



2017

ANNUAL REPORT CLAY COUNTY SHERIFF'S OFFICE Darryl Daniels, Sheriff



*"Our Community, Our County, Our
Responsibility...We're All In This Together."
~Sheriff Darryl Daniels*

**Det. David A. White Memorial
Headquarters**
901 North Orange Ave.
Green Cove Springs, FL 32043

Orange Park Operations Center
212 Blanding Blvd.
Orange Park, FL 32073

Middleburg Operations Center
1836 Blanding Blvd.
Middleburg, FL 32068

~Sheriff Darryl Daniels



Dear Clay County Residents:

It has been such an awesome first year as your sheriff. This agency and community have worked together to make some amazing things happen. Our major initiatives are crime reduction and community engagement. We will move forward with those initiatives and look forward to our continued relationship with this community to make Clay County the best it can be.

As you will see in this annual report we have implemented so many programs to get the community involved in crime prevention. We are in the neighborhoods finding out what is going on in your area of town. Sheriff's NET is up and running. This is a great way for citizens to get involved and stay informed and make a difference. We, as an agency, will continue to implement programs and interact with the community.

I want to thank you, the citizens of Clay County, for making my first year great. I am humbled to be your sheriff and I am ready to stand beside you to reduce crime and engage with my community.

Sincerely,

Darryl Daniels
Sheriff





MAJOR INITIATIVES

- CRIME REDUCTION
- COMMUNITY ENGAGEMENT



SHERIFF DARRYL DANIELS'

COMMAND STAFF



Ray Walden
Undersheriff



Elise Gann
Sr. Exec. of Finance
& Strategic Planning



Jim Morgan
Director of
Operations



Ricky Wright
Director of
Detention



David Barnes
Director of
Services



Chris Coldiron
Dir. of Personnel
and Prof. Stds.



**Wayne
McKinney**
Chief of Detectives



Richard Elkins
Chief of Patrol



Kenny Stivers
Chief of Special
Operations



Terry Arnold
Chief of Detention
Administration



Steve Inman
Chief of Detention
Security



Jason Bennett
Chief of Support
Services

SHERIFF DARRYL DANIELS'

COMMAND STAFF



Steve Barreira
Chief of Logistics
Support



Joe Bucci
Chief of Personnel



Tina Chatmon
Chief of Professional
Standards



Pat Golemme
Assistant Chief of
Community Affairs



Keith Smith
Sergeant – Public
Information Officer



Chris Padgett
Deputy – Public
Information Officer



Glenn Zier
Command Sergeant
Major



Jeff Davenport
General Counsel



Denise Flak
Executive Assistant

LEGACY EMPLOYEES ON COMMAND STAFF



Our agency is extremely fortunate to have the years of leadership and experience it has in each department. Our Clay County Sheriff's Office legacy employees include **Director Jim Morgan** (29 Years CCSO), **Director Ricardo Wright** (34 Years' Experience-18 Years CCSO), **Director David Barnes** (25 Year's LEO Experience-17 Year's CCSO-FBI Graduate-#261), **Director Chris Coldiron** (19 Year's CCSO-4 Years U.S. Navy), **Chief Kenneth Stivers** (24 Year's CCSO-10 Years U.S. Navy), **Chief Joseph Bucci** (19 Year's Experience-18 Year's CCSO-FBI Graduate #249), **Chief Wayne McKinney** (19 Year's CCSO-4 Year's U.S. Navy), **Chief Terry Arnold** (17 Year's CCSO-FBI Leadership Trilogy Graduate), **Chief Tina Chatmon** (19 Year's CCSO-FBI Leadership Trilogy Graduate), **Chief Jason Bennett**-Not Pictured (28 Year's Experience-26 Year's CCSO) and **Assistant Chief Patrick Golemme** (26 Years Experience-21 Year's CCSO). The legacy employees on Sheriff Daniels' command staff have a total of 259 years of law enforcement experience and of those 259 years, 227 have been dedicated to the Clay County Sheriff's Office.

COMMAND STAFF NEW TO CCSO



Sheriff Daniels completed his command staff by being able to bring years of valued experience to the Clay County Sheriff's Office. With the appointment of **Undersheriff Ray Walden** (31 Years' Experience-Jacksonville Sheriff's Office/Baldwin Police Department), **Chief Steve Inman** (25 Years' Experience Corrections-Jacksonville Sheriff's Office), **Chief Richard Elkins** (32 Years' Experience-Jacksonville Sheriff's Office/Clay County Sheriff's Office), **Chief Steve Barreira** (22 Years' Experience-Jacksonville Sheriff's Office) and **Chief Gary Cross**-Not Pictured (25 Years' Experience Jacksonville Sheriff's Office). By bringing this much experience, 135 Year's total, to the members of the Clay County Sheriff's Office, will not only benefit the members but the community as well. This experience included patrol, investigations, narcotics, task force initiatives, special events, K9 and traffic enforcement.

INITIATIVES IMPLEMENTED IN 2017

SHERIFF'S NET

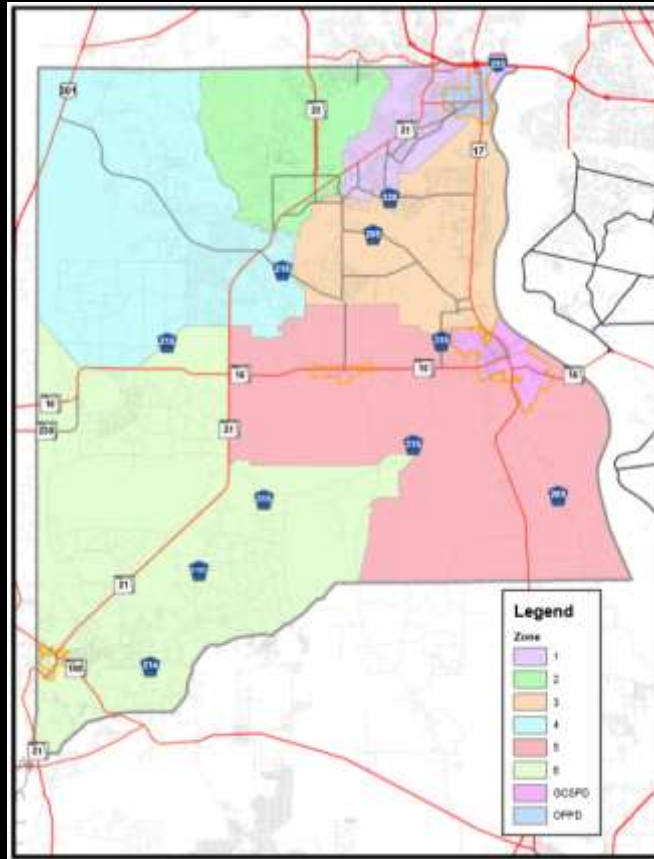
The Sheriff's NET (Neighborhood Engagement Team) is a mutual partnership between the community and the deputies assigned to those neighborhoods. It consists of monthly meetings to discuss crime trends and crime prevention strategies. A member of Sheriff Daniels' command staff oversees these meetings and reports back directly to Sheriff Daniels. This initiative was kicked off in August of 2017 and has already seen growth. To be a member of Sheriff's NET, contact the Community Affairs Unit. Remember, **"We're All in this Together."**

Zone	Start Date	AUG.	SEPT.	OCT.	NOV.	DEC.	TOTALS
1	8/22/2017	12	1	2	0	0	15
2	8/03/2017	24	2	11	3	0	40
3	8/08/2017	18	3	0	1	4	26
4	8/10/2017	12	1	1	0	0	14
5	8/15/2017	1	0	0	4	1	6
6	8/17/2017	5	2	2	1	0	10
Totals		72	9	16	9	5	111



INITIATIVES IMPLEMENTED IN 2017

SHERIFF'S NET



Zone 1 (Orange Park)

Orange Park Operations Center
212 Blanding Blvd.
Fourth Tuesday of the month at 7 p.m.

Zone 2 (Oakleaf)

Oakleaf Community Center
370 Oakleaf Village Parkway
First Thursday of the month at 7 p.m.

Zone 3 (Fleming Island/Lake Asbury)

Sacred Heart Catholic Church
7190 US Highway 17
Second Tuesday of the month at 7 p.m.

Zone 4 (Middleburg/Clay Hill)

Cedar River Seafood
2475 Blanding Blvd
Third Thursday of the month at 6 p.m.

Zone 5 (Green Cove Springs/Penney Farms)

Regal Center
4195 Wilbanks Ave.
Third Thursday of the month at 6 p.m.

Zone 6 (Keystone Heights)

Keystone Heights City Hall
555 South Lawrence Blvd.
Fourth Thursday of the month at 7 p.m.

INITIATIVES IMPLEMENTED IN 2017

CONTINUOUS IMPROVEMENT

In August, the Clay County Sheriff's Office began the implementation process throughout the agency, under the Professional Oversight Division. The Continuous Improvement Coordinator recommends strategies, policies, and procedures by evaluating organizational outcomes, identifying problems, evaluating trends, anticipating obstacles, and working with members to develop and implement results. The Continuous Improvement Coordinator utilizes process mapping to identify procedural inefficiencies to ensure quality control.

Listed below are just a few of the recommendations that were submitted for review and new procedures were implemented:

- Process improvement for the member check-out/separation process
- Process improvement for organization of the Maintenance storage areas and inventory process
- Supply/Inventory/Purchasing process
- Approval for Motor Unit outer vest carriers
- Access for deputies to Pending Case logs on SharePoint



INITIATIVES IMPLEMENTED IN 2017

287 (G) PROGRAM

U.S. Customs Immigration and Customs Enforcement 287 (g) Program

U.S. Immigration and Customs Enforcement (ICE) is responsible for enforcing federal immigration laws as part of its homeland security mission. ICE works closely with federal, state and local law enforcement partners in this mission. The 287(g) program, one of ICE's top partnership initiatives, allows a state or local law enforcement entity to enter into a partnership with ICE, under a joint Memorandum of Agreement (MOA), in order to receive delegated authority for immigration enforcement within their jurisdictions.

The MOA defines the scope and limitations of the delegation of authority. It also establishes the supervisory structure for the designated immigration officers working under the cross-designation and prescribes the agreed upon complaint process governing officer conduct during the life of the MOA. Under the statute, ICE will supervise all cross-designated officers when they exercise their immigration authorities. The agreement must be signed by 1) the Executive Associate Director of Enforcement and Removal Operations, or his delegate; and 2) depending on the jurisdiction, a senior political entity within that jurisdiction, or the head of the local agency carrying out the designated immigration law enforcement functions, before trained local designated immigration officers are authorized to enforce immigration law.

ICE provides a four-week basic training program and a one-week refresher training program (completed every two years) conducted by certified instructors at the Federal Law Enforcement Training Center (FLETC) ICE Academy (ICEA) in Charleston, SC. Currently, ICE has 287(g) agreements with 75 law enforcement agencies in 20 states. The Florida agencies currently participating in the program and start date are:

- Jacksonville Sheriff's Office-06/30/2016
- Collier County Sheriff's Office-06/13/2016
- Clay County Sheriff's Office-06/30/2017
- Pasco County Sheriff's Office-08/22/2017



INITIATIVES IMPLEMENTED IN 2017

NEIGHBORHOOD WALKS

In 2017, not only did Sheriff Daniels hold his community walks each month, but he encouraged his staff to conduct neighborhood walks as well. **Community Engagement** is and will remain a top initiative for the Clay County Sheriff's Office. Command staff members, Watch Commanders and members of the Community Affairs Unit held neighborhood walks each month in various parts of Clay County. These members conducted 35 community walks, reaching hundreds of citizens in the community. From Wells Road, C.R. 220, Green Cove Springs, Middleburg, Keystone and communities in between, the Clay County Sheriff's Office will continue to engage the citizens to address any concerns they may have.



INITIATIVES IMPLEMENTED IN 2017

AGENCY IMPROVEMENT MEETING (A.I.M.)

Sheriff Daniels initiated this program as another means to introduce new ideas. Undersheriff Walden chairs this meeting to review and/or approve projects, set priorities, align strategies and vision, and see new product demonstrations. Participants include the Directors, Chief Financial Officer, Chief of Professional Development, IT Manager, IT Supervisor, Continuous Improvement Project (CIP) Coordinator and members from various sections/unit from within the Clay County Sheriff's Office. AIM committee meets bi-weekly.



ADDITIONAL HIGHLIGHTS OF SHERIFF DANIELS FIRST YEAR

Sheriff Daniels first year was extremely busy between neighborhood walks, community events, and the everyday demands of running the Clay County Sheriff's Office. Sheriff Daniels established supervisor training for all sergeants and lieutenants. He attended roll calls for both operations and detention making sure he attended each color squad and shifts. He and Undersheriff Walden also met with all civilian staff. Under the Community Affairs/Operation Safe Streets Units, Sheriff Daniels revamped the Clay County Sheriff's Office Bike Unit by establishing a structured protocol and identifying areas throughout the county where the bike unit would be most beneficial and effective. Sheriff Daniels created six (6) public service videos. These videos covered SWAT and Criminal Apprehension, Sheriff's NET, Community Safety, Community Engagement, Child Safety and Youth Programs.

SHERIFF'S STAFF



Undersheriff Ray Walden is the chief of staff for the Clay County Sheriff's Office and is responsible for more than 600 employees with a \$53.3 million budget. He is second in command of the agency and manages the day-to-day functions of the Operations Department, Personnel Department, Finance Department and Detention Department. He brings a wealth of experience to the Clay County Sheriff's Office. He is a 32-year law enforcement veteran who has held many senior-level positions with the Jacksonville Sheriff's Office including the director of Patrol. Undersheriff Walden started his career with the Baldwin Police Department as a police officer. Undersheriff Walden has more than 2000 hours of advanced training in hostage negotiations, SWAT liability, disaster preparedness

and response and more.

Executive Assistant Denise Flak is the assistant to both Sheriff Daniels and Undersheriff Walden. She handles the day to day scheduling for Sheriff Daniels and Undersheriff Walden's calendars. She organizes meetings and keeps many task prioritized. Mrs. Flak is a huge asset to the Clay County Sheriff's Office and the citizens. Her knowledge and expertise are called upon by many sections within the agency. Mrs. Flak began her career at the sheriff's office in 1987, then worked at the State Attorney's Office for 14 years and re-joined the agency in 2006. Mrs. Flak is just a couple of months away from completing 30 years in the Florida State Retirement System.



General Counsel Jeffrey Davenport joined Sheriff Daniels' staff in June of 2017. Mr. Davenport assists Sheriff Daniels by researching, reviewing, and interpreting a wide range of civil, criminal, appellate, and administrative law. The General Counsel advises agency personnel on legal issues arising from all operations of the Clay County Sheriff's Office. In addition to providing legal analysis and interpretation, the General Counsel conducts in-service training, monitors potential risk, pending litigation, and providing

agency personnel with updates on changes to Florida law.



In 2017, the Clay County Sheriff's Office determined to get in the front of the online and social media aspect of community engagement. We did this through our Public Information Unit, which includes **Sgt. Keith Smith**, and **Deputy Chris Padgett**. The Public Information Unit expanded our social media platforms, assisted IT in the creation of a mobile application and became more interactive on our website. We have been

greeted with an overwhelmingly positive response from our community, even making national news like **"Inside Edition"** for a junior deputy ceremony of two young men and **"Good Morning America"** for a bicycle give away to a special needs student. The goal of the Sheriff's Office online and social media community is to inform the public of Sheriff's Office actions, while humanizing those who wear the badge every day. As such, the communications are a combination of fact-based information, humanizing messages, and showing a lighter side of law enforcement, with the ultimate goal of informing and building our audience. Regardless of why an Individual chooses to follow the Sheriff's Office, they will receive information pertinent to our community. In conclusion, there is still much to progress in; however, we have stepped into a forward direction that promises to lead other agencies in similar fashion. Interactive ideas like "Tweet-Alongs" are being



considered and social media is being used for the ability of providing news releases, "Breaking News Alerts" and other pertinent, real-time information that we once had to rely on local media to push out for us. Local media is still an asset to this agency; however, with this new initiative we have the opportunity to release the facts of local incidents first, preventing details to be misconstrued or left for rumor. These ideas, coupled with those we had already been utilizing, promises to make the Clay County Sheriff's Office one to be recognized when it comes to community engagement. The Public Information Unit also has the task of keeping our local, state and sometimes national media outlets informed. We feel we have a great rapport with our local media stations. We have taken ideas from surrounding agencies and are

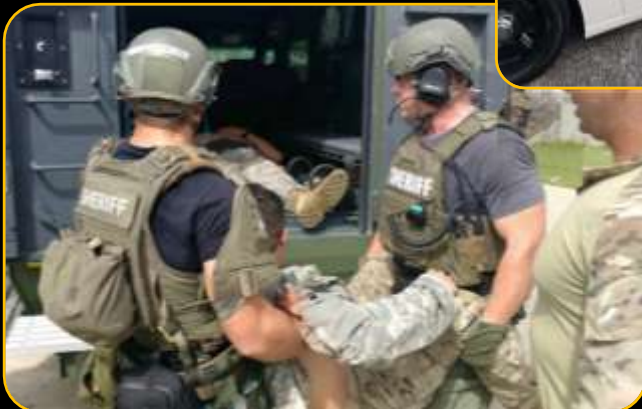


creating our own style here at the Clay County Sheriff's Office. So whether it's setting up a news conference, a media release or preparing a social media post, our main goal will always be to keep our community informed as quickly as we can with the most factual up-to-date information. We will do our best in keeping our community informed, but most important, keeping our community safe!

OPERATIONS DEPARTMENT



The Operations Department, led by **Director Jim Morgan**, consists of three divisions: Patrol, Detectives and Special Operations. All are equally important, and work together to achieve the common goal of enhancing the quality of life for the citizens of Clay County. The Patrol Division is led by **Chief Richard Elkins** who oversees the day to day operations of the Patrol function. **Chief Wayne McKinney** leads the Detective Division which includes the Robbery/Homicide Section, General Investigations Section, Special Victims Section, Cyber Crimes Section, Financial Crimes and the Crime Analysis Unit. The Special Operations Division is led by **Chief Kenneth Stivers**. The Special Operations Division is the strategic and tactical extension of the Clay County Sheriff's Office. The Special Operations Division consists of the Juvenile Crime Section, Special Weapons and Tactics, K9 Unit, Dive team, Hostage Negotiation Unit, Traffic Unit, Marine Unit and the Emergency Management Section. All divisions within the Operations Department perform vital functions to assure the citizens of Clay County are provided the quality of life they deserve and have come to expect.



OPERATIONS DEPARTMENT

Patrol Division



Chief Richard Elkins leads the Patrol Division. The Patrol Division is comprised of uniformed men and women who work the front lines and respond to the citizens' "call for service." Working out of the Middleburg Operations Center, The Patrol Division faces the challenge of serving the residents of Clay County. The Patrol Division consists of four (4) Patrol Division Lieutenants, twelve (12) Patrol Sergeants, and approximately eighty-five (85) Deputies. Our Watch Commanders, (pictured below) were Russ Burke, Jeremy Clark, Dan Mahla, and Domenic Paniccia. Mrs. Melissa Smith is staff assistant for Chief Elkins.



BURKE



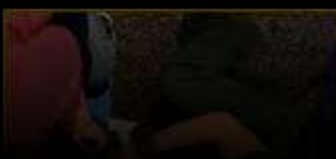
CLARK



MAHLA



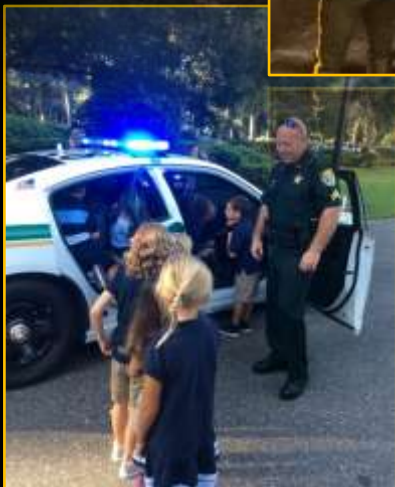
PANICCIA



OPERATIONS DEPARTMENT

Patrol Division

The Patrol Division is the backbone of the Sheriff's Office. The Patrol Division is responsible for policing 644 square miles with a population of roughly 208,213 residents, which is a steady increase of 4.6%. During 2017, we reclassified "Beats" to "Zones." Now with 6 Zones, our Patrol deputies are able to provide coverage more efficiently with three watches overlapping in coverage, enabling more manpower availability during the peak times. We also launched two special initiatives, putting additional deputies on the roads during the summer months, and during our Clay County School's Winter Break. Leading from the front on Sheriff Daniels' two main initiatives, **Community Engagement-Crime Reduction**, our goals are to provide superior customer service and reduce the fear of crime, while constantly improving the quality of life. Through our Community Affairs section, we have been able to reach out to the community through various programs and events, implementing Sheriff Daniels' mission to actively engage the great community of Clay County.



OPERATIONS DEPARTMENT

Community Affairs Unit



Community Affairs is led by **Assistant Chief Patrick Golemme**. This Community Affairs Unit is responsible for community programs such as: Sheriff's NET, Sheriff's walks, Coffee with a Cop, Cyber Safety programs, residential and business security surveys, neighborhood watch, National Night Out, bicycle safety rodeos, senior citizen programs, summer programs at the Sheriff's Youth Ranch, Boy/Girl Scout presentation, "Touch a Truck" events, #904 Secret Santa, Citizen's Academy, and we appear annually at the Clay County Fair providing information and services to the community.

Additionally, Community Affairs is responsible for the Operation Safe Streets team (a crime suppression program) led by Command Sgt. Major Mike Collins, Sgt. Steve Parker, and the Reserve Deputy program.

In 2017, we added new community programs to include the bi-annual Citizen's Academy and "Santa to a Senior." We will begin our collaboration with North Florida Big Brothers/Big Sisters for our "Bigs in Badges" program where agency members mentor local at-risk youths making a positive impact in their lives. We are also partnering with the NRA and introducing the "Eddie Eagle" gun safety training to school-aged children in an effort to reduce potential gun safety incidents. Sheriff Daniels also tasked the Community Affairs Unit with implementing his "Straight Talk" program interacting with students at all local high schools. Mrs. Tina Hodges is staff assistant for Assistant Chief Golemme.

We look forward to seeing you in 2018!

EVENT	AMOUNT
Sheriff's Walks	18
Coffee with a Cop	5
Cyber Safety Kids/Adults	23
Security Surveys	9
Neighborhood Watch Meetings	20
Active Shooter Response Training	7
Parades/Festivals	5
Sheriff's Youth Ranch	1
Boy Scout – Crime Prevention	3
Touch a Truck	2
Clay County Fair	1
Tip-A-Cop	1
Citizen's Academy	1
National Night Out	2
Health/Job Fairs	10
School Events	8
Safety Presentation	22
Bike Safety	3
Senior Presentations	3
Miscellaneous Events	24



OPERATIONS DEPARTMENT

Special Operations Division



The **Special Operations Division**, led by **Chief Kenneth Stivers**, consists of the Traffic unit, Marine Unit, SWAT team, Dive team, Negotiations team, K-9 Unit, Emergency Management unit, Juvenile Crime Unit and Sheriff's Office Explorers. Assisting Chief Stivers in providing service to the citizens of Clay County are **Lt. Scott Moreland**, supervising SWAT/DIVE, Field Force, Emergency Management, K9 and the Marine Units. **Lt. Mel Gaden**, supervising Traffic, Public Service Aids (PSA) and DUI Unit, and **Lt. Kenneth Wagner** who supervises the Juvenile Crime, Police Athletic League, Explorers Post, School Resource Officers (SRO) and Crossing Guards. Chief Stivers and the Deputies of the Special Operations Division have had an exciting year with many new operations and the addition of some new members of the K9 team. Additionally, some new equipment has been acquired which has already been useful serving the citizens of Clay County.



Lt. Scott Moreland, Special Operations Lieutenant, is in charge of several important units and teams within the Special Operations Division. The Marine Unit, Dive Team, SWAT, Emergency Management, and K9 Unit are manned with highly trained professionals who work diligently to protect the citizens of our county.



OPERATIONS DEPARTMENT

Special Operations Division

Emergency Management was busy last year responding to and managing several major events. The biggest being Hurricane Irma during which the Emergency Management Unit facilitated the rescue of over 100 citizens and managed the Sheriff's Office response. A military grade Humvee was acquired for the Special Operations division and is managed by the Emergency Management team. Acquired as military surplus this vehicle proved to be a very valuable tool for citizen rescues during the hurricane. The division acquired a drone which has been used in missing person searches and rescues.

SWAT has been busy in 2017. The SWAT team had 13 callouts in 2016, but in 2017 they were requested to respond to 26 incidents involving barricaded subjects, serving search and arrest warrants on dangerous criminals and helping Sheriff Daniels rid Clay County of crime. New equipment acquired by SWAT is being utilized to address today's modern threats. The addition of a new armored vehicle is being used to keep SWAT deputies safe during dangerous deployments, and allowing for the evacuation of citizens who are in harm's way.



The K9 Unit, supervised by Sgt. Albert Lundin, welcomed two new additions this year, German Shepherds named Ory and Odin. The unit now consists of (2) Bloodhounds and (7) multi-purpose dogs who are currently, or working toward, being patrol and narcotics detecting certified. In 2017, the K9 Unit successfully tracked several felony suspects and provided assistance to Orange Park and Green Cove Springs Police Departments. Our K9 teams continue to participate in community programs by conducting K9 demonstrations when requested. Our dogs are very well-respected and useful tools for the agency and community.

OPERATIONS DEPARTMENT

Special Operations Division



The Dive team conducted several rescue and recovery operations during 2017 in Clay County and assisted agencies outside of Clay. These brave deputies scuba dive in dangerous conditions and during sensitive times for our citizens. They are also tasked with the location and recovery of evidence in criminal cases. Their dedication to this county and the Agency is never-ending.

The Crisis Negotiation Team (C.N.T.)

Commander is Sgt. Stephen Coyne. The function of the C.N.T. is to work in conjunction with the Special Weapons and Tactics (SWAT) Team to defuse volatile situations. The C.N.T. concentrates involvement in situations by verbally contacting hostage takers, subjects threatening suicide, or barricaded subjects. The negotiators are trained to talk with people, build rapport and work towards a peaceful surrender. We would like to say thank you to **Assistant Chief Patrick Golemme** who was the team commander and was reassigned after his recent promotion to Assistant Chief. A job well done Pat.



The Marine Patrol Unit is comprised of one full-time deputy and one part-time deputy. Marine Deputies are responsible for over 35 square miles of waterways within the county and there are over 12,000 registered vessels in the county. The waterways in our county are favorite destinations for many boaters within Northeast Florida. This unit worked (10) related accidents, (7) arrests and conducted (1,340) stops. The Marine Unit conducted (10) boater safety courses which were attended by (148) students. The Marine Unit was very busy before, during, and after Hurricane Irma.

One of the great new additions the Clay County Sheriff's Special Operations Division added to their resources was the Military MRAP vehicle. This vehicle will be utilized to assist with tactical deployment of SWAT incidents, evacuation of citizens during tactical situations, and evacuations of citizens during natural disasters. The Clay County Sheriff's Office was able to purchase this vehicle for \$2,000 from the U.S. Military. The MRAP vehicle has a value of \$770,000.



OPERATIONS DEPARTMENT

Traffic Section



The Traffic Section is supervised by **Lt. Mel Gaden**. He is joined by Sgt. Mike Punskey and Sgt. Don Sutherland; together they ensure the roadways are safe and address specific traffic issues throughout the county.

Traffic Deputies have been spending more time, than ever, conducting traffic enforcement at those locations with the highest number of crashes to make the roads and intersections safer for the motoring public. This year, in concert with the Florida Highway Patrol, the Traffic Section participated in operation "Arrive Alive" and have been working diligently addressing complaints submitted through the Sheriff's Office social media site and the Sheriff's Net programs. The traffic section handled many issues during and after Hurricane Irma, including escorts for FEMA relief crews and rebuilding projects on Henley Road. and CR 218 E.

Public Service Aids (PSA's) have worked tirelessly assisting citizens with traffic crashes and conducting enforcement efforts on various traffic-related issues. We have had several PSA's go to the law enforcement academy and become full-time deputy sheriffs with our Agency. The PSA program has proven to be a valuable force multiplier in providing services to the community and assisting our deputies in their endeavor to do the same.



OPERATIONS DEPARTMENT

Traffic Section

Top 10 Crash Intersections

- Blanding Blvd. and Blairmore Blvd.
- Blanding Blvd. and Burwick Avenue
- Blanding Blvd. and Filmore St
- Blanding Blvd. and Kingsley Avenue
- Blanding Blvd. and Plaza Circle
- Blanding Blvd. and Scenic Drive
- Blanding Blvd. and Suzanne Drive
- Blanding Blvd. and Wells Road
- College Drive and Jefferson Avenue
- County Road 220 and U.S. Highway 17

The Top 10 Intersections are identified utilizing data so the Traffic Unit can concentrate efforts and be proactive to educate drivers and prevent further traffic crashes. The Clay County Sheriff's Office Traffic Unit works closely with the Clay County Traffic Engineering Department, Clay County Road Department and the Florida Highway Patrol on education campaigns and to combat traffic violations. Through all these combined efforts, there was a reduction in 2017 in traffic crashes and traffic fatalities.

TRAFFIC SECTION DATA	2016	2017	Difference
Public Service Aide Positions	3	7	+133%
Total Number of Traffic Crashes – Clay County	6,546	5,570	-15%
Traffic Crashes Worked by CCSO	4,882	4,360	-11%
Traffic Crashes Worked by FHP	904	893	-2%
Traffic Crashes Worked by Other Agencies	760	317	-59%
DUI Arrests by CCSO	192	161	-17%
Traffic Related Fatalities	25	18	-28%



OPERATIONS DEPARTMENT

Juvenile Crime Section



The **Juvenile Crime Section (JCS)** supervised by **Lt. Kenneth Wagner**, has been very active keeping our schools safe. The Police Athletic League conducted several very successful programs over the summer and are looking to add more in 2018. The Crossing Guards are another important part of our division and they have done an excellent job ensuring our children get to school safely.

Lt. Wagner is joined by Sgt. John Parker working alongside young people, parents, schools and community groups in an attempt to make Clay County schools safe and enjoyable for all our children. The JCS investigated 283 incidents at Clay County Schools. Of those incidents, 13 were related to threats to a school. With success comes growth as JCS Sgt. Keith Smith found out. Sgt. Smith was appointed as a member of Sheriff Daniel's Staff as the Public Information Officer (PIO). We are proud of his accomplishments; and together with the school board PIO, they make sure everyone stays informed of important events.



CCSO Explorer Post #987 Coordinator Deputy Mark Romano led 29 Explorers and two Explorer Advisors who attended weekly training in addition to spring, winter and summer blocks of training on how to perform law enforcement-related functions and activities. The Clay County Sheriff's Office Explorers attended two Florida Sheriff's Explorer Association Competitions and have received awards and recognition in the past as being one of the best Explorer Posts in the State of Florida. The Explorers had several promotions within their ranks. Four were promoted to Explorer Sergeant, one to Explorer lieutenant and two to Explorer Chief. We congratulate all for their hard work.

The Police Athletic League, Deputy Rob Russel and Deputy Daniel Eshelman, along with community volunteers and other CCSO deputies, hosted a myriad of sport activities for boys and girls. In 2017, PAL saw approximately 500 Clay County youth participate in this Sheriff's Office sponsored program. Our 2017 Pop Warner Pee Wee team was crowned Division 3 Champions!



OPERATIONS DEPARTMENT

Detective Division



Chief Wayne McKinney heads up the Detective Division. The division is made up of the Robbery/Homicide Unit, Specials Victim's Unit, Criminal Investigations Unit, Financial Crimes Unit, Organized Crime Unit, and the Crime Analysis Unit. Working from the Orange Park Operations Center, member of these units worked over 4,100 cases last year and through their efforts, more than 650 arrests were made.

Detectives Case Clearance Rates



Robbery/Homicide Unit (RHU) is led by **Lt. Jeff Johnson**. RHU worked 501 cases and had an overall clearance rate of 96.53 percent. Joining Lt. Johnson were Sgt. Thomas Cotchaleovitch and Sgt. Con Kelley along with six dedicated detectives. In 2017, RHU handled five homicide investigations and five attempted murder investigations. The unit detectives worked 55 robberies; the remaining 436 remaining cases involved non-criminal death investigations such as suicides, overdoses, medical examiner cases and natural deaths. They also handle shooting investigations, missing person cases and assault/battery cases.

OPERATIONS DEPARTMENT

Detective Division

Notable RHU Cases

September 26, 2017 - Victim, Drew Stokes was an on-duty agent with Customs and Border Protection, when he was targeted by suspect Thomas Jacob Lewis. Agent Stokes was walking across a parking lot when the offender drove past him and fired multiple shots striking the agent. The offender died at the scene.



November 25, 2017 - Detectives responded to the report of an endangered missing person call in Keystone Heights involving victim Jordan Cooper. A subsequent investigation and search for Ms. Cooper involved numerous officers and detectives from CCSO as well as agencies and volunteers. After an extensive search, the body of Ms. Cooper was found, and a homicide investigation began. Joe Turner was subsequently arrested and charged with Murder in the death of Jordan Cooper.



The Robbery/Homicide Unit also consists of the **Crime Analysis Unit**. To better service the entire Sheriff's Office, the Crime Analysis Unit (CAU) was embedded in the Detective Division. The Unit relocated its offices to the Orange Park Substation to allow greater access to the analysts with a focus on improving communication between the CAU, Patrol, Investigations, and other departments within the agency. In furtherance of this communication, Intelligence Briefings are posted to the Sheriff's Office SharePoint on Mondays, Wednesdays, and Fridays. These briefings are designed to provide patrol deputies with a synopsis of the activity that occurred during their scheduled days off and better enable them to focus their patrol and investigative attention on "hot spots."

OPERATIONS DEPARTMENT

Detective Division



The Criminal Investigations Unit (CIU) and Financial Crimes Unit (FCU) is led by **Lt. Mike Layne**. Sgt. Connors, Sgt. Ricks and Sgt. Rodgers, along with 15 detectives, are assigned to the CIU and FCU. These detectives investigate a number of property crimes including fraud, auto burglaries, residential burglaries and exploitation of the elderly cases.

One of the notable cases worked by this unit was a very complex case involving “skimmers.” Based on a sharp increase in credit cards being compromised and used all over south Florida, the Financial Crimes Unit monitored high-risk locations within the county in an effort to proactively combat “skimmer” fraud. During the investigation two subjects were observed tampering with a gas pump. After a traffic stop and lengthy interviews/interrogations, these subjects were linked to an organized fraud ring based out of south Florida. In addition to these subjects, two additional unrelated subjects have since been identified and also linked to a separate group. Those individuals, along with other identified subjects, have been turned over to the federal government for prosecution as well.

Property Offenses	2016	2017	% Change
Burglary	618	543	-12.1%
Larceny	2,475	2,290	-7.5%
Motor Vehicle Theft	163	160	-1.8%
Property Offense Total	3,256	2,993	-8.1%
Property Crime Rate	1,720.5	1,556.3	-9.5%
Total Index Offenses	3,706	3,507	-5.4%
Clearance Rate for Index Offenses	35.7	32.7	-8.4%



****One of many of the types of skimmers criminals use.**

OPERATIONS DEPARTMENT

Detective Division



Special Victims Unit (SVU) is led by Lt. Ron Hodges. SVU had over 650 cases assigned to them with a clearance rate of 96.53%. They also had 92 arrests.

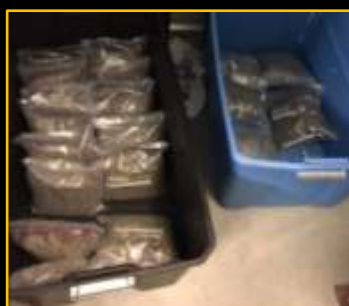
SVU expanded its services in the area of victim advocacy to assist the victims of crime and violence through the criminal justice system and to receive victim services for incidents ranging from homicide, sexual battery and domestic violence to burglary. The advocates made 893 victim contacts with citizens and made 580 referrals and look to increase that number in 2018.



Organized Crime Unit/Narcotics

Organized Crime Unit/Narcotics (OCU) is led by Lt. Baylor Alexander. The Organized Crime Unit also consists of two sergeants and 11 detectives. These detectives work proactively to combat crime, specifically crimes involving narcotics. In 2017, they self-initiated 332 cases, resulting in 198 arrests.

In 2016, an overdose occurred which resulted in the death of a young female. OCU and RHU, worked jointly to investigate the facts of the case. Through an in-depth investigation, detectives were able to identify the supplier of the illegal narcotics that led to the victim's death. In 2017, three individuals were arrested, two for Manslaughter and the dealer for Murder. Because of this, the Sheriff's office has changed the way they investigate overdose cases in hopes that more cases can end in the above results.



DETENTION DEPARTMENT



The Detention Department is under the leadership of **Director Ricky Wright**, a 34-year law enforcement veteran. Assisting Director Wright in leading the daily operations of the Detention Department is **Chief Terry Arnold** and **Chief Steve Inman**. The extended staff includes **Senior Staff Assistant Gail Angus**, **Medical Unit Manager Connie Adams, R.N.**, **Detention Detective Angel Acosta** and **Staff Assistant Mary Wearstler** for Chiefs Arnold and Inman.

Chief Terry Arnold is assigned as the Chief of the Detention Administration Division. Chief Arnold oversees daily operations of the Detention Administrative, Detention Services and the Judicial Section. The Detention Services Section is led by **Lieutenant William Arnold** with the assistance of **Sergeants Heith Coleman and Neal McDade**. Lieutenant Arnold and his staff collectively supervise numerous administrative personnel that support the daily operation of the detention facility. Their areas of responsibility include; inmate programs, chaplain services, commissary, medical security, visitation, inmate laundry, exercise, maintenance deputy, civilian control room operators, facility kitchen, inmate property room and the lawn maintenance deputy.



DETENTION DEPARTMENT



Chief Steven Inman is responsible for the day to day operations of the jail. Chief Inman brings to the Detention Facility 25 years of correctional experience. He retired from JSO in December of 2016 and was appointed by Sheriff Daniels in January of 2017 as Chief of Detention Security.

This responsibility is divided between four security teams led by a lieutenant, two sergeants, and eighteen deputy positions. The four teams are Red A – Lieutenant Audrey Keenon, Blue B – Lieutenant Ethel McKinnon, Blue C – Lieutenant Larry Henry and Red D – Lieutenant Chris Sueflohn. Each team works 12 hour shifts.

CLAY COUNTY JAIL CAPACITY – 478	2016	2017
Average Daily Inmate Population	359	382
Inmates Booked in the Clay County Jail	4,646	4,228
Inmates Released from the Clay County Jail	5,023	4,362
Inmate Cell Searches Conducted	1,081	1,059



DETENTION DEPARTMENT

Below is a two-year comparison of types of arrest and the gender break down of those arrested and incarcerated in the Clay County Jail.

<u>Arrests</u>	<u>2016</u>	<u>2017</u>	<u>Difference</u>
Murder	16	6	-62.5%
Rape	63	53	-15.9%
Robbery	41	47	14.6%
Aggravated Assault	190	221	16.3%
Burglary	176	135	-23.3%
Larceny	1,035	576	-44.3%
Motor Vehicle Theft	45	51	13.3%
Part II Crime	4,158	3,643	-12.4%
Total Arrests	5,724	4,732	-17.3%
<u>Breakdown of Total Arrests – 2017</u>			
Male Arrests	3,451	Female Arrests	1,281
Adult Arrests	4,305	Juvenile Arrests	425



DETENTION DEPARTMENT

Detention Medical



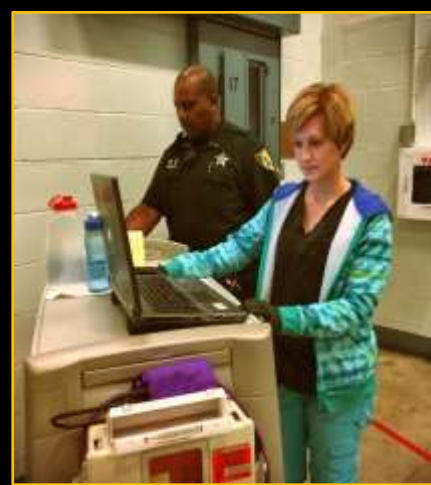
Connie Adams, RN, BSN, CNOR, CCHP is CCSO's Medical Unit Manager. Nurse Adams oversees and ensure proper medical care to the inmates housed in the detention facility. The medical staff under her direction includes 17 LPN's – nine (9) of which are full-time, a Medical Coordinator and a Medical Clerk. Two detention deputies serve as medical officers, having been trained in the medical operations along with their duties in the Detention Department.

Nursing care is provided 24/7 and partner with the physician, dentist, psychiatrist, and 2 mental health counselors. The female counselor treats females who have suffered sexual abuse. Diagnostics on-site include point of care testing, laboratory services, x-rays, ultrasonography, and EKG.

The Medical Unit formed a relationship with Clay County Health Department (CCHD) in regards to care of HIV inmates improving better usage of HIV medications, treatment, testing, and follow-up after incarceration. During flu season, we had administered approximately 100 flu vaccines free to the inmate provided by the CCHD.

In April of 2017, 10 nurses renewed Basic Life Support with additional training in overdoses, use of Nasal Narcan for treatment of opioid overdoses, and other common emergency issues associated with incarcerated inmates.

In April of 2017, 10 nurses renewed Basic Life Supports with additional training in overdose, use of Nasal Narcan for treatment of opioid overdose, and other common emergency issues associated with incarcerated inmates



DETENTION DEPARTMENT

Inmate Programs



Inmate programs and participation has increased significantly due to the dedication of our Programs Coordinator, **Patty Atkinson**, M.S. Patty has her Master's Degree in Justice Administration with a concentration in Criminal Behavior. She is a certified facilitator for Thinking for a Change, Batterer's Intervention, specialized training in Active Parenting and TABE testing. Patty has brought a wealth of knowledge, energy and personal commitment to creating an Inmate rehabilitation initiative. Ms. Atkinson has added new programs in 2017. The Life Skills, Literacy, Safe Staff, TABE Testing and Active Parenting are a few of the new programs offered to both male and female inmates.

	<u>2016</u>	<u>2017</u>
AA Females	314	402
AA Males	432	439
Narcotics Anonymous Females	315	324
Narcotics Anonymous Males	410	328
GED Males	50	211
GED Females	18	74
Juvenile Education Males	120	80
Juvenile Education Females	0	2
Law Library Females	0	0
Law Library Males	78	20
Thinking for a Change Females	140	329
MOM's Initiative	120	169

DETENTION DEPARTMENT

Inmate Programs

Inmate Welfare Trust Fund

The Inmate Welfare Trust Fund provides funding from the commissary items purchased by inmates. The dollars are then used to fund the many programs offered to the inmates while incarcerated in the Clay County Jail. By utilization of the inmate welfare trust fund, these programs are able to be provided with no additional burden to the tax payers of Clay County. In 2017, monitors were acquired through the inmate welfare trust fund to display educational programming to inmates.

Sheriff's Work Ethic and Training (SWEAT) Program

2017 also saw the Sheriff's Work Ethic and Training (SWEAT) Program return. Although funding was approved in 2016, Sheriff Daniels reinstituted the program in May of 2017. The SWEAT Program provides youth offenders a way to perform their community service hours and allow Clay County to benefit from these community hours. Since the program has started again, 103 males and 22 females have participated.



PERSONNEL AND PROFESSIONAL STANDARDS DEPARTMENT

The newly formed Personnel and Professional Standards Department saw much change and improvement. The Department is under the leadership of **Director Christopher Coldiron**. Director Coldiron has a very diverse group under his command.



Chief Tina Chatmon leads the Professional Development Division. Her staff includes the Policy Development Unit, which ensures all Written Directives are distributed to members in a timely manner; Staff Inspections Unit, which ensures all components within the Clay County Sheriff's Office remain in compliance with accreditation standards and the Florida Model Jail Standards; as well as the Training Unit, which conducts many hours of in-service training throughout the year for all members.

The Personnel Division is led by **Chief Joseph Bucci**. The Human Resources Section is responsible for recruiting for all positions within the sheriff's office. They attend several recruiting events throughout the year seeking the best qualified candidates. Human Resources also handles all employee benefits, workers' compensation and drug screenings. Employee relations is responsible for the VIPS program, Employee Recognition Program, Safety, Member Wellness, Retirement functions, and both the summer and winter annual events for all members of the Sheriff's Office.



The Professional Oversight Division is led by **Chief Gary Cross**. He has the responsibility of the Internal Affairs Unit, the Planning and Research Section and Continuous Improvement staff. Additionally, he also has responsibility of the agency Inventory Specialist.

In addition to the three divisions, the agency Public Integrity Detective is assigned to this division as well. Chief Cross has been instrumental in facilitating programs as well as the Professional Standards Module software to assist his staff with tracking data.

PROFESSIONAL DEVELOPMENT DIVISION

Staff Inspections Unit

The Staff Inspections Unit is devoted to ensuring compliance with accreditation standards, agency policy, and existing laws. These standards originate from the Florida Corrections Accreditation Commission (FCAC) and the Commission for Florida Law Enforcement Accreditation (CFA).

The agency received its reaccreditation as a Consecutive Excelsior Agency with the Commission for Florida Law Enforcement Accreditation (CFA) in July 2017. The agency is currently preparing for the Detention Facilities' Excelsior accreditation onsite inspection in March of 2018.



PROFESSIONAL DEVELOPMENT DIVISION

Training Section

The Training Section is responsible for scheduling in-service training, maintaining certified officers law enforcement certifications, new hire orientation and advanced career courses. Challenges during the year included new training requirements, increased hiring, special projects and a 100% change of leadership and clerical staff. The staff did an outstanding job of meeting the challenges and expanded our ability to provide quality and timely training to agency members.



One of the additional in-service classes taught this year was on customer service. Being in the fore front of offering customer service, The Training Section worked on improving our customer service philosophy this year. Through surveys, meeting and discussions with agency members, several ideas to improve our customer service were identified. In addition, a customer service course on telephone etiquette was incorporated into our new hire itinerary for all members.

New Hire Academy – There were four New Hire Academies conducted in 2017. During this year, the Training Section reassessed the needs of the various departments and modified the Academy's itinerary. The itinerary was compartmentalized to address topics in a systematic way. Each academy begins with courses required by all member types, civilian, law enforcement and detention. This makes scheduling more difficult, but ensures students only receive training necessary for their classification.



Physical Abilities Testing - The Training Section relocated the Physical Abilities Testing course to the Police Athletic League property. An automated timing system was obtained and is currently in use. New policy requires annual testing by all members. The Training Section began conducting two testing dates per month for convenience to members and to lessen the impact to agency operations. To ensure members continue to meet the annual testing requirement, the PoliceOne Academy service provides member with reminders and the Training Section with tracking reports.



PROFESSIONAL DEVELOPMENT DIVISION

Human Resources Section

Under the leadership of **Chief Joseph Bucci**, the Personnel Division is comprised of two groups. The

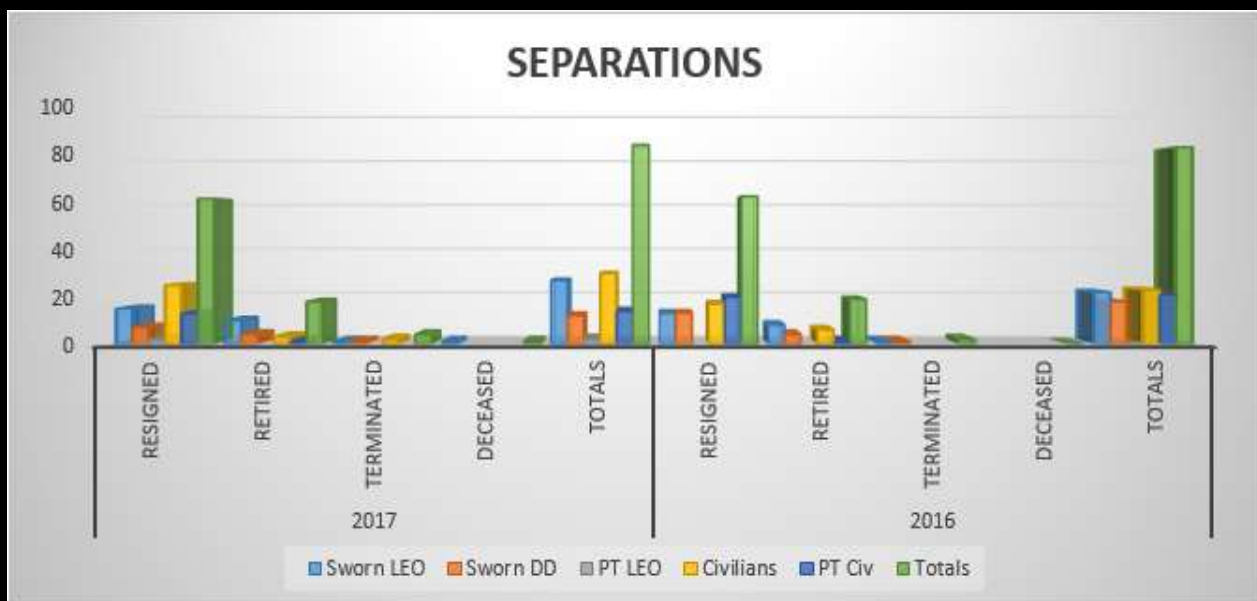


Human Resources Section, which is responsible for the hiring of new employees, selection of members for transfer, processing members for separation and maintenance of employee and employment records, and The Employee Relations group, which handles agency events, recruiting, benefits and several of member-related tasks.



The below information compares the 2017 calendar year changes with the previous year.

SEPARATIONS										
2017						2016				
	Resigned	Retired	Terminated	Deceased	Totals	Resigned	Retired	Terminated	Deceased	Totals
Sworn										
LEO	15	10	1	1	27	13	8	1		22
Sworn DD	7	4	1		12	13	4	1		18
PT LEO	2				2					0
Civilians	25	3	2		30	17	6			23
PT Civ	13	1			14	20	1			21
Totals	62	18	4	1	85	63	19	2	0	84



PROFESSIONAL DEVELOPMENT DIVISION

Human Resources Section

NEW HIRES				
2017			2016	
		Totals		Totals
Sworn LEO	30	30	29	29
Sworn DD	24	24	7	7
PT LEO	0	0	2	2
Civilians	33	33	29	29
PT Civ	18	18	20	20
Totals		105		87



APPLICATIONS				
2017			2016	
		Totals		Totals
Sworn LEO	165	165	109	109
Sworn DD	90	90	60	60
Civilians	467	467	349	349
Totals		722		518



PROFESSIONAL DEVELOPMENT DIVISION

Professional Oversight

COMPLAINTS

It is the policy of the Sheriff's Office to accept all complaints, regardless of form. The data below reflects all complaints that were recorded on agency members, both sworn and non-sworn. The below numbers do not reflect the percentage of complaints unfounded, informational, sustained or exonerated, but is a snapshot of the volume of complaints received by our agency, both internally and externally.

Recorded Complaints for 2017 (Informal & Formal)

Rudeness/Conduct	82
Traffic Related	15
Minor Policy Violation	19
Major Policy Violation	17
All Other	45
Total	178

Percentage Conduct Related: 47%

*Rudeness/Conduct training was conducted during roll calls of the beginning of 2018.

ADMINISTRATIVE INQUIRIES

A serious or formal complaint against an agency member is defined as an Administrative Inquiry. Administrative Inquiries may be investigated by an Internal Affairs Detective, Watch Commander, Lieutenant, Civilian Manager (in the case of a non-sworn member) or by any member designated by the Chief of Professional Oversight, Director of Personnel and Professional Development, Undersheriff, or the Sheriff. The information detailed below highlights the source of these allegations as well as the final disposition of the inquiry.

Administrative Inquiries Conducted (Formal Complaints)

Citizen	12
Inmate/Arrestee	4
In-house/CCSO	20
Outside Agency	1
Total	37

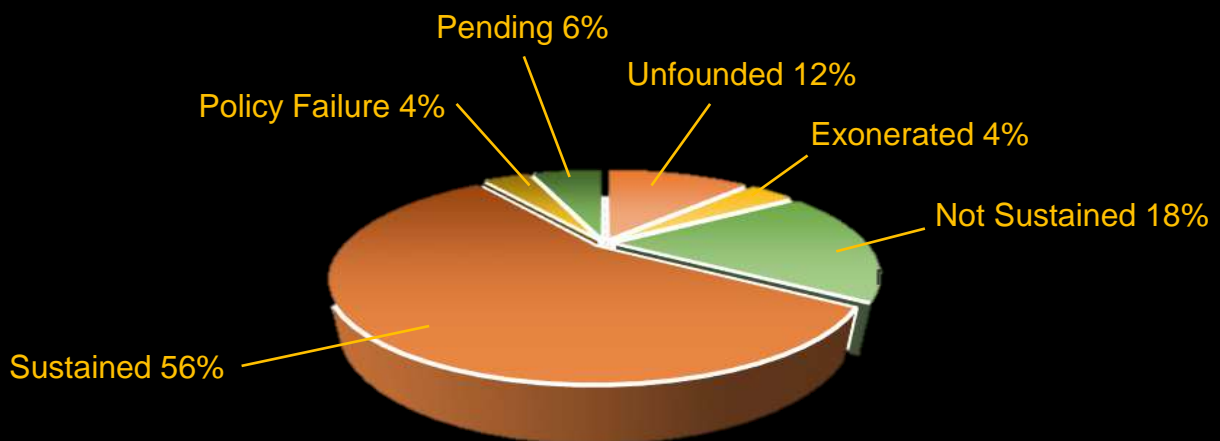
PROFESSIONAL DEVELOPMENT DIVISION

Professional Oversight

DISCIPLINARY ACTIONS FROM SUSTAINED ADMINISTRATIVE INQUIRIES

Terminated	3
Resigned	7
Suspended without pay	8
Written Reprimand	9
Education-Based Discipline	1
Demotion	0
Formal Counseling	1
Uniform Traffic Citation	0
Retraining	1
Discipline Pending	4
Total	34

DISPOSITION OF FORMAL COMPLAINTS AND ADMINISTRATIVE INQUIRES



PROFESSIONAL DEVELOPMENT DIVISION

Professional Oversight

Early Warning System

The Early Warning System is a tool used by the Clay County Sheriff's Office to track the number of complaints, misconduct, use of force incidents, and agency-vehicle crashes within a defined time period. A comprehensive personnel early warning system is an essential component of a well-managed law enforcement agency. The early identification of members that may require agency intervention efforts can increase agency accountability and offer members a better opportunity to meet the agency's values and mission statements. It should be noted that triggering the Early Warning System is not indicative of wrongdoing or misconduct, but is merely a tool used for the Agency to identify possible concerns with the member.

Number of Early Warning System triggers: 3

Number of Administrative Inquires based on Early Warning 0

Bias-Based Profiling & Traffic Citations

It is the policy of the Sheriff's Office that law enforcement contact with citizens will not be made on the grounds of bias-based profiling. Biased based profiling occurs when, whether intentionally or unintentionally, an officer applies his or her own personal, societal, or organizational stereotypes when making decisions or taking police action is because of a person's race, ethnicity, background, gender, sexual orientation, religion, economic status, age, culture, or other personal characteristic, rather than due to the observed behavior of the individual or the identification of the individual being, having been or about to be involved in criminal activity. Any person may file a complaint with the agency if they believe they have been a victim of bias-based profiling.

Number of Bias-Based Profiling Complaints: 1

Number of Sustained Bias-Based Profiling Complaints: 0

Number of Unfounded Bias-Based Profiling Complaints: 1

SERVICES DEPARTMENT



The Services Department is led by **Director David Barnes**. The Services Department consists of the Support Services Division and the Logistics/General Support Division. The services and support these two valuable divisions provide are immeasurable for the day to day operations of the Clay County Sheriff's Office.

Chief Jason Bennett is the **Chief of Support Services** and his division includes the Civil Unit, Uniform Crime Reporting (UCR) Section, Information Services Section, and the Communications Section. To further Sheriff Daniels' commitment to community engagement, the CCSO Support Services Division is looking to the future. Our goal is to expand the current internship program started at Clay High School, to other local high schools and colleges. This will provide students an opportunity to experience public service opportunities within the Clay County Sheriff's Office.



SUPPORT SERVICES DIVISION

Civil Section

The Clay County Civil Section consist of the Civil Unit. The Civil Unit carries out the statutory responsibility for all services of process and executions of writs within Clay County, Florida, which includes all non-enforceable and enforceable types of process. These judicial process documents originate from the courts, governmental agencies, private attorneys, and citizens in Florida and throughout the United States. Of the 10,009 civil process papers received by the CCSO Civil Section, 9,845 were served by the Civil Unit members. The UCR Unit is responsible for collecting the statistics on crimes reported to the sheriff's office as well as crimes solved by members of the Clay County Sheriff's Office. This information is ultimately reported to the Federal Bureau of Investigation (FBI) where statistics on a national level are compiled to aid in showing crime trends both locally and nationally.



SUPPORT SERVICES DIVISION

Information Technology Section

In 2017, the Information Technology Section was tasked with updating system software and processes across the agency while continuing to take the Clay County Sheriff's Office paperless. The focus for the coming year will be leveraging technology by assessing the current equipment, programs, and processes used by the CCSO. We will be working to fully automate the timecard submission and payroll process and develop a Clay County Sheriff's Office phone application for use by the citizens. We will continue to implement "Docuware" which will allow for a paperless centralized storage of documents related to incident reports, personnel files, and financial documents.

Communications Section

CCSO **Tele-Communicators** are highly trained and certified professionals, who rapidly assess situations and obtain critical information for deputies. In 2017, they entered 111,653 incidents in the Computer Aided Dispatch (CAD) system. The Communications Section handles all 911 emergency calls for the county, to include callers needing Clay County Fire/Rescue. Of the 76,130 emergency 911 calls they received, 16,655 were transferred to Clay County Fire/Rescue or other agencies. The CCSO Communications Section showed their commitment to duty and selfless service along with the rest of CCSO when Clay County was affected by Hurricane Irma. During a two (2) day period, the CCSO Communications Section handled 1,527 calls for service versus 527 calls for service during the same time period in 2016. To further Sheriff Daniels and CCSO's commitment to community engagement, the CCSO Communications Section has continued our partnership with Clay High School. Students in Clay High's Criminal Justice/911 Dispatch Class are afforded an opportunity to intern in the CCSO communications, which allows them to gain knowledge, engage in relevant experiences, learn new skills, and experience the profession first hand.



SERVICES DEPARTMENT

Logistics/General Support Division



Chief Steve Barreira leads a staff responsible for maintaining and servicing 500 fleet vehicles and maintaining all of the sheriff's office buildings. These buildings include the main headquarters in Green Cove Springs as well as the sub-stations located in Orange Park, Middleburg and Keystone Heights. Chief Barreira also supervises Evidence Section, Records Department and Secondary Employment personnel. Chief Barreira's staff supervise and repair our Radio Communications system, document, collect, and store evidence, supply the equipment needs of the agency, and manage the Secondary Employment of off-duty deputies. All vital roles that help keep our agency running as safely and efficiently as possible.



Fleet Maintenance/Radio Section is supervised by **Lt. Tyrone Duncan**. He and his staff are responsible for procuring and maintaining a fleet of over 500 vehicles and assets for the Sheriff's Office. From patrol vehicles to command posts, the Fleet and Radio Sections work daily to assure all assets are kept in good working order so our deputies can respond to and serve the citizens of Clay County without fail. The Fleet Maintenance Section focuses on the safety of our deputies, and are constantly looking for ways to improve their safety by looking for technological advancements for our vehicles.

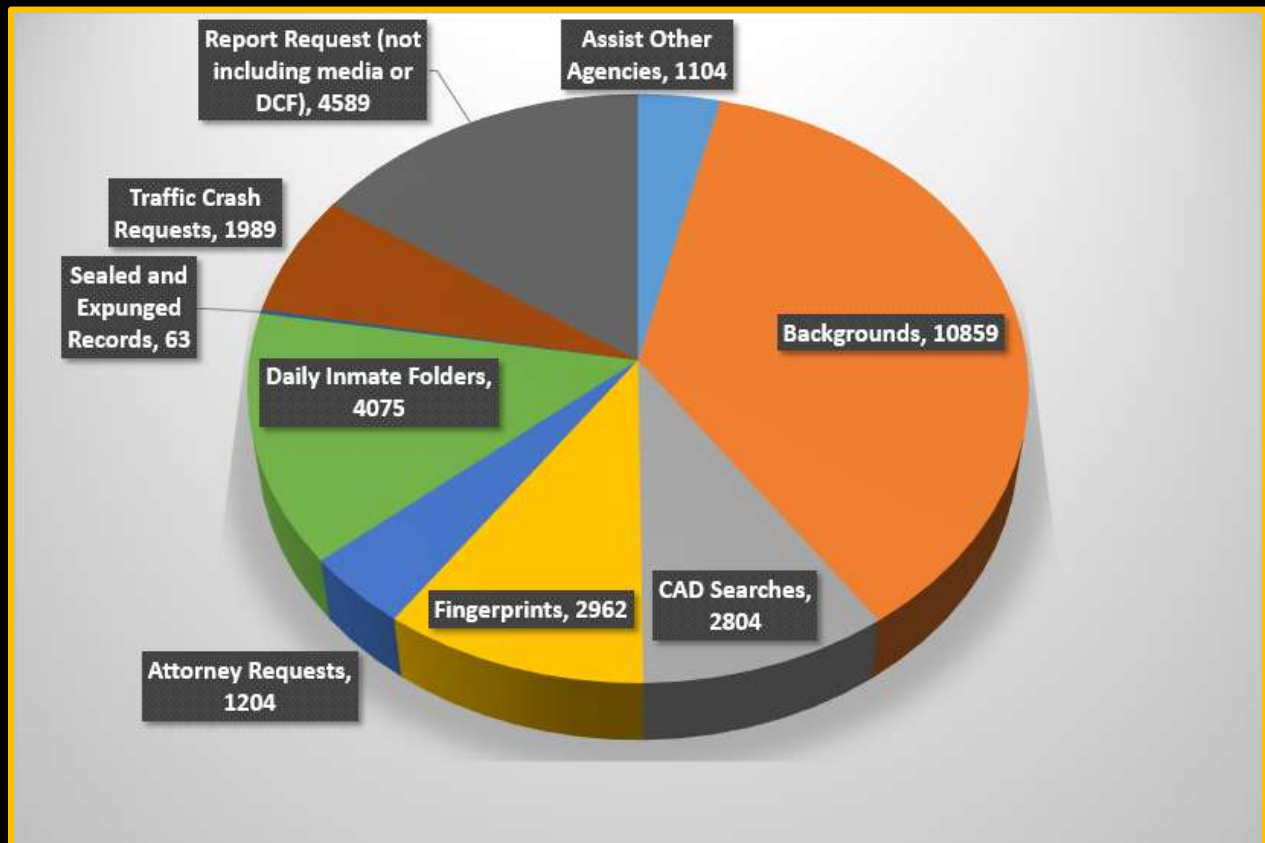


SERVICES DEPARTMENT

Records Section



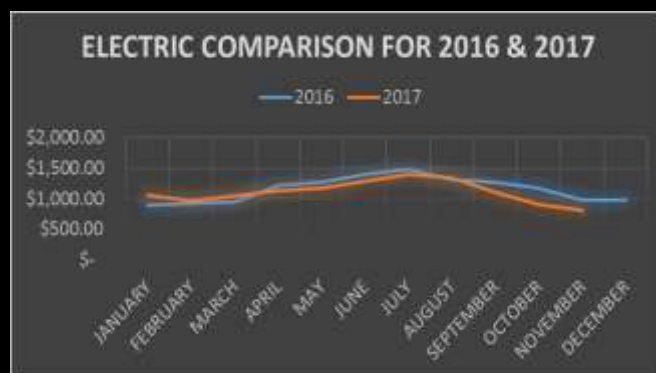
The Clay County Sheriff's Office Records Section is supervised by **Brenda Lombardo**, and consists of eight full time specialists and the front lobby receptionist. Records responsibilities consists of information and documentation requests from the media, attorneys, Internal affairs, Department of Children and families, citizens, and other federal, state and local agencies. These requests include background checks, crash reports, dispatch 911 information, fingerprinting, and photographs to name a few. The Records Section destroyed 10,164 cubic feet of records in 2017 in order to meet Florida's record retention laws. The Records Section is currently working on going paperless, and has scanned over 3,900 inmate files. The below graph represents only a portion on the work performed by the records section over the last year:



SERVICES DEPARTMENT

Building Maintenance

The **Building Maintenance Section** is supervised by **Tony Saunders**. He and his personnel handled 1,318 service requests in 2017. Building Maintenance is focused on preventative maintenance, protecting, and prolonging the life of the assets within our agency. The building department is constantly evaluating its policy and practice in order to ensure that the agency's facilities are operating as efficiently as possible. In addition to cutting cost by completing projects with existing resources, the building maintenance unit has also begun to "Go Green" by phasing out older less efficient lighting, for more energy efficient (LED) models. Although the process is still in the initial phases, the energy savings within the agency can already be noticed.



In addition to their normal duties, our highly skilled maintenance crew has completed large remodel and repair projects like our boat storage facility at the Governor's Creek Boat ramp, and the remodel of the Sheriff's Office Finance Section offices. As a result of performing the work themselves, the maintenance crew has singlehandedly saved the Sheriff's Office and the citizens of Clay

County, thousands of dollars in building operation and repair costs.

During Hurricane Irma, the maintenance section worked tirelessly to ensure that all of the Sheriff's Office facilities were prepared for the storm. From filling and placing sandbags



and boarding windows, to ensuring that our generators were functioning properly, the maintenance crew helped ensure that Sheriff's Office operations remained in full operation.

SERVICES DEPARTMENT

Evidence and Crime Scene



The Evidence unit and Crime Scene Technicians are supervised by Sgt. Mathew Magish. In 2017 the evidence unit handled more than 10,481 new items, and the handling and disposal of nearly 10,691 items. Over the past year, through evaluation of the efficiency of practices, the Evidence unit was able to consolidate three separate storage units, thereby reducing the overall unit operating cost.

Members of the Crime Scene unit recently became certified operators for the new FARO M Series 3D scanner. The FARO scanner creates usable 3D images of crime scenes that can be used to create measurements, document the scene at the time of the incident, and digitally reconstruct crime scenes for investigative and courtroom purposes. The FARO machine not only provides the Clay County Sheriff's Office with cutting edge crime scene technology, but it also provides a significant savings to the agency by greatly reducing manpower demands on large scale and complex crime scene calls.

Over the last year, the Crime Scene unit began using advanced Fingerprint Comparison Software (FCS) in order to assist in print comparison and create marked diagrams for court presentations. The unit was also able to obtain a Foster + Freeman MVC 5000 fuming cabinet at no cost to the agency. The fuming cabinet allows for faster processing time, as well as the ability to fume / process large items which previously would not have been possible.



FINANCE DEPARTMENT

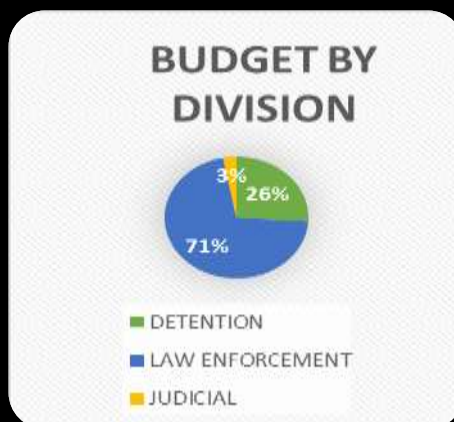


The Finance Department is under the leadership of **Chief Financial Officer Elise Gann**, which is comprised of the Fiscal and Purchasing Sections. This department is responsible for the accurate and timely accounting of all financial matters and adherence to proper protocols and policies of the Clay County Sheriff's Office. The staff has continued a record of excellence in accounting, record-keeping practices, and management of the agency's financial resources. In keeping with his fiscally conservative values, Sheriff Daniels submitted on May 1, 2017, the first budget for his administration with a minimal increase of 0.28% over FY 2016-2017 adopted budget. As the agency looks towards the future, the Sheriff is focused on increasing the number of school resource officers in the high schools and adding resource officers in the junior high and elementary schools, improving employee retention by implementing a step plan and adding expanding his community relations endeavors by hiring additional deputies.

Finance 2018 Goals include:

- Identify grant funding opportunities to expand community involvement endeavors and support crime reduction efforts
- Maximize the agency's financial resources by evaluating the agency's acquisition costs for all the goods and contracted services for best value.
- Leverage available technology to streamline processes and make efficient use of limited staffing.

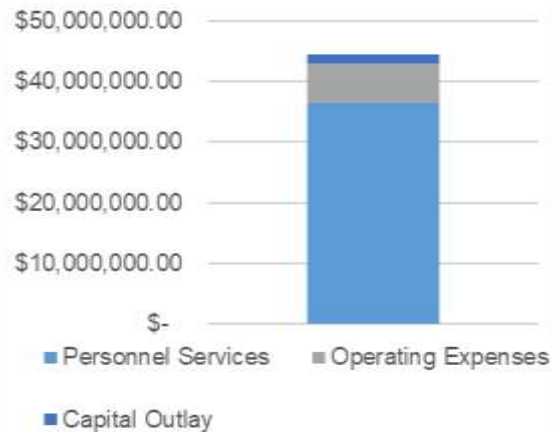
The total general fund budget for FY 2016-2017 was \$52,811,503. This funded salaries and benefits of approximately \$44,169,503, operating expenses of \$7,305,000, and capital related items of \$1,343,000. Law Enforcement accounted for 71% of the budget, while Detention accounted for 26% and Judicial accounted for 3%. Inmate medical, pharmaceutical and food costs of approximately \$1.5 million account for the largest portion of the agency's operating expenses.



FINANCE DEPARTMENT

The main sources of revenue for the budget were transfers from the Board of County Commissioners consisting mainly of ad valorem revenues. However, whenever possible, the agency seeks grant funds or other special revenue sources in order to preserve tax payers' dollars. Over the last several years, the agency's special revenues have decreased due to change in the Florida Contraband Forfeiture Act. For 2017, the agency's special revenue funds consist mainly of state and federal grants awarded to the agency. Last year the agency was awarded more than \$130,000 in grant awards. In addition to monetary awards, CCSO received Naloxone Kits from the Florida Sheriff's Association to fight the growing Opioid epidemic. The kits provide life- saving emergency treatment in the event of an overdose or exposure. The agency also received 20 automatic external defibrillator (AED) from the Firehouse Subs Public Safety Foundation. The receipt of the AEDs put the agency closer to our goal of outfitting every agency vehicle with an AED.

FY 2016 - 2017
Expenditures by Type



Grant Awards	
Victims of Crime Act (VOCA)	\$47,088
JAG Technology	\$43,433
Drug Task Force	\$41,229
Teen Driver Challenge	\$2,800
Total	\$134,550
Firehouse Subs Foundation	20 AEDs
Florida Sheriff's Association- Naloxone Kit Grant	72 kits

Finance staff presented at the agency's inaugural Citizens' Academy. They provided attendees with a working knowledge of the policies and procedures of the Finance Department, as well as budgetary information. The presentation also gave them the opportunity to stress the importance of being good stewards of the taxpayers' dollars. Finance presentations are also given at the Supervisor Training as well as the Florida Sheriff's Association New Commanders Academy.

FINANCE DEPARTMENT

Fiscal Section

The Fiscal Section, which includes the Accounting and Payroll Units, ensured that the financial records for the agency were accurate, reliable, and in accordance with generally accepted accounting principles and governmental accounting standards. Their responsibilities included accounts payable, accounts receivable, cash management, grant management, budget analysis and payroll.



Purchasing Section



Purchasing Manager Rhonda Sanders, along with the members of her staff, were responsible for the purchases of millions of dollars' worth of products, goods, materials and services. They ensured that all purchases were made in accordance with proper protocols and purchasing policies. The Purchasing Section seeks to obtain quality products by researching prices and obtaining quotes with the goal of fiscal accountability for all taxpayer dollars spent. They are responsible for processing requisitions and ordering products and supplies. In addition, they are responsible for developing Request for Proposals (RFPs) for larger items, as well as contract management. Future RFPs include Inmate Food Services and a Crisis Negotiation Trailer.

FINANCE DEPARTMENT



In 2017, the Clay County Sheriff's Office, along with local businesses and government agencies, hosted the first annual "Doing Business with Clay County" conference. The conference included a "reverse" trade show, educational sessions, and panel presentations where purchasing representatives greeted and worked with local businesses to provide guidance and information on how to be successful in the bid process. This event will be held annually and we encourage local business owners to attend.

To do business with the Clay County Sheriff's Office, please visit our website at www.claysheriff.com, click on the resources tab, then the Civil/Business tab.

The Sheriff's Office is committed to community engagement. Finance contributed to that goal through a number of community service efforts coordinated within the Department last year including a fundraising event for the local PACE Center for Girls and a food drive that brought in almost 900 pounds of goods for the Food Pantry of Green Cove Springs. Members also coordinated with Farm Share and state government officials to participate in a food distribution event providing groceries to those affected by Hurricane Irma.

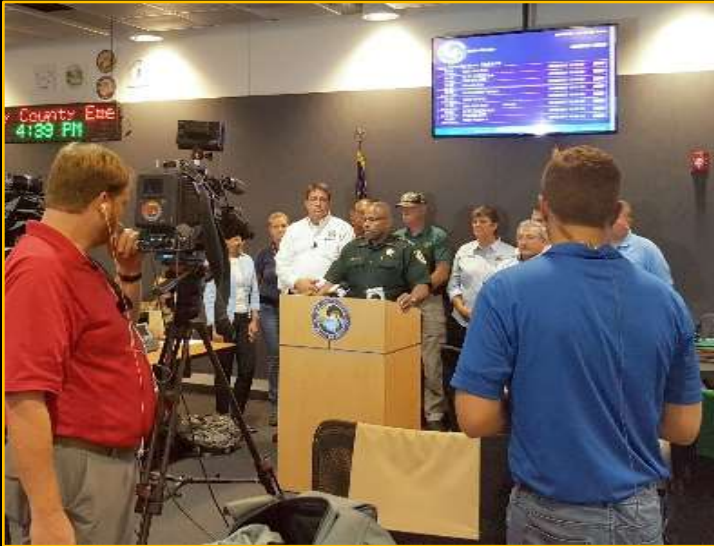


The Finance Department recommended a Dress Down month, allowing members to wear jeans for a month in exchange for a \$20 donation towards local organizations assisting those affected by the storm. Our payroll unit was responsible for implementing payroll deductions for each donation, and as an agency we were able to donate \$3,000 to the Salvation Army, Mercy Network, and the Safe Animal Shelter. In addition, the agency

has a "Boots and Jeans" Fridays which allows members to dress down for an annual donation to various charities such as to support youth programs, CCSO Humanitarian Fund, Concerns of Police Survivors (COPS), and other local non-profits.

HURRICANE IRMA

On September 12th, Clay County experienced the worst hurricane storm to date. This storm placed a strain on all resources the Clay County Sheriff's Office provides. Although all resources were task heavily, Sheriff Daniels implemented plans to assure no police services would be interrupted. When a natural disaster such as Hurricane Irma affects the community, the following are additional duties put in place utilizing sheriff's office personnel.



Eight days before Hurricane Irma made land fall, sheriff's office personnel began staffing the Emergency Operations Center (EOC) assisting in organizing resources between local, state and federal agencies. The following command staff members fill the following roles when the EOC is activated. **Director R. Wright**-Collateral Duties between Green Cove Springs CCSO headquarters

and the EOC. **Chief J. Bucci**-Deputy Chief for Logistics for the county assigned to the EOC. **Chief J. Bennett**-Logistics Chief EOC. **Chief K. Stivers** and **Chief R. Elkins**-Operations Section Chief assigned to the EOC. **Chief T. Arnold** and **Chief S. Inman**-Coordinated staffing levels and additional resources at the Clay County Jail. **Deputy J. Deese**-Liaison Officer between the Clay County Sheriff's Office and the EOC.

The Juvenile Crime Section was responsible for providing security around the clock for four (4) general population shelters and two (2) special needs shelters. These shelters provided a safe place for over 850 citizens and 120 animals to those who had to evacuate their homes. The Traffic Unit, Investigations Section, Civil Unit, and Warrants Unit assisted with additional manpower for the Patrol Section in handling calls for service, traffic control and road closures. Members assigned to our Swift Water Rescue Team conducted over 350 water rescues of residents who were trapped inside their homes due to the record setting flooding that occurred. During these water rescues, officers also rescued 79 animals. **Sheriff Daniels** held daily press conferences.



Our Community, Our County, Our Responsibility...We're All In This Together

