need arises. For example, during the past 12 months, JSO canine handler teams, working with the JSO Narcotic Unit, as well as outside agencies such as the US Postal Police, were responsible for the seizure of \$449,232 in US currency obtained or utilized during illegal narcotic transactions. Additionally, approximately 76,000 grams of marijuana, 8,350,500 grams of cocaine, and 1,100 grams of Heroin were seized.

Community Focused is one of the four Core Values of the Jacksonville Sheriff’s Office and one that is taken very seriously by the JSO Canine Unit. During 2016, JSO Canine Unit members conducted 78 community demonstrations, up from 49 the previous year. Presentations were made to a wide variety of venues and audiences including schools, churches, safety fairs and homeschool groups.



In addition to the noted police related activities, JSO Canine Officers conduct frequent and intense training to ensure they remain at the highest level of proficiency. JSO Canine Unit trainers conducted over 3,800 hours of formalized training during 2016, supporting the JSO core value of “Always Improving.” The JSO Canine Unit currently has five certified trainers who establish training scenarios, train new dogs/handlers, and maintain all training records. All Unit trainers, as well as Unit handlers, are certified annually through the National Police Canine Association (NPCA) as well as the Florida Department of Law Enforcement (FDLE). In addition to training JSO police service dogs, JSO Canine Unit trainers have trained many dogs currently deployed by several

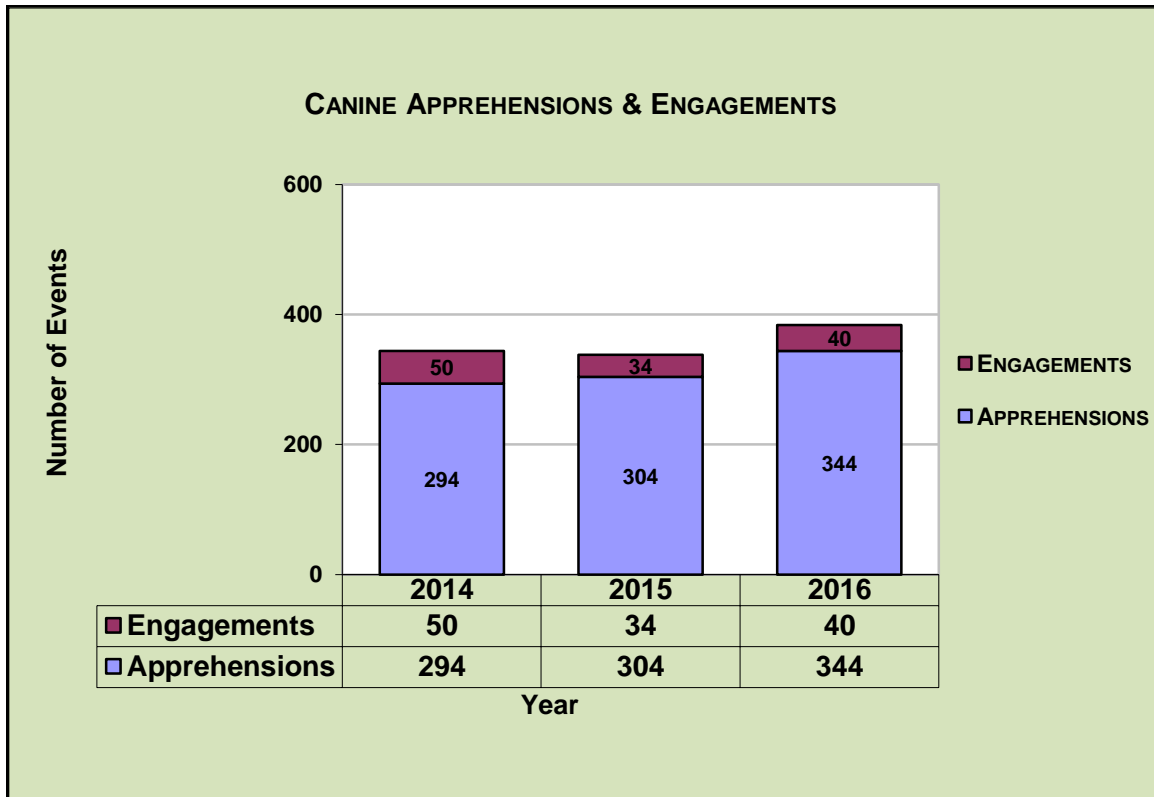
Sheriff's Offices from adjoining counties and periodically conduct certifications for agencies throughout the State of Florida.

Officers assigned to the Canine Unit handled a total of over 1320 dispatched calls-for-service in 2016. Members of the JSO Canine Unit conducted over 140 protective and investigative explosive sweeps during this same period of time. Additionally, The JSO Canine Unit also received numerous mutual aid requests from outside agencies in response to special events such as Speed Week in Daytona, as well as searching for missing persons and fleeing suspects.

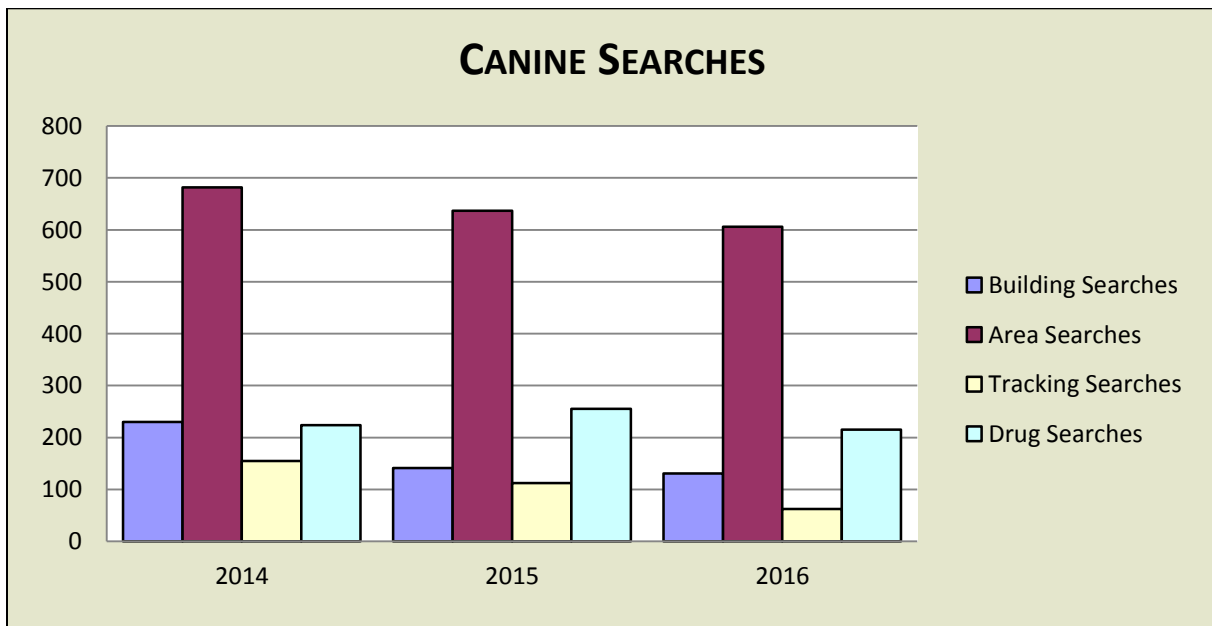


During 2016, the Canine Unit was directly responsible for a total of **344** suspect apprehensions, which is the classification when the actions and presence of the Canine Team is directly responsible for the arrest of an individual. An engagement is when the Police Service Dog makes intentional physical contact with the suspect during the arrest due to the suspect refusing to obey the officers' lawful orders. Out of the **344**

apprehensions, 40, or 11.6%, 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 DUI Unit is a component of the Jacksonville Sheriff's Office Patrol Division and reports to the Assistant Chief of Community Affairs/Special Events. The Unit is comprised of two squads with six police officers and one police sergeant each. The DUI Unit provides DUI enforcement 365 days a year and works 11.42 hours under the Blue/Gold patrol schedule.



The DUI Unit's primary focus is to ensure the continued safety of the motorists that travel the roadways of Duval County, as well as pedestrians who utilize sidewalks and crosswalks, by enforcing traffic laws with a special emphasis on DUI enforcement. Unit members receive specialized equipment and training to carry out their mission, which is carried out in various forms including education in conjunction with enforcement. During the past year, the DUI Unit conducted several safety presentations and demonstrations for local civic groups, area colleges and high schools, as well as a presentation for the U.S. Military commonly referred to as "Safety Stand Downs." In addition to the DUI Unit's normal duties, they were frequently utilized during 2016 for traffic control during dignitary escorts and special events such as Monster Jam, NFL and NCAA games, and Holiday related activities.

The Jacksonville Sheriff's Office was awarded a contract from the National Highway Transportation Safety Administration to address impaired driving in Duval County. As a condition of the contract, the DUI Unit has been charged with conducting 38 DUI checkpoints and 10 DUI Saturation Deployments during 2016-2017. By the end of December 2016, the DUI Unit conducted 11 checkpoints and in addition to making numerous felony arrests, numerous impaired drivers were removed from the roadways.

During 2016, the DUI Unit received several awards and other acknowledgements from Mothers against Drunk Driving (MADD) as well as the Florida Department of Transportation, 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 2017 and beyond.

2016 DUI Unit Impaired Driving Arrests

| | 2015 | 2016 | Percent Change |
|--------------------|--------------|-------------|----------------|
| Citywide | 1227* | 992* | -19% |
| Patrol East | 762 | 562 | -27% |
| Zone 1 | 62 | 85 | 27% |
| Zone 2 | 220 | 175 | -20% |
| Zone 3 | 480 | 302 | -1% |
| Patrol West | 315 | 312 | -17% |
| Zone 4 | 180 | 183 | 1% |
| Zone 5 | 80 | 74 | -7% |
| Zone 6 | 55 | 55 | 0% |

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

RESERVE UNIT

The Jacksonville Sheriff's Office (JSO) Police Reserve Program, which falls within the Department of Patrol and Enforcement/Special Events, and is comprised of 96 reserve officers. The Reserve Unit is commanded by a Captain/Coordinator and supervised by three lieutenants and 12 sergeants.



The officers in the unit are required to work 60 hours a quarter (240 hours a year). An example of credited time includes, attending monthly meetings, patrol ride longs, aviation observer ride longs, on-view activity, Special event, Call outs, In-service training and firearms re-qualification. The unit is comprised of several specialized units to include, SWAT Medics, Beach Patrol, Narcotics, Air Unit, Detective Division, Romeo Unit, Honor Guard and Rapid Response.

Community Focused is one of the four Core Values of the Jacksonville Sheriff's Office and one that is taken very seriously by the JSO Reserve Unit. During 2016, the JSO Reserve Unit volunteered 37,144.93 hours to the Jacksonville Sheriff's Office and the City Of Jacksonville.





**DEPARTMENT OF
PERSONNEL
AND
PROFESSIONAL
STANDARDS**

**2016
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 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.

In late 2016, the Department of Personnel and Professional Standards planned, staffed and started the Professional Oversight Unit. The **Professional Oversight Unit** is responsible for monitoring multiple high liability components of the Sheriff's Office, including response-to-resistance incidents, JSO-vehicle crashes, vehicle pursuits, and on-duty injuries, in order to identify gaps in, and potential violations of, current policy and training. The Unit also oversees the continuous improvement function, which includes formally reviewing all employee suggestions, facilitating all process improvement projects for the agency, and conducting reviews of critical law enforcement incidents to identify any potential improvements to internal processes.

The **Public Information Unit** is responsible for ensuring that critical information regarding law enforcement incidents and investigations is released to the public in an accurate, efficient, and effective manner.

During the spring of 2016, we administered the police sergeant and police lieutenant exams, both of which had over 491 candidates sit for written exams. A total of 264 candidates attended assessment center exercises. As you are aware, we take these promotional processes very seriously and we are constantly working to improve our processes and produce the best supervisors possible.

The Department of Personnel and Professional Standards is proud of our accomplishments in 2016 and are dedicated to continue the work to make your administration a continued success.

Sincerely,

Thomas R. Hackney, Director
Department of Personnel and Professional Standards

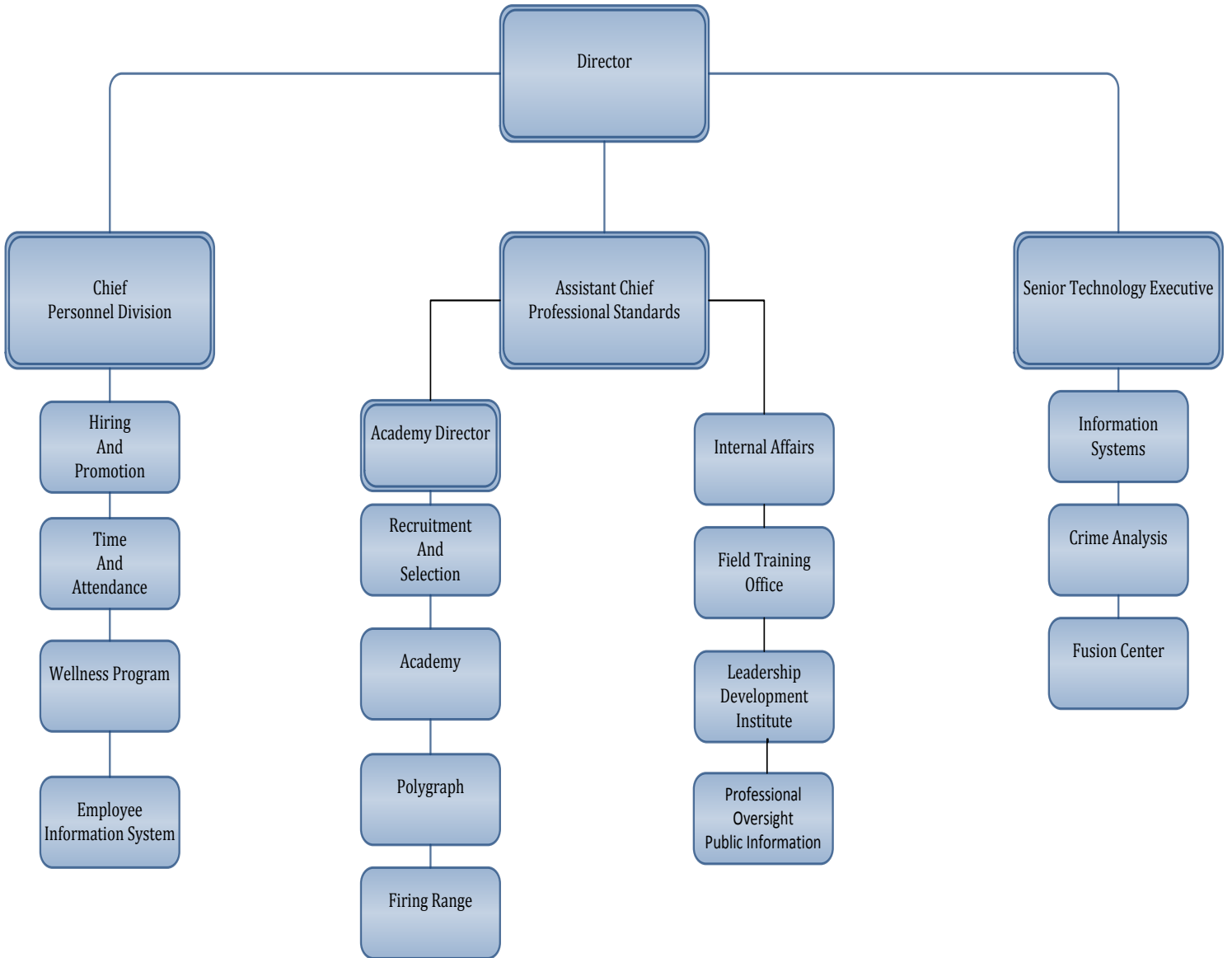
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Department of Personnel and Professional Standards

Personnel Division

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 of Jacksonville (COJ).

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 3,653 employees, which includes Civil Service full-time, part-time, and appointed employees.

Promotional Exams

In 2016, the Personnel Division assisted COJ Employee Services in the administration of the Police Sergeant (435 Candidates took the written exam and 208 attended the assessment center), Police Lieutenant (56 candidates took the written exam and attended the assessment center), and Corrections Sergeant (162 took the written exam) and Corrections Lieutenant exams (25 took the written exam).

Civilian Recruiting

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 three times during 2016. In addition, one Police Services Technician exam was administered

to 187 applicants. The Civilian Recruiting Manager is also responsible for managing public records requests received by the Personnel Division.

The HR Specialist assists with maintaining position control and processing new hires. This position is also responsible for researching employee position cap issues and processing transfers, promotions, and retirements.

Manager of Personnel Services

The primary responsibilities of the Manager of Personnel Services is to oversee the Personnel staff in civilian 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 2016, Civilian Recruiting included:

- 2,926 applications received for various positions that included Police Emergency Communications Officer, Police Services Technician I, Registered Nurse, Licensed Practical Nurse, Mental Health Counselor, part-time Bailiffs, and other civilian positions.
- Over 244 civilian new hires from 29 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 JSO email 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 is able to track all injured workers throughout the recovery process.

The Personnel Division is working with the COJ Information Technology Division (ITD) to develop a program to allow for electronic submission of Injury on Duty forms. This will eliminate two (2) paper forms, saving time and resources as well as providing a streamlined process for employees. Full implementation is slated to begin by the end of 2017.

The Personnel Division continued to process applications for Americans with Disabilities (ADA). In 2016, eighty two (82) approvals were issued.

The Personnel Division continued to manage the JSO random drug testing program. The Occupational Health Manager oversaw the meticulous review of 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 received and processed two hundred and eighty nine (289) Family Medical Leave Act (FMLA) requests in 2016. Each request was inspected for completion and accuracy. The Occupational Health Manager also assisted employees daily regarding the FMLA process; as well as supervisors' questions regarding compliance and FMLA hour availability. In addition, a checklist was added to the approval process to ensure employees are aware of the rules concerning the usage and regulation of FMLA.

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 employee status was relayed to the appropriate member in the chain-of-command. In 2016, twenty six (26) employees were sent for fit-for-duty evaluations.

The Personnel Division continued to utilize the Life Scan Wellness program. The Occupational Health Manager oversaw the review of invoices submitted to JSO to ensure all items were correctly billed.

In Conclusion

In 2016, 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".

Information Systems Management

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 2016, ISM undertook some major projects – deployment of over 120 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 five 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.

Major accomplishments have also been made in securing funding and acquisition for major initiatives such as the Network Infrastructure upgrade, Enterprise Laptops refresh, AFIS, and Jail Management System. These initiatives contribute to the strategic vision of updating JSO's technology capabilities to meet the demands for transparency, and effectiveness in governance.

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 4,074 work orders and fielded more than 20,000 phone calls in 2016. The Help Desk was involved in various projects including the deployment of 120 new rugged laptops for Patrol and they were front line support for the EIS upgrade by the City's ITD. They also continued the deployment of the new Defender security software on more than 500 machines. The Help Desk Team continues to manage the Verizon MIFI program by administering over 2500 MiFi's and Smart Phones. 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 deploying over 300 new Xerox printers throughout JSO as an enterprise refresh initiative. 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 4,077 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 1800 customer work orders. The team accomplished the installation of two Brocade switches connecting the Storage Area Network System to the servers. This enterprise level effort is only performed on a five year cycle. 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 32 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 924 maintenance related work orders in 2016. Newly created and deployed applications this year included E-Warrants, Vehicle Pursuit, RTR Public Website Modifications, BOLO Email SharePoint, Document Locator, and TRACKIT migration and upgrade. Numerous program enhancements resulted in the release of new versions of major applications such as ARMS and JSOPE, in addition to the creation of on demand reports.

The requirements gathering phase of a large Agency Case Management System (ACMS) has been completed. 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. An Applications Developer assembled the information obtained from these meetings into a cohesive document specifying what is needed. The organization is currently evaluating the option of building versus buying the next generation software. This new ACMS system will result in improved efficiency by providing a broader range of case management functionality to the entire agency.

Among the completed projects is the e-Warrants application that accommodates additional electronic signature functionality, security, and other enhancements. The software was deployed to multiple stakeholders to reduce dependency on paper and improve efficiency. The team is also assisting corrections in the evaluation of a new Jail Management System due for installation in the next fiscal year. 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 32 SQL servers with a total of 672 databases. During 2016, 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. A major effort to consolidate crime and other data is underway to benefit CAU and multiple JSO divisions. The Data Warehouse and subsequent Data Marts will act as central data storage to enable future Business Intelligence capabilities and predictive analytics.

GIS

The newly created GIS 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. Three projects are underway to improve 911 mapping, Emergency Preparedness, and Crime Analysis.

Crime Analysis Unit

In 2016, the Crime Analysis Unit (CAU) continued their efforts of providing innovative 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. In response to multiple events, 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 2016, the unit supported multi-week Incident Command System (ICS) operations, which sought the recovery of missing citizens. 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 individuals' 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 protests
- Inmate related incidents
- Dignitaries' visits and other special events

The ability to acquire relevant data both within the agency and from external sources continues to separate the unit from other units. 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.
- 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.

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 2016, 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

Professional Standards and Training Division

The Professional Standards and Training Division of the Sheriff's Office is charged with ensuring members of the JSO meet and maintain applicable Florida Department of Law Enforcement – Criminal Justice Standards and Training Commission (CJSTC) certifications and adhere to the Core Values of the JSO. We accomplish this mission through continuous focus on recruiting, training, and professional oversight of our members. Through our Recruiting Unit, the JSO strives to recruit and process police officers, corrections officers, court bailiffs, and community service officers that are reflective of our community, possess the highest degree of character, and demonstrate those values expected of that of a member of the JSO. The Academy, known as the Northeast Florida Criminal Justice Training Center, trains new personnel on CJSTC basic recruit training, JSO specific training such as the Crisis Intervention course, and advanced career education and in-service training once they become solo officers. The Field Training Officer Unit administers our four month long hands-on field-training program that exposes new officers to law enforcement while under the supervision of an experienced police officer. Additionally, the FTO Unit runs the Leadership Development Academy, which provides training to JSO members on a number of leadership related topics. The Professional Standards Division also staffs the Internal Affairs Unit (IA). The IA unit coordinates the investigation of allegations of member misconduct, coordinates Civil Service Board appeals, administers the agency Employee Awareness Program, and fulfills public records requests regarding IA investigations.

The Professional Standards and Training Division will expand in 2017 with the addition of the newly formed Professional Oversight Unit. This new unit will consolidate a number of functions already occurring within the JSO. Some of those functions include Response to Resistance review, Vehicle Pursuit review, Safety Board review, and a coordinated review of local, national, and worldwide crisis events and their potential effect on how we operate within the JSO and the City of Jacksonville.

Northeast Florida Criminal Justice Training and Education Center

The Northeast Florida Criminal Justice Center (NEFCJC) operates in a longstanding partnership with the Florida State College at Jacksonville (FSCJ). The facility is located at 4715 Capper Road, North FSCJ Campus, and consists of classroom and training locations that facilitate the learning of topics such as courtroom presentation, defensive tactics, police driving, building searches, and water rescue.

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. 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.

The mission of the NEFCJTEC is; *“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.”* In support of the mission statement, the NEFCJTEC provides basic, advanced, and specialized training to law enforcement officers, corrections officers, reserve (auxiliary) officers, and recruits.

During 2016, the Academy trained 144 hired police recruits, 68 hired correctional recruits, and 50 hired Community Service Officer recruits. Additionally, the academy trained 85 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 77 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 Field Training Officer, Specialized Defensive Tactics, Death Investigations and Lifeguard Certification. During 2016, 1830 officers attended a specialized/advanced training course.

To support the mission of the Jacksonville Sheriff's Office, the Academy conducted 90 police officer in-service training (IST) sessions. This mandatory session resulted in thousands of training contact hours for JSO employees and covered FDLE mandated annual professional training. Key components of 2016 in-service training were practical exercises in Officer Down & Citizen Down Rescue Tactics.

In 2016, 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. The Range Sergeant supervises four police officers that are cross-trained and serve as Assistant Range Master or Range Master during the absence of the sergeant. 2016 also yielded a new firing range building with four classrooms.

Five-thousand nine-hundred twenty six 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 2016. 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 2016 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 2016, recruiters made 376 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. 2016 also saw the first ever JSO Job Fair. This event was a great opportunity for the JSO to showcase many job careers such as, police officer, correctional officer, community service officer, and police emergency communications officer, to name a few.

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 2016, the Polygraph Unit conducted a total of 832 polygraph examinations:

| | |
|--|-----|
| JSO Pre-Employment (Police positions) | 279 |
| JSO Pre-Employment (Corrections positions) | 235 |
| JSO Pre-Employment (Bailiff positions) | 13 |
| JSO Pre-Employment (Civilian positions) | 165 |
| JSO Pre-Employment (Reserve positions) | 17 |
| JSO Pre-Employment (CSO positions) | 104 |
| JFRD Pre-Employment | 8 |
| Investigative | 11 |

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 150 certified FTOs and 65 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 2016, JSOLDI provided a variety of leadership and management courses to police, corrections and civilian personnel of this agency. A total of 980 employees attended multiple offerings of 16 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.

Professional Oversight Unit

The Professional Oversight Unit is responsible for monitoring multiple high liability components of the Sheriff's Office, including response-to-resistance incidents, JSO-vehicle crashes, vehicle pursuits, and on-duty injuries, in order to identify gaps in, and potential violations of, current policy and training. The Unit also oversees the continuous improvement function, which includes formally reviewing all employee

suggestions, facilitating all process improvement projects for the agency, and conducting reviews of critical law enforcement incidents to identify any potential improvements to internal processes.

Public Information Unit

The Public Information Unit is responsible for ensuring that critical information regarding law enforcement incidents and investigations is released to the public in an accurate, efficient, and effective manner.

Internal Affairs Unit

The Jacksonville Sheriff's Office Internal Affairs Unit is the branch of the Professional Standards Division responsible for ensuring that all allegations of misconduct against employees of the Jacksonville Sheriff's Office are appropriately investigated and the Unit serves as the conduit for both citizens and employees to report allegations of misconduct and know that the allegations will be professionally investigated.



The cornerstone of community policing is the partnership between law enforcement agencies and the communities that they serve. 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 Unit is accountable to protect the rights and interests of citizens against employee misconduct, to minimize risk to the City of Jacksonville by employee misconduct, and to protect employees against false accusations of misconduct.

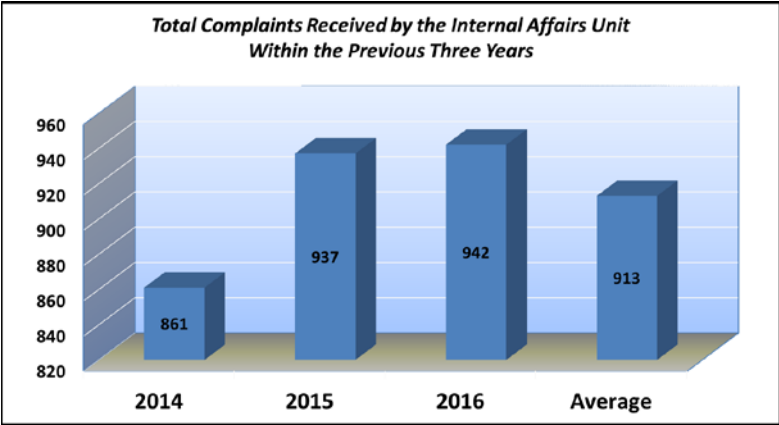
Employees that are subject to disciplinary action have the right to appeal such action through either the established contractual grievance process or through the Civil Service Board. The Internal Affairs Unit has the additional task of monitoring and coordinating the steps involved when employees elect to appeal their discipline. This additional area of responsibility requires the Internal Affairs Unit to coordinate with both the Office of General Counsel and other entities with the City of Jacksonville. Internal Affairs detectives are instrumental in ensuring that the facts of sustained investigations

are presented in a manner that supports the charges brought against employees.

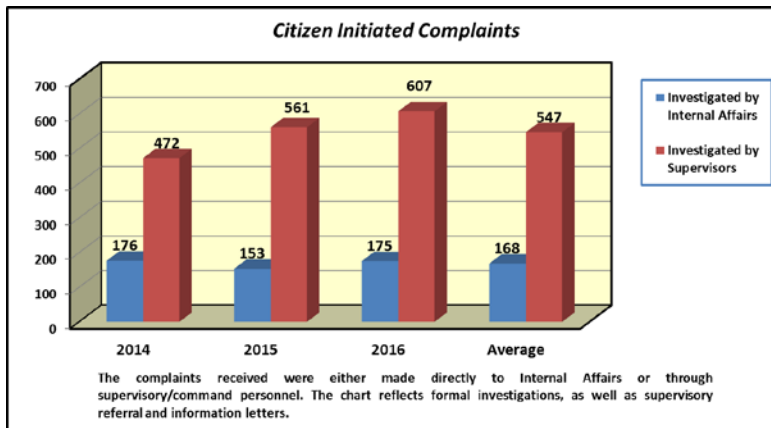
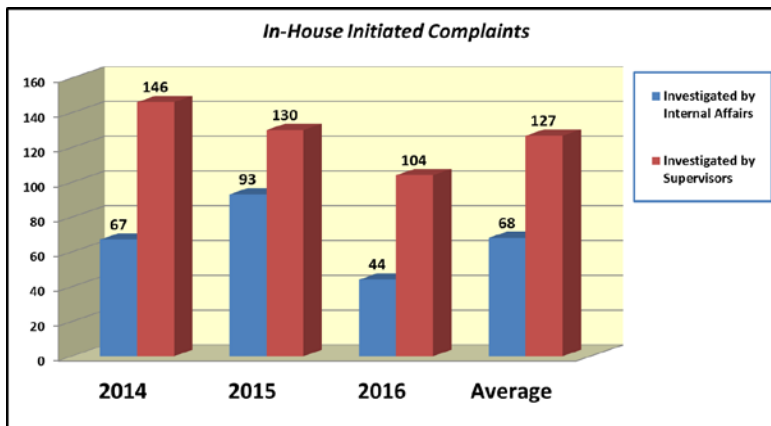
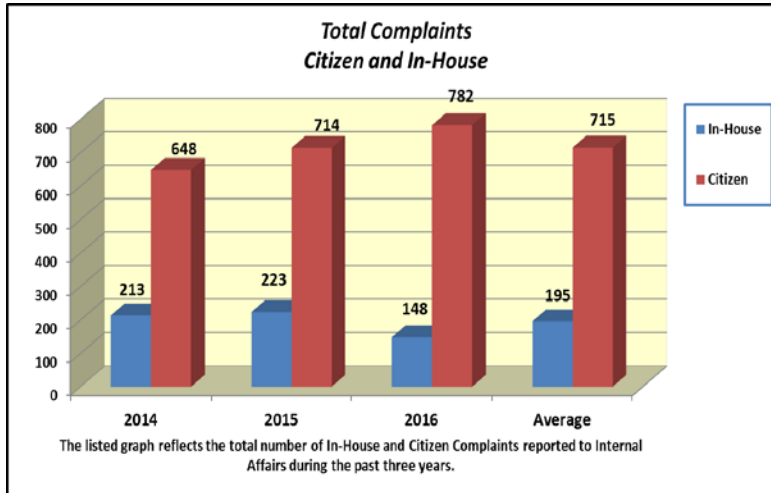
During 2016, the Internal Affairs Unit received 942 complaints from both external and internal sources. The total number of complaints is less than 1.0% higher than the total number of complaints received in 2015 (937) and 9.1% higher than the three year average for years 2013-2015.

The following charts provide an overview of the number, type, and outcome of the allegations of misconduct involving Sheriff's Office employees reported in 2016.

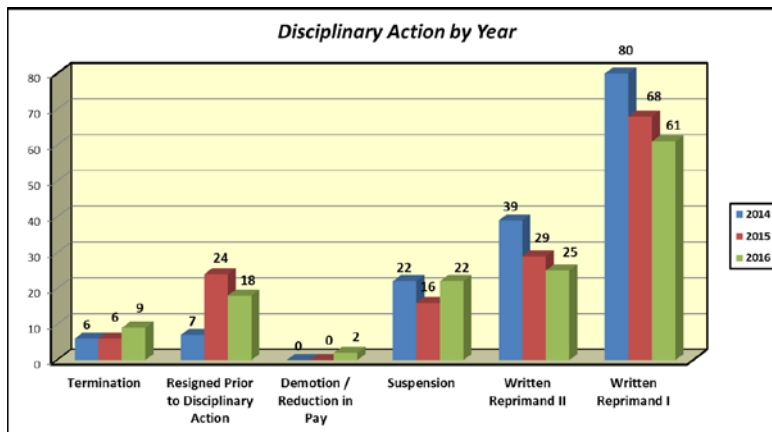
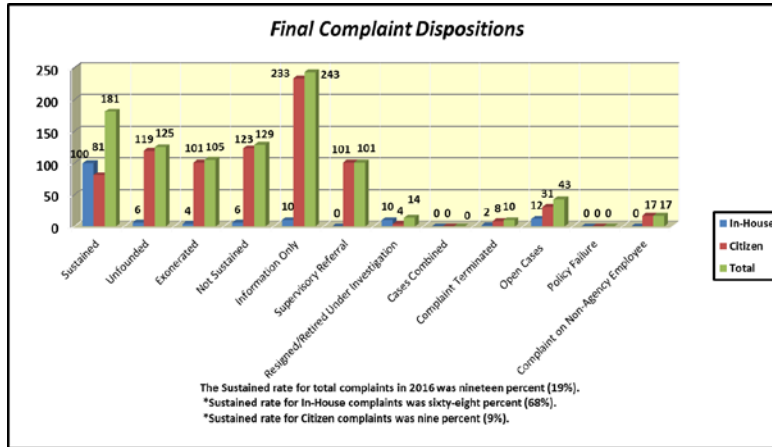
Total Complaints Received by Internal Affairs



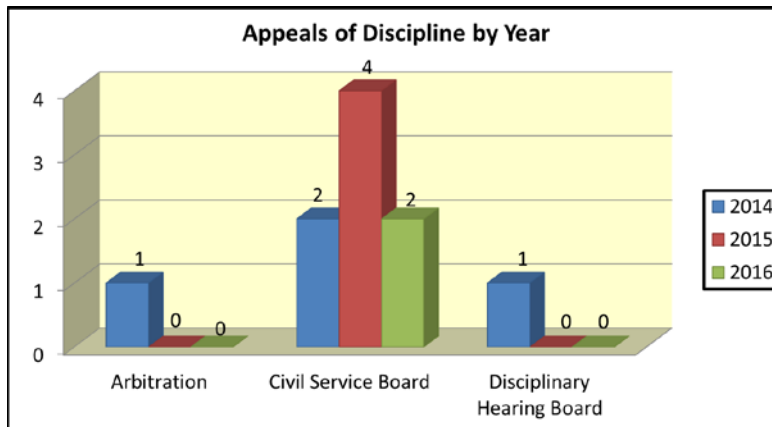
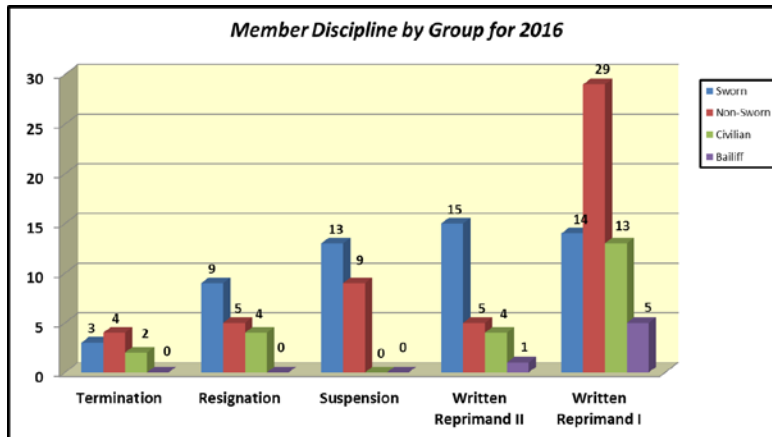
In-House Initiated and Citizen Initiated Complaints



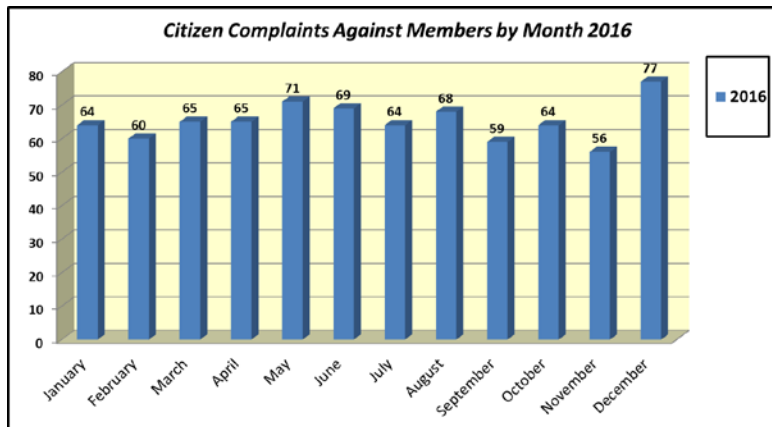
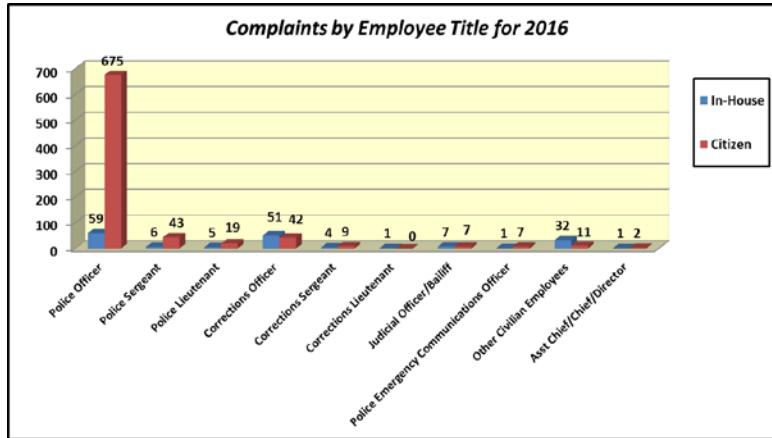
Final Complaint Dispositions and Disciplinary Action by Year



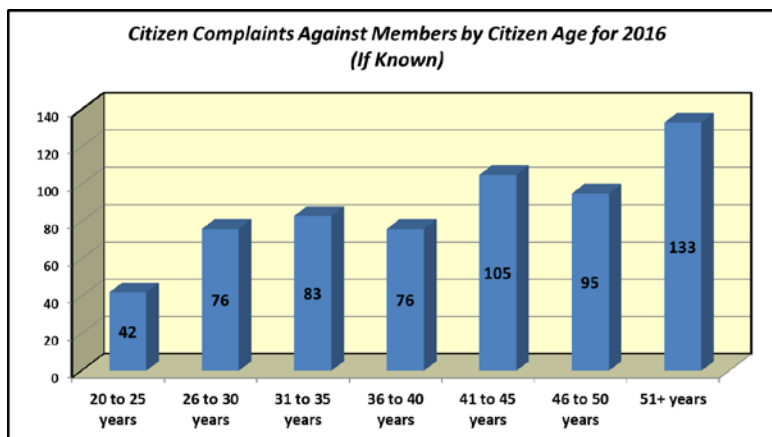
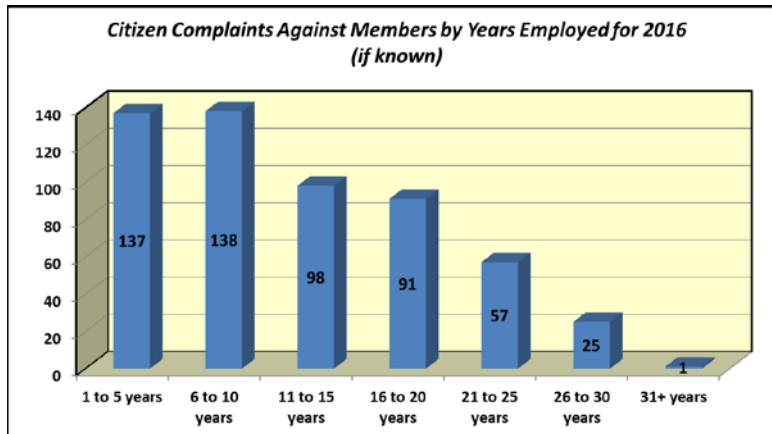
Discipline by Group and Appeals of Discipline by Year



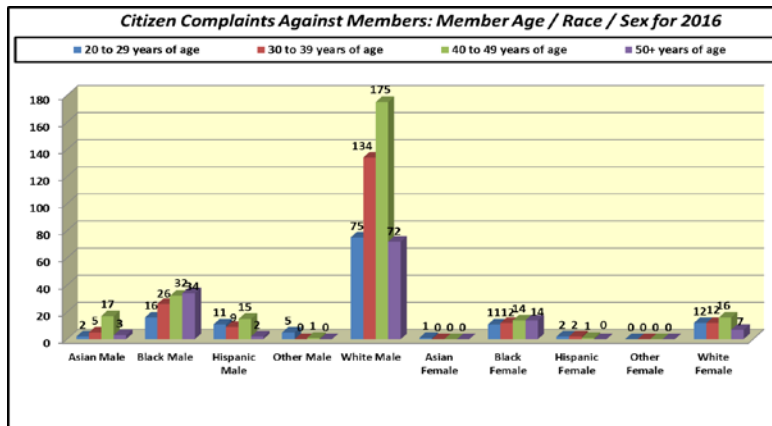
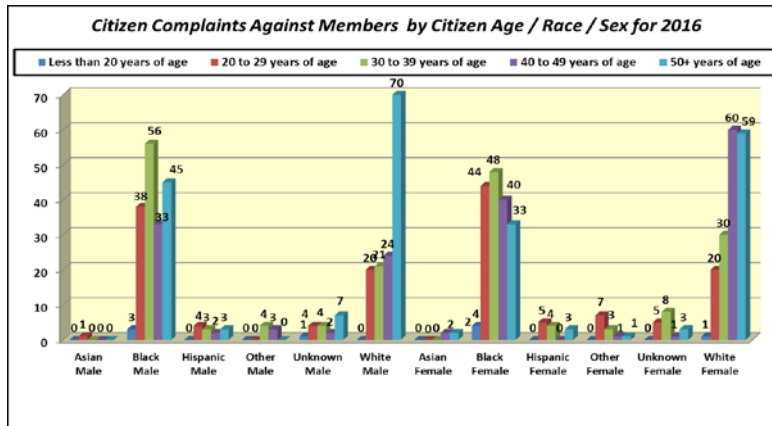
Complaints Against Members by Employee Title and Citizen Complaints Against Members by Month



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 Order 501 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.

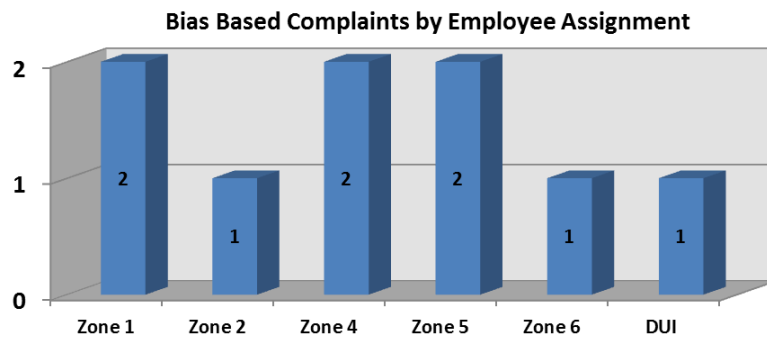
The Jacksonville Sheriff's Office remains steadfast in its dedication to protecting the rights of all citizens regardless of race, color, ethnicity, sex, sexual orientation, physical handicap, religion or other belief system. In an effort to ensure all employees understand the mission of the Sheriff's 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 2016, there were nine (9) 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.

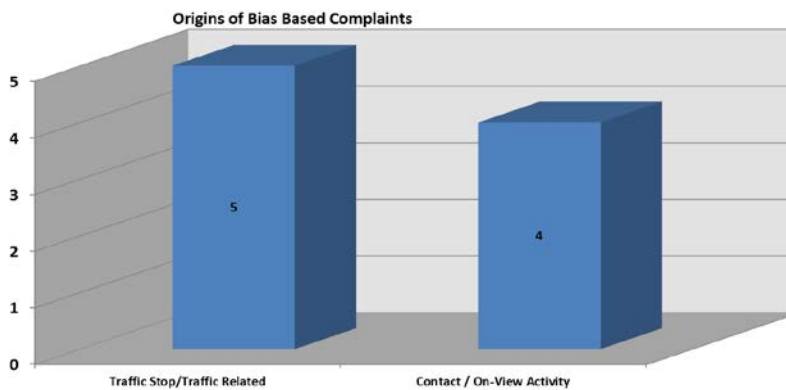
Bias Based Complaints by Employee Assignment

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.



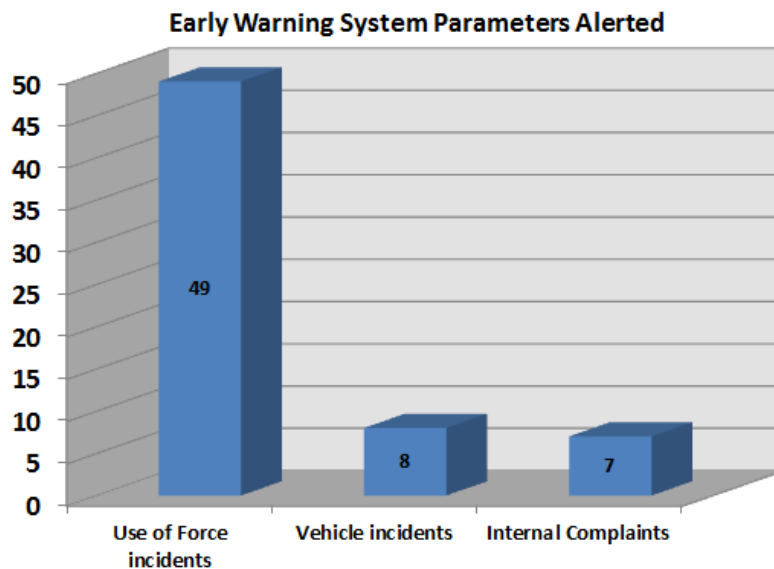
Origins of Bias Based Complaints

The majority of the 2016 bias based complaints stemmed from questions regarding officers' actions and motives for initiating contact with complainants during traffic stops and traffic related incidences. Eight of the nine complaints were determined to be unfounded, not sustained, or exonerated and one complaint is still under investigation. Six of the nine complaints involved white male officers. In the remaining complaints, the involved officers were: one Hispanic male officer and two white female officers. In one complaint, the complainant did not provide enough information for the accused officer to be identified for investigation.



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 2016, a total of 64 notifications were sent out and reviewed with the effected employees. Fifty-five notifications were returned to Internal Affairs indicating no further action required. For the remaining notifications, employees received training/counseling in seven situations, an appropriate referral was made in one situation, and three employees received corrective actions.

Office Of The Sheriff
DEPARTMENT
OF
POLICE SERVICES

Annual Report 2016



Jacksonville, Florida
Mike Williams, Sheriff

**DEPARTMENT OF POLICE SERVICES
ANNUAL REPORT 2016
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Jacksonville Sheriff's Office

Duval County, Florida

Mike Williams, Sheriff

*501 E. Bay Street
Jacksonville, FL 32202*

February 12, 2017

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 2016.

In the year 2016, 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.

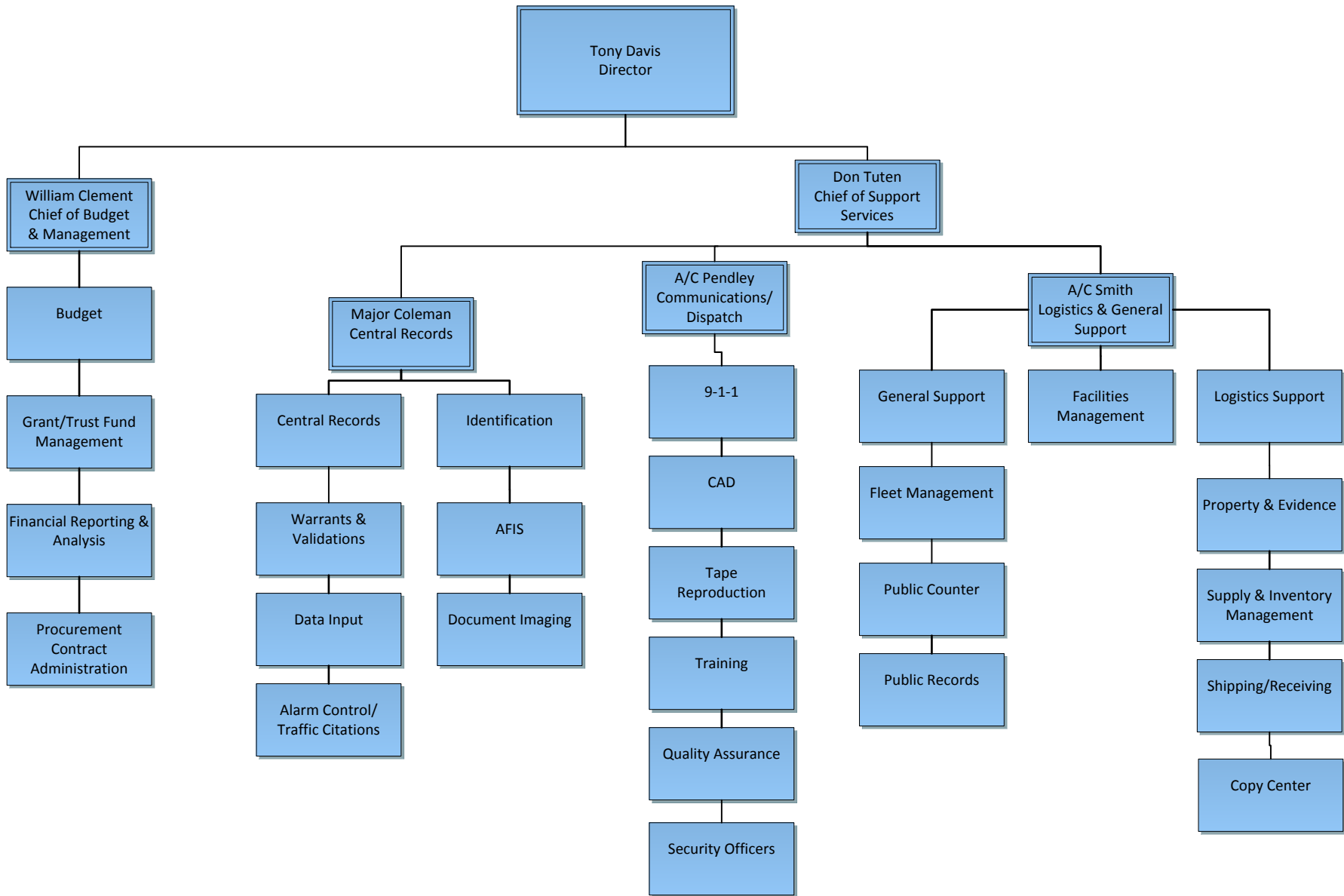
Sincerely,

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 2016 HIGHLIGHTS

PROCESS IMPROVEMENT

In FY 2016, the Budget & Management Division's emphasis remained focused on improving management reporting. The Director's periodic meetings were refined into concise PowerPoint presentations, with more in-depth discussion regarding the drivers of our costs. 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.

Additionally, the Budget and Management Division has continued to expand the use of SharePoint for a number of financial related reports. 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 was awarded grant, contract, and cooperative agreement funds from Federal, State, and Local agencies totaling \$2,836,731. The awards reached across all five Departments and covered a range of projects including officer overtime, equipment, training, personnel, and services.

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.

During the Sheriff's Reorganization, the Budget & Management Division assisted with the creation of new indexes to align the operations with the accounting records. In addition, these changes were coordinated with the Personnel Division to ensure that the HR records were properly aligned with operations and accounting records as well.

PROCUREMENT/CONTRACTS

The Budget & Management Division processed an award and contract with Lawmen's and Shooters to allow JSO to utilize the State of Florida contract for Defense Products. Utilizing this contract will allow for a streamlined process in purchasing required ammunition utilizing the State of Florida prices over the next three years. The Budget & Management Division also processed an award and contract with Virtual Imaging, Inc., for five (5) Secure Pass Whole Body Security Screening Systems to enhance the security at the correction facilities.

Additionally, the Budget office has been exploring multi-agency agreements and we entered into an agreement with United Security Alliance, Inc., for the Repair and Installation of Video Surveillance Systems, which had been processed by the Jacksonville Electric Authority with several other agencies being involved. We have been exploring our options with JEA for a multi-agency Request for Proposal for Security Guard Services.

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 four fiscal years. This reduction was achieved while increasing services to internal customers.

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 \$8.49 million at FY 2016 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.

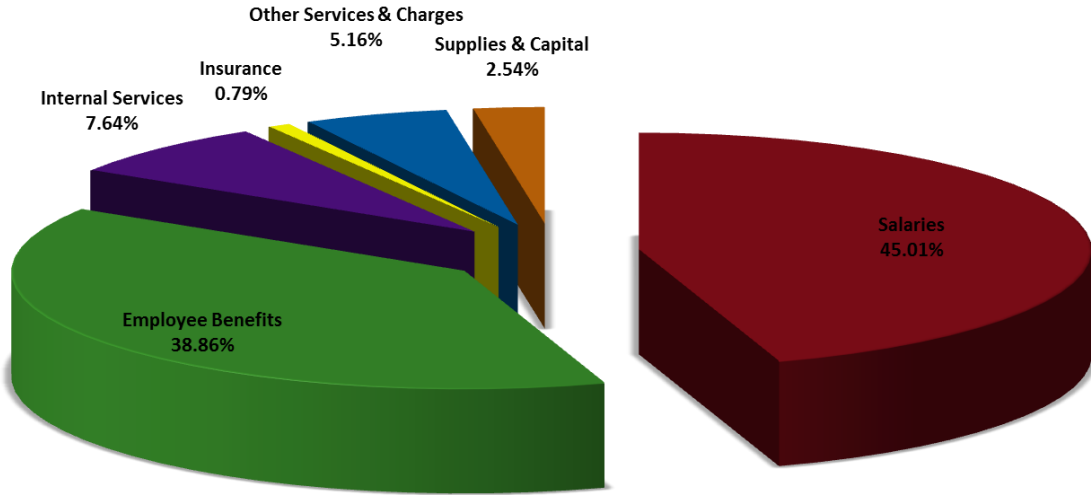
Budget & Management Actual Positions for FY 2016

| | |
|--|-----------|
| 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 |
| Total Positions | 13 |

**OFFICE OF THE SHERIFF
Annual Budget
FY 2016-2017**

| Description | Approved General Fund Budget by Category | % of Total | |
|----------------------------------|---|-------------------|----------|
| Salaries | \$ 190,429,293 | 45.01% | } 83.87% |
| Employee Benefits | 164,430,127 | 38.86% | |
| Professional Services | 1,486,140 | 0.35% | |
| Other Contractual Services | 10,075,512 | 2.38% | |
| Travel and Per Diem | 297,530 | 0.07% | |
| Communications & Freight | 1,270,091 | 0.30% | |
| Internal Service Allocations | 32,339,523 | 7.64% | |
| Utility Services | 320,609 | 0.08% | |
| Rentals and Leases | 1,315,247 | 0.31% | |
| Insurance | 3,344,289 | 0.79% | |
| Repair & Maintenance Services | 5,587,437 | 1.32% | |
| Printing and Binding | 38,200 | 0.01% | |
| Other Obligations | 777,489 | 0.18% | |
| Office Supplies | 406,400 | 0.10% | |
| Operating Supplies | 8,092,988 | 1.91% | |
| Employee Training, Dues, Tuition | 645,032 | 0.15% | |
| Extraordinary Items | - | 0.00% | |
| Machinery and Equipment | 2,255,018 | 0.53% | |
| | \$ 423,110,925 | 100.00% | |

**OFFICE OF THE SHERIFF FY 2016-2017
Approved
Annual General Fund Budget**



OFFICE OF THE SHERIFF

Comparison of Annual Budgets FY 2015-2016 to FY 2016-2017

| Description | Approved General Fund Budget FY 2015-2016 | Approved General Fund Budget FY 2016-2017 | Increase / (Decrease) | % of Increase / (Decrease) |
|----------------------------------|---|---|--------------------------|----------------------------------|
| Salaries | \$ 188,743,287 | \$ 190,429,293 | \$ 1,686,006 | 0.9% |
| Employee Benefits | 152,333,473 | 164,430,127 | 12,096,654 | 7.4% |
| Professional Services | 1,444,759 | 1,486,140 | 41,381 | 2.8% |
| Other Contractual Services | 10,537,750 | 10,075,512 | (462,238) | -4.6% |
| Travel and Per Diem | 242,720 | 297,530 | 54,810 | 18.4% |
| Communications & Freight | 1,178,311 | 1,270,091 | 91,780 | 7.2% |
| Internal Service Allocations | 29,673,665 | 32,339,523 | 2,665,858 | 8.2% |
| Utility Services | 369,722 | 320,609 | (49,113) | -15.3% |
| Rentals and Leases | 562,974 | 1,315,247 | 752,273 | 57.2% |
| Insurance | 2,827,892 | 3,344,289 | 516,397 | 15.4% |
| Repair & Maintenance Services | 4,598,892 | 5,587,437 | 988,545 | 17.7% |
| Printing and Binding | 35,200 | 38,200 | 3,000 | 7.9% |
| Other Obligations | 624,659 | 777,489 | 152,830 | 19.7% |
| Office Supplies | 388,500 | 406,400 | 17,900 | 4.4% |
| Operating Supplies | 7,522,806 | 8,092,988 | 570,182 | 7.0% |
| Extraordinary Items | (1,007) | - | 1,007 | - |
| Employee Training, Dues, Tuition | 743,255 | 645,032 | (98,223) | -15.2% |
| Machinery and Equipment | 174,506 | 2,255,018 | 2,080,512 | 92.3% |
| | \$ 402,001,364 | \$ 423,110,925 | \$ 21,109,561 | 5.0% |



SUPPORT SERVICES DIVISION



Chief Don Tuten

The Support Services Division is under the command of a Police Chief. This division encompasses three (3) main areas: Central Records, Communications and Logistics and General Support.

CENTRAL RECORDS

Central Records is under the command of a Major and consists of three (3) separate areas: Records, Identification, and Document Imaging.

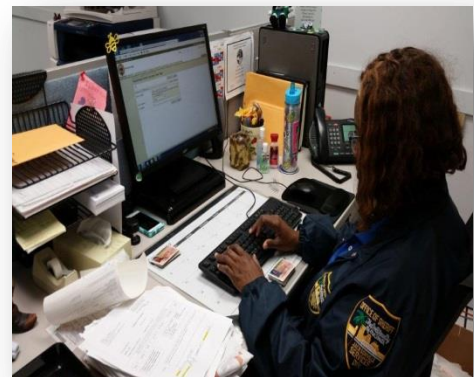
RECORDS

The Records area is organized into Five (5) individual units: Validations, Warrants, Data Input, Alarm Control / Traffic Citations and Terminal Agency Coordinator (TAC).

VALIDATIONS UNIT

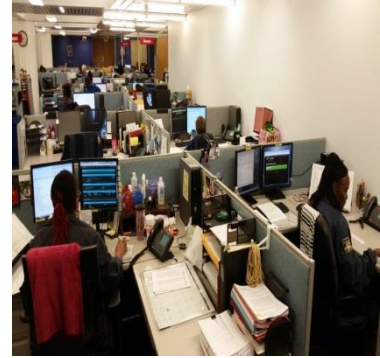
Validations Unit personnel are responsible for the accuracy of agency information entered into the FCIC/NCIC computer systems. Personnel must acquire and maintain certification through the Florida Department of Law Enforcement (FDLE) in order to view entries and make any necessary changes or corrections.

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 2016 personnel reviewed the accuracy of 29,937 FCIC/NCIC computer entries made by agency personnel. There were 31,804 entries reviewed in 2015.

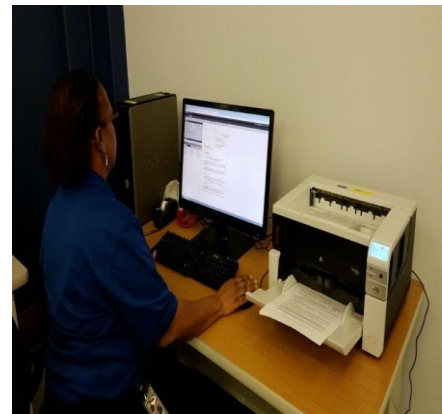


WARRANTS UNIT

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 2016, a total of 93,493 Uniform Traffic and Traffic Warning Citations were processed by Citation Unit personnel. There were 95,557 citations processed in 2015.

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.

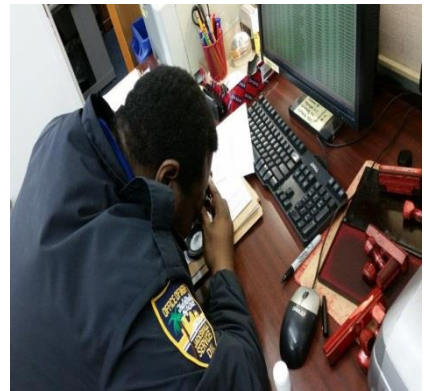
IDENTIFICATION SECTION

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 27,960 inmates (including adults and juveniles) in 2016. This total number was 29,151 in 2015. 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 as well as making entries of wanted persons in the NCIC system after business hours.



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.

| AFIS Function | Definition | 2015 Totals | 2016 Totals | Net Change (%) |
|------------------------|--|--------------------|--------------------|-----------------------|
| Ten-print Inquiry | Searches all 10 fingers | 37,352 | 35,208 | -5.74 |
| Ten-print Registration | Addition of new sets of prints | 7,861 | 5904 | -24.9 |
| Ten-print Updates | Modify demographical data | 27,918 | 19380 | -30.6 |
| Rolled Substitutions | Ability to replace prints w/a better quality print | 8,117 | 2304 | -71.6 |
| QC –Edit | Ability to revise for better print quality (correct pattern) | 18,734 | 17,424 | -7 |
| Visual Verification | Comparison of prints to determine a match | 10,592 | 9,404 | -11 |
| Database Count | The total number of prints retained in AFIS | 607,502 | 608,222 | .12 |

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 2016, AFIS received 232 print requests for J & S cases compared to 345 in 2015. A total of 186 defendants, or 80% 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. In 2016, Document Imaging personnel scanned 117,835 pages of adult criminal history reports compared to 89,400 pages in 2015.

COMMUNICATIONS SECTION

The Jacksonville Sheriff’s Office 9-1-1 Communications Center is the primary public safety answering point (PSAP) for Duval County and is under the command of a Police Assistant Chief. 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 2016, 1,537,376 telephone calls were received in the 9-1-1 Center. This was an increase of 24,108 calls from the 1,513,268 received in 2015. This represents a 1.6% increase in call volume. Of that number, 805,097 calls were received on 9-1-1 and there were 732,279 calls received on the non-emergency number, 630-0500.

| Incoming 9-1-1 and Nonemergency Calls Workload | | | | |
|--|------------------|------------------|------------------|------------------|
| | 2013 | 2014 | 2015 | 2016 |
| 9-1-1 Wireline & Wireless calls received | 730,717 | 765,440 | 811,939 | 805,097 |
| Administrative (Non-Emergency 630-0500 & 630-0554) calls received | 756,613 | 696,118 | 701,329 | 732,279 |
| Total Phone Calls Received | 1,487,330 | 1,461,558 | 1,513,268 | 1,537,376 |

Each shift in the 9-1-1 Center is staffed with eleven (11) police dispatch positions and ten (10) to sixteen (16) 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 2016, the Communications Center raised \$2,420 for contributions to Heart Walk, Homeless Children’s Christmas Drive, Domestic Violence Awareness, Brady Kinder Foundation and Relay for Life.

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 2016 was PECO Karen Walker and the Training Officer of the Year for 2016 was PECO Annette Bowers.



PECO Karen Walker



PECO Annette Bowers

Finally, 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 2016, over 5,000,000 radio transmissions were made on the Jacksonville Sheriff's Office patrol zone, support and tactical radio talk groups. This totaled over 7300 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

| Talk Group | Transmissions | Talk Time (hh:mm) |
|-------------------|----------------------|--------------------------|
| ZONE 1 | 506,004 | 720:48 |
| ZONE 2 | 785,096 | 1118:38 |
| ZONE 3 | 984,191 | 1414:45 |
| ZONE 4 | 1,029,114 | 1466:09 |
| ZONE 5 | 797,270 | 1139:23 |
| ZONE 6 | 413,008 | 590:59 |
| NCIC | 208,159 | 305:43 |
| ID | 172,290 | 384:18 |
| TAC 2 | 36,747 | 60:11 |
| TAC 1 | 77,565 | 123:59 |
| TOTALS | 5,009,444 | 7324:58 |

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 for improvement. The Q A personnel provided education and instructions to our operations personnel by emailing “Training Tip” reminders on procedures. Calls reviewed for quality assurance 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 an objective and consistent means of measurement. In 2016, 1,662 reviews were completed.



Audio Reproduction

In 2016, 12,350 Public Records Requests (audio reproduction and Computer Aided Dispatch record requests) were received by this office. These requests are made by the units within the Sheriff's Office, State Attorney's Office, Public Defenders, private attorneys, media, surrounding law enforcement agencies, and the general public. One full time PECO and two part time clerical workers process the audio reproduction requests for the Communications Section and work in conjunction with the Public Records Unit.

| Communications Public Records Requests | 2014 | 2015 | 2016 | % change |
|---|---------------|---------------|---------------|-----------------|
| State Attorney's Office | 10,102 | 10,802 | 9,955 | -7.84% |
| All JSO requests & spot inspections | 870 | 1036 | 1243 | 19.98% |
| Media | 120 | 59 | 67 | 13.56% |
| Attorneys, Public Defenders, General Public | 722 | 904 | 1023 | 13.16% |
| Other Law Enforcement Agencies | 60 | 39 | 62 | 58.97% |
| Total | 11,874 | 12,840 | 12,350 | -3.82% |

Communications Technology Coordinator

The Communications Technology Coordinator position provides 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. The Communications Technology Coordinator has assisted with the review of several Computer Aided Dispatcher (CAD) systems, product specifications, and business requirement evaluations over the course of the year in anticipation of the implementation of a new CAD system.

CAD Administrator

In 2016, 867,228 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.

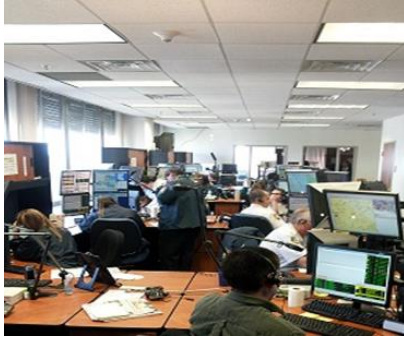
Training

In 2016, the training department recruited fifty (50) Police Emergency Communications Officers (PECOs) and conducted eight (8) new hire classes for a total of 11,600 student classroom hours.

Continuing education is conducted regularly for all PECO's. The training unit coordinated twenty eight (28) blocks of In Service Training (IST) totaling 11,000 hours during 2016.

The training department has acquired new hiring software called Selective Hiring that requires the applicant to fill out an assessment tool. This tool will be utilized as a method to fine tune the interview process in an effort to select the most qualified candidates. In an effort to increase recruiting, the training department participated in a robust job fair hosted by the Jacksonville Sheriff's Office at the Police Memorial Building on June 4, 2016 along with attending four (4) Sheriff's Advisory Council safety fairs and various neighborhood walks with the Sheriff.

Throughout the year, Lieutenant Baum and Lieutenant Leonard served as adjunct instructors to 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 232 hours of training mandated by the Florida Department of Health for certification. This year there were eleven (11) classes which consisted of two-hundred-eight (208)



students. Lt. Baum also worked on a class where FSCJ was partnered with Valencia Community College that incorporated a hybrid session.

The training department also provided radio communications training to Police Explorers, Community Service Officers, and Police Recruits from the Academy.

This time allowed the new recruits to learn about the Communications Center, do scenario training, and conduct work-along time in the Communications Center.

9-1-1 Emergency Telephone System

The countywide 9-1-1 Emergency Telephone System is managed through the Jacksonville Sheriff's Office. The 9-1-1 system is funded with 9-1-1 user fees. These fees are assessed on all landlines and specific wireless phone lines in Duval County.

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 within the Jacksonville Sheriff's Office, Atlantic Beach Police Department, Neptune Beach Police Department, and Jacksonville Beach Police and Fire Department along with 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 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.

9-1-1 Accessibility

The Federal Communications Commission (FCC) has made text to 9-1-1 capability a priority for 9-1-1 systems across the country. Duval County will serve as a regional link for Text to 9-1-1 services and the 9-1-1 Administrator has been involved in regional work groups to establish standards and protocols that are nearly ready for full implementation.

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.

The 9-1-1 Communications Center is also accessible to callers who speak languages other than English or who speak English as a second language. The 9-1-1 center maintains a contract for language services for over 100 spoken languages. We also maintain contact with local providers for Sign Language services and remote services for video based Sign Language interpreters.

Police Memorial Security Unit

The Security Unit's mission is to provide safety, security and services to Jacksonville Sheriff's Office employees and visitors to the Police Memorial Building (PMB).

The Security Unit is a 24 hour a day, seven day a week operation. The 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 visitors access to secure areas of the building in

accordance with policies and procedures set forth by the Florida Department of Law Enforcement (FDLE) and the Criminal Justice Information Systems (CJIS) agreement. During the year of 2016, Security logged 10,390 visitors into the PMB. In accordance with Public Records Laws (F.S.S. 119), this number does not reflect visitors accessing central records for Public Records requests.

Other responsibilities and tasks assigned to Security Unit personnel include providing general information to citizens, daily delivery of documents from the Jacksonville Sheriff's Office to the Tax Collector's Office, escorting employees to their vehicles after hours or by request, and delivering found property from the PMB to the Property Unit. Security Unit personnel support the Project Safe Place program coordinated by the Youth Crisis Center (Y.C.C.) and the PMB Is a designated Safe Place.



Security Unit personnel are responsible for maintaining a Prescription Drug Drop Box utilized by citizens who desire to discard unwanted prescriptions and over-the-counter drugs.

GENERAL SUPPORT SECTION

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 transparency in the fulfillment of JSO's public records requests. In 2016, personnel in the unit increased to 11 Public Record Coordinators, 2 Public Records Supervisors, and 1 Public Records Manager. This 50 percent

increase in staff was vital to expeditiously process the high demand for complex requests in a timely manner. Requests are no longer limited to copies of offense reports and 9-1-1 tapes. Requests cover a wide range of agency documents such as dash cam videos, crime scene photographs, Internal Affairs reports, personnel records, and jail medical records, which are requested on a daily basis. In 2016, the Public Records Unit processed 29177 public records requests up from 8300 requests in 2015.



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 sealing and expungement orders, and concealed weapons permit applications. In 2016, the Public Counter personnel provided electronic fingerprints for Concealed Weapon applicants, employment, and persons applying for a name change. A total of 1902 electronic fingerprints were processed which includes 169 Concealed Weapon applicants, 271 name changes, and various fingerprints for employment licenses were submitted in 2016. In addition, Records Unit personnel processed 417 sealing and expungements of criminal history. Additionally, the unit is responsible for assisting the Public Records Unit with law enforcement public record requests.

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 2016, three hundred and forty (340) replacement vehicles were purchased. Included in this number; two hundred and forty-seven (247) Police Package Chevrolet Impalas (includes 40 Community Service Vehicles), three (3) Lieutenant, eight (8) Sergeant, forty-one (41) unmarked Detective Impalas, three (3) Crime Scene Technician vans, eighteen (18) auction, four (4) trucks, one (1) Tahoe, three (3) Suburbans, two (2) DUI, seven (7) motorcycles and three (3) vans. All newly purchased patrol vehicles are equipped with 295 control box and computer power supply. The police radios are 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. Also purchased were two (2) Ford prototypes for the 2017 fleet. One (1) Utility Vehicle (Explorer) and one (1) Taurus Interceptor (both pictured below) in preparation for the transition to Fords.

The following improvements were made to the 2016 patrol vehicles:

- New feature on the 295 control box enabling the officer to maintain police radio communication through the siren speaker while outside the vehicle.



The following improvements have been made to improve Fleet Management's operation and customer service:

- Automated notification to JSO Fleet office of upcoming/due Safety Inspections
- Two new personnel hires including one full time employee (vacant position) and one part-time employee
- Newly purchased patrol vehicle registration processing completed at the dealer prior to vehicle arriving at Fleet (greatly minimizing fleet processing down-time)

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); Fuel Support; Vehicle Modifications (Lights, Window Tint, Hitches, etc.); Vehicle Travel Requests, and Accident Appraisal Support.

FACILITIES MANAGEMENT

The Facilities Management Unit is responsible for the design, planning, permitting, material requirements, staffing requirements and oversight of renovation and remodeling projects at all Jacksonville Sheriff's Office facilities. In addition, the Unit coordinates repairs and maintains the Police Memorial Building (PMB) and all other JSO buildings. During 2016, 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:

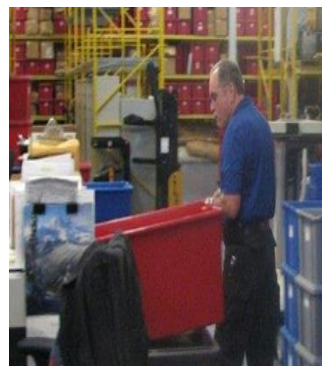
- Building of a new concrete ramp at the Property & Evidence Facility
- Construction of a 2100 sf steel storage building at the Property & Evidence Facility
- New carpet installation at the Police Memorial Building for the 3rd floor Administrative area, the Chief's Conference Room and the Field Training Office
- Repair of the Police Memorial Building back-up emergency generator
- Renovation of the Human Resources Office, Civil Unit Office, Burglary Unit Office and Homicide Lieutenant's Office
- Demolition of the old ICAC offices at 1087 Haines St
- Painting of 711 Liberty and Zone 1
- Continuation of the Police Memorial Building restroom renovation
- Upgrade of the fire alarm system for the Police Memorial Building, Pretrial Detention Facility and Community Transition Center
- Replacement of the 911 chiller
- Installation of environmental cleanup equipment for the Police Memorial Building gas pump area

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.

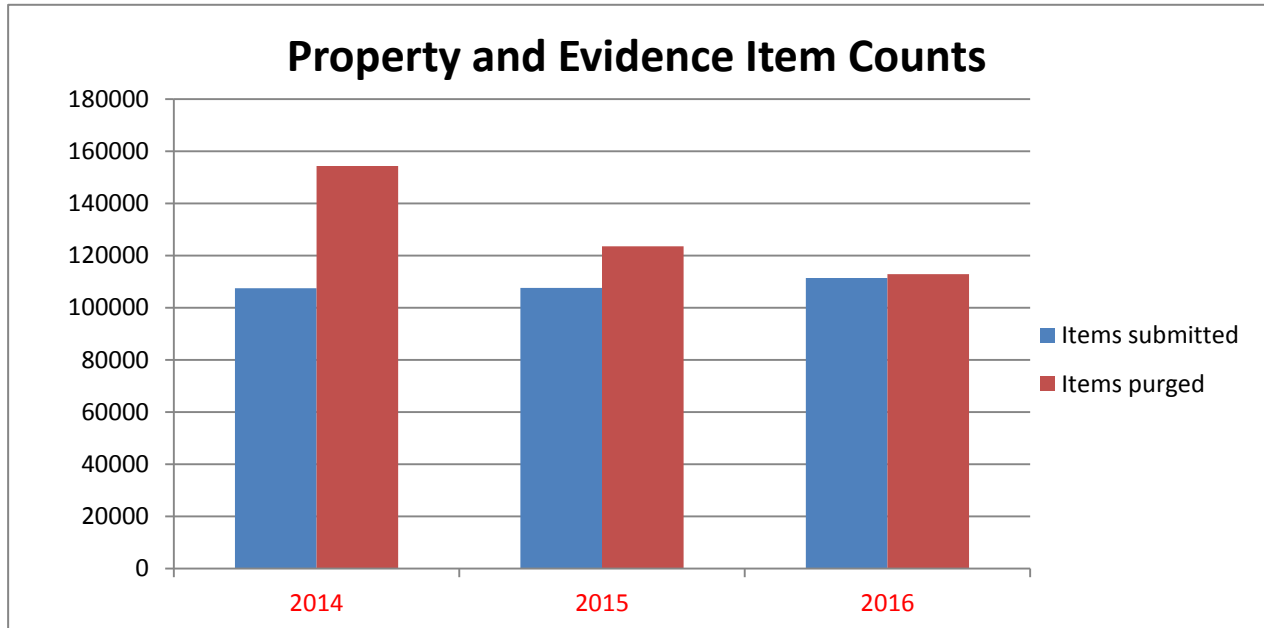
The Property & Evidence Unit also has an additional team of five employees who conduct research on past cases to determine if a final disposition indicates the evidence can be purged. This team, comprised of retired JSO police officers, was responsible for releasing holds on 48,168 items for purging during 2016, out of 79,827 items they researched, a 60.3% overall rate. Their work ensures the continued viability of the facility for several years to come.



In 2016, Unit focus remained on reducing the inventory of items which no longer had evidentiary value due to the statute of limitations and other factors, creating 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 eight purge days between February and December, Unit personnel purged no-hold items from the facility. The item count on hand for 2016 went from 422,765 to 421,990.

During 2016, the Property and Evidence Unit processed 41,795 submissions for a total of 111,432 individual items. There were 101,708 items purged and another 11,154 items released from the facility during the same time frame, for a total of 112,862 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.



June 16, 2016, a Property & Evidence Unit warehouse change-over audit was conducted. At the time of the audit, the Property & Evidence facility had 406,739 items in the database. The error rate for this audit was 0.19%.

In September 2016, the Department of Justice awarded a grant to the Jacksonville Sheriff's Office (JSO). It is called the SAKI grant, short for Sexual Assault Kit Initiative. A portion of the grant will allow the Property and Evidence Unit to, Secure much needed renovation of the property and evidence facility and it will allow the Property and Evidence Unit to implement a new RFID (radio frequency identification) evidence tracking system. The initial implementation will be



concentrated on tagging all sex kits. The ultimate goal is to place RFID tags on all items in the warehouse.

The Property and Evidence Unit made several improvements during 2016. The construction of a new onsite storage shed was completed. The storage shed is being used to store bicycles and lawn equipment. The addition of the storage shed has created additional space in the warehouse for storing general property.

Additionally, Improvements were made to one of the east side bay door ramps that created a more secure surface to drive the forklift on. By replacing the wood ramp with a concrete ramp, it also made it easier to use dollies and pallet jacks when transporting large items to and from the warehouse. The surface of the concrete is coarse and has more traction when it is wet.



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, small package and special shipping services. The unit additionally manages the annual inventory of tangible property (assets) retained by JSO in accordance with Florida Statutes. The Unit is manned by logistics personnel, who perform planning, requisitioning, shipping,

receiving, inspection, mail processing, warehousing, distribution, asset disposition, testing and inventory management functions. During 2016, the Unit concluded an agreement with Taser International to replace all of JSO's ageing CEW's with new, 5 year warranty units, saving the agency \$2M over 10 years, when exercising the optional 5 year renewal. The purchase ensures that JSO officers have the latest technology and a reliable defense platform for their safety. A small machining center was purchased towards the end of 2016 to produce nameplates and signage. Once fully deployed, it will allow the Unit to immediately replace nameplates damaged or lost in service and return officers quickly back to the street. As part of JSO's body worn camera program, the Unit had representation on the BWC Committee and provided substantial cost analysis, scheduling models, market research and other municipality program analyses for the study. The support will continue throughout 2017 as JSO continues to develop its BWC program. Continuing its focus on reducing costs and improving service, the Unit constructed a multi-year bid of over 250 items that was awarded and yielded savings of 8 – 12% on most items.

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 receives, inspects and delivers in excess of 110,000 packages and mail envelopes annually. The Mailroom is an essential and extremely reliable communication mechanism within JSO and with the outside stakeholders.

Copy Center

Copy Center personnel provide the majority of the printed materials required by the Sheriff's Office including offense/incident reports, supplement reports, forms, training and exam guides, presentations and other items used for operations and training functions. The Copy Center is staffed twenty-four hours a day, seven days a week. The Unit is staffed by one supervisor and four reproduction specialists.

Copies printed in 2016 totaled 7,564,787 impressions, including 426,524 color copies. This was an overall increase of 15.38 % from the previous year.

Job printing increased by 26.79 %. This was due largely to the production of Lieutenants, Sergeants, and Corrections exam study guides which accounted for an additional 1,245,275 B&W impressions. Color copier usage increased by 14.99 %. Reports printing showed a slight decline of 1.94 %.

