

2018 ANNUAL REPORT

DEAR CLAY COUNTY RESIDENTS

Wow, what an amazing second year in office. My main initiatives of crime reduction and community engagement have flourished. We have increased our neighborhood walks and expanded them into business walks and senior citizen facility walks. The support from our community is overwhelming.

Our Sheriff's NET and Citizen's Academy initiatives continue to grow with every session, but we still have room for you. We also started our first ever Youth Leadership Academy to equip our young men and women with leadership skills that they can take with them into their future. They are certainly a great group of future community leaders and the members of CCSO have high hopes for them.

As we look forward to 2019, we will be experiencing a large growth in our population. We have housing developments, businesses and the new interstate growing daily. That being said, CCSO will need to grow to keep up with the demands for additional law enforcement services. We will work hard to continue to make Clay County the safest place to live and raise a family. Increasing our staffing, leveraging technology and of course community engagement will be our priority as we work diligently on delivering what is stated in our mission statement: "Reduce crime, reduce the fear of crime, and improve the quality of life."

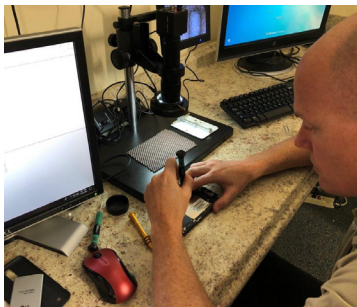
I want to thank all of the citizens of Clay County for your participation with enhancing the strong bond that we have as well as your commitment to creating a great community. I am humbled for the privilege to serve as your sheriff and will do everything in my power to keep you and your family safe as we continue to grow as a county.

Sincerely,

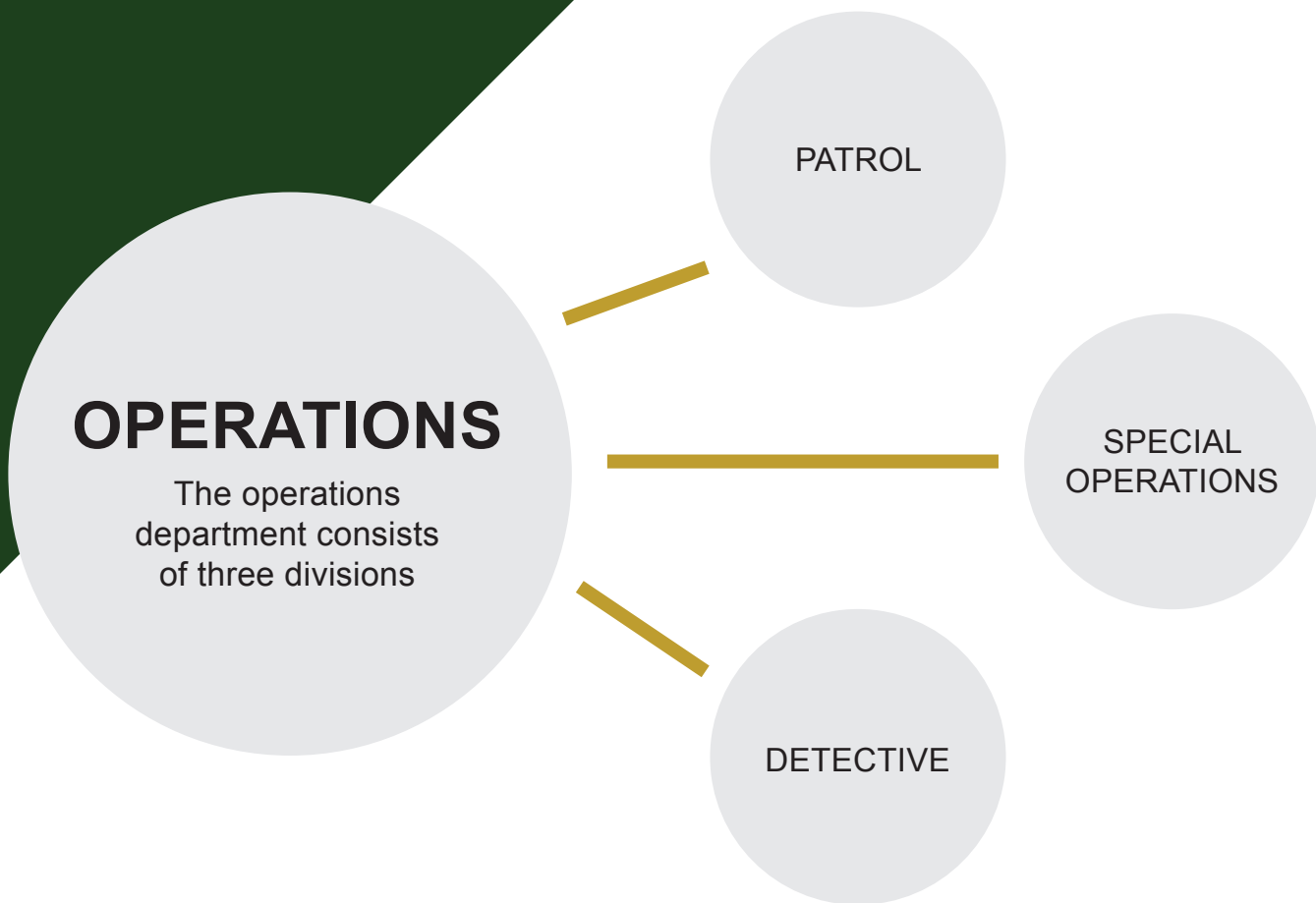


DARRYL DANIELS | SHERIFF

*"Our community, our county, our responsibility...
we're all in this together."*



MAJOR INITIATIVES
CRIME REDUCTION | COMMUNITY ENGAGEMENT



PATROL DIVISION

The Patrol Division is the most visible to the public. The Patrol Division is responsible for policing 644 square miles, with a population of roughly 212,230 residents, which is an increase of roughly 2% over the previous year. These men and women are the first line of defense for the residents, business owners, and visitors of the county twenty-four hours a day.

In addition to normal patrol functions, the Sheriff's Office Patrol Division participated in "Walk in Wednesdays." This initiative encourages deputies to walk into local businesses and engage with the customers and business owners. This initiative provides our deputies with valuable information concerning the needs of the community, while at the same time establishing partnerships and enhanced communication between the Sheriff's Office, and those that we serve. The Patrol Division initiated this program in July, and by the end of 2018 had conducted over one hundred four (104) "Walk in Wednesday" visits.



COMMUNITY AFFAIRS SECTION

The Community Affairs Section consists of the Juvenile Crime Unit, Community Affairs Unit and the Crime Analysis Unit. Community Affairs Unit is responsible for the community outreach programs that are held throughout the county. These programs consist of Sheriff's NET, Coffee with a Cop, National Night Out, Neighborhood Walks, Sheriff Walks, Citizens Academy, Safety Fairs, Straight Talks, participation in the Clay County Fair, and many more.

In 2018, the first ever "trunk or treat" was conducted for Halloween. The event reached thousands of residents and provided parents with a safe, family friendly environment. In addition to passing out candy, the Sheriff's Office provided valuable information, crime prevention tips, and child ID fingerprinting.

EVENTS	2017	2018
Sheffiff's Walks	17	12
Chief's Walks	0	6
Lieutenant Walks	0	14
Coffee with a Cop	5	6
School Events	8	32
Security Surveys	9	13
Silver Senior Walk	0	3
Teen Citizens Academy	0	2
Business Walks	0	3
Farm Share Distribution	0	5
Youth Leadership Academy	0	1
Trunk or Treat	0	1

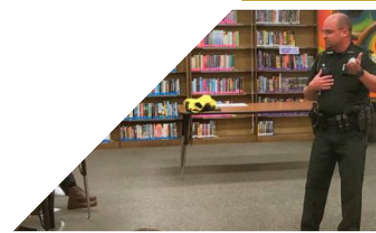
The Sheriff's Office continued to develop its relationship with North Florida Big Brothers/Big Sisters through "Bigs in Badges." Agency members are actively mentoring some of our county's residents, and making a positive impact in their lives.

JUVENILE CRIME UNIT

The Juvenile Crimes Unit has grown since 2017. In 2018, there were five additional deputies added to the Juvenile Crime Unit. With the addition of these deputies, all Clay County Junior High Schools now have a School Resource Officer present during school hours.

Additionally, these engagement opportunities were facilitated in 2018:

1. Deputy Ford with Deputy Dollars – rewarding students for good behavior
2. Teen Driver Challenge Program – hosted quarterly each year
3. Summer basketball program
4. Clay County Police Athletic League (PAL)
5. Clay County Sheriff's Office Explorers
6. Work in conjunction with Clay County Schools to implement Marjorie Stoneman Douglas Act initiatives
 - School Threat Assessments
 - Physical Security Assessments
 - Lock down drills and assessments of those drills
 - School Guardian Program training and implementation
7. Teen Court – alternative program for delinquent behavior
8. Partnering with the Youth Crisis Center for truancy avoidance and making referrals for Children in Need of Services and Families in Need of Services
9. All SRO's received Crisis Intervention Training and School Resource Training in 2018



CRIME ANALYSIS UNIT

During 2018, the Crime Analysis Unit initiated a License Plate Reader (LPR) program within Clay County. The cameras read over 1,000,000 license plates in the first ninety days of the program. The cameras played a pivotal role in solving several cases in 2018, including a bank robbery, burglary to autos, a missing person, and an aggravated battery in which an individual was shot. Plans include expanding the system with additional cameras throughout the county.

Clay Community Connect (C3) is a new program intended to reduce crime and the fear of crime. C3 accomplishes this by establishing relationships with businesses and homeowners who subsequently allow the Clay County Sheriff's Office access to cameras installed on their property. The Sheriff's Office can access the cameras to obtain real-time information about crime as it occurs.

The unit added two Intelligence Detectives. Some of the cases investigated by the detectives included gang violence, racially motivated hate groups, threats of violence to schools and bomb threats. The detectives also participated in multi-jurisdictional task forces involving violent crime and human trafficking.

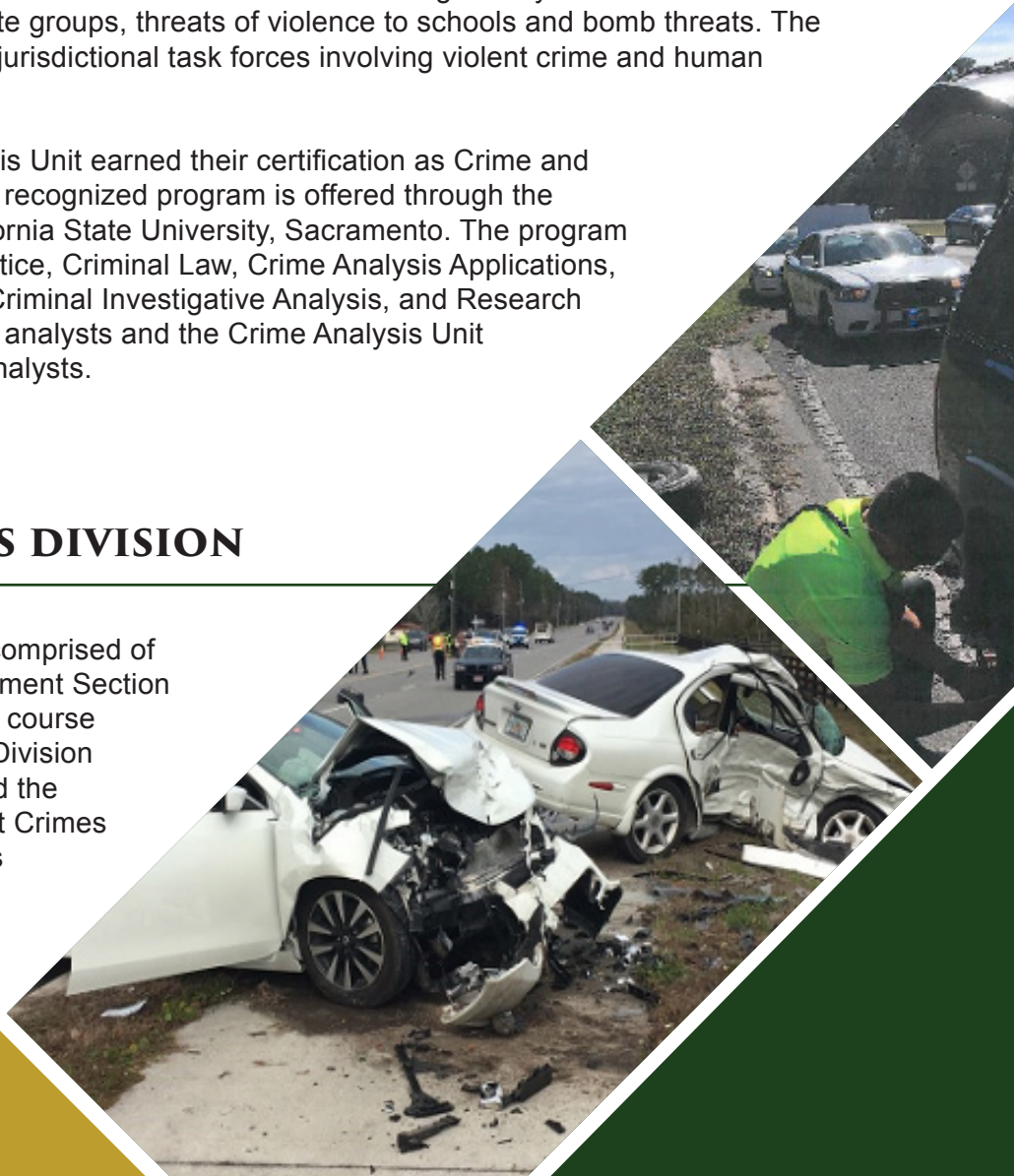
Three members of the Crime Analysis Unit earned their certification as Crime and Intelligence Analysts. The nationally recognized program is offered through the Department of Justice and the California State University, Sacramento. The program consisted of courses in Criminal Justice, Criminal Law, Crime Analysis Applications, Criminal Intelligence and Analysis, Criminal Investigative Analysis, and Research Methods in Criminal Justice. All four analysts and the Crime Analysis Unit Sergeant are now Certified Crime Analysts.

SPECIAL OPERATIONS DIVISION

The Special Operations Division is comprised of the Traffic Unit, Emergency Management Section and Organized Crime Unit. Over the course of the year, the Special Operations Division had some restructuring and acquired the Organized Crime Unit and the Street Crimes Unit. These units assist in numerous specialized details and operations within Clay County.



Look for a major roll out of this program in 2019 as we expand our partnership throughout the County!



TRAFFIC UNIT

The Traffic Unit keeps our roadways safe and addresses specific traffic issues throughout our county by identifying traffic violators and unsafe driving behavior through a "zero tolerance" approach to enforcement.

This year, the Traffic Unit initiated a "Distracted Driving Campaign," and they have been working tirelessly to increase awareness on distracted driving to increase safety for both motorists and pedestrians.

Working alongside our Traffic Deputies and assisting our Patrol Deputies, are our civilian Public Service Aides (PSA's) who work hundreds of traffic crashes, work non-criminal complaints and assist motorists throughout the county.

	2018	2017
Total Traffic Crashes	5,403	5,570
Traffic Crashes Worked by CCSO	3,874	4,360
Traffic Crashes Worked by FHP	988	893
Traffic Crashes Worked by Other Agencies	541	317
DUI Arrests by CCSO	141	161

EMERGENCY OPERATION SECTION

The Emergency Operation Section includes Emergency Management Unit, Street Crimes Unit, Canine Unit, Marine Unit and different specialty teams we have here at the Sheriff's Office including SWAT team, DIVE, Crisis Incident Stress Management, Crisis Negotiations and the Honor Guard.

EMERGENCY MANAGEMENT UNIT

Emergency Management deployed incident management personnel to the Bay County area to assist in cleanup and rescue efforts after Hurricane Michael. Emergency Management works closely with Clay County Emergency Management and assisted in providing training, awareness and readiness exercises for both CCSO employees and other county agencies. This group is instrumental in preparing local threat assessments and preplanning of all major events within the county.

In 2018, CCSO increased its training and the use of the Incident Command System (ICS). In 2018, personnel throughout the agency attended 234 ICS training courses. This increased our ability to respond effectively to large-scale incidents in Clay County and other jurisdictions.

CANINE UNIT

In 2018, we welcomed two new handlers to the unit along with one new canine. Canine Unit conducted numerous special details for local schools, organizations and Sheriff's NET Meetings. The Unit routinely searches for contraband in our Clay County Detention Facility and our local schools. The Unit also assists the Orange Park Police Department and the Green Cove Springs Police Departments when needed.



YEAR	CALLS FOR SERVICE	SELF-INITIATED CALLS	TRAFFIC STOPS	NARCOTIC SEARCHES	BUILDING SEARCHES	CANINE TRACKING	CITATIONS	ARRESTS
2018	282	1,621	1,752	602	31	146	880	155
2017	111	1,265	1,232	472	19	84	738	55

MARINE UNIT

The Marine Unit consists of one full time and one part time deputy. The goal of this unit is to ensure that citizens are safe when accessing our waterways by conducting boating safety classes and patrolling our waterways for unsafe conditions and assisting boaters in distress.

	2018	2017
Accidents Worked	9	10
Arrests	10	7
Boating Citations Issued	124	132
Written Warnings Issued	184	167
Safety Inspections Conducted	561	566
Property Checks Conducted	866	968
Patrol Hours Spent on Water	1,706	2,040
Boating Safety Classes	7	10
Disabled Vessels Assisted	149	148
Marine Events	149	148

SPECIALTY TEAMS

DIVE UNIT

The Dive Team was utilized this year for five (5) operations that consisted of the search/recovery of property, vehicles and bodies from our waterways. This team conducts swift water rescues. Two swift water rescue boats were purchased this year to help with these types of events.



SWAT TEAM

The SWAT Team is a multi-jurisdictional team comprised of members from the Clay County Sheriff’s Office, Orange Park Police Department and paramedics from Clay County Fire Rescue. The team saw three (3) new members complete their probationary period in 2018 and were welcomed as full members. The team’s missions are diverse, ranging from high-risk arrest warrants, dignitary protection and hostage rescue. The team successfully conducted twenty-six (26) high-risk operations in 2018.



CRITICAL INCIDENT STRESS MANAGEMENT TEAM

The Crisis Incident Stress Management Team became operational in 2018. The Team is comprised of 16 specially trained members both sworn and civilian. The team is comprised of members from Clay County Sheriff’s Office, Green Cove Springs Police Department and Orange Park Police Department. The purpose of the Crisis Incident Stress Management Team is to assist agency members in the wake of a crisis to help them recover from traumatic stress and a return to normal healthy functions. CISM members responded after the crash involving Deputy Ben Zirbel to meet with and debrief any/all affected personnel.

CRISIS NEGOTIATIONS TEAM

The Crisis Negotiations Team is made up of 12 members from Operations and Detention Departments. These team members receive specialized training in crisis intervention. Negotiators work with the SWAT team to handle tactical incidents and is charged with making contact and communicating with suspects and individuals in crisis and providing information gained to the Incident Commander and SWAT personnel as part of the resolution process.

In November, the Crisis Negotiations Team competed in the First Coast Negotiator Challenge against five other teams and was awarded second place. The team has been utilized in several partial call outs for high-risk warrant service, including assisting Orange Park Police Department with what was determined to be a hoax 911 call for service and assisted with several calls involving unstable individuals.

HONOR GUARD

The Honor Guard is a team of 16 deputies representing the various divisions of the agency. The Honor Guard stays busy throughout the year representing the Sheriff’s Office at various community events such as National Day of Prayer, Black Creek 5K run along with rendering “police honors” at funerals of our retirees, and line of duty deaths around the State of Florida.

One of the great honors for the team is to represent our agency at Law Enforcement Memorial services around our region, in Tallahassee, and Washington DC. Sadly, the Honor Guard had to lay one of their own to rest when Motor Deputy Ben Zirbel died in the line of duty on 08/21/18. Deputy Zirbel was one our senior Honor Guard members and very active on our team.

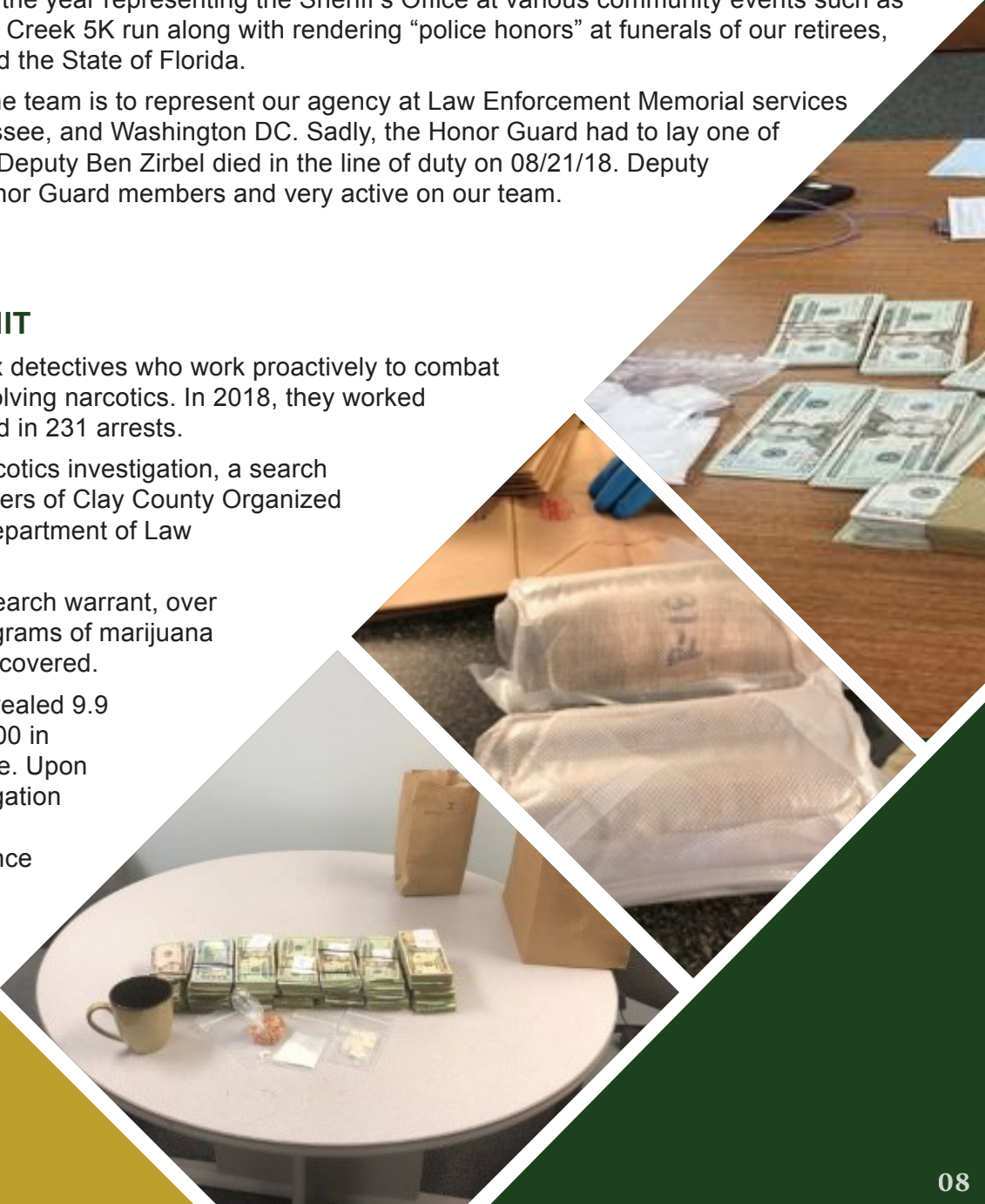
ORGANIZED CRIME UNIT

Each Sergeant supervises six detectives who work proactively to combat crime, specifically crimes involving narcotics. In 2018, they worked over 233 cases which resulted in 231 arrests.

In June 2018, following a narcotics investigation, a search warrant was served by members of Clay County Organized Crime Unit and the Florida Department of Law Enforcement (FDLE).

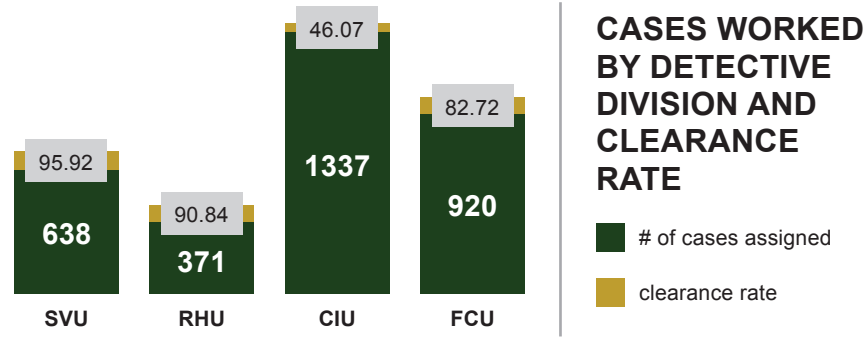
During the execution of the search warrant, over 2800 grams of fentanyl, 700 grams of marijuana and \$47,719 in cash were discovered.

In July 2018, a traffic stop revealed 9.9 ounces of cocaine and \$20,000 in currency located in the vehicle. Upon discovery, a narcotics investigation was conducted and a search warrant on the drivers residence was executed. The results of that search warrant revealed an additional \$25,000 in currency and more illegal narcotics.



DETECTIVE DIVISION

This division is made up of a Person Crimes Section and a Property Crimes Section. The Person Crimes Section consists of the Robbery/Homicide Unit, Special Victims Unit, and Cyber Crimes Unit. The Property Crimes Section consists of the Criminal Investigation Unit and the Financial Crimes Unit. Working from the Orange Park Operations Center, members of these units worked over 3226 cases in 2018 and through their efforts, more than 483 arrests were made.



PERSON CRIMES SECTION

ROBBERY/HOMICIDE UNIT (RHU)

RHU worked 371 cases and had an overall clearance rate of 90.84 percent. In 2018, RHU handled two homicide investigations. RHU detectives investigated 51 robberies; the remaining 320 cases included non-criminal death investigations such as suicides, overdoses, medical examiner cases and natural deaths, shooting investigations, missing person cases and assault/battery cases.

SPECIAL VICTIMS UNIT (SVU)

SVU had over 638 cases assigned to them with a clearance rate of 95.92%.

SVU has continued to provide services for victims of sex crimes, child victims of sexual abuse/violence, and elderly victims of abuse and neglect. In 2018, we have expanded our investigative role to domestic violence and stalking cases. Detectives assigned to the SVU work hand in hand with local investigative partners/agencies (Department of Children and Families, Child Protection Team) and the State Attorney's Office in an effort to provide the very best services to victims of violent crime/exploitation. SVU also continued victim advocacy services, guiding and supporting the victims of crime and violence through the criminal justice system and helping victims to receive available services for incidents including sexual battery, domestic violence, burglary, and homicide. Our victim advocate made 1,270 victim contacts with citizens, and 348 referrals.



CYBER CRIMES UNIT (CCU)

The Cyber Crimes Unit provides forensic examination capabilities to assist detectives in the investigation of their case(s). This unit also coordinates and conducts the investigations into the online exploitation of the children of Clay County. We have partnered with the Department of Homeland Security to expand our resources, technology, and capabilities to aggressively pursue online predators to put them in custody before they are able to victimize our children. Additionally, our Sex Offender Unit continues to monitor the registered sexual offenders and predators who reside within Clay County. We have a dedicated detective and specialist to monitor and track each of the offenders/predators to ensure each has met their specified obligations/restrictions.



PROPERTY CRIMES SECTION

The Criminal Investigations Unit and Financial Crimes Unit detectives investigate property crimes including grand theft, auto and residential burglaries, exploitation of the elderly cases, and fraud/forgery cases.



CRIMINAL INVESTIGATION UNIT (CIU)

The bulk of reported property crimes reported in Clay County are investigated by the detectives of the CIU. CIU works with the community by providing safety and crime prevention tips on a regular basis. They have investigated 1350 reported property crimes; their hard work has led to 331 arrests, a 46.07% clearance rate, and the recovery of large amounts of property.

Some noteworthy cases from 2018 are:

January

Multiple restaurants were burglarized in multiple jurisdictions ranging from Ormond Beach to Jacksonville. Information shared between agencies and information obtained during a search warrant executed by our agency assisted in solving these cases and multiple others from the state. Arrest warrants were obtained for the suspects, who are both currently sentenced to prison on related charges.

June

The victim reported an unknown suspect broke into his residence and stole his AR-15 rifle. Detectives learned the victim falsely reported the burglary and actually loaned the rifle to his brother, a convicted felon. The rifle was used in an attempted homicide case in Alachua where the brother was subsequently arrested. The victim in this case was also arrested for filing a false police report.

November

A known prolific offender was released from prison on 11/08/18. Upon his release, he went on a crime spree where he committed several burglaries and auto thefts. Detectives were quickly able to identify him as the suspect and he was arrested after confessing to all the crimes. While interviewing the suspect on the known property crimes cases, he additionally confessed to an aggravated assault with the intent to kill case from 2017.

FINANCIAL CRIMES UNIT (FCU)

Seeing a sharp increase in reported incidents of fraud nationwide, FCU began a series of public fraud prevention presentations providing citizens with timely fraud prevention tips to help arm them with the information needed to protect themselves from those who wish to exploit them. Due to the efforts of the FCU, nearly every gas pump in Clay County has new security which makes it virtually impossible to compromise; these features help prevent future “skimmer” cases from occurring. FCU has investigated 920 cases with a clearance rate of 82.72%.

In 2019, the FCU is preparing to provide even more timely fraud tips both in person and via social media platforms. Our outreach will target the most vulnerable Clay County populations and provide tips to every citizen.

Some noteworthy FCU cases from 2018:

FCU partnered with the St Johns County Sheriff's Office, Jacksonville Sheriff's Office, Jacksonville Beach Police Department, and Orange Park Police Department to identify an organization known as “Felony Lane”; this group is linked to criminal activity all across North and Central Florida. The joint investigations developed solid evidence against the organization in which RICO charges were filed against several members by State Wide Prosecution in Jacksonville. Our detectives were able to link more than 20 victims within Clay County alone. Since identifying the group, vehicle smash and grabs with credit card fraud have dropped substantially. It is believed the group is responsible for additional criminal reports in Clay County and the investigation efforts continue.

FCU identified and arrested a suspect who had been rummaging through Clay County citizen's garbage for the purpose of committing fraud. Through investigative efforts it was further revealed that she had been committing similar type fraud in Duval County facilitated through her employment at a storage warehouse. Multiple victims were relieved to know that their perpetrator had been arrested and many more future victims were spared through the diligent efforts of our detectives.



The Clay County Jail takes pride in the success it has experienced with Florida Corrections Accreditation Commission (FCAC) and Florida Model Jail Standards (FMJS) inspections. The department staff has over a decade record of excellence. The Clay County Detention Facility (478 beds) has full accommodations for inmates and provides necessities during their incarceration. There is also a fully staffed Jail Medical Services Section managed by a registered nurse with a physician and a psychiatrist on staff.

The Detention Department is led by a Director and organized into two divisions; Administration Division and Security Division. These divisions are led by a Chief of Administration Division and Chief of Security Division. The make-up of these divisions are as follows:

DETENTION ADMINISTRATION DIVISION

The Detention Administration is made up of three sections; Detention Administrative Section, Judicial Security Section and the Medical Services Section. In June 2017 the Detention Administration Division started the Pay My Jailer Program. Since its inception over \$36,000 of past due fines and fees have been collected.

The Detention Administrative Section supports the daily operation of the detention facility. This section includes the Booking Unit and the Inmate Services Unit. Areas of responsibility include; inmate programs, chaplain services, commissary, medical security, visitation and the facility kitchen.

The Booking Unit's area of responsibility includes booking/releasing, court liaisons, NCIC, property and classification.

Under the Detention Administrative Section, Inmate Services Unit the inmates have access to numerous programs and classes during their incarceration to aid in their reentry to society. Some of the classes most attended include AA and NA, Thinking for a Change, Batterer's Intervention, GED (including tutoring), MOM's Initiative, Active Parenting, and Soul Transformation.



ACTIVE PARENTING

A program that is offered through the Hanley Foundation. The program has a 3.2 rating from the National Registry of Evidence Based Programs and Practices. The first program is designed for parents of children ages 2 to 12. The program teaches parents how to raise a child by using encouragement, building the child's self-esteem and creating a relationship with the child based on active listening; honest communication and problem solving. The second program is for parents of teenagers. The program covers common topics to include, drugs, sexuality and violence. Parents learn ways to help their teen become young adults and address these topics with positive communication. Parents are taught to use natural and logical consequences to reduce irresponsibility and unacceptable behavior.

ANGER MANAGEMENT

An eight (8) week course that meets for one and half hours once a week. This class gives the student tools to find other ways of dealing with stressful situations and how to slow down and think before having an episode of raging anger.

BATTERER’S INTERVENTION

This program is modeled after the Duluth Model of Control and Power. The program is designed to teach the abusers non-controlling alternatives to violent/controlling behaviors. The Power and Control Wheel/ Equality Wheels and Control Logs is used in the curriculum.

This program has twenty-four lessons that is an hour each. Due to the time constraints and releasing of inmates, this program meets twice a week. If an inmate is released prior to completing the program they will be referred to available classes held in Duval and St. Johns counties.

INTRO TO PLUMBING

This program is taught by a Master Plumber to inmates who have three months remaining on their sentence. The course reviews Florida Codes and teaching basic installation of popes and identifies the different types of pipes.

SOUL TRANSFORMATION

This class is six weeks in length and meets once a week. This class is designed to help you make positive changes through the teaching of God. This class is taught by the Chaplain.

Most classes are offered to men and women.

The Judicial Section is also under the Detention Administration Division and is separated into three groups, Courtroom Security Unit, Building Security Unit and the Warrants/Transport Unit. The courtroom security team provides security to the many judges and magistrates that hold daily court and hearings. This section ensures the safety of the public, attorneys and county workers while conducting business each day within the Clay County Courthouse and the Clay County Administration Building. In 2018, more than 164,000 visitors passed through the security scanners at the Clay County Courthouse.

The Warrants/Transport Unit handle arrests made on warrants and movement of inmates from all over the country to answer for charges in Clay County. The Warrants/Transport Unit served a total of 1,338 warrants during 2018 and there were a total of 912 inmate transports completed.

The Detention Administration Division, Medical Services Section is led by a Medical Services Manager / Registered Nurse with numerous full time and part time licensed practical nurses. The daily task of health care is a 24/7 operation which is also supported by a contract medical doctor, psychiatrist, mental health counselors, and a dentist.



DETENTION SECURITY DIVISION

The Detention Security Division’s responsibility is divided between four security teams led by lieutenants. Each team is supported with two sergeants, and eighteen deputy positions. The teams work twelve hour shifts. It is also supported by a Detention Support Services Section.

Security is enhanced by utilizing a Corrections Emergency Response Team (CERT). This eighteen member team improves the overall security of the institution by conducting cell searches, perimeter checks, responding to high-risk incidents, as well as gathering and investigating intelligence. Each member is interviewed, tested, and receives additional training before being placed on the team. In 2018, CERT was activated more than seventy times.

The Detention Support Section area of responsibility include: inmate supply, laundry, work crew, maintenance and control room operators.

The Clay County Detention Facility has a maximum capacity of 478 inmates. In 2018, the average daily population was 375. There were 4,619 arrestees booked in, and 4,878 inmates released. The security teams conducted 1,264 cell searches and discovered 30 incidents of hazardous contraband. They responded to 33 assault/battery incidents and intervened in 33 fights.

In 2017 the Clay County Sheriff’s Office entered into a memorandum of agreement with the United States Immigrations and Customs Enforcement (ICE). The agency sent four deputies to the ICE Academy, and they were sworn in as Designated Immigration Officers. In 2018, the unit encountered over a 100 foreign born arrestees that were screened for citizenship and removability.



DETENTION DEPARTMENT

INCIDENT REPORTS

Reporting Period 01/01/2018 - 12/31/2018

Administrative Confinement	11
Assault (inmate on inmate)	5
Assault (inmate on staff)	0
Battery (inmate on inmate)	23
Battery (inmate on staff)	5
Cell Search - K9 Utilized	28
Cell Search - Intel	9
Cell Search - Routine	1,227
Cert	71
Contraband - Hazardous	80
Contraband - Nuisance	16
Criminal Investigation	2
Damaged/Broken Property or Equipment	72
Detoxification	161
Disturbance	36
Escape	0
Field Contact	0
Fight	33
Fire/Fire Alarm/Fire Drill	8
Inmate Illness/Injury	376
Inmate Misconduct	281
Inmate Movement	188
Inmate Search - Body Cavity	0
Inmate Search - Strip Search	116
Intelligence Information	20
Maintenance	17
Medical Clearance	6
Miscellaneous Incident	30
Missing/Found Property	12
Prea Complaint	7
Protective Custody	37
Security Breach	2
Staff Injury	1
Suicide Attempt	14
Suicide Watch	228
Supervisor Inspection	5
Unusual Inmate Behavior	50
Visitor Incident	11
TOTALS	3,188
Response to Resistance	67
2018 TOTAL INMATE MEALS SERVED	410,391

DETENTION DEPARTMENT

SPECIAL PROGRAMS

Reporting Period 01/01/2018 - 12/31/2018

CLASS	CLASS FREQUENCY	MALE	FEMALE
Alcoholics Anonymous	2x pm M/ 3x pm F	420	293
Narcotics Anonymous	2x per month	290	390
GED includes tutoring	2x per week	424	182
Juvenile Ed	2x per week	23	0
GED Tests	various dates	18	0
Law Library	1x week	19	117
Thinking for a change	2x per week	896	263
MOM's Initiative	4x month	N/A	80
Safe Staff	varies	9	11
Healthy Start (pre-natal care)	2x month	N/A	20
Active Parenting/Life Skills	1x week	172	98
Batterer's Intervention	2x week	352	0
Intro to Plumbing	2x week	130	0
Anger Management	1x week	280	116
Soul Transformations	1x week	7	5

CHAPLAIN ACTIVITY REPORT

Reporting Period 01/01/2018 - 12/31/2018

	YTD
Visit/Counsel	275
Graded Bible Study	772
Pull Lists Prepared	226
# Inmates attending pull list activity	1952
# Volunteers attending jail services	784
Death Notifications	35
CIVILIAN ACTIVITY	
Prayer Meetings	68
Hospital Visits	14
Funeral Visits	4
Ministerial Meetings	11
Other Ministry Contacts	964
CCSO Contacts	59



The Finance and Strategic Planning Department is comprised of the Accounting Division and Strategic Planning Section. 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 as well as Strategic Planning agency wide.

The staff has continued a record of excellence in accounting, record-keeping practices, and management of the agency's financial resources. In keeping with Sheriff Daniels' commitment to making the Clay County Sheriff's Office the best it can be, our department is focused on collaborating with other internal departments to develop their strategic plan and list of continuous improvement projects. In addition, we are focused on bringing the number of law enforcement officers per 1,000 citizens to the state average of 1.72 in four years, implementing an employee salary step plan to reduce employee turnover and continuing to seek grant funding to expand community involvement endeavors and support crime reduction efforts.

Law Enforcement agencies use the level of service or number of law enforcement officers per 1,000 residents as a factor in determining staffing needs. The goal of the Clay County Sheriff's Office is to reach the Florida state average ratio of 1.72 law enforcement officers per 1,000 citizens by 2025. As of 12/31/2018, the Sheriff's Office is funded for 296 full-time law enforcement officers with a ratio 1.48 law enforcement officers per 1,000 citizens. Therefore, to reach the 1.72 ratio by 2025, the Sheriff's Office would need to be funded 98 additional law enforcement officers by 2025 and an additional 34 by 2030 to keep up with the estimated population growth.



ANALYSIS OF LEVELS OF SERVICE WITH SRO

YEAR	2019	2020	2025	2030
Unicorporate Population Projection	199,443	206,717	228,580	248,824
Ratio Per 1,000 Citizens based on projected LEO budget request	1.48	1.55	1.72	1.72
No. of LEOs needed to reach and maintain 1.72 ratio	296	321	394	428
Anticipated LEO budget request		25	73	34
No. of LEOs needed to reach 1.72 state average	343	355	394	428
No. of LEOs below state average based on estimated population	47	34	0	0

FINANCE 2019 GOALS INCLUDE

- Implement electronic timekeeping software
- Streamline the agency's procurement process
- Train members throughout the agency in continuous improvement, strategic planning methods, purchasing practices and budgeting

FISCAL SECTION

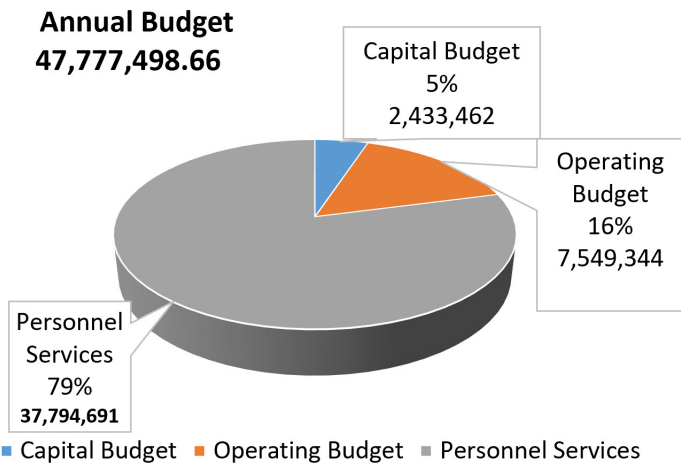
The Fiscal Section is defined by two units, Accounting and Payroll. The Payroll Unit is comprised of two members that process payroll for over 600 full and part-time employees. Payroll expenditures account for approximately 79% of the annual budget. Milestones for 2018 include implementing a new 520 division comprised of School Resource Officers (SRO). Added accountability includes meticulous tracking of time and salary information for our Victim Advocate, funding for this position is provided by the state VOCA Grant. Additionally, payroll manages the reimbursement of salaries for four personnel that are partially funded by Inmate Welfare. The Payroll Unit, in coordination with the Information Technology Section, is actively evaluating timekeeping software to incorporate electronic time sheets that will interface with the agency financial software. Additional duties include quarterly audits to ensure accurate reporting of Florida Retirement System (FRS) monies, specialty and incentive pay. One of our favorite payroll deductions is the Beards and Dress-down application. Fifty percent of this deduction funds the Clay County Sheriff's Office Humanitarian Fund which directly benefits agency personnel. The member gets the opportunity to choose one of ten approved charities for the other half of the deduction. In 2018, contributions were made to the following Clay County organizations:

David White Memorial Foundation	\$2,085
Police Athletic League	\$1,274
Food Pantry of Green Cove Springs	\$619
Friends of Clay County Animals	\$619
Quigley House	\$619
Explorers Post	\$478
PACE Center for Girls	\$478
Special Olympics	\$478
Florida Sheriffs Youth Ranch	\$239
North Florida Camp Cadet	\$239

ACCOUNTING UNIT

The Accounting Unit is comprised of five members that process accounts payable, accounts receivable, cash management and budgeting. For 2018, the Accounting Unit processed 1,027 deposits, and 8,929 invoices for payment. To date, there are sixteen general and special revenue funds managed by the unit. A new fund was added in FY 2017-18, fund 305 Capital Improvement Program (CIP). CIP was introduced to track capital items valued at over \$1000 and have an expected useful life of at least 60 months.

This was the first year that CCSO was tasked with the processing and distribution of over \$300,000 into employee Health Savings Accounts. Additional tasks included tracking federal and state grants, and processing funds allocated for training and implementation for the new Guardian program to protect our children in public schools. The agency’s budget by division is represented by three sections, personnel services, expenses and capital.



Our holiday memories for 2018 include creating treat bags for our patrol deputies and communication center at Christmas. It was the department’s way of saying thank you to those who “stand the watch” while we are home with family and loved ones. It was also our honor to participate in the 904Secret Santa. It was very rewarding to see the happiness on the faces of the citizens of Clay County when we presented them with a \$100 gift card.



PURCHASING SECTION

The mission of the Purchasing Section is to enhance the quality of life of the citizens of Clay County by procuring high quality products, services, and innovative solutions that are cost effective and add value to daily Sheriff’s Office operations. The staff ensure compliance with purchasing policies, state statutes, and ethical standards while fulfilling agency requirements. They research product pricing, evaluate and process requisitions for purchases, prepare Requests for Proposals (RFP) for larger purchases, maintain contracts for services and handle travel arrangements for members.

The Purchasing Section processed approximately 2,312 purchase orders which resulted in procuring over four million dollars’ worth of products, goods, materials, and services in FY 2017-2018. There were 11 RFPs prepared and approximately 56 maintenance or service agreements were prepared and entered into or renewed during this year. The RFP for Jail Food Services at the Clay County Jail Facility will result in a potential savings of \$180,000 to the Clay County Sheriff’s Office. The Purchasing Section is responsible for conducting quarterly and annual supply audits as well as annual inventory for the Fleet Unit, the Radio Unit and the Armory. This unit also completed an annual review of and issued the approval of 42 sole source vendor requests.

There were 287 hotel arrangements made for members travelling for training and transport purposes. Members ensured the room sharing policy was adhered to which resulted in an approximate savings of \$23,000 to the CCSO.

A Rapid Improvement Event was conducted to streamline our Travel/Training process. In addition, members of the Purchasing Section attended an Introduction to Continuous Improvement training class and will be utilizing lean methods of organization within their work areas. The 2nd annual “Doing Business with Clay County” event resulted in the acquisition of new vendor contacts for future purchases.

The Purchasing Section continues to review and implement changes to the purchasing policy to ensure the CCSO adheres to current procurement standards and state guidelines. It is the goal of the Purchasing Section to facilitate training with members of the agency to streamline the procurement process and expedite the transition from requisition to purchase order as well as informing them on how to shop state contracts and ensure the Sheriff’s Office receives the best price for services/goods. A master vendor list will also be developed for use by agency members when procuring services and goods.



TOP 5 EXPENSES

Inmate Medical/Dental Prof Svc	\$871,821
License & Support	\$789,009
Motor Fuel & Lubricants	\$796,883
Inmate Food Service	\$517,768
Liability Insurance	\$501,148

STRATEGIC
PLANNING SECTION

New to Finance is the Strategic Planning Section, comprised of Planning and Research and Continuous Improvement.

In 2018, Planning and Research was responsible for implementing a new method of strategic planning throughout the agency, one that requires each department to establish goals and objectives and measure their progress throughout the year. One technique introduced was the use of a SWOT Analysis, where members of each department came together to assess their current state by identifying their strengths, weaknesses, opportunities, and threats. Through such analysis, we are not only able to establish goals and initiatives, but also identify potential projects for continuous improvement. This proactive approach to planning is intended to guide the agency towards its established vision.

Another task of our Strategic Planning Section is to research and apply for grants on behalf of the agency. Grant funds supplement the agency's budgetary allowance and allow for equipment and initiatives that may otherwise go unfunded. In 2018, grants were utilized to upgrade equipment, fund the Guardian Program within our schools, and provide victim services among other things. These members also work to process and submit FEMA reimbursements for overtime and equipment costs in response to the hurricanes. Last year the agency was awarded over \$425,000 in grant funds and FEMA reimbursements. In addition, we received a grant from the NRA that provided us two Eddie the Eagle costumes valued at \$5,600.00 for use in promoting gun safety to the children in our community.

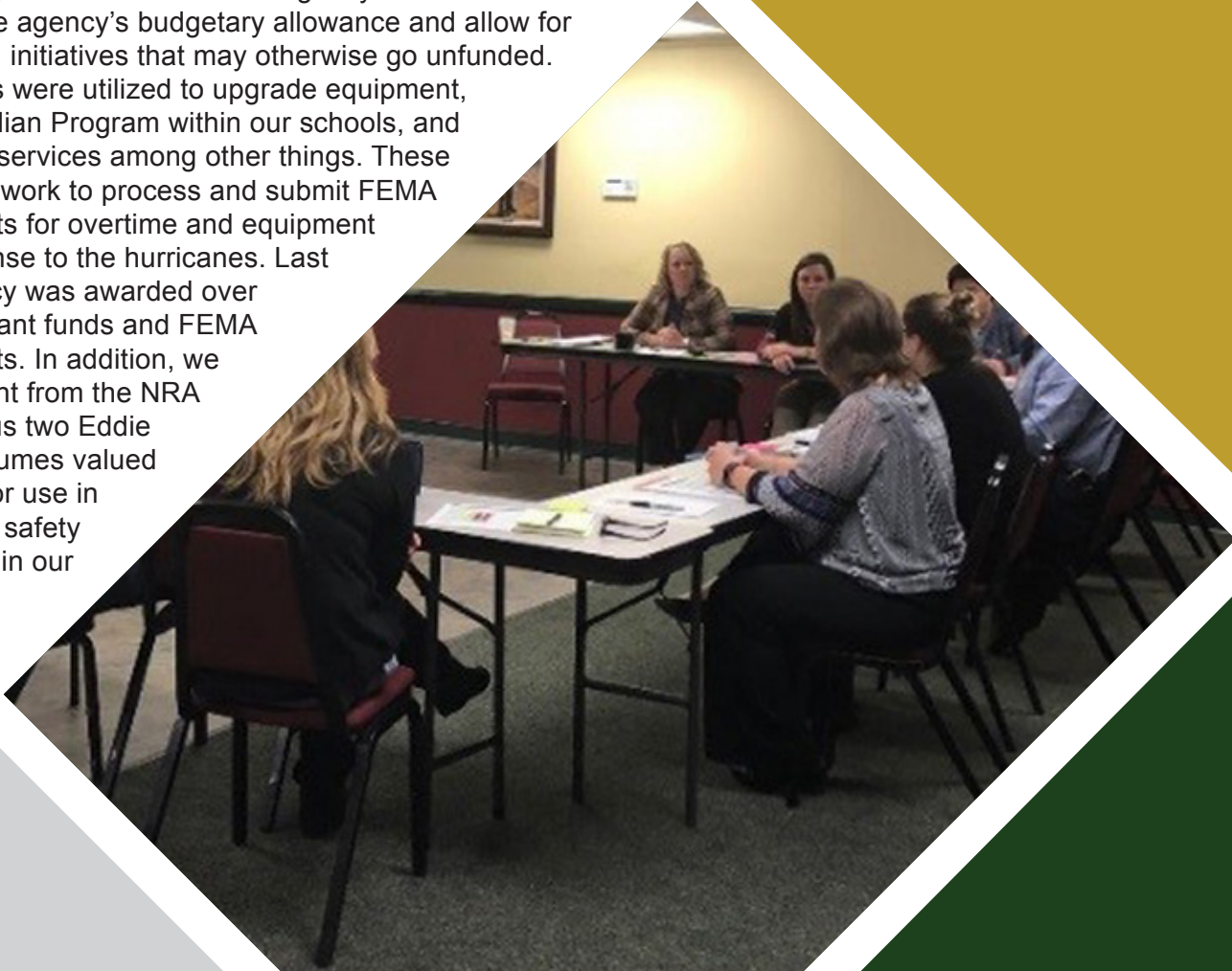
2018 AWARDED GRAND FUNDS	
Wal-Mart Foundation	\$1,500
Teen Driver Challenge	\$2,000
State Criminal Alien Assistance Program	\$12,581
Bulletproof Vest Partnership	\$27,143
Edward Byrne Memorial JAG Grant - 2018 Local Solicitation	\$33, 866
Edward Byrne Memorial JAG Grant - 2017 Local Solicitation	\$36,287
Victims of Crime Act (VOCA)	\$50,492
Coach Aaron Feis Guardian Program	\$87,797
FEMA Reimbursement - Hurricant Matthew Costs	\$177,360
TOTAL GRANT FUNDS	\$429,026
NRA	Eddie the Eagle Costumes

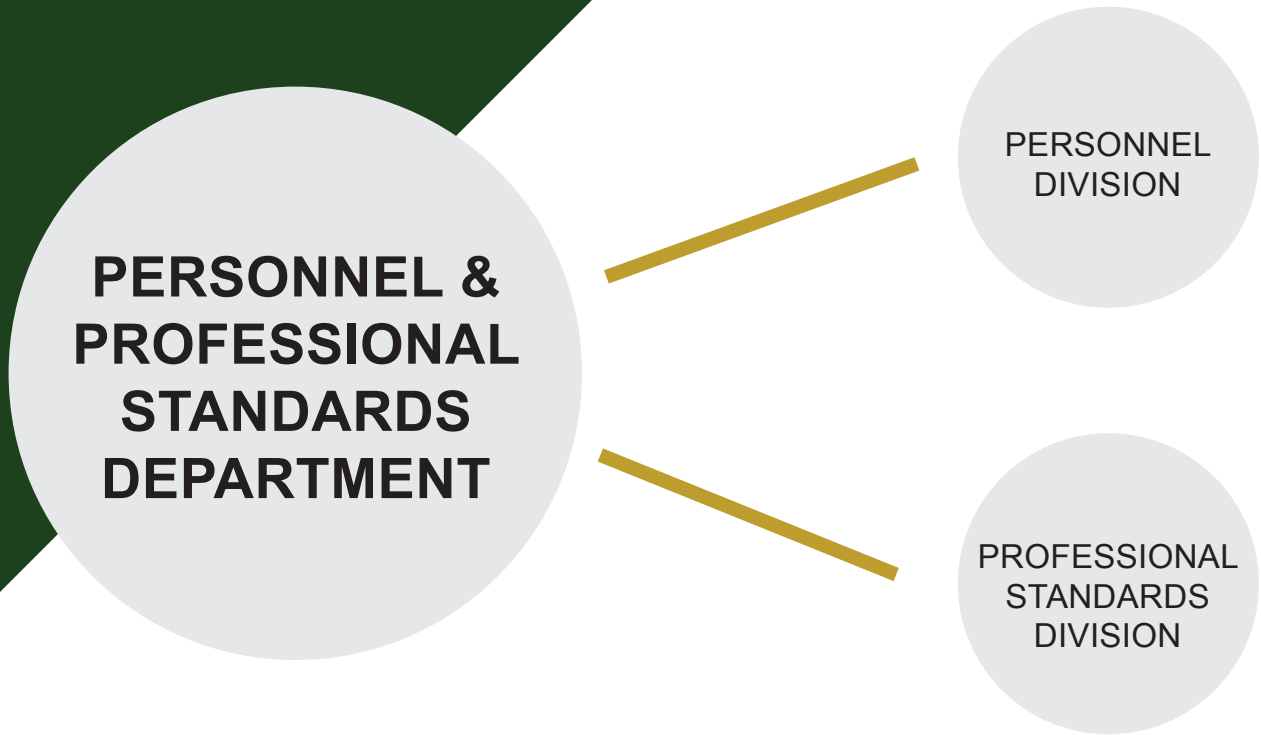
Always striving for continuous improvement is at the core of the Continuous Improvement section of Strategic Planning. The Clay County Sheriff's Office is one of only a few law enforcement agencies in Florida that have implemented Continuous Improvement in their agencies. This past year, the main focus was on training all members of the agency in the basic methodology of the Lean philosophy, which is a systematic approach to streamlining processes and eliminating waste. There were 547 members in 2018 who went through the hands-on Introduction to Continuous Improvement class to learn how to use Lean methods in their everyday work.

The Clay County Sheriff's Office became members of the Jacksonville Lean Consortium, a non-profit organization in Jacksonville which offers training, networking and coaching in Lean methodology. Select members participated in the Jax Lean's Introduction to Lean Facilitation course that will result in a Lean Facilitator certification for the participants. Certified Lean facilitators will enable the agency to continue to make efficient and quality service a priority for its members and the community.

The CCSO Innovation Program encourages members of the agency to voice their ideas for improvement that could benefit the agency and/or community. Any agency member can suggest an idea stating the problem, solution and benefits. The following are a few examples of Continuous Improvement projects or CCSO Innovation Program suggestions that were implemented in 2018:

- 1. Streamline Check-Out/Separation Process
- 2. Obtain additional magazines for the Motor Unit
- 3. Streamline Arrest/booking process
- 4. 7S Workplace Organization of the Maintenance division





THE PERSONNEL DIVISION

The Personnel Division is comprised of the Human Resources Section, Employee Relations Section and the Professional Oversight Section. Human Resources’ primary responsibility is the recruitment, selection and hiring of personnel to meet our agency’s ever-changing needs. In addition, they are responsible for member benefits and management of personnel records. Employee Relations is responsible for the coordination of our Volunteers in Police Service program (VIPS), the safety and wellness of our agencies members, and the member recognition program. The Professional Oversight component of this division is responsible for all matters relating to administrative inquires and internal affairs investigations, as well as pre-employment background investigations and polygraph examinations.

The Human Resources Section processed over 600 applications and hired 125 new employees. Of the 125 new employees, 54 were sworn officers—all of the new hire paperwork is audited by FDLE—all files were 100% correct—thus, comment free audits for 2018. Additionally, they processed 13 new volunteers, 16 teen explorers and 33 school guardians. The school guardian program started with us processing a number of sworn applicants for school resource officer positions. When the funding levels changed, the decision was made to hire civilians as guardians. While the school board hired these individuals, we conducted the initial background investigations to include a vocational/psychological exam, drug test, criminal history and verification of a concealed weapons permit.

Human Resources also oversees all employee files, employee benefits, workers’ compensation, and drug screening.

The below information compares the 2018 calendar year changes with the prior year. During 2018, 108 employees separated from the agency—40 sworn and 68 civilians. 15 of the 40 sworn members retired during the year, five (5) left for employment with other law enforcement agencies and higher pay, the others resigned for various personal reasons. 23 of the 68 civilians were Public Safety Telecommunicators—of these, eight (8) of them went to NAS Jacksonville, as their PST starting pay is about \$10,000 higher than the Clay County Sheriff’s Office starting salary.

SEPARATIONS

2018						2017				
	Resigned	Retired	Terminated	Deceased	TOTALS	Resigned	Retired	Terminated	Deceased	TOTALS
Sworn Law Enforcement Officers	12	11		1	24	15	10	1	1	27
Sworn Detention Deputy's	6	4	3		13	7	4	1		12
Part Time Law Enforcement Officers	3				3	2				2
Civilians	40	4	2		46	25	3	2		30
Part Time Civilians	20	2			22	13	1			14
TOTALS	81	21	5	1	108	62	18	4	1	85

NEW HIRES

	2018	TOTALS	2017	TOTALS
Sworn Law Enforcement Officers	39	39	30	30
Sworn Detention Deputy's	15	15	24	24
Part Time Law Enforcement Officers	1	1	0	0
Civilians	50	50	33	33
Part Time Civilians	20	20	18	18
TOTALS		125		105

APPLICATIONS

	2018	TOTALS	2017	TOTALS
Sworn Law Enforcement Officers	131	131	165	165
Sworn Detention Deputy	40	40	90	90
Civilians	448	448	467	467
TOTALS		619		722

Human Resources expanded their recruiting efforts utilizing several social media platforms as well as participating in a number of recruiting events during the year. Some of the events included the career day event at the Florida Youth Challenge Academy, the Clay County 2nd Annual Veterans Appreciation Day, the NAS Jacksonville military hiring event and the 3rd annual Florida Historically Black Colleges & Universities Law Enforcement Career Symposium (held at Bethune-Cookman University).

Our Employee Relations Section held three big events during 2018. This included the annual CCSO Family Day, held at Gold Head State Park in June, the Bring Your Kids to Work Day, held in our Green Cove Springs and Orange Park offices in August, and our Annual CCSO Christmas party that was held at Lake Asbury Junior High School in December. Santa even made a surprise visit and had goodies for all of the children in attendance. Additionally, our Employee Relations members hosted two retiree breakfasts to recognize the hard work and dedication of several of our members who retired during the year. They also launched a bi-monthly newsletter and created a leadership library. They sponsored a food drive in October to help the Food Pantry in Green Cove Springs.



Our Volunteers in Police Services Program (VIPS), expanded their troops to a total of 63 volunteers. These 63 VIPS provided 6,568 hours of service to the sheriff's office. Using the state value of \$23.33 per hour, our VIPS saved taxpayers over \$150,000! VIPS represented/assisted the sheriff's office at such events as the Clay Electric annual member's luncheon, the Clay County Fair, the Freedom Festival and the Bluegrass Festival. VIPS also worked the Sheriff's Office Explorers Delegates meeting attended by explorers and advisors from throughout the state of Florida, the trunk or treat event, and the PAL ride to honor fallen deputy Ben Zirbel. Additionally, our VIPS are busy in our offices assisting with office functions like scanning and filing, helping with the mail distribution to our other office locations and assisting with a safety fair event that was coordinated by our Community Affairs Section.

Safety/Wellness falls under the Employee Relations umbrella as well—they hosted a health screening event for all members in March. In November, they partnered with Kingsley Chiropractic to provide body scans to members to assess stress points for possible treatment. Safety/Wellness also made it convenient for members by coordinating with CVS for flu shots.

The Professional Oversight Section is comprised of three (3) units, Internal Affairs, Background Investigations and Polygraph Examinations.

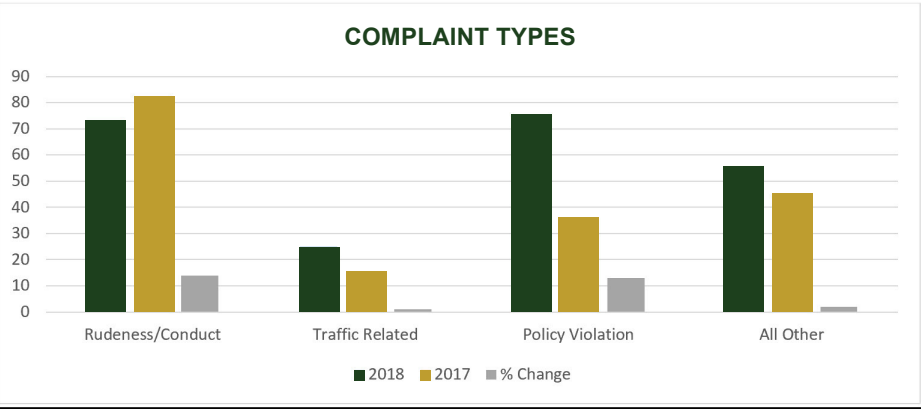
The Internal Affairs Unit is responsible for the coordination of all matters relating to the administrative inquiries process and internal affairs investigations. Their duties include complaint assignment and resolution, internal investigations, disciplinary actions, applicant background investigations, pre-employment/ criminal polygraph examinations, bias-based profiling review, and traffic citation statistics.

COMPLAINTS

It is the policy of the sheriff's office to accept all complaints. Through investigation some of the complaints are unfounded. Not all complaints received warrant a formal investigation; however, at a minimum they are still reviewed through a Supervisory Inquiry. The data below reflects all of the complaints received.

RECORDED COMPLAINTS FOR	2018	2017
Rudeness/Conduct	73	82
Traffic Related	25	15
Policy Violations	75	36
All Other	55	45
TOTAL	228	178





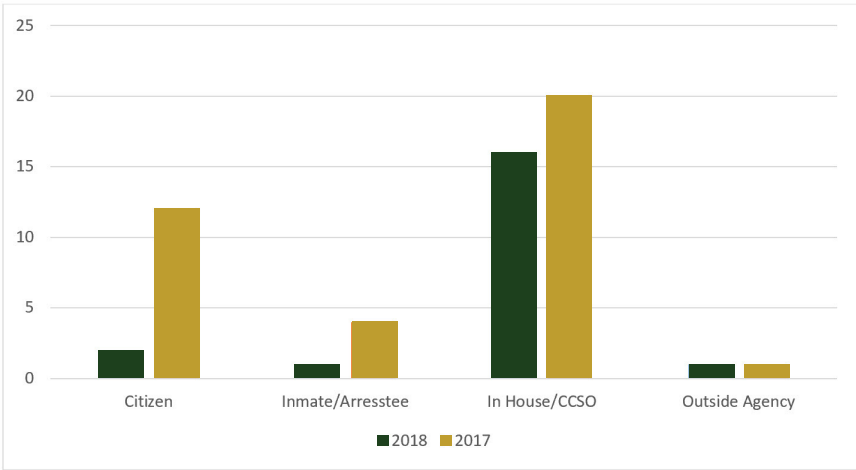
- % Rudeness/Conduct down to 32% compared to 46% in 2017
- % Traffic Related down to 11% compared to 12% in 2017
- % Policy Violations up to 33% compared to 20% in 2017
- % All Other up to 24% compared to 22% in 2017

ADMINISTRATIVE INQUIRIES

An administrative inquiry is defined as a serious complaint against an agency member that is formal in nature, an allegation of misconduct serious enough to warrant a complete and thorough internal affairs investigation. The information detailed below highlights the source of these allegations as well as the final disposition.

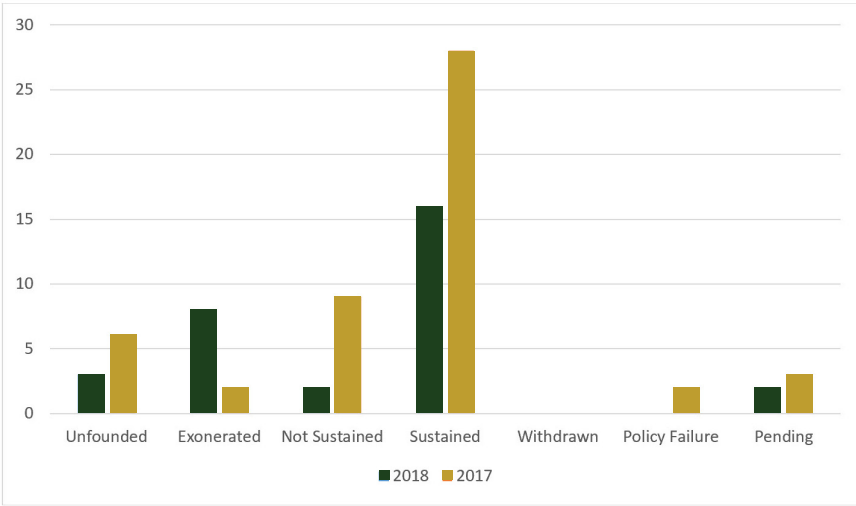
ORIGIN OF FORMAL COMPLAINTS

	2018	2017
Citizen	2	12
Inmate/Arrestee	1	4
In House/CCSO	16	20
Outside Agency	1	1
TOTAL	20	37



DISPOSITIONS OF ADMINISTRATIVE INQUIRES

	2018	2017
Unfounded	3	6
Exonerated	8	2
Not Sustained	2	9
Sustained	16	28
Withdrawn	0	0
Policy Failure	0	2
Pending	2	3
TOTAL	31	49



Note: The number of dispositions are higher than the total number of inquiries due to multiple members being involved in the same incident.

DISCIPLINARY ACTIONS FROM SUSTAINED ADMINISTRATIVE INQUIRIES

	2018	2017
Terminated	3	3
Resigned	4	7
Suspended	4	8
Written Reprimand	5	9
Education-Based Discipline	0	1
Demotion	0	0
Formal Counseling	3	1
Uniform Traffic Citation	0	0
Retraining	0	1
Discipline Pending	2	4
TOTAL	22	34

PERSONNEL EARLY WARNING SYSTEM

A comprehensive personnel early warning system is an essential component of a well-managed law enforcement agency. The Early Warning System (EWS) is a comprehensive review of several categories tracked within the agency. The categories which are reviewed and can trigger the EWS are Administrative Inquires, Supervisor Inquires, Use of Force incidents, Vehicle Damage/ Pursuits/ Crashes, and Injuries on duty. The purpose of routinely tracking these categories is to provide supervisors an early indicator of a possible struggling and or problem employee. 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 accomplish the mission. The Personnel Early Warning System is only one component in the overall management of member performance, which also includes continual and effective direction and supervision by both managers and supervisors.

- Early Warning System Triggers: 22
- 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. Any person may file a complaint with the agency if they believe they have been a victim of bias-based profiling.

- Total Bias-Based Profiling Complaints: 4
- Sustained Bias-Based Profiling Complaints: 0
- Not Sustained Bias-Based Profiling Complaints: 4
- Unfounded Bias-Based Profiling Complaints: 0

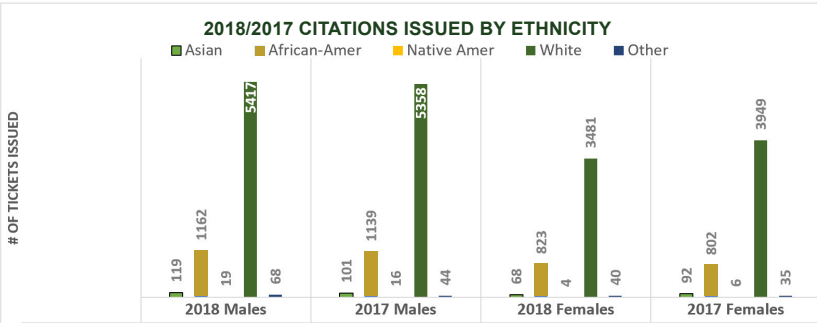
TRAFFIC CITATIONS

As part of the Clay County Sheriff’s Office Annual Review, an audit and analysis of traffic stops and citations is conducted to identify trends, patterns and other concerns related to bias based profiling.

DISCIPLINARY ACTIONS FROM SUSTAINED ADMINISTRATIVE INQUIRIES

ETHNICITY	# ISSUED CITATIONS	% TOTAL	% POPULATION
Asian American Females	68	.607%	
Asian American Males	119	1.062%	
Total Asian American	187	1.669%	3.2%
African American Females	823	7.35%	
African American Males	1162	10.37%	
Total African American	1985	17.72%	11.8%
Native American Females	4	.036%	
Native American Males	19	.170%	
Total Native American	23	.206%	.5%
Caucasian Females	3481	31.08%	
Caucasian Males	5417	48.36%	
Total Caucasian	8898	79.44%	72.9%
Other Females	40	.357%	
Other Males	68	.607%	
Total Other	108	.964%	11.6%
TOTAL CITATIONS	11,201		

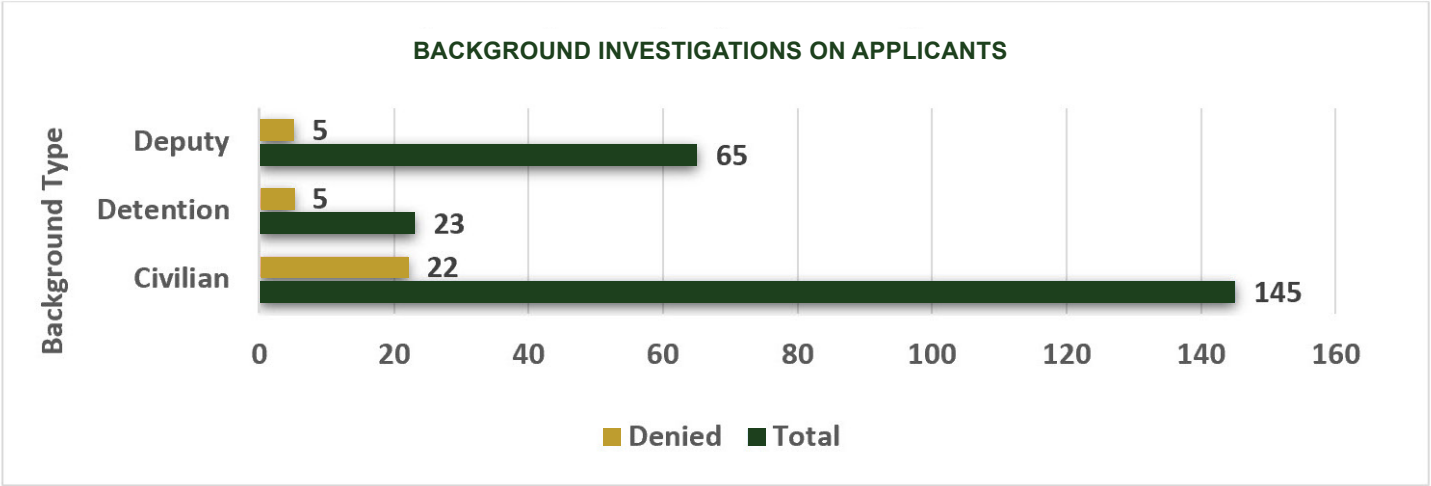
	2018	2017
Asian American	1.669%	1.644%
African American	17.72%	16.53%
Native American	.206%	.187%
Caucasian American	79.44%	79.29%
Other	.964%	.673%



BACKGROUND INVESTIGATIONS

The Clay County Sheriff’s Office conducts a background investigation on each eligible employment applicant. A background investigation consists of running criminal history checks, previous employment checks, military service history, driver’s license checks, neighborhood canvasses, personal reference interviews, and polygraph examinations.

BACKGROUNDS	TOTAL	DENIED DUE TO POLYGRAPH/BACKGROUND
Civilian	145	22
Detention	23	5
Deputy	65	5
TOTAL	233	32



OTHER BACKGROUNDS CONDUCTED	TOTAL	DENIED
Sheriff’s NET	180	9
Citizen’s Academy	35	3
TOTAL	215	

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.

CITIZEN’S ACADEMY: The program is designed to provide the public with a working knowledge of the mission, operations, policies and personnel of the Clay County Sheriff’s Office. The goals of the academy are to create trust and understanding between the sheriff’s office and the citizens of our county. The academy also provides a productive outlet for the mutual sharing of information and concerns in order to further our shared goal of a safer Clay County.

POLYGRAPHS

It is the policy of the Clay County Sheriff’s Office to use the polygraph as a tool in criminal investigations and to be a requirement of the pre-employment process. The Clay County Sheriff’s Office is APA (American Polygraph Association) certified, and stays current with the latest trends and technology of Polygraph testing.

• Pre-employment Polygraphs	166
• Criminal Polygraphs	15
• Criminal Polygraph Cancel/No Show	40
• Total Polygraphs	181

THE PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division is comprised of a Directive Specialist, the Compliance Unit, and the Training Section. The Training Section is responsible for the development, coordination, and implementation of all training programs for agency members. Additionally, the Training Section is entrusted with maintaining all agency member’s training records. The Compliance Unit is responsible for all accreditation related activities necessary to maintain our agency accreditation with the Commission of Florida Law Enforcement Accreditation and the Florida Correctional Accreditation Commission. Additionally, in 2018, a Communications Compliance Coordinator was added to the ranks of this unit. Our agency is taking the necessary steps to become accredited by the Florida Tele-Communicator Accreditation Commission in 2019. This will be the first time our Communications Section has ever attempted to become accredited. When we accomplish this goal, our agency will be one of (9) nine agencies to achieve this status.

THE DIRECTIVE SPECIALIST: is responsible for the maintenance and organization of the agency’s documents and forms. This member maintains the Directive Management System (DMS) distribution groups, policies and the posting of forms for member access. During the calendar year 2018, our directive specialist completed the following tasks:

- Forms actions = 68
- Forms deleted = 4
- New forms = 22
- All GO’s, (74); SOP’s (224); and Post Orders (12); have been reviewed for the year

THE COMPLIANCE UNIT: is responsible for ensuring all 581 accreditation standards for Operations, Communications and Detention are within compliance with the Commission for Florida Law Enforcement Accreditation Commission (CFA), Florida Corrections Accreditation Commission (FCAC) and Florida Telecommunication Accreditation Commission (FLA-TAC). This unit is staffed with a sergeant and three compliance coordinators.

The agency received its reaccreditation as an Excelsior agency with the Florida Corrections Accreditation Commission in March of 2018. The agency is currently preparing for the Communication Section’s initial accreditation onsite in March of 2019. The unit has completed 15 staff inspections for the various sections within the agency. The members have embraced the inspections as a means to ensure excellence within their area of responsibility.



THE TRAINING SECTION: is staffed by a lieutenant, a civilian staff assistant, two sergeants, one civilian and three sworn training coordinators. All training is documented and recorded to individual training records. The training section monitors individual training records to ensure all mandatory training and retraining requirements are met and individual state certifications are maintained.

In January 2018, the training staff developed a motto or philosophy to focus our activities for the future. Mutually agreed upon was a simple question we ask ourselves as we prepare or instruct training courses. The question is “Are we improving our members, or are we just checking boxes? With a team oriented goal of improving agency members, the training section began focusing on key training needs. Areas of focus in 2018 included; character, customer service, leadership, mental health, continuous improvement, defensive driving, defensive tactics, active shooter and firearms. The focus placed on these training needs was in addition to training required by statute, policy or accreditation standards. Below describes the impact this focus had on the identified areas.

LEADERSHIP

Agency members attended 5,258 hours of leadership training in 2018. This was an increase of 54.9% over 2017. The two advanced leadership courses hosted by CCSO in 2018 were, Police Dynamics and the FBI LEEDA 412th Supervisor Leadership Institute. All sworn and civilian management attended retreats where leadership was the main focus. The Training Section developed and facilitated extensive in-service training for all newly promoted supervisors.

MENTAL HEALTH

In 2018, mental health training increased by 61.4% or 4,331 hours. This increase was accomplished through establishing partnerships within the community. The Training Section consulted with the Florida Sheriff’s Association, Jacksonville and Saint John’s County Sheriff’s Offices to develop a 40 hour in-house Crisis Intervention Team (CIT) training course. The course follows the state advanced training syllabus for crisis intervention and adds guest presenters from local mental health organizations to include:

- The Department of Children and Families
- Clay Behavioral
- Pace Center for Girls
- Lutheran Services of Florida
- National Alliance on Mental Health (NAMI)
- Students with Emotional/Behavioral Disabilities (SEDNET)
- Kids First
- Mental Health Resource Center (MHRC)
- Orange Park Medical Center
- Quigley House

The CIT course is now part of our new hire orientation and is open to all agency members as class size permits. In 2018, seventy-six sworn members received this training. Additionally, Lutheran Services of Florida agreed to certify all agency civilian personnel in Mental Health First Aid at no cost. This eight-hour course will be taught monthly until all current civilian employees are certified. The first course was provided in December 2018 with twenty-five members being certified.

CONTINUOUS IMPROVEMENT

Continuous Improvement (CI) training is new to the agency and no historical data is available for comparison. The Introduction to Continuous Improvement class focuses on Lean methodology and problem solving in complex systems to assist members with the implementation of Lean in their everyday work processes. Lean refers to maximizing customer value and minimizing the areas of waste in processes; creating enhanced customer satisfaction and less wasted resources. Members were introduced to the 5 Principles of Lean, 7S Workplace Organization, the 8 Wastes and Lean behaviors through team exercises, simulations, discussion and lecture. Applying Lean methods enables members to have productive, efficient and streamlined work processes that provides agency-wide efficiency. The Continuous Improvement Coordinator presented 2,270.5 hours of CI training in 2018. This course has also been incorporated into the new hire orientation.

FIREARMS TRAINING

Documented firearms training decreased by 4.3% from 4,516 hours in 2017 to 4,323.5 hours in 2018. Firearms training is limited due to range availability. CCSO does not have a dedicated firearms range and currently utilizes a Florida Department of Corrections range in Bradford County. CCSO competes with other agencies for the limited availability of this range. In 2018, 2 week of CCSO range availability was consumed by school guardian training. To maximize our range time, efforts were made to improve training quality and maximize class size. For example, field force training was scheduled during an open range date and precision shooting drills were conducted. A patrol rifle course was developed and incorporated into the new hire orientation. Space in these courses are made available to all qualified members. Firearms training for detention members was enhanced by providing low light, tactical pistol/rifle and active shooter response to members of the Corrections Emergency Response Team (CERT) and bailiffs.

DRIVING

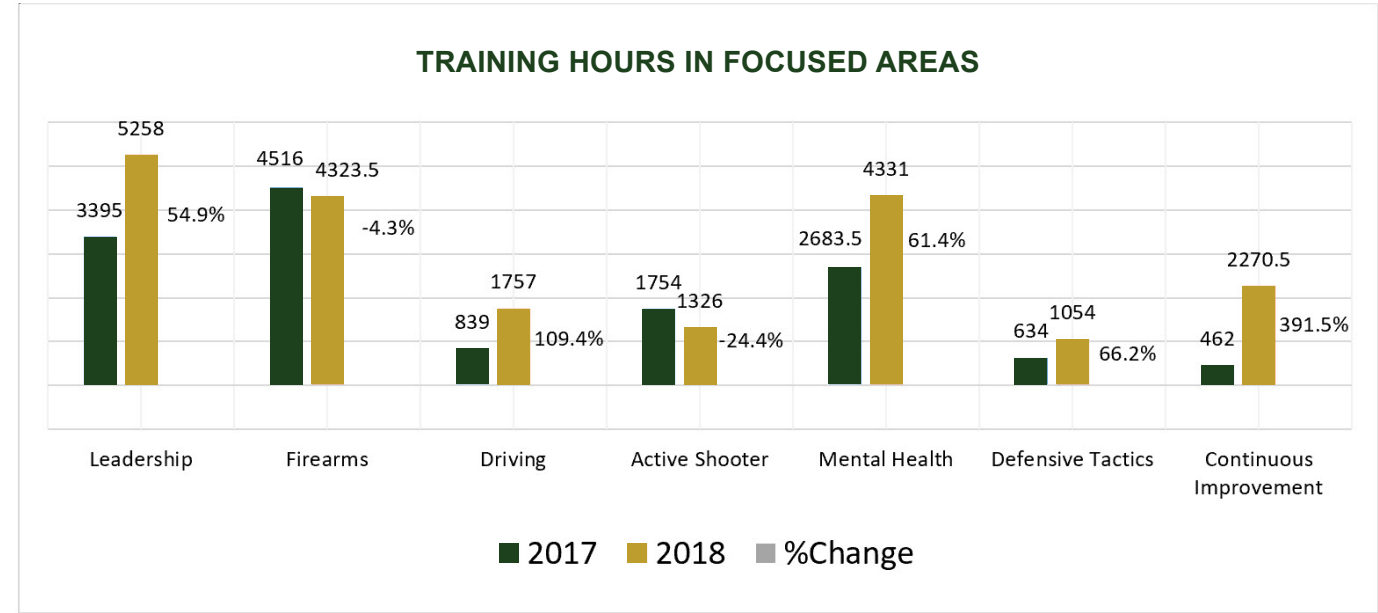
In 2018, driving training increased by 109.4% from 839 hours in 2017 to 1,757 hours in 2018. A new basic vehicle operator course was developed and offered to all newly hired members capable of utilizing a sheriff’s office vehicle. In addition to this course, all members authorized to operate an emergency vehicle must also complete a defensive driving course. The basic course is also utilized as remedial training for individuals directed by the agency Vehicle Damage Review Board. The Training Section began instructing the precision immobilization technique (PIT) in 2018 with 38 agency members being certified.

DEFENSIVE TACTICS

Defensive tactics training increased by 66.2% from 634 hours in 2017 to 1,054 hours in 2018. A defensive tactics course was included in detention in-service training. Additionally, an advanced defensive tactics course was conducted for detention CERT members.

ACTIVE SHOOTER

In 2017, an exterior active shooter course was added to law enforcement in-service training. In 2018, focus shifted to interior and particularly a school setting. School resource officers (SRO) attended two active shooter courses in 2018. The first was conducted at the firearms range and involved precision shooting drills. The second was a 2 day scenario based joint training course conducted with SROs from the Orange Park and Green Cove Springs police departments. Overall, active shooter training hours decreased by 24.4% from 1,754 hours in 2017 to 1,326 hours in 2018 for agency personnel. However, this does not include 909 hours of training provided to school guardians and 96 hours provided to municipal police departments by the training section. A 16-hour course was incorporated into the new hire orientation curriculum. Additionally, all civilian members received a presentation on active shooter response.



ADDITIONAL TRAINING HIGHLIGHTS FOR 2018

SCHOOL GUARDIAN PROGRAM

In March 2018, the Marjory Stoneman Douglas High School Public Safety Act (S.B. 7026) became law, mandating a school resource officer, school safety officer or school guardian in all district schools. The Training Section immediately began planning to prepare individuals for any of the possibilities. By the time a decision was made to utilize civilian school guardians, plans were well underway. Training courses were developed for the required 144 hours of firearms, legal, defensive tactics and diversity training. A training curriculum was in place by the time the district hired 33 individuals to fill the positions. In addition to statutory requirements, all guardians attended an active shooter scenario based course jointly with CCSO and municipality SROs. Upon completion of the training, 30 individuals were successful and appointed as school guardians in time for the beginning of the school year. In addition, all guardians completed two days of active shooter training alongside agency school resource officers.

SCHOOL SAFETY TRAINING COORDINATOR

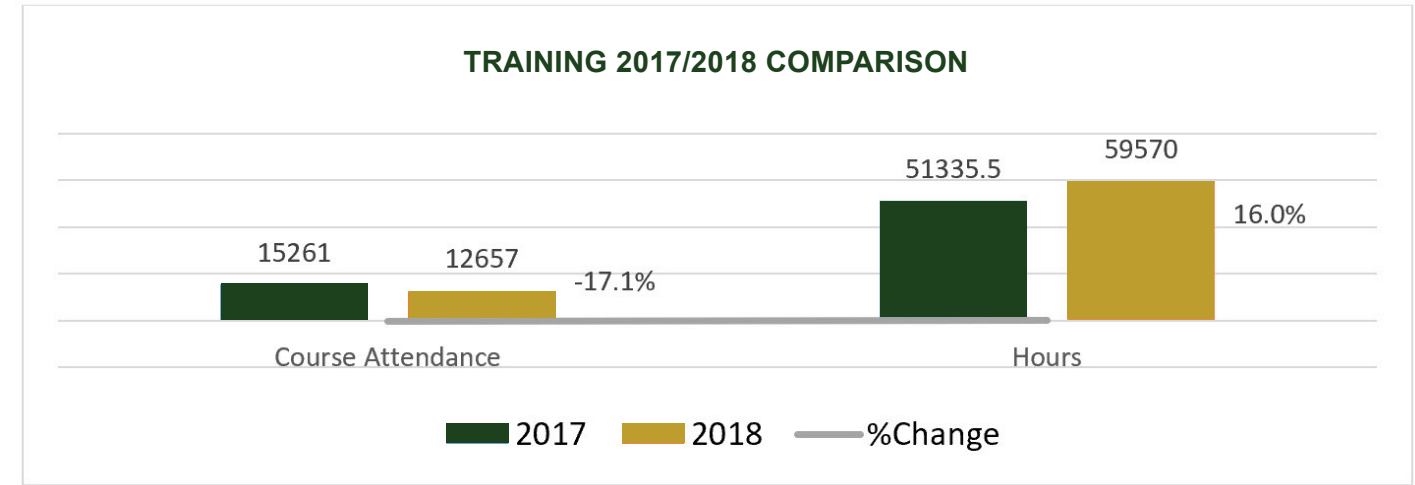
The Training Section gained an additional position as a result of S.B. 7026. The School Safety Training Coordinator is responsible for all guardian training required by statute. The coordinator oversaw the initial guardian training and was tasked with developing an active shooter situation training. The statue requires the active shooter training to be presented to all school employees and students at the beginning of the school year. The response to this requirement was to create a training video. The coordinator worked closely with school district personnel in creating a script. The video was created utilizing school district equipment and members of the police explorers as role players. The video was completed and presented on time. During the school year, the training coordinator conducts active shooter/lock-down drills at each district school and random school visits and guardian equipment inspections. In the first five months of the 2018 school year, the coordinator conducted 43 active shooter/lock-down drills, 320 school visits and 150 guardian inspections.

MAJOR INITIATIVES INVOLVEMENT

The Training Section supported the agency’s community engagement major initiatives by conducting firearms training simulator (FATs) and live fire demonstrations. These demonstrations were conducted for the Citizens’ Academy, Leadership Clay and during the Florida Sheriff’s Explorer Association Competition. Quarterly active shooter preparedness presentations were conducted for the general public. A partnership was developed with Holiday Inn on Wells Road who sponsored two of the events drawing 102 individuals from area businesses. A total of 237 individuals attended these presentations.

Additional Training Statistics

Overall, recorded training hours increased by 16.0% in 2018. Courses attended dropped by 2,585 courses (17.1%). The drop in attendance was mainly due to a mandate in 2017 for all agency members to complete Incident Command System (ICS) training, which inflated attendance for that year. Agency members completed 1,015 ICS courses and an additional 325 short online courses in 2017.

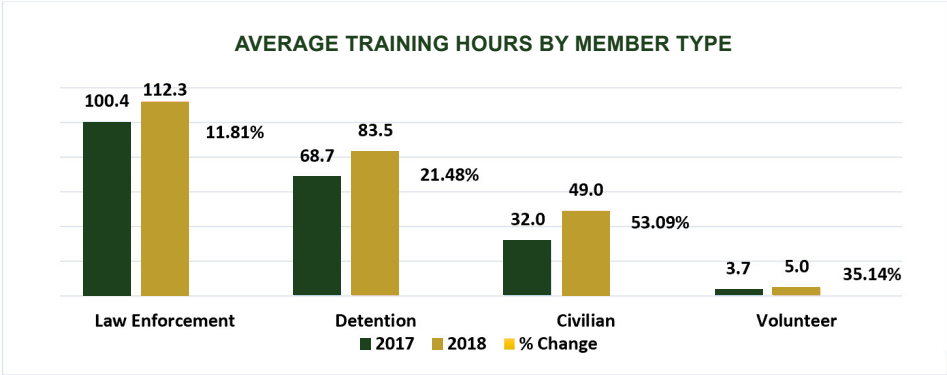


MEMBERS RECEIVE TRAINING CREDIT IN ONE OF THREE METHODS:

- Advanced Training - Training conducted by outside organizations with expertise in desired fields or required certifications to teach particular topics. There were 604 courses attended in 2018 for a total of 13,784 hours of training. This represents a 4.8% increase in course attendance and a 14.2% decrease in total hours. The decrease represents members taking courses with shorter training hours for each course.
- In-Service Training - Training conducted on site by agency instructors or individuals with extensive knowledge or experience on the subject being taught. There were 8,821 in-service courses attended providing 40,282 hours of training. Attendance was down by 8.01% however, longer and more detailed course curriculum resulted in an increase of 47.7% in hours of training received.

- Online Training – Online training are courses offered by federal, state, or other commercial sources. This also includes online courses created by the training section and presented on the agency’s Document Management System (DMS). In 2017, a mandate for agency members to complete online Incident Command System (ICS) courses inflated on-line training statistics. In 2017, online courses totaled 6,278 for 7,853.3 hours and covered 631 topics. ICS courses accounted for 927 courses and 2,822 hours of this training. In 2018, a total of 3,232 on-line courses were taken providing 5,504 hours of training. However, 1,060 individual topics were covered or a 67.9% increase.

Comparing training hours received by employee type, civilians saw the largest increase of 53.9%. This is attributed to continuous improvement, active shooter response and the Training Section expanding civilian new hire training.



FIELD TRAINING AND EVALUATION PROGRAM

There are currently four separate Field Training and Evaluation Programs (FTEP) operating within the agency. These include, law enforcement, detention, public safety assistant and public safety telecommunications. A total of 91 individuals participated in an FTEP during the year. At year end, 51 had successfully completed training, two failed, 28 were still in the program and 13 had resigned or were terminated.

RECRUITS	TRAINED	PASSED	RESIGNED/ TERMINATED	FAILED	IN PROCESS
Law Enforcement	43	23	1	0	19
Corrections	16	15	1	0	4
PST	22	4	10	2	5
PSA	10	9	1	0	0
TOTAL	91	51	13	2	28

THE ARMORY UNIT: is staffed with a single armorer. The armorer is responsible for the maintenance and strict inventory control of all agency firearms, less lethal weapons and ammunition. The armorer currently maintains 561 handguns, 340 rifles, 214 shotguns and 349 Tasers. The armory maintains a one year supply of ammunition for each firearm caliber. Below lists the ammunition consumed during 2018:

Weapons	Caliber	Rounds
Glock Pistol	.45 Duty	10,700*
Glock Pistol	.45 Training	95,500
Patrol Rifle	.223	58,424
Glock Pistol	.9mm	450
Sniper Rifle	.308	4,460
Shotgun	12ga	7,265

*In 2018, pistol duty ammunition was utilized for annual requalification as it is replaced every two years.

The Services Department is a support department for the entire agency, providing support such as; information technology, radio communication for deputies and customer service for our citizens, records custodian, fleet and radio service, civil process and building maintenance for all our facilities.

LOGISTIC/GENERAL SUPPORT DIVISION

Logistics/Support started 2018 on a positive note and rapidly improved. The Logistics area placed a massive amount of attention toward enhancing every area. Our focus was on operating efficiently and effectively. One example of this was our use of the government website which we were able to sell equipment that no longer met our needs, which resulted in earnings of \$10,000.00.

The preeminent focus of the Evidence Section is to receive, inventory, and process all confiscated evidence and found property.

In 2018, the Evidence Section replaced wooden shelving with steel shelving in the gun room. The new shelving has allowed for a single slot style system which helped control the inventory and organization of the guns by characterizing the guns by case numbers. Additionally, the Evidence Section replaced the lockers and refrigerator with a system that has built-in refrigerators, multiple sizes and types of lockers to conform to the accreditation standards.

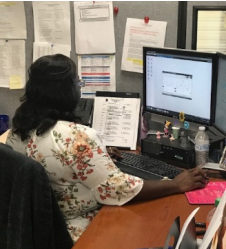
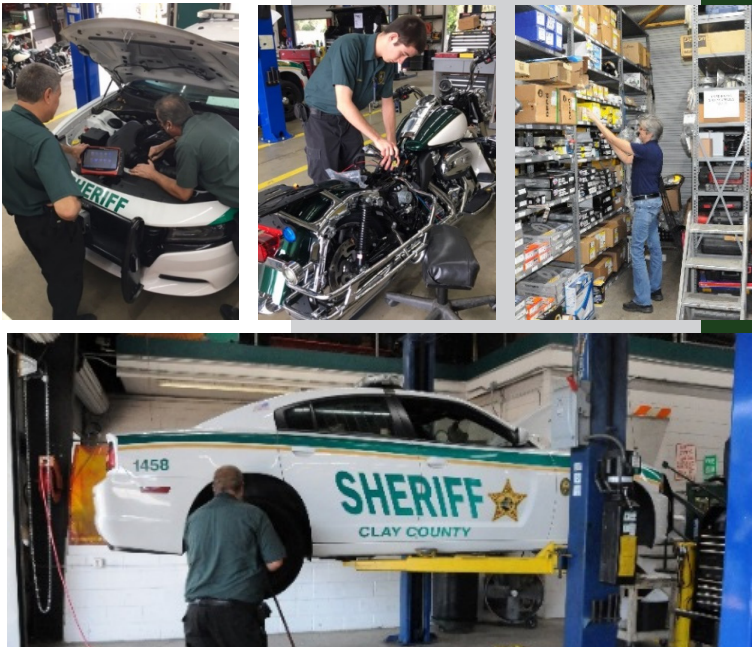
During this year the Crime Scene Technicians provided countless hours giving lectures and demonstrations to the scouts, community groups, and high schools. Over 509 bags of evidence, 50 latent prints, and 2,055 photos were processed. They also began their move of the crime lab to the David White Memorial Building where they will now be conducting their operations from.

With the completion of the new Motorola Radio System, we are now reaping the fruits of our labor. The radios have an in county 98% portable coverage rate, with 100% for the mobiles. Due to the capability of the Motorola radios, we were able to accomplish numerous key strategic initiatives to include operations with the Jacksonville Sheriff’s Office and a multi-county operation at Camp Blanding. The new enhanced communication system allowed our agency to clearly communicate with neighboring agencies through the design of the system. Additionally, the radio technicians were able to save time and money by designing a rifle rack in conjunction with the armory to secure the SWAT rifles.

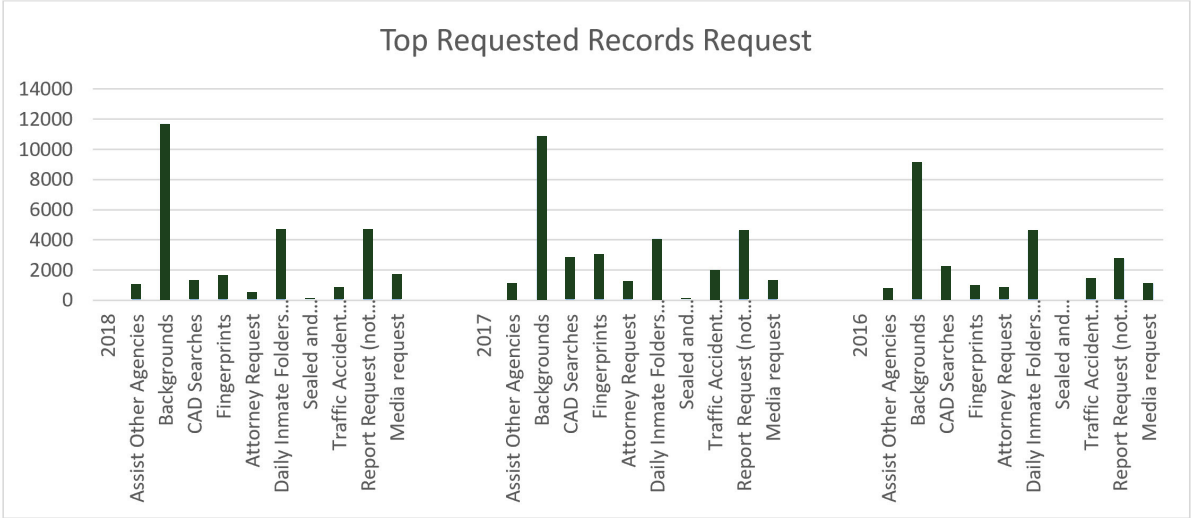


With the competition from the car dealerships revving up to get our business and their fixation on innovation in new vehicles, our fleet technicians concentrated their efforts in the area of technology to keep pace with the changes. Our technicians have completed a daunting ASE air conditioning test and raised their level of certification. Several technicians received awards for making improvements on Sheriff's Office equipment. Moreover, our fleet technicians serviced 1,675 vehicles, outfitted 15 trucks, 9 SUVs, and 10 Chargers.

The Supply facility was relocated to better support the needs of the agency. The upgrade has vastly improved our ability to stock shelves, allowed for better storage, streamlined issuance of equipment and supplies used frequently.



The CCSO Records Section consists of eight full time specialists and a front lobby receptionist. Records responsibilities consists of media requests, attorney's requests, IA requests, DCF and Kids First placement background requests, citizen requests for accidents, incident reports, CAD printouts, background checks, and requests for 911 calls, recorded interviews and photographs. Records also does fingerprinting, assists other agencies, and other units within the agency, along with data entry. The Records Section destroyed 4,095 cubic feet of records in 2018 to meet record retention laws. Currently, Records is working on scanning old inmate folders and fingerprint cards to move forward with the ongoing paperless project. In 2018, with the assistance of our volunteers, they have scanned and removed over 10,300 inmate files and 24,696 fingerprint cards. Records is currently assigned several volunteers who are doing an outstanding job helping with the scanning. Records is set up with three additional workstations and is in the process of acquiring three additional volunteers to assist with the scanning project. This section collected over 19,900 dollars in records request services.



The Building and Maintenance team handled several in house major projects, which yielded cost savings that helped facilitate completing other jobs, we would not have been able to do otherwise.

Maintenance projects included:

- Cyber Crimes office remodel
- Relocation and rebuild of new supply facility
- Middleburg substation briefing room remodel
- Jail kitchen hood remodel
- Repair and recoating of the roof on the 3rd floor offices
- Remodel of the jail staff dining room
- Constructed a new communications training room
- Installation of 4 split A/C units in the Communications Center

These are just some of the major projects completed, in addition to them we had others which included; painting offices, installation of gun safes, installation of public information monitors at all locations, retile the floors in evidence offices, build out the new crime lab at the David White Memorial building, along with daily cleaning and building request.

SUPPORT SERVICES DIVISION

Support Services includes; the Information Technology Section, Communications Section, Uniform Crime Reporting (UCR) Section, and the Civil Section. Within this division includes, but not limited to computer programming, information technology, public safety telecommunications, and uniform crime reporting. This division also oversees and serves civil process orders issued by the judicial branch of Clay County government.

The Information Technology Section has been involved in many high level projects throughout the year. We started off the year with installing and updating the data storage for the Cyber Crime Unit, installing and configuring a new DVR system for visitation, and upgrading over 100 laptop and desktop computers.

Our development team has been rolling out some great work through the year. The Clay County Sheriff's Office smart phone application to be used on iOS and Android platforms, allows the agency to keep the citizens of Clay County informed on current events. The photo submission application was developed to be used by members to electronically submit evidentiary photos and allow the storage cards to be returned to members in a timely manner. The continuous improvement web application was also designed for members to electronically submit agency improvement suggestions. We also began utilizing the online field training module with Patrol, Detention, and Communications in the training of new members.



Our server and networking team has also had an eventful year completing an agency firewall upgrade. The agency firewall acts as a protection between the public internet and the agency network, securing our data and systems. The team also assisted in installing and configuring the Automatic License Plate Reader hardware and application. The ALPR function will put the agency one step closer to achieving Sheriff Daniels goal of having a Real Time Crime Center and is to be used for investigative purposes. The server administrators completed the daunting task of upgrading our VMware infrastructure. VMware is our virtual server architecture which houses the vast majority of our systems and applications. They did an awesome job with minimal downtime for the agency.

With the Sheriff's rebranding initiative, we deployed numerous public information monitors. Our development team configured the application and hardware needed for managing and displaying the message board content. This has allowed for better communication with our own members and the citizens at all of our offices. We also deployed a uniform background image and ID card design for all members.

The entire Information Technology Section completed a conversion from our Avaya phone system to the new Cisco phone system. This was a large undertaking and involved every member of our team. Many worked day and night to make this transition as smooth as possible ensuring no loss of emergency 911 or critical safety communications was lost in transition.

In the upcoming year our team is looking forward to revising our process for project management and helpdesk tasking. This section has committed themselves to the pursuit of leveraging technology in the pursuit of Sheriff Daniels' top priorities of community engagement and crime reduction.

CCSO Public Safety Telecommunicators are professionals certified through the State Health Department and training is ongoing to better offer our community a professional and empathetic encounter. Communication Telecommunicators are the first point of contact with citizens when calling for any department's assistance. In 2018, Communications entered and dispatched 261,296 CAD (Computer Aided Dispatch) calls for service. They average approximately 5000 calls per month for helping the community. Communications answered 75,475 911 Calls and transferred 16,592 to our sister agency Clay County Fire and Rescue. Telecommunicators within the Communications Section attended numerous leadership and mental health safety classes in 2018 in their pursuit of providing the highest level of service to the citizens of Clay County. The Communications Section also worked with the training division in revamping the training received by new hired Telecommunicators. This has created an outstanding environment for untrained, uncertified members, to receive the training necessary to become certified as a Public Safety Telecommunicator.

The UCR Section 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. This section reviewed 29,005 reports in 2018. For a detailed breakdown of the state/county crime rate you can go to www.fdle.state.fl.us/FSAC/UCR-Reports.aspx

The Civil Section 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. The Civil Section processed 9,806 civil process papers in 2018. The deputies in the Civil Unit carry out the service of the majority of these that may include but not limited to protection orders, evictions, and writs of attachment. These deputies are often calming factor in these endeavors.



Increasing the positive perception the public has about the Clay County Sheriff's Office (CCSO) and expanding its forms of various communication platforms were of top priority. This year the Public Information Unit has literally reached millions of people throughout the United States, and several other countries worldwide, just through social media communications alone, and that is an effort our team is proud of.

At the start of 2018 our social media presence was good, with just over 26,000 Facebook followers, around 600 Instagram followers, nearly 3,000 Twitter followers, along with a following on YouTube, our website and the mobile application that was launched at the end of 2017.

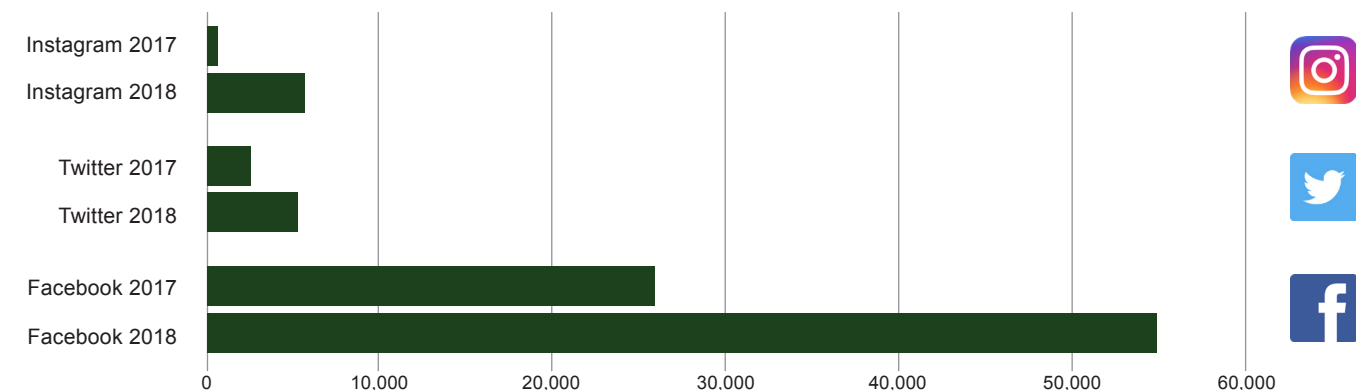
The aforementioned followers dramatically increased throughout 2018, as our online presence expanded through video production and new initiatives that Sheriff Daniels instituted. By the end of 2018 our social media presence had more than doubled in all areas – with some platforms seeing much larger percentages. We ended the year with over 55,000 Facebook followers, almost 6,000 followers on Instagram, 5,200 followers on Twitter and a huge increase on YouTube, our website and the mobile application. Over the year, we had millions of interactions, views and socialization from our online presence.

While our online communications were growing, our team was consistently attending educational courses to find best practices, new ideas and ways to continuously improve. Some of these courses included the Florida Law Enforcement Public Information conference, the FBI-LEEDA Master Public Information Officer's course – the first of its kind – several leadership academies and advanced ICS classes. The point of continued education in the role of public information is to provide our community with the best services available. We believe in selfless service for all and that is a difficult thing to provide without gleaning from others.

While building online communications and attending courses for education, the members of our Public Information Unit worked every day and many long nights with our local media, who we have built great relationships with. The teamwork amongst our members and the media market of Jacksonville has seen wonderful improvements, with their stations broadcasting positive stories weekly about our agency. When crisis hit hard in 2018 concerning several large incidents, including the tragic and unexpected death of one of our own members, our local media was a helpful source of information dissemination.

In closing, 2018 has been an impactful year for this unit. With everything above, the team has also been involved with distracted driving presentations, cyber safety events, Straight Talk forums and so many other initiatives linked to our Community Affairs Section. Internal messaging is progressing and the overwhelming support shown from CCSO members is proof enough. That combined with our online following increase, the kind remarks of many of our news directors and the unity amongst our other local public information representatives leads our agency to feel that we are on the right track.

2018 SOCIAL MEDIA INCREASE





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