



2019



ANNUAL REPORT

DEAR CLAY COUNTY RESIDENTS

Wow, what an amazing third year in office. As an agency, we have continued to grow and to put emphasis on our community engagement in addition to combating the war on drugs in our county. The dedication and support from this community is second to none and that helps us in doing our job of keeping you and your family safe.

Agency members and I really wanted to make 2019 a year to remember. Our community programs and outreach have been very well received and supported by this spectacular community. We conducted Walk in Wednesdays, Neighborhood Walks, Sheriff's NET meetings, Straight Talks at the schools, Silver Senior walks, the Teen Driver Challenge and so much more.

One of my goals was to build our public information team, and we made that goal a reality. We finished our in-house media room, an endeavor that has made our agency much more transparent and allows us to deliver the news directly to our county's residents. We shoot and produce weekly videos aimed to inform the public that include episodes like We Are CCSO, a podcast-type show that relays information about our agency to our citizens. We also produce quarterly budget updates, news releases, messages from the Sheriff, public service announcements, and investigation updates. Interviews with members on the front lines have shed light on what the day-to-day operations at the Sheriff's office entail. Our social media platforms have grown exponentially, reaching thousands of people in our county and beyond, allowing us to share on a large scale the work that the men and women of the Clay County Sheriff's Office do each day to make a difference in our county.

In the fall of 2019, our school resource officers were no longer in the schools, but that didn't stop our engagement with the students. Our deputies still conducted our youth programs, engaged with students on a regular basis, and were instrumental in the smooth transition with the newly founded school district police department. Our members were welcome and appreciated at various school functions, and were treated with nothing but cooperation and respect. We were able to serve students by doing Straight Talk sessions, Teen Citizen's Academy, several Teen Driver Challenge sessions and the Youth Leadership Academy, to name a few. We look forward to a continued relationship with the Clay County School District Police Department and the students.


Lastly, my main concern for Clay County is the narcotics-related crimes occurring in the county. It is imperative with the growth of the county that we stay ahead of crime. My team works tirelessly to eliminate drug activity from our neighborhoods. Their dedication to this mission is commendable, but what is more profound is the community's support of the agency. Our citizens have stood with us and said, "Not here!" Criminals always have options; we just won't tolerate their activity here.

As we look at 2020, and the continued growth, we remain vigilant on the law enforcement front, and will work with our county partners to make sure we stay ahead of crime in Clay County. Our quiet community is changing and we want to maintain our great quality of life as the growth occurs.

With a new year comes a new look for our agency. We've been working hard in 2019 to create a modern branding for the agency that will make its debut in 2020. We employ some of the most talented members and we will be able to complete most of the updates in-house as we phase out the old look. Stay tuned! I think you will love where we are going.

Our main focus has and will always be to follow 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 continued commitment to the CCSO and Clay County. Remember, it's our community, our county, our responsibility...we're all in this together.

Kindest regards,



DARRYL DANIELS | SHERIFF

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



MAJOR INITIATIVES CRIME REDUCTION | COMMUNITY ENGAGEMENT

OPERATIONS DEPARTMENT

The Operations Department of the Clay County Sheriff's Office is comprised of three separate divisions; Patrol, Special Operations and Detective Divisions. Together, these divisions account for the law enforcement element of our agency.



PATROL DIVISION

The Patrol Division consists of the Patrol and Community Affairs Sections. The primary responsibilities of this division are to be responsive to the needs of the community, seek out and engage those involved in criminal activity and to identify and address circumstances that could contribute to criminal activity.

PATROL SECTION

The Patrol Section is responsible for serving the 200,000 citizens dispersed over approximately 644 square miles that make up Clay County. The county is divided into 6 geographic zones with each zone further divided into subsectors; this most efficiently distributes resources and improves the quality of service to the citizens of Clay County.

In 2019, Patrol began expanding in community engagement efforts, redefined their relationship with Clay County Public Schools, formed community partnerships to promote the personal well-being of deputies and supported the public through community services.

COMMUNITY ENGAGEMENT

In an effort to build relationships with the citizens we serve, Patrol started a community engagement initiative known as "Walk In Wednesdays". This initiative encourages deputies to walk into local businesses and engage with the business owners and managers. In 2019, the Patrol Division conducted over 104 "Walk in Wednesday" visits.

CLAY COUNTY PUBLIC SCHOOLS AND CCSO

In September 2019, the Clay County District Schools Police Department assumed the responsibility of school security. As a result, the Clay County Sheriff's Office Juvenile Crime Unit was disbanded. The men and women who served in that unit were re-integrated into the Patrol Division to fill existing vacancies and provide additional manpower to respond to calls for service. Although we no longer provide school security, the Sheriff's Office remains committed to school safety, and maintain its close relationship with the county's youth through programs such as Straight Talk, Youth Leadership, PAL, and the Explorers.

COMMUNITY PARTNERSHIPS AND OFFICER WELL-BEING

The Clay County Sheriff's Office recognizes immense personal impact that the life of law enforcement can have on an individual officer and their families. As a result the well-being of each deputy Sheriff is a priority of Sheriff Daniels. In an effort to provide innovative resources to assist our officers, the Sheriff's Office has partnered with local church leaders throughout the county to create the Patrol Chaplain Program. With the backing and participation of local pastors and church members, deputies are provided with counseling, financial resources, and referrals that can be utilized to help manage a crisis or cope with the stresses of the job. Currently, there are six patrol pastor volunteers with involvement and we are on track to grow in the coming year.



COMMUNITY SERVICE

The men and women of the Clay County Sheriff's Office go the extra mile to show their generosity and selfless service to the community and ALL of its citizens. In 2019, the Law Enforcement Torch Run and the Tip-a-Cop event at the Fleming Island Longhorn Steakhouse helped raise \$16,811 for Special Olympics-Florida placing the Clay County Sheriff's Office as one of the top ten fundraising agencies in the entire State of Florida.

COMMUNITY AFFAIRS SECTION

Open communication, trust and cooperation between the community and the Sheriff's Office is a critical element to preventing crime. Although the responsibility to continue this relationship rests with all members of our agency, the Community Affairs Section is tasked with proactively engaging community members, visitors, and business owners through programs such as Sheriff's NET, Coffee with a Cop National Night Out, Neighborhood Walks, Sheriff's Walks, Citizens Academy, Safety Fairs, Youth Leadership Academies, and Straight Talks to name a few.



Community Affairs consists of the Community Oriented Policing unit (COPS), Police Athletic League (PAL), Reserves, Explorer program, Clay Community Connect Unit (C3) and the Public Information Unit (PIO).



THE SHERIFF’S NEIGHBORHOOD ENGAGEMENT TEAM (NET)

The Sheriff’s Neighborhood Engagement Team was created in 2017 to provide a regular meeting for open communication and information exchanges between the community and the Sheriff’s Office. Each of the county’s six zones is assigned a deputy, and a Sheriff’s staff member. During the meeting, crime concerns and issues are discussed, and the meetings are often highlighted by guest speakers. Topics selected by Sheriff’s NET members change regularly, and range from active shooter, human trafficking, cyber safety, identity theft, personal safety and self-defense. Sheriff’s NET chairs and co-chairs (selected from members by members) meet with the Sheriff on a quarterly basis to provide a progress report on the program, as well as discuss issues that are impacting the entire county. To show our appreciation, all members of the Sheriff’s NET are invited to the annual Sheriff’s NET banquet. The Sheriff’s NET program has been a tremendous success, and over the last three years membership has grown to over 102 members.



EVENTS	2019	2018
Sheriff’s Walks	23	12
Coffee with a Cop	5	6
School Events	34	32
Security Surveys	1	13
Silver Senior Walk	7	3
Teen Citizens Academy	19	2
Business Walks	4	3
Farm Share Distribution	2	5
Youth Leadership Academy	5	1
Business Walks	4	3

CLAY COMMUNITY CONNECT PROGRAM (C3)

The Sheriff’s Office Clay Community Connect Program (C3) is gaining momentum. This unique program empowers CCSO to work with businesses, HOAs, citizens and surrounding law enforcement agencies to implement real time crime fighting tactics to better serve the community. This is accomplished through the use of CCTV, mobile and fixed installation license plate reader technology, as well as advanced criminal intelligence software. Thanks to the effective use of this technology and management of partnerships, this program has become a game changer in CCSO’s efforts to successfully investigate criminal activity.

If you are a local business, HOA, or citizen and want to get involved in this exciting program, visit us at www.claysheriff.com.



Footage from CCTV camera system at local McDonalds

SPECIAL OPERATIONS DIVISION

The Special Operations Division consists of Traffic, Emergency Operations, and the Organized Crime Sections.

TRAFFIC SECTION

The Traffic Section is comprised of eight motorcycle officers, two officers dedicated to patrol cars and two officers dedicated to DUI enforcement.

The team uses technological advances and physical resources to validate speeding complaints in our community. To best determine the most effective use of resources, our Traffic Section works closely with the Clay County Traffic Engineering Department, Clay County Road Department, Florida Department of Transportation, Florida Highway Patrol and other partners in joint enforcement and education campaigns to combat traffic violations.

In 2019, Traffic focused on ‘High Frequency Crash Locations’ intersections and the Sheriff’s ‘Distracted Driving Campaign’ to reduce crashes and other traffic related violations on our county roadways.

The Traffic Section also acquired the Crossing Guard Program formerly supervised by the Juvenile Crimes Unit.

	2019	2018
Total Traffic Crashes	5,051	5,403
Traffic Crashes Worked by CCSO	3,839	3,874
Traffic Crashes Worked by FHP	781	988
Traffic Crashes Worked by Other Agencies	429	541
DUI Arrests by CCSO	135	141



DID YOU KNOW?

In 2019, the State of Florida made distracted driving a primary violation. What does that mean for you? You can get pulled over for texting while driving.

IT CAN WAIT!

EMERGENCY OPERATIONS SECTION

The Emergency Operations Section is comprised of SWAT, Dive and K9 units who have specialized training to deal with some of the most difficult and dangerous situation in law enforcement. These units are prepared and able to manage situations ranging from natural disasters, water rescue incidents, search and rescue, and high risk operations.

EMERGENCY MANAGEMENT UNIT

The Emergency Management Unit is responsible for the operational readiness of the agency’s response to a disaster or critical incident in or outside of Clay County. It consists of an Emergency Management Deputy and an Emergency Management Coordinator who was hired this year. The Emergency Management Unit assisted in annual exercises with the Clay County School Board to ensure preparedness and optimal collaboration in the event of an active shooter or other full scale emergency on any campus within the community. An annual review with the Orange Park Medical Center for active shooter and emergency response was also conducted.

During Hurricane Dorian, the Clay County Emergency Operations Center was activated and the Emergency

Management Unit along with other CCSO members, manned several key Emergency Operations Center (EOC) positions during this crisis. The unit provided basic Incident Command System (ICS) and outfitted patrol supervisors with white boards and visual location identification devices for use during high profile incidents where ICS may be implemented.

TARGETED NARCOTICS TEAM

The Targeted Narcotics Team (TNT), formerly known as the Street Crimes Unit consists of six detectives, one K-9 handler/detective and one Task Force Officer with the United States Marshals Service (USMS). The TNT was responsible for fourteen residential search warrants on known drug houses within the community. The team made 136 arrests this year, with a priority focus on drug offenders. These arrests resulted in several weapons being removed from our streets.

TNT also assisted the USMS in apprehending several violent fugitives located in our community. The team has developed a relationship with Customs Border Patrol (CBP) and formulated a Memorandum of Understanding that establishes a partnership enabling surveillance capabilities during agency operations.



CANINE (K9) UNIT

The K9 Unit consists of five handlers and eight canines. The unit has conducted special details and demonstrations for local schools, organizations and Sheriff’s NET meetings, in addition to routinely searching for contraband in the Clay County Detention Facility and local schools. The members of the unit and their K9 partners were responsible for 114 arrests, assisted in 397 additional arrests and conducted 178 K9 tracks for suspects and missing persons.



The K9 Unit was called upon to assist TNT, Detective Division and Organized Crime. The unit provides assistance to Orange Park and Green Cove Springs Police Departments including assisting the Green Cove Springs Police Department with training their new K9 and handler.



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
2019	5,367	5,027	1,686	710	28	178	555	114

*2018 stats reported was from individual reports, 2019 are from RMS

MARINE UNIT

The Marine Unit is comprised of one full-time and one part-time member. The Marine Unit works during weekends and high profile days throughout the summer boating season.

The Marine Unit also works hand in hand with the United States Coast Guard and Florida Fish and Wildlife Commission and other local agencies to ensure the boating public has a fun and safe boating experience through specialized trainings and conducting waterborne active patrols of the Clay County waterways.



This is highlighted by the CCSO Marine Unit assisting in the successful removal of a large derelict vessel from waterways off of Spring Park in Green Cove Springs that was deemed a navigational hazard to the boating public. The Marine Unit also engages the community through boater safety education programs.



	2019
Accidents Worked	4
Boating Citations Issued	22
Safety Inspections Conducted	76
Property Checks Conducted	1,926
Boating Safety Classes	9
Disabled Vessels Assisted	92
Marine Events	11

DID YOU KNOW?

SPECIALTY TEAMS

- SWAT TEAM**
- Multi-jurisdictional Team
 - 33 combined members from CCSO, OPPD & CCFR
 - Conducted 38 operations in 2019
 - 7,920 hours of training were conducted



- CRISIS NEGOTIATION TEAM**
- 10 members from CCSO
 - Conducted 10 operations in 2019
 - 2 successful peaceful resolutions

- DIVE/SWIFT WATER TEAM**
- 9 members
 - Conducted 5 operations in 2019
 - 1,408 hours of training was conducted
 - Acquired 2 swift water rescue boats and gear
 - Trained 8 CCSO & 7 CCFR members in Swift Water Rescue



- HONOR GUARD**
- 13 members
 - Participated in 20 events in 2019 throughout the State of Florida to Washington, D.C.

ORGANIZED CRIME UNIT

2019 CASES BY DRUG TYPE

DRUG TYPE	NUMBER OF CASES	TYPE	WEIGHT SEIZED BY CCSO
Cocaine	43	Crack	21.39 grams
		Powder	5,922.73 grams
Heroin	25	Powder	2,115.08 grams
Methamphetamine	96	Crystal	8,307.26 grams
Marijuana	55	Plant	20,540.43 grams
		Oil	308 grams
Fentanyl	25	Solid/Liquid	1,080.86 grams

The Organized Crime Unit detectives work proactively to combat crime, specifically crimes involving narcotics, with 296 new cases being worked in 2019.

The most notable investigation for 2019 was a joint investigation with the Department of Homeland Security which culminated with a seizure of \$186,000.00 and three kilograms of suspected fentanyl from Clay County.

The investigation lead to the identification of the suppliers of this organization leading to five individuals being federally indicted by the United States Attorney’s Office on charges of trafficking methamphetamine and Heroin. Several of the individuals indicted were identified as members and associates of the Cartel Jalisco New Generation (CJNG) from Mexico.

A total of approximately eight kilograms of fentanyl and twelve pounds of crystal methamphetamine were seized during the entirety of the investigation. The five individuals are pending prosecution. Additionally, information obtained during this investigation from numerous reliable sources and undercover operations led to criminal charges against thirteen individuals associated with and known to be distributors for the group in Clay and Duval County. The individuals were responsible for crimes ranging from narcotic use, trafficking, and grand theft auto.

Members of this organization admitted to being responsible for the import and distribution of over two hundred kilograms of fentanyl and four hundred kilograms of methamphetamine during an eighteen-month period in Northeast Florida.

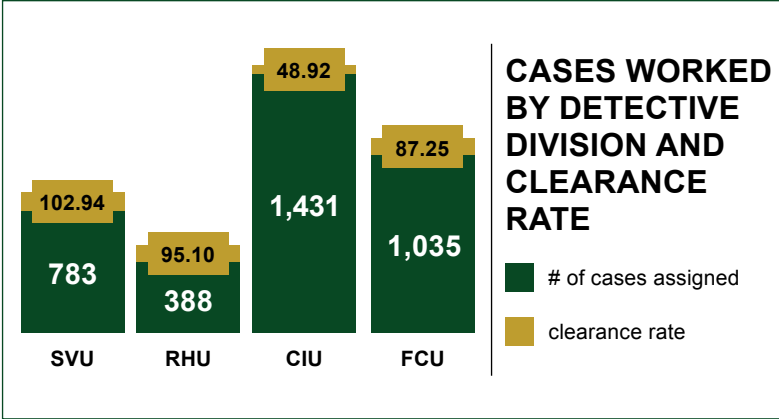
This investigation spanned from Northeast Florida to the West coast of the United States with two indicted members being residents of California, and one a resident of Arizona. The investigation was conducted with the Clay County Sheriff’s Office, Homeland Security Investigations, the United States Postal Investigator, the Florida Highway Patrol, and the Jacksonville Sheriff’s Office Violent Crimes Task Force. This joint investigation strikes a significant blow to the fentanyl distribution in Northeast Florida and undoubtedly prevented numerous drug related injuries and deaths from occurring.



DETECTIVE DIVISION

The Detective Division conducts criminal investigations and is divided into two sections: Person Crimes and Property Crimes.

These specially trained men and women are relentless in their determination to seek justice for those victimized by crime in Clay County. The division takes a proactive approach to crime reduction by providing education and crime prevention training to citizen groups.



PERSON CRIMES SECTION

ROBBERY/HOMICIDE UNIT (RHU)

Robbery Homicide detectives investigate homicides, robberies, non-criminal death investigations such as suicides, overdoses, medical examiner cases and natural deaths, shooting investigations, missing person cases and felony assault/battery cases.

SPECIAL VICTIMS UNIT (SVU)

In 2019, a domestic violence component was added to the Special Victims Unit. The goal of this unit is to identify potential repeat or violent offenders and seek appropriate programs or sentencing by working in conjunction with the State Attorney's Office, Quigley House and the court system. To accomplish this goal, the Special Victims Unit ensures offenders are adhering to all stipulations of release and that victims of domestic violence are receiving the best service possible. The domestic violence detective(s) work closely with the CCSO's victim advocate to provide follow-up with victims and suspects.



To best support the influx of victims of domestic abuse being served by this vital initiative, the unit identified the need for an additional victim advocate. CCSO was awarded monies for an additional victim advocate through the Federal Victims of Crime Act (VOCA) assistance grant administered by the Florida Office of the Attorney General.



CYBER CRIMES UNIT (CCU)

The Cyber Crimes Unit provides forensic examination capabilities to assist detectives in the investigation of their cases. This unit coordinates and conducts investigations into the online exploitation of children in Clay County. This unit monitors registered sexual offenders and predators who reside within Clay County ensuring these individuals are meeting their statutory mandated restrictions.

In 2019 our partnership with Homeland Security enabled us to acquire an electronic scent detection (ESD) canine to assist in finding electronic devices during search warrants. We are one of only a few agencies in the country with this capability.



PROPERTY CRIMES SECTION

AUTO CRIMES UNIT

In 2019, the Property Crimes Section created an Auto Crimes Unit to specifically target those that commit auto burglaries and auto thefts. The newly created Auto Crimes Unit worked 813 cases, of those, 371 were solved. In 2019, we saw a 30% decrease in auto theft and a 14% decrease in auto burglaries compared to 2018.



BURGLARY UNIT

In 2019, the Burglary Unit worked 668 cases, of those, 305 were solved. Residential burglaries decreased by 12% and business burglaries decreased by 6% from the previous year. In partnership with the Alachua County Sheriff's Office and the Columbia County Sheriff's Office, during the months of March and April, we were able to apprehend several suspects in Lake City, closing out over 20 business burglary cases in multiple counties and two states.

FINANCIAL CRIMES UNIT (FCU)

Financial crimes continue to rise and our Financial Crimes Unit saw a 9% increase in cases in 2019. We believe education is key to preventing and reducing these types of crimes and will be stepping up our efforts and increase our ongoing social media campaigns, public service announcements and personal presentations.



DETENTION DEPARTMENT



The Clay County Detention Facility 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 and is recognized as an Excelsior Agency. The 478 bed facility has full accommodations for inmates and provides necessities during their incarceration. There is also a fully staffed 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 two division chiefs. The makeup of these divisions are as follows.

DETENTION ADMINISTRATION DIVISION

The Detention Administration Division is comprised of three sections: Detention Administrative Section, Judicial Security Section and the Medical Services Section.

The Detention Administrative Section is comprised of the Administrative Support Unit, Programs Services Unit, and the Transportation Unit. They are responsible for classification, commissary, visitation, laundry, supplies, maintenance and special projects, and the facility kitchen. The total number of inmate meals served in 2019 were 443,302. The cost per meal was \$1.12 and the total cost for the year was \$496,498.24.

Through the use of inmate labor the county roadways are cleaned, agency grounds are maintained, and the day-to-day services provided to inmates are managed in the most cost-effective manner possible.

The Transport Unit is responsible for moving Clay County inmates all over the country. During 2019 there were a total of 1,575 inmates transported. In addition to transporting inmates, the unit also served 409 warrants. A sergeant oversees transport deputies, property room clerk, court liaisons, and the releasing specialist.



The Program Services Unit is responsible for providing educational opportunities to inmates. The goal is to return the inmates to the community with a more stable standing than when they were incarcerated. Inmates have access to numerous programs and classes during their incarceration to aid in their reentry to society. In 2019, 32 programs were attended 5,400 times by the inmate population. Some of the classes most attended include AA and NA, Thinking for a Change, Batterer's Intervention, GED preparation and tutoring, MOM's Initiative and Active Parenting.

GED

The Clay County Detention Facility formed a partnership with the Clay County Adult Education Center at Orange Park High School. Adult Ed sends an instructor to the jail to prepare both male and female inmates for the High School Completion test. In 2019, nine inmates successfully passed the test and were awarded their GED's



ACTIVE PARENTING

Active Parenting is 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 two 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 that 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 week course that meets for 1.5 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

Batterer's Intervention is a program 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 24 lessons that are 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 Clay, Duval and St. Johns counties.

SOUL TRANSFORMATION

This class is six weeks long and meets once a week. This class is designed to help inmates make positive changes through the teaching of God. This class is taught by the chaplain. Most classes are offered to both male and female inmates.

SUBSTANCE ABUSE

An eight week substance abuse class was added in the second half of the year and has become the most requested class with more than 40 inmates successfully completing it. This course works in conjunction with Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).

Through a partnership with Florida Licensing on Wheels, 25 inmates were issued Florida State Identification cards. Through a partnership with Masis Staffing Solutions four county-sentenced inmates have jobs they will start upon release. Our hope is to provide opportunities for the inmates to be self-sufficient and avoid the criminal justice system after leaving our jail.

The Clay County Detention Facility believes inmates should be held accountable for their conduct. This accountability includes paying for the services they use while incarcerated. In June of 2017, we entered into an

agreement with the Pay My Jailer program to collect unpaid fees from inmates released from our jail. Since the inception, we have recovered \$55,240 of past due fees from over 1,242 inmates. These monies were deposited back into the county's General Fund.

The Judicial Section provides security for the Clay County Courthouse and Administration Building. The deputies who work in the courthouse are separated into two groups, Courtroom Security and Building Security. 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 2019 more than 171,000 visitors passed through the security scanners at the Clay County Courthouse. Over 725 articles of contraband were found on visitors attempting to enter the courthouse. The articles included items such as a firearm, knives, box cutters, and pepper spray.

The Medical Section provides daily health care to the inmate population and is supported by a contracted medical doctor, mental health specialist, and a dentist. In the later months of 2018 and the beginning of 2019, the Medical Unit engaged the community to form partnerships by negotiating contracts with Orange Park Medical Center and Hospital Radiology, and as a result, costs of medical services were significantly reduced. The CCSO gained more than \$720,000 in savings. The pharmacy contract was sent out for bid and a new vendor was selected, which not only reduced the cost of prescription medications, but resulted in a cost savings of \$58,525.26. An agreement was reached with Clay Behavioral to test inmates for HIV and to provide counseling services and medication at no charge to the Sheriff's Office.

DETENTION SECURITY DIVISION

The Detention Security Division's responsibility is divided between four security teams each led by a lieutenant. Each team is supported with three sergeants, 18 deputies and three civilian positions. Each team works 12 hour shifts.

Security is enhanced by utilizing a Corrections Emergency Response Team (CERT). This 18 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 2019, CERT was activated 97 times. Most recently the Detention Security Division formed an Fact Check Team. This unit assists in gathering information deemed helpful to law enforcement operations. They help with tracking gang activity and information which helps to make the facility a safer place. This unit is comprised of a lieutenant, detective and four deputies who have been identified for their ability to gather information.

In 2019, the average daily population was 405. There were 5,020 arrestees booked into the facility and 5,085 inmates released. The security teams conducted 1,455 routine cell searches which yielded 93 incidents of hazardous contraband. They responded to 44 assault/battery incidents and intervened in 68 fights.

The Clay County Sheriff's Office partners with the United States Immigrations and Customs Enforcement (ICE). Clay county sent four deputies to the ICE Academy, and they are now sworn Designated Immigration Officers. In 2019, the unit encountered 113 foreign-born arrestees that were screened for citizenship and removability.



PROGRAM SERVICES

CLASS	CLASS FREQUENCY	2019 YEAR END REPORT
AA Males	2x per month	279
AA Females	3x per month	394
Narcotics Anonymous Males	2x per month	362
Narcotics Anonymous Females	2x per month	211
GED includes tutoring Males	2x per week	493
GED includes tutoring Females	2 x per week	314
GED Tests	various dates	10
Law Library Males	1 x week	25
Thinking for A Change Males	2 x per week	709
Thinking for A Change Females	2 x per week	146
MOM's Initiative	4 x month	122
Life Skills Males	6 week intervals	35
Life Skills Females	6 week intervals	48
Safe Staff Males	varies based on inmate readiness	6
Active Parenting Males	1x week	295
Active Parenting Females	1x week	229
Batterer's Intervention Program Males	2 x week	629
Batterer's Intervention Program Females	1 x week	144
Intro to Plumbing	2 x week	25
Anger Management Males	1 x week	288
Anger Management Females	1 x week	180
Soul Transformation Males	1 x week	86
Soul transformation Females	1 x week	110
Art Class Males	1x week	105
Art Class Females	1x week	14
Substance Abuse Males	1 x week	86
Substance Abuse Females	1 x week	41
Healthy Start Females*	1 x week	7
* No longer being offered by the Health Dept.		

CHAPLAIN SERVICES

INMATE	
Visit/Counsel	325
Graded Bible Study	710
Pull Lists Prepared	219
# Inmates attending pull list activity	2437
# Volunteers attending jail services	850
Death Notifications	50

CIVILIAN	
Prayer Meetings	69
Hospital Visits	15
Funeral Visits	2
Ministerial Meetings	13
Other Ministry Contacts	1183
CCSO Contacts	272

INCIDENT REPORTS

ADMINISTRATIVE CONFINEMENT	79
ASSAULT (INMATE ON INMATE)	3
ASSAULT (INMATE ON STAFF)	2
BAKER ACT	2
BATTERY (INMATE ON INMATE)	44
BATTERY (INMATE ON STAFF)	9
CELL SEARCH - K9 UTILIZED	13
CELL SEARCH - INTEL	40
CELL SEARCH - ROUTINE	1455
CERT	97
CONTRABAND- HAZARDOUS	93
CONTRABAND- NUISANCE	18
DAMAGED/BROKEN PROPERTY OR EQUIPMENT	69
DETOXIFICATION	216
DISTURBANCE	30
FIGHT	68
FIRE/FIRE ALARM/FIRE DRILL	8
HOSPITAL ADMITTANCE	41
INMATE DEATH	2
INMATE ILLNESS/INJURY	386
INMATE MISCONDUCT	251
INMATE MOVEMENT	194
INMATE SEARCH - STRIP SEARCH	309
INTELLIGENCE INFORMATION	39
MAINTENANCE	2
MEDICAL CLEARANCE	51
MISCELLANEOUS INCIDENT	42
MISSING/FOUND PROPERTY	15
PRISON RAPE ELIMINATION ACT(PREA) COMPLAINT	5
PROTECTIVE CUSTODY	52
SECURITY BREACH	3
STAFF INJURY	10
SUICIDE ATTEMPT	13
SUICIDE WATCH	283
SUPERVISOR INSPECTION	5
UNUSUAL INMATE BEHAVIOR	52
VISITOR INCIDENT	7
TOTAL NUMBER OF INCIDENTS	4008

FINANCE AND STRATEGIC PLANNING



Finance and Strategic Planning is comprised of Accounting and Strategic Planning. They are responsible for the accurate and timely accounting of all financial matters as well as the agency’s strategic plan. They continue a record of excellence, as evidenced by 14 years of comment-free audits. As stewards of public funds, they focus on sound record keeping practices, and management of the agency’s financial resources along with strict internal controls and procedures.

In keeping with Sheriff Daniels’ commitment to making the Clay County Sheriff’s Office the best it can be, Finance and Strategic Planning collaborates with the other internal departments to develop their strategic plan and budget, research and apply for grants, and establish continuous improvement projects. The goal is reduce costs and develop more efficient work processes for the betterment of the CCSO and the community as a whole.

SAFETY Basics

I practice safe behavior in everything I do

- Know and follow all safety policies and procedures
- Be aware of surroundings and hazards
- Safely deliver on Courtesy, Responsiveness and Efficiency

I take action to ensure safety of others

- Immediately identify, correct and report safety concerns
- Appreciate and encourage safety efforts of others

COURTESY Basics

I will be courteous and respectful

- Keep conversations polite and appropriate
- Treat each person as an individual

I will create a positive & professional experience

- Project a positive image and energy
- Smile, make eye contact and be approachable

I strive to exceed expectations of the agency and community

- Anticipate needs and offer assistance
- Provide immediate server recovery

RESPONSIVENESS Basics

I will be accessible and approachable

- Welcome interactions
- Be a good communicator
- Ask questions, seek clarity

I will respond quickly and positively to the needs of others

- Be flexible to an ever changing environment
- Take timely action on service requests
- Take initiative and offer solutions to problems that arise

EFFICIENCY Basics

I will seek and share knowledge to become more efficient

- Grow through training and experiences
- Practice teamwork
- Mentor other

I will always practice continuous improvement

- Use time and resources wisely and responsibly
- Actively seek opportunities to eliminate waste
- Perform with maximum productivity

Customer Service Quality Standard Keys and CCSO Common Purpose were established:
SAFETY • COURTESY • RESPONSIVENESS • EFFICIENCY
“Creating a safer Clay one quality experience at a time”

A major focus in 2019 was to integrate quality customer service into the agency's internal and external interactions. The rollout of the customer service training, led by the coordinators within the Strategic Planning Unit, began in late November. The Training Section, along with continued participation of Strategic Planning Unit members, will continue the customer service training in 2020 and beyond, ensuring quality customer service is an integral key part of the CCSO.

Our budget priorities for this fiscal year and next are improving employee retention, implementation of a step plan and compensation survey results, the Clay Community Connect Program (C3), a quality customer service initiative, and leveraging technology. The approval of the \$59,680,021 general fund budget allowed for Phase I implementation of a step plan to help increase member retention. To minimize the use of public funds, members of Finance and Strategic Planning actively seek grant funding to expand community involvement endeavors and support crime reduction efforts.

FISCAL SECTION

The Fiscal Section is defined by two units, Accounting and Payroll. The Payroll Unit processes payroll for 640 full and part-time employees. Payroll expenditures account for approximately 84% of the annual budget. Added accountability includes tracking of time and salary information for our Victim Advocate, which is funded by the state Victims of Crime Act (VOCA) grant. The Payroll Unit continues to work with Information Technology (IT) in the evaluation of a timekeeping software to incorporate electronic timesheets that will interface with the agency financial



In June of 2019, the Fiscal Section received a special request from "junior deputy" J.C. Cramer. In lieu of birthday gifts, he wanted the invitees to his 6th birthday party to make a donation to the CCSO K-9 Unit. J.C.'s selfless act and generous donation of \$250 allowed the K-9 Unit to purchase new training aids and reward toys for all 9 K-9s.

software and provide enhanced time tracking and reporting functionality. 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 members. Members have the opportunity to choose from a variety of charities for the other half of the deduction. In 2019 more than \$15,000 in contributions were made to area youth programs, law enforcement organizations, domestic violence programs, and other charitable organizations in Clay County.

The Accounting Unit processes accounts payable, accounts receivable, cash management and budgeting. For 2019, the unit processed 1,064 deposits and 9,499 invoices for payment. To date, there are 16 general and special revenue funds managed by the unit.

Additional tasks of the Accounting Unit include processing and distribution of employee Health Savings Accounts, tracking federal and state grants and

processing funds allocated for the Guardian program to protect our children in public schools. The agency's budget by division is represented by three categories: personnel services, expenses, and capital.

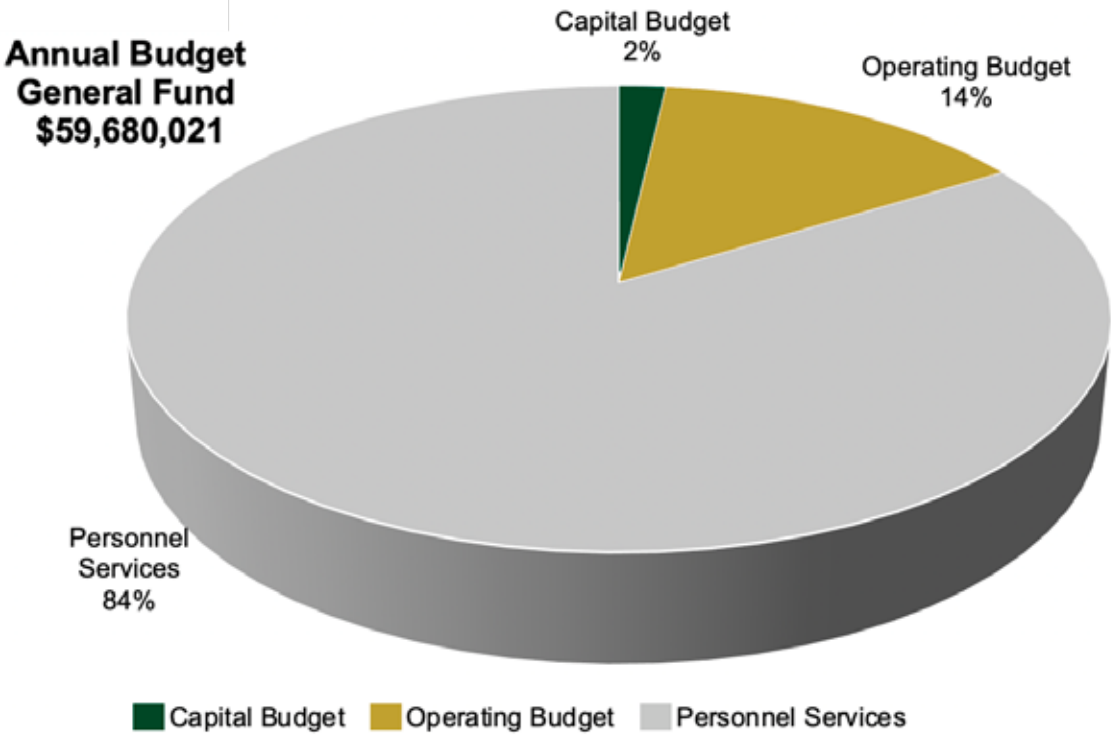
Fiscal implemented site visits as part of our quarterly process, and members of finance had the opportunity to complete a ride along with patrol, and observe K9



Making a difference by facilitating a fundraiser for PAL. Old uniforms were used to make teddy bears & bunnies and made available for purchase by members of the agency.



Engaging in the community by volunteering with local Habitat for Humanity.



Ty – Electronic sniffing K-9 and therapy dog for special victims

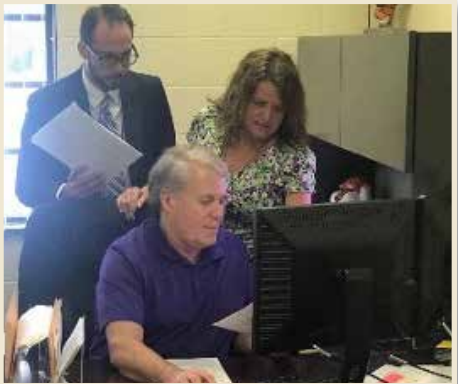
demonstrations that included narcotics and apprehension. The site visits allow the finance members to interact with members in other areas and provide valuable feedback on how our section can improve/provide additional internal customer support.

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 Purchasing Manager, along with members of her staff, ensure compliance with purchasing policies, state statutes, and ethical standards while fulfilling agency requirements. Members research product pricing, evaluate and process requisitions for purchases, prepare Requests for Proposals (RFP's) for larger purchases, maintain contracts for services, and handle travel arrangements for members.

The Purchasing Section processed approximately 3,807 purchase orders for products, goods, materials, and services in FY 2018-2019. There were nine RFPs prepared and approximately 56 agreements prepared and entered into or renewed during this year. A new contract for pharmaceutical services resulted in a savings in the last quarter of the fiscal year of \$27,163.26.

The Purchasing Section continues to review and implement changes to the purchasing policy to ensure the Sheriff's office adheres to current





procurement standards and state guidelines. It is the goal of the Purchasing Section to continue to provide training to members of the agency and to streamline the procurement process to expedite the transition from requisition to purchase order. This training includes an overview of the purchasing process and how to search for and compare state contracts to ensure the Sheriff's office receives the best price for services/goods.

CCSO TOP 5 EXPENSES

FY 2018 - 2019

Insurance (Liability & Auto)	\$966,922
Motor Fuel & Lubricants	\$852,487
Inmate Medical/Dental	\$836,433
License and Support	\$820,928
Inmate Food Service	\$518,868

STRATEGIC PLANNING

Strategic Planning is comprised of Continuous Improvement and Planning and Research. Continuous Improvement works on selected projects to streamline processes in the agency in an effort to reduce operating costs and create more efficient work processes. Agency-wide projects include streamlining processes such as travel & training, purchasing, inventory, timekeeping, human resource functions and equipment issuance. The Agency Improvement Meeting (AIM) occurs monthly where Undersheriff Walden is updated and prioritizes all major agency projects from Continuous Improvement and Information Technology. Another function of continuous improvement is facilitating new ideas from agency members that are submitted through the member Idea Blog. Several improvements to the jail, training, and agency buildings have been implemented through member suggestions in the blog, such as an intercom for the sally port, the jail's 1A control room, visual management, Public Service Aid self-defense training and break room improvements.

Strategic Planning played a key role in Sheriff Daniels' Quality Customer Service initiative. Selected members attended the Disney Institute's one-day course on Quality Service and collaborated to develop a customer service model for the agency.

Workshops were held to develop key quality standards and a common purpose which will serve as the foundation of customer service for the entire agency. Training the facilitators and supervisors to assist in the agency-wide rollout began in late fall. Customer service training consists of a variety of learning methods including role-playing, in-house training videos and group activities.

A large responsibility of the Planning and Research is the agency's strategic plan. This process begins with a series of Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis meetings where the current state and future needs are identified. This year the meetings were at the division level. Based on this analysis, goals are set to further the four primary initiatives set by the Sheriff: crime reduction, community engagement, continuous improvement, and leveraging technology. Metrics are chosen and the Planning and Research Coordinator collects and compiles progress reporting each quarter. 2019 was the first year of full implementation of this planning



process and it was successful in bringing the agency closer to its vision. Moving forward each department will also provide a five-year plan and quarterly reporting which will include key agency metrics to better identify the impact the strategic initiatives are having throughout the agency.

Another function of the Planning and Research Unit is to seek out and apply for grant funding to augment the agency's budget. In 2019, CCSO was awarded \$1,066,907 in grant funds.

2019 AWARDED GRANT FUNDS	
FEMA Reimbursement – Hurricane Irma Costs	\$534,367
Coach Aaron Feis Guardian Program	\$165,386
Victims of Crime Act (VOCA)	\$111,023
FSA Shared Asset Program	\$91,312
Florida Coalition Against Domestic Violence	\$40,279
Edward Byrne Memorial JAG Grant – State Solicitation	\$55,982
Edward Byrne Memorial JAG Grant – Local Solicitation	\$35,100
State Criminal Alien Assistance Program	\$21,458
Wal-Mart Foundation	\$12,000
Total Grant Funds	\$1,066,907



Grant funding has allowed the agency to add an additional funded Victim Advocate position, train individuals to become Guardians for the Clay County School District, and continue to develop the Clay Community Connect Project(C3).

C3 Police Dept. is community oriented in that the program seeks to engage and build partnerships with businesses and residents to improve safety and security. Automatic License Plate Reader (ALPR) cameras and other cameras installed within our agency, at county buildings, in community recreational areas and other various locations throughout the county capture video and data for monitoring and intelligence gathering. The plan is to create a Real Time Crime Center (RTC) that will be a force multiplier in fighting crime. With additional assistance from grant funding CCSO will have the equipment and technology to view and analyze the data being collected. An example of the areas that will be able to use the captured data includes Communications, Operations, Intelligence, Special Operations, and Community Affairs, to name just a few.

PERSONNEL & PROFESSIONAL STANDARDS

The Personnel and Professional Standards Department consists of the Personnel, Professional Standards and the Training and Professional Oversight Divisions.



THE PERSONNEL DIVISION

Personnel is comprised of the Human Resources and Employee Relations Sections. Human Resources primary responsibility is talent acquisition. With the agency's aggressive desire to become a premiere leader in law enforcement, it is of vital importance to attract and retain top performers. Employee Relations is responsible for the coordination of member benefits, safety and wellness and various recognition programs. Community involvement such as the Volunteers in Police Service (VIPS) and the Elder Watch Program also fall under the realm of Employee Relations. Together these two sections are continuously looking for ways to better serve the potential members and members of the Clay County Sheriff's Office.

The Human Resources Section processed over 720 applications and hired 77 new members in 2019. The composition of these new hires is 18 (17 full-time employees/1 part-time employee) law enforcement deputies, seven detention deputies and 52 civilians (46 full-time employees/6 part-time employees). While applications processed were up 16.32 percent from the prior year, new hires were actually down by 38.4 percent as a result of applicants not meeting the agency's strict hiring standards. Attrition was a challenging component for Human Resources with 100 (45 sworn and 55 civilians) members separating from the agency. Retirements accounted for 10 percent with 10 (6 sworn and 4 civilians), while resignations and terminations made up the remaining 90 percent with 81 and 9, respectively. A common theme for the sworn members and public safety telecommunications leaving was for higher pay with other law enforcement agencies, while civilians resigned for various personal reasons.

THE FOLLOWING CHARTS DETAIL HUMAN RESOURCES 2019 ACTIVITY AS COMPARED TO 2018.

APPLICATIONS				
	2019		2018	
		Totals		Totals
Sworn Law Enforcement	138	138	131	131
Sworn Detention	67	67	40	40
Civilians	515	515	448	448
Totals		720		619

NEW HIRES				
	2019		2018	
		Totals		Totals
Sworn Law Enforcement	17	17	39	39
Part Time Sworn Law Enforcement	1	1	1	1
Sworn Detention	7	7	15	15
Civilians	46	46	50	50
Part Time Civilians	6	6	20	20
Totals		77		125

SEPARATIONS										
	2019					2018				
	Resigned	Retired	Terminated	Deceased	Totals	Resigned	Retired	Terminated	Deceased	Totals
Sworn Law Enforcement	30	4	2		36	12	11		1	24
Part Time Sworn Law Enforcement					0	3				3
Sworn Detention	3	2	4		9	6	4	3		13
Civilians	31	4	3		38	40	4	2		46
Part Time Civilians	17				17	20	2			22
Totals	81	10	9	0	100	81	21	5	1	108

Recruiting strategies were evaluated and revamped to decrease vacancies and increase member retention. Recruiting efforts utilized several social media platforms and participation in recruiting events during the year. Agency members assisted in these efforts; some of the popular events include Keystone Junior and Senior High School Career Day, Clay Career and Technical Education (CTE) Department, Clay County Annual Military Appreciation Day, Naval Air Station (NAS) Jacksonville Military Hiring Event, Keiser University Career Day, St. Johns River State College Spring and Fall Basic Recruit Job Fair, Florida Historical Black Colleges & Universities Law Enforcement Career Symposium (Bethune-Cookman University) and the Florida Law Enforcement Expo.

Human Resources engages with the community in various facets. During 2019, 14 interns were provided an opportunity to acquire business experience and a working knowledge of the agency. Success stories include an internship for a Seamark Ranch student and one high school intern hired in the Information Technology Section after graduation. Human Resources also worked with the Clay County School District (CCSD) in coordinating background investigations, drug testing, verification of concealed weapons permit and training for CCSD's 29 guardians hired for the 2019-2020 school year.





Our Employee Relations Section holds three big annual events. These include the Bring Your Kids to Work Day, a summer barbecue for members and their family and our CCSO Christmas party. Employee Relations works hard to ensure our members receive the proper recognition they deserve with quarterly Member Recognition, Promotion and Retirement Ceremonies. Employee Relations was instrumental in formalizing a partnership with the Fraternal Order of Police (FOP) Lodge 105 to jointly recognize our retirees' hard work and dedication to the agency and our community at the FOP retirement ceremony.

The Volunteers in Police Services Program (VIPS) has approximately 47 volunteers. These volunteers provided nearly 7,000 hours of service to the Sheriff's office which is a huge cost-savings for the taxpayers. VIPS represented and assisted the Sheriff's office at the Clay Electric Annual Member's Luncheon, the Clay County Fair, the Freedom Festival and the Bluegrass Festival. VIPS are busy in our offices assisting with operational functions including scanning, filing, mail distribution, helping in our detention facility and assisting our Community Affairs Section with Citizen Academy meetings and safety fairs.

Safety and Wellness is a function of Employee Relations and had several highlights for 2019. The Annual Health and Wellness Fair was held at the Fleming Island High School in September and had approximately 20 vendors (finance, health, education, fitness and supplemental insurance) participate. Additionally, a five week Financial Wellness class was made available to our members. Our safety and wellness efforts also ensured many continued



benefits for our members including a free spinal screening from Kingsley Chiropractic, coordinating with CVS to administer flu shots, several blood drives and partnering with the county for the annual Health Fair which provided free health screenings and an opportunity to meet with various vendors.



PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division is comprised of the Policy Development Unit and the Compliance Unit. The Compliance Unit is responsible for all accreditation related activities necessary to maintain our agency's compliance with the Commission of Florida Law Enforcement Accreditation (CFLA), the Florida Correctional Accreditation Commission (FCAC) and Florida Telecommunications Accreditation (FLA-TAC) and Annual Florida Model Jail Standards Inspection. In 2019, the Communications Section received their initial accreditation through FLA-TAC. This was an achievement made possible by the hard work and dedication of all those who serve in the Compliance Unit and the Communications Section. Our agency is one of 14 in the state that have currently received this recognition.

The Compliance Unit has three compliance coordinators and one sergeant that supervises the day to day operations. These individuals have been diligently working this year conducting over 29 in-house staff inspections, assisting with 17 accreditation on-sites for statewide agencies and participating in a combined 266 hours of training. They have been recruiting and participating in the training of other members to be recognized as statewide assessors. The agency went from two state assessors to a total

this year of 15 assessors. Additionally, this group of dedicated professionals have completed over 738 files (one file for each standard) for outside assessors to grade. In addition, 12 medical quality assurance reports were completed, 1,343 medical claims and 409 hospital audits were completed through this division.

The Policy Development Unit is responsible for the maintenance and organization of the agency's documents and forms. This includes maintaining the Directive Management System (DMS) distribution groups, policies and the posting of forms for member access. During the 2019 calendar year, our Directive Specialist completed the following tasks:

- Forms actions = 113
- Forms deleted = 12
- New forms = 22
- A total revamp of all 316 policies to include hyperlinking and new format
- 231 Duties and Responsibilities created and uploaded
- 308 working copies of policies sent to agency members for editing
- 52 Memorandums of Understanding uploaded and organized in the agency system

The members of this division have embraced the commitment to continuous improvement and their hard work and dedication speaks volumes. The members are currently working on preparing the agency for its Excelsior CFLA on-site to be conducted next year.





TRAINING AND PROFESSIONAL OVERSIGHT DIVISION

The Training and Professional Oversight Division is divided into two sections, Training and Professional Oversight. These two sections are comprised of three Units, Internal Affairs, Background Investigations and Polygraph Examinations.

The Training Section is responsible for the development, coordination, and implementation of all agency training programs. Training programs must ensure members meet all requirements mandated by state statutes, agency policies and accreditation standards. The Sheriff's office exceeds the mandated basic training requirements, ensuring our members are fully prepared to perform their tasks and provide quality service to our community. Sworn law enforcement and detention members are required to receive an average of 25 hours of training annually. The actual number of hours vary from year to year and by the member as their four year training cycle is based on their certification date and some courses are only required biannually. In 2019, law enforcement members received an average of 103 hours and detention members received 67 hours of training. Civilian staff require 8.5 hours annually but received an average of 45 hours.

The Training Section is staffed by a lieutenant, a staff assistant, two sergeants, one civilian and three sworn training coordinators. This team is augmented by agency members who are certified instructors or considered subject matter experts. In 2019, there were 5,377 instructor hours of training performed. Training Section members taught 3,021 hours and 2,356 hours were taught by 113 agency adjunct instructors.

In 2019, the Training Section transitioned to a new scheduling method. Groups of 25 or less members of the same member classification receive all annual training requirements in a single setting (block training). Moving forward, once a member is assigned a training block, they attend the same block annually. This reduces the impact on agency operations and allows supervisors and members to better plan their schedules. The extended period of time available for training utilizing this method, allows for more in-depth instruction. In 2019, the following training was conducted in addition to that required by policy:



- Law enforcement members received training in defensive driving, pursuit driving, precision immobilization technique maneuvers, tactical firearms and defensive tactics.
- Cardio Pulmonary Resuscitation (CPR) was extended to all civilian members.

The Armory Unit reports to the Training Section and 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. In 2019, the armorer implemented a barcode system to track all weapons maintained

in the armory. The system improved weapon tracking and reduced the time necessary to conduct quarterly and annual inventory audits. The armorer currently maintains and tracks the issuance of handguns, rifles, shotguns and tasers.

The Armory also maintains ammunition for the various weapons used by agency members.

Training Focus - The Training Section continued to emphasize training in the areas of customer service, leadership, mental health, firearms and driving.

CUSTOMER SERVICE

A course on agency values was presented by members of Command Staff during in-service training. Several staff members attended Disney's Approach to Quality Service training and developed an in-service course to be presented to all agency members. The program began in December 2019 with all agency supervisors receiving the training. All agency members will attend the course during the first quarter of 2020.

LEADERSHIP

The agency hosted several leadership courses during the year with 310 members attending. Below is a list of hosted courses:

- FBI LEEDA Supervision
- Intentional Leadership presented by Sheriff (Ret) Dean Crisp
- Police Dynamics Presented by Sheriff (Ret) Ray Nash

A total of 5,567 hours of leadership training was received by 437 members during the year.

MENTAL HEALTH

A partnership with Lutheran Services of Jacksonville resulted in the agency hosting several Mental Health First Aid courses. All agency civilian members attended one of these courses. The Training Section continued to present a 40 hour Crisis Intervention Team course to new hires and made it available to all agency members on a space available basis. A total of 2,127 hours of mental health training was received by agency members during the year.

FIREARMS

Law enforcement officers are provided a variety of tools to assist them in completing their mission of protecting the community. Firearms are the least used tool but present the greatest liability to the deputy, agency and county. In 2019, the Training Section developed a firearms training course focusing on precision shooting, tactics and weapon transition for law enforcement and select detention deputies. This was possible with the transition to a block style training, permitting extended course duration. Firearms related training increased 12.7 percent with a members accumulating 9,172.5 hours in 2019.

The Clay County Sheriff's Office continues to struggle with firearms range availability. The county does not have a dedicated firearms range. Florida Department of Corrections allows the Sheriff's Office to utilize their range in Bradford County. However, many other agencies compete for the limited availability of this range.



DRIVING

In 2018, Federal Bureau of Investigations (FBI) statistics indicate 34 law enforcement officers died as a result of motor vehicle crashes. Driving related training saw the single most increase in 2019. All newly hired members, including detention and civilians, completed a basic driving course. In addition, all new law enforcement and those attending block training attended two additional courses. These were the Precision Immobilization Technique (PIT) certification course and the Defensive Driving course with a segment on pursuit driving. Overall, driving training increased by 161.9 percent from 1,757 hours in 2018 to 4,603 hours in 2019.



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, and Leadership Clay. Quarterly active shooter preparedness presentations were conducted for the general public.

School Guardian Program – The agencies second School Guardian Academy was conducted in July 2019 with 13 students. All guardians successfully completed the 156 hour program. In addition, 30 existing guardians received an additional 18 hours of training and firearms requalification.



School Safety Training Coordinator - During the school year, the training coordinator conducted active shooter/lock-down drills at each district school as well as random school visits and inspections of school guardian’s equipment. In 2019, the Clay County School District formed an in-house police department that assumed these duties.

TRAINING STATISTICS

In 2019, agency members accumulated 55,436 hours of training, a decrease of 6.9 percent from 2018. The decrease was mainly due to a one time training requirement for all agency members to roll out the agency’s “Continuous Improvement” initiative in 2018. Members receive credit for training in one of three methods:

- **Advanced Training** - Training conducted by outside organizations with expertise in desired fields or required certifications to teach particular topics. In addition to hosted leadership and mental health courses, the Training Section partnered with local educators to provide specialized training to agency members. The St. Johns River State College provided a course in business communications and Microsoft Excel to civilian staff assistants. As a result, in 2019, there were 1,138 courses attended that totaled 15,928.75 hours of training. This represents an 88.4 percent increase in course attendance and a 15.6 percent increase in total hours.
- **In-Service Training** - Training conducted on-site by agency instructors or individuals with extensive knowledge or experience on the subject being taught. There were 13,503 in-service courses attended providing 35,953.5 hours of training.
- **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 2019, 2100 online courses were taken providing 3,553.75 hours of 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 43 individuals participated in

FTEP during the year. At year end, 27 had successfully completed training, four failed, four were still in the program and eight had resigned or were terminated.

RECRUITS:	TRAINED	PASSED	RESIGNED/ TERMINATED	FAILED	IN PROGRESS
Law Enforcement	24	17	2	3	2
Detention	7	7	0	0	0
Public Safety Telecommunicator	7	0	6	0	1
Public Service Aid	5	3	0	1	1
Total	43	27	8	4	4

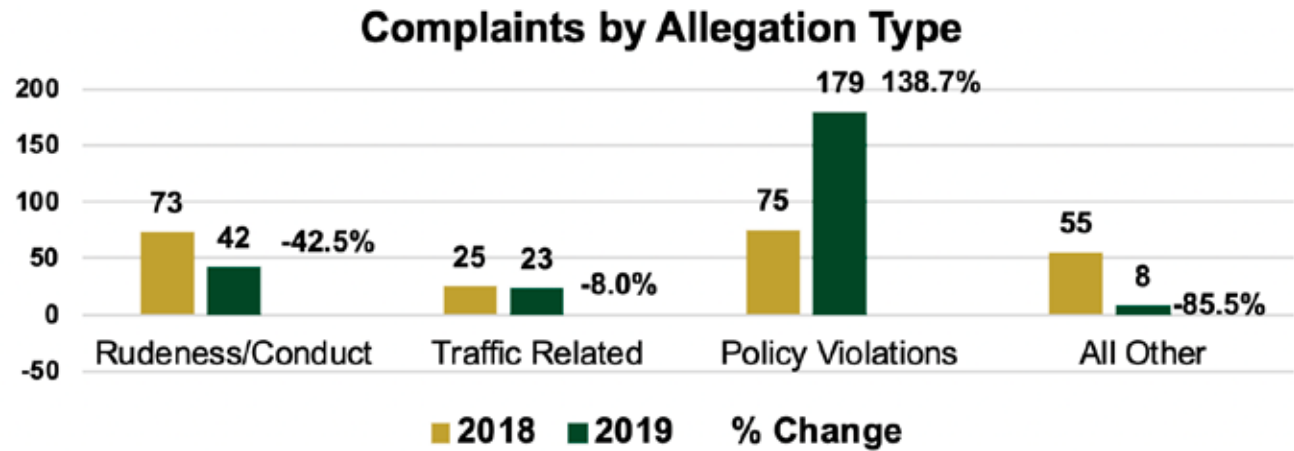
The Professional Oversight Section is responsible for the monitoring of key indicators reflecting on the professionalism of the agency. Indicators include incidents involving the use of force, vehicle pursuits/crashes/ damage, injuries on duty, and complaints on members from citizens or co-workers. The section conducts formal administrative inquiries related to serious allegations of misconduct against agency members and monitors those investigated by other agency supervisors. Additionally, this section conducts background investigations and performs polygraphs for pre-employment and criminal cases.

COMPLAINTS

It is the policy of the Sheriff’s office to accept all complaints. This includes complaints on a member from co-workers as well as citizens. All complaints received in 2019 were thoroughly investigated, at a minimum by a Supervisor’s Inquiry. Some of the complaints were resolved by the first line supervisor; however, 24 were elevated to a full Administrative Inquiry. The data below compares the number of complaints received in 2018 to those received in 2019:

RECORDED COMPLAINTS	2019	2018
Rudeness/Conduct	42	73
Traffic Related	23	25
Policy Violations	179	75
*All Other	8	55
Total	252	228

* All Other consists of information, criminal and bias-based complaints.



Complaints of rude conduct by deputies dropped by 42.5 percent. During 2019, rudeness and customer service were topics during in-service training and roll calls. These issues were addressed with all members in a course titled “Agency Values.” These efforts undoubtedly had an impact on the conduct of agency members, reducing the volume of rudeness complaints. The current process for documenting complaints was implemented in 2018. Through utilization of new software and training, members have become more efficient in documenting and classifying complaints. Volume changes in complaints classified as “policy violations” and “all other” are a result of the improved efficient use of the software.

ADMINISTRATIVE INQUIRIES

All complaints received by the section are carefully reviewed and those alleging misconduct of a serious nature are investigated as a formal Administrative Inquiry. The sections assigned detectives investigate all formal

administrative inquiries. Complaints of a less serious nature are assigned to the involved member’s supervisor. The information detailed below highlights the source and final disposition of allegations formally investigated as administrative inquiries.

DISPOSITION OF ADMINISTRATIVE INQUIRIES		
	2019	2018
Unfounded	0	3
Exonerated	1	8
Not Sustained	6	2
Sustained	28	16
Withdrawn	0	0
Policy Failure	0	0
Pending	3	2
Total	38	31

ORIGIN OF ADMINISTRATIVE INQUIRIES		
	2019	2018
Citizen	4	2
Inmate/Arrestee	0	1
In-house/CCSO	17	16
Outside Agency	3	1
Total	24	20

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

RESULTING DISCIPLINARY ACTIONS FROM SUSTAINED ADMINISTRATIVE INQUIRIES		
DISCIPLINARY ACTION	2019	2018
Terminated	4	3
Resigned	4	4
Suspended	7	4
Written Reprimand	6	5
Education-Based Discipline	1	0
Demotion	0	0
Formal Counseling	3	3
Uniform Traffic Citation	0	0
Retraining	1	0
Discipline Pending	4	2
Total	30	21

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 designed to detect activity patterns and trends before the conduct escalates into more serious problems. Incident categories tracked by EWS are Administrative Inquiries, Supervisor

Inquiries, Response to Resistance incidents, Vehicle Damage/Pursuits/Crashes, and Injuries on Duty. The EWS is activated when a member is repeatedly involved in one or more incident categories within a 180 or 365 day period. Once the EWS is triggered, the member’s supervisory chain is notified and review the incidents to determine if intervention is needed. 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. In 2019, the EWS resulted in 42 supervisory reviews.

BIAS-BASED PROFILING

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. In 2019, two complaints were received alleging bias-based profiling. In both cases, investigation revealed the deputy’s actions were not bias-based and were within agency policy.

BACKGROUND INVESTIGATIONS

Integrity, moral character and good work ethics are very important within the law enforcement profession. Extensive background investigations are conducted on every eligible employment applicant. Background investigation consists of reviewing previous employment, military service and driving records. In addition, interviews are conducted with the applicant’s neighbors, personal references and former supervisors. The Professional Oversight Section conducted 219 pre-employment background investigation in 2019.

BACKGROUND INVESTIGATIONS	TOTAL	DENIED DUE TO BACKGROUND
Civilian	93	16
Detention	34	9
Deputy	59	8
Total	186	33

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.

POLYGRAPHS	TOTAL
Pre-employment Polygraphs	163
Criminal Polygraphs	22
Criminal Polygraphs Cancel/No Show	22
Total	207

SERVICES DEPARTMENT

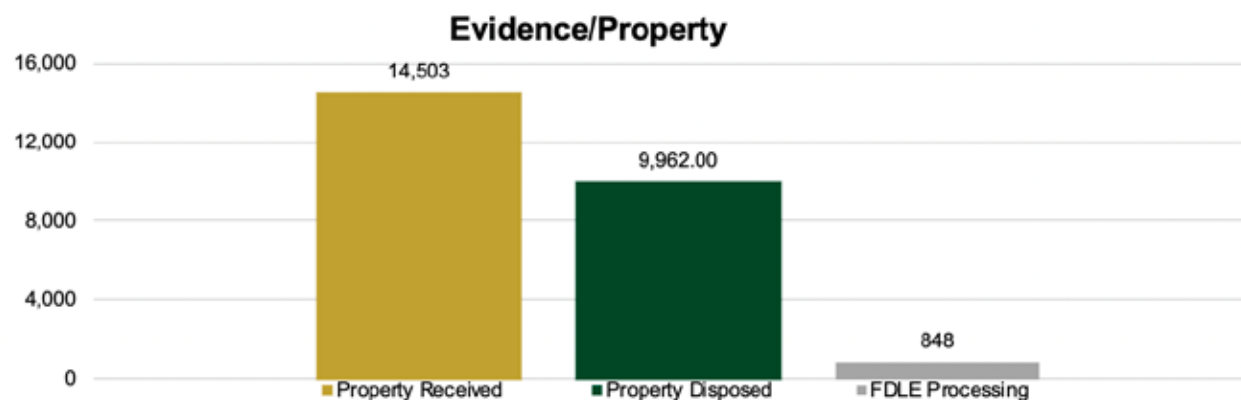
The Services Department is a support department for the entire agency and is divided into two divisions that provide support like information technology, dispatching calls for service, records custodian, fleet and radio service, civil process, and building and maintenance for all of our facilities.

LOGISTIC/GENERAL SUPPORT DIVISION

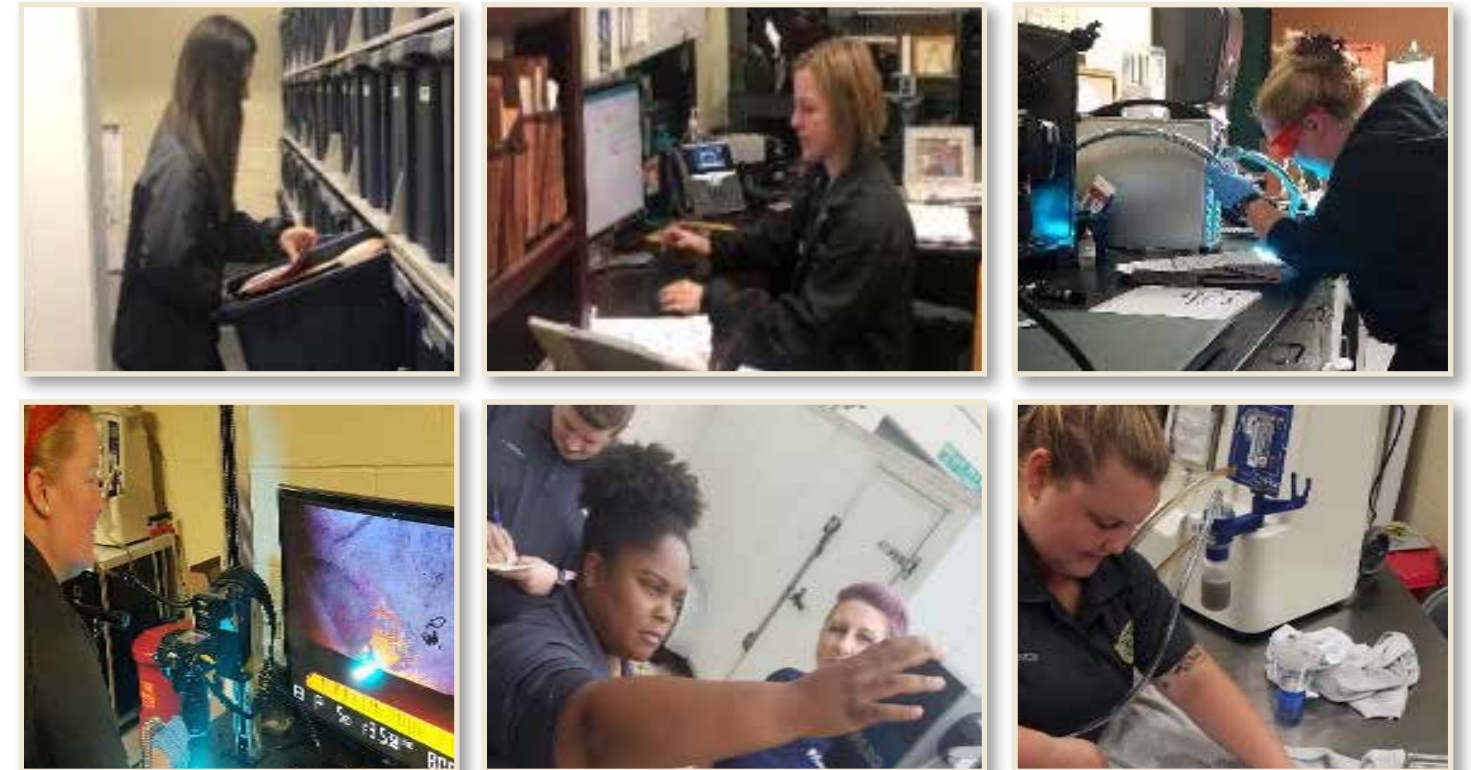
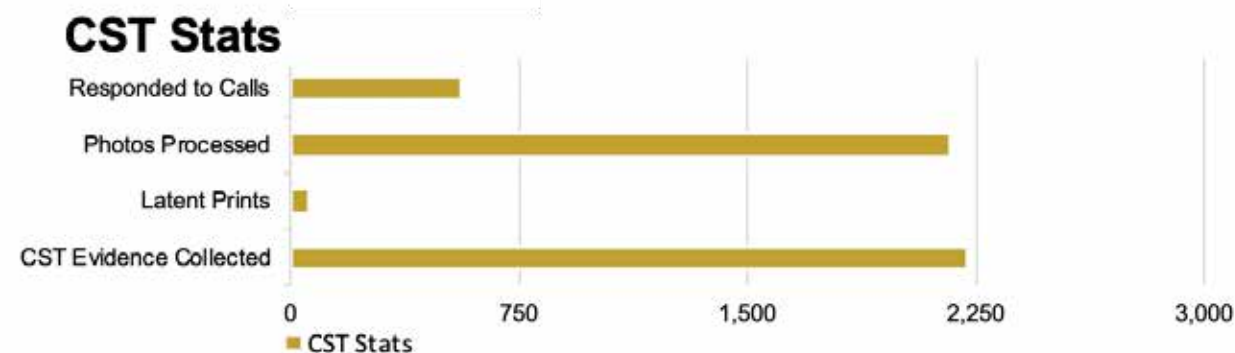
Logistics/General Support started 2019 with the mindset of improvement through customer service. The logistics area placed a massive amount of attention toward enhancing every area of the agency, with a focus on operating efficiently and effectively along with cost-cutting in each area.

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

In 2019, the Evidence Section updated the storage system by updating the evidence bins to accommodate additional storage space for incoming evidence. Additionally, they purchased a backup freezer for evidence storage requiring DNA preservation to conform to accreditation standards, along with taking in 14,503 items of property and evidence, disposing of 9,962 items and submitting 848 items to the Florida Department of Law Enforcement (FDLE) Crime Lab for processing.



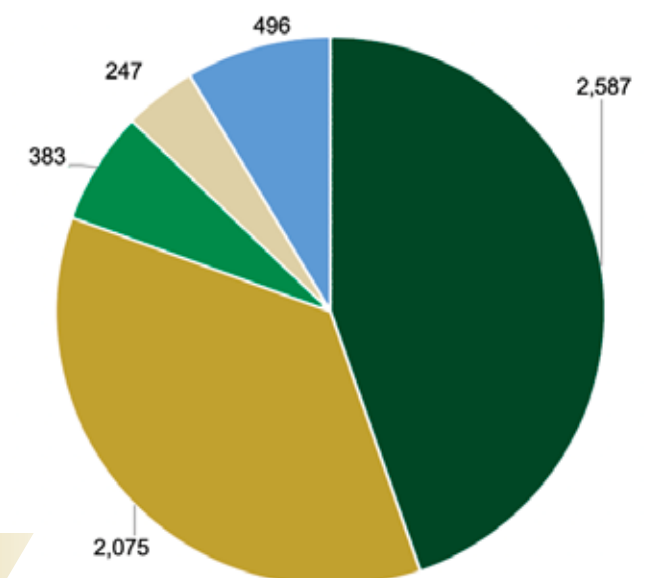
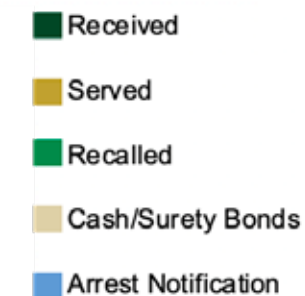
During 2019 the Crime Scene Technicians provided countless hours giving lectures and demonstrations to the scouts, community groups, and high schools. Over 2,224 bags of evidence, 57 latent prints and 2,167 photos were processed, and they responded to 560 calls. New equipment including M-Vac DNA Extraction and Alternate Light Source Equipment was purchased to achieve additional processing results, and two crime scene vehicles were upgraded.



The Civil Section carries out the statutory responsibility for all services of process and executions of writs within Clay County, Florida. 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 9,186 civil process papers in 2019, which consisted of 2,372 enforceable writs including Child Custody Orders, Writs of Possessions, Levy, Replevin, Ex-Parte Orders, Risk Protection Orders, and the remainder of non-enforceable writs/summons. The Civil deputies are tasked with the execution of these orders. We have recently taken on the responsibility of serving Ex-Parte Baker Act orders as well as Risk Protection Orders from the courts. We have added two new protective child car seats to allow for the safe transport of children during service of child custody orders.

The Warrants Specialist positions were reassigned to the Civil Section in 2019. The two specialists are responsible for accurately and timely entering/validating arrest warrants. These warrants include Writs of Attachments, Affidavit Warrants, Juvenile Custody Orders, Parole and Probation Warrants, Governor's Warrants and Capias. Over the course of the year the agency received 2,567 warrants, served 2,075 warrants, recalled 383 warrants, processed 247 cash or surety bonds and sent out 496 arrest notifications. They also work on all felony and affidavit warrants

Warrants





with out-of-county locations, and they work closely with the Detention Transport Unit to ensure the arrested subjects are picked up in a timely manner. The Warrants office was remodeled and is currently in the process of implementing the new E-Warrants program.

During the calendar year 2019 the Clay County Sheriff's Office Fleet Maintenance/Radio Unit accomplished a variety of goals. Fleet and Radio Technicians serviced 1,630 vehicle tickets, outfitted ten Ford Explorers, 13 Ford Escapes, seven trucks, eight Dodge Chargers, two Dodge Promaster Vans, two Harley Davidson Motorcycles, and one pontoon boat. Additional tasks completed include designing and fabricating a Swift Water Response trailer for out of county response, refurbishing three utility trailers to like new condition, and replaced the driver's side windshield glass on the MRAP. The Radio Unit also provided equipment and training to new members of the agency as well as supporting the radio communications equipment already issued to agency members. They also provided technical assistance to the Communications Section.

CCSO Record Specialists are professionals trained to handle the high liability of releasing public records in accordance with F.S.S. 119. Continued training is important to keep up with the Florida State Statutes (F.S.S.) updates, changes, and Freedom of Information Act laws. The Record Specialists are the last point of contact with our citizens when needing to finalize their business with the CCSO. Last impressions are critically important and they often have the most lasting influence.

In 2019, Records received over 27,400 public record requests. These requests range from incident reports, accident reports, background

checks, and fingerprinting to Internal Affairs reports, medical records, emails, texts, general orders, standard operating procedures and Memorandum of Understanding (MOU), financial documents, personnel files and much more. Requests outside of Records are coordinated with the appropriate unit then returned to Records to complete any redactions, in accordance with F.S.S. 119, before releasing to the public. Records collected \$24,686 in public record fees. The majority of our requests are from government/state agencies and are free of charge, i.e. DCF, Kids First, law enforcement agencies, military, FBI, etc. The media is also free of charge unless it is a voluminous request. Records consists of one manager, eight Records Specialists, one Receptionist and one volunteer.

To facilitate the Sheriff's outlook for the future of the Clay County Sheriff's Office, the Building and Maintenance team handled several in-house major projects. These include the construction of several offices to accommodate the growth within the agency.

Maintenance projects included:

- Morgran building/storage facilities remodel
- Crime lab at the Orange Park Office remodel
- Transport offices remodel
- Warrants office remodel
- New media room and PIO offices
- New IT offices remodel
- HR remodel
- Installation of window in communications
- Replacement of radiator on generator #1

These are just a few of the major projects completed. In addition to those we had other projects that included painting hallway walls and offices at the Green Cove Springs and Orange Park offices. We also installed an exhaust fan in the evidence drying room to keep odors from entering into the main building. With that, we continued to provide daily cleaning of all our buildings, and completed an estimate of 1,500 work requests this year.

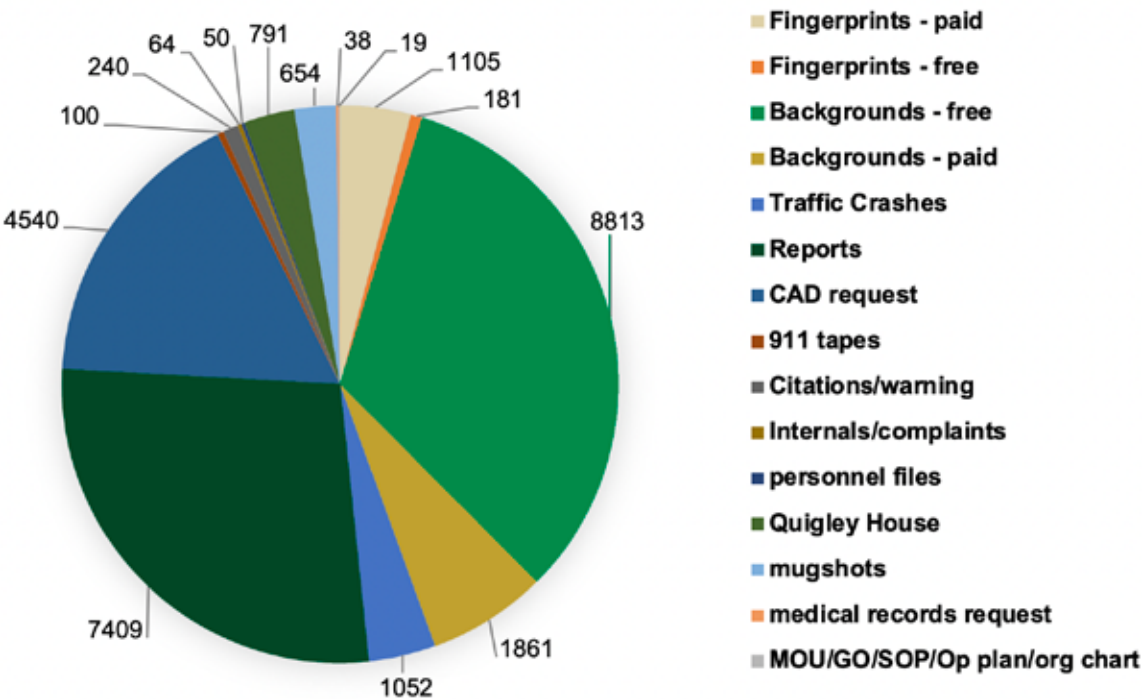
SUPPORT SERVICES DIVISION

Support Services includes the Information Technology Section, Communications Section, and Crime Analysis/Uniform Crime Reporting (UCR) Section. This division includes, but is not limited to computer programming, information technology, public safety telecommunications, crime analysis and uniform crime reporting.

Throughout the course of the year 2019, Information Technology (IT) has been focusing on updating all systems to meet federal requirements. This includes updating desktops and laptops to Windows 10 operating system as well as updating the core infrastructure environment. This was a very detailed process including, installing/configuring a new hyper-converged



Top Records Requests





infrastructure appliance for our storage and virtual environment. IT also replaced the core network switch as a part of updating our systems.

In the pursuit of Sheriff Daniels' top priorities, IT has been working diligently to assist in crime reduction and leveraging technology. We continuously work with Clay Community Connect to add additional technology and update the software suite utilized for the agency's real-time crime center. We have also updated the presentation equipment at our main office to provide better capabilities and quality for training and meetings.



In 2019, we started utilizing the Docuware format in an effort to move toward a paperless method of moving information from one department to another. Collaborating with the Crime Analysis Unit, we began to make more crime data and analytical information available to the agency's decision makers with the use of dashboard and dynamic online reports.

Our team's focus continues to be improving customer service and working toward becoming a paperless agency.

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. The UCR Unit consists of a number of data collections: the Summary Reporting System (SRS), Law Enforcement Officers Killed and Assaulted (LEOKA), Hate Crime, Human Trafficking, Cargo Theft and the upcoming National Incident-Based Reporting System (NIBRS). This section reviewed 25,996 reports in 2019. For a detailed breakdown of the state/county crime rate you can go to www.fdle.state.fl.us/FSAC/UCR-Reports.aspx.



CRIME ANALYSIS UNIT

The Crime Analysis Unit is responsible for proper collection, maintenance, and dissemination of intelligence analysis, criminal investigative analysis, tactical crime analysis, strategic crime analysis and administrative crime analysis. The unit is responsible for ensuring data quality and sound reporting principles.

The unit is tasked with completing timely and accurate reports to produce analytical products such as crime bulletins, photo line-ups, memos, statistical reports, maps, annual reports, research based reports and special (ad hoc) reports. The unit utilizes a number of software programs to complete tasks through technical development, constantly improving the analytical work product while communicating findings both internally and externally through information sharing. They host bi-monthly meetings with command staff and operations members where crime rates, trends, and patterns are reviewed and strategic planning is



implemented to address any identified patterns.

Public Safety Telecommunicators (PST's) are professionals certified through the Florida Department of Health to handle emergency calls for service utilizing the 911 system. On February 21, 2019, the Clay County Sheriff's Office Communications Section achieved initial accreditation status through the Florida Telecommunications Accreditation Commission (FLA-TAC). Prior to this achievement the Communications Section endured a lengthy preparation and a rigorous assessment to be awarded this accreditation status and continues to maintain these high standards at all times.

In 2019 our telecommunicators attended training that included cardiopulmonary resuscitation (CPR), mental health, and several continuing education courses. The Communications Section is the primary public safety answering point for the unincorporated areas of Clay County with members answering all incoming emergency and non-emergency telephone calls 24 hours a day, 365 days a year.

They always strive to offer our community a courteous, professional, and consistent response to those who require 911 and other communications services. The PST's are the first point of contact with the public when calling for any department's assistance. In 2019, Communications entered and dispatched 291,325 Computer Aided Dispatch (CAD) calls for service. They average approximately 5000 calls per month. Communications answered 76,665 911 calls and transferred 16,670 to our sister agency Clay County Fire Rescue. The Communications Section continues a partnership with the Clay High School Criminal Justice program which allow interns to learn about the aspects of the job.



PUBLIC INFORMATION

Millions of people have heard of the Clay County Sheriff's Office throughout the United States and around the world.

That's because of social media.

Sheriff Daniels took his vision for social media engagement and community transparency and made it a reality in 2019. The Public Information Unit is comprised of two sworn deputies, one civilian, and a sergeant. That growth that initiated in 2019 afforded the unit the opportunity to do what other law enforcement agencies in the nation already practice - the ability to more efficiently and uniquely tell the community first the news happening where they live.



The Clay County Sheriff's Office Public Information Unit

INFORMATION DISSEMINATION

The Public Information Unit uses video to share news releases, highlight members, and show the facets of agency functions and operations. Those videos are shared on social media and with the local media outlets.

RIDE ALONG - MARINE UNIT

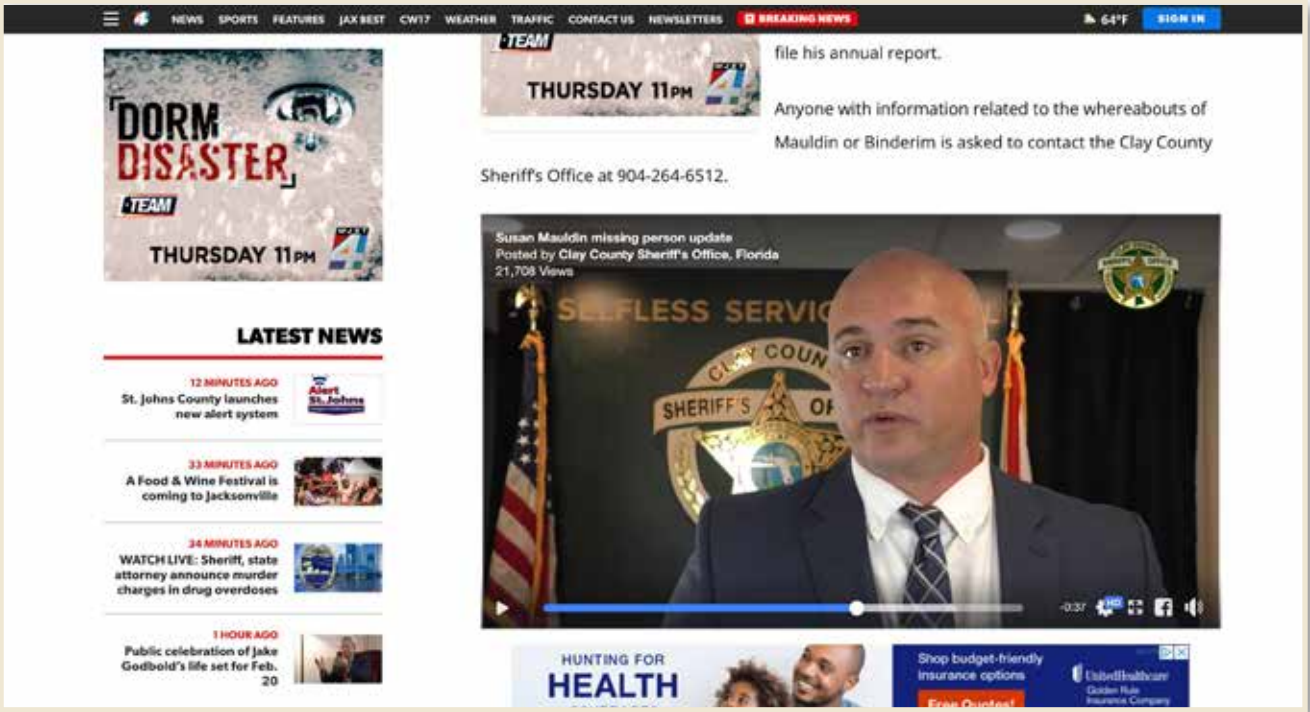


MESSAGE FROM THE SHERIFF



CCSO IN THE MEDIA

The PIOs also work with local media to further disseminate information to the community. The unit shoots, edits, and writes the videos that are released to the community and to the media. Local news outlets use those videos and the information in them in broadcasts and online. That creates an avenue for the agency to release information effectively and in a manner that is widely consumed.



News4Jax and other local stations used CCSO's video news release on a missing person case in their broadcasts and online reporting

NEWS RELEASE: SUSAN MAULDIN – MISSING PERSON UPDATE



BEYOND THE BADGE



PUBLIC SERVICE ANNOUNCEMENT



WE ARE CCSO



NINETY-ONE THOUSAND FOLLOWERS AND COUNTING

SOCIAL MEDIA FOLLOWERS			
	2019	2018	2017
Facebook	72,000	55,000	26,000
Instagram	11,400	6,000	600
Twitter	7,500	5,200	2,500
YouTube	1.08K	700	N/A



The PIOs run the agency's Facebook, Instagram, Twitter, and YouTube pages. At a minimum they create and release at least two posts a day, usually more. These pages are the agency's main lines of communication to the community. Social media allows for the professional quick dissemination of information, and it's also a platform to show a different side of the badge in a more conversational, laid-back way. The year 2018 brought the #LipSyncChallenge. 2019 brought the Git Up Challenge - and the agency delivered. Responding to a challenge from the local media, three deputies braved the hot weather and delivered. The Public Information Unit turned that into a video that went viral. It was shared all over the world, news outlets showed it in their broadcasts across the country, and the video is still garnering attention from people across the globe.

NEW SPACE, NEW OPPORTUNITIES

After some internally-handled remodeling at the Green Cove Springs headquarters, the unit created a media room for news conferences and professional agency video interviews. Short, weekly episodes highlighting agency operations and members are also shot in that room, as well as the Sheriff's quarterly budget updates.



OUT OF THE OFFICE

In addition to handling the agency's news, the unit's members speak internally and externally monthly to groups. They participate in Sheriff's Walks, at school functions, at events hosted by the CCSO, and at formal agency events. The members take pictures at every event they attend and those are saved internally for future use.

One member of the unit is always available to the media and to the community for situations that warrant information release in a rotating, on-call schedule.

During a hurricane the PIOs rotate as part of the Emergency Operations Center staff on the county-wide PIO team. The unit's members routinely update their FEMA training to ensure they are ready for the next natural disaster Clay County faces.

The unit planned to expand on the agency's 2018 Grinch Search public service announcements during the Christmas season and they did. The unit coordinated videos corresponding to crime



Sheriff Daniels meeting a family during Sheriff's Walk on Frogmore Drive

prevention messages that relate to common holiday crimes and released them on all of the agency's social media platforms, and the local media picked them up for their broadcasts. The videos were a more engaging avenue to disseminate the typical crime prevention messaging usually released during the Christmas season.

During 2019 the unit joined other agencies for #904SecretSanta and gave out \$100 gift cards to people in Clay County. Deputies and civilians came together one day before Christmas to help make 100 people's holidays a little brighter. The groups took pictures and shared those with the PIOs, and they shared the pictures with the followers on social media.



PIO Deputy Drew Ford worked the night shift at the EOC during Hurricane Dorian



Deputy Rudy Jackson during #904SecretSanta

OTHER DUTIES INCLUDE...

The unit's members troubleshoot issues and handle edits to the agency's website. The unit also assists with website creation and troubleshooting for agency outreach arms like the Explorers.

The members handle community visits to agency headquarters, direct citizen complaints and compliments, and answer the hundreds of messages that come through all of the platforms every month. The members of the unit attend training regularly to learn best practices from other agencies.

Halfway through the year, the unit spearheaded an agency branding project aimed to create a uniform outward brand for the Clay County Sheriff's Office. That new brand will be utilized on all correspondence, signage, equipment, and community outreach material the agency uses moving forward.



The PIOs also create inhouse training videos, which translates to dollars saved and a more efficient means of communicating best practices agencywide. The agency’s members voted to pick this option for the new brand created by Jacksonville-based company Burdette Ketchum

**Clay County Sheriff's Office
Branding Initiative**



OPTION A

THE YEAR AHEAD

2019 brought a different approach to the way public information is released. Through the use of video and pictures, more and more people are seeing what the Clay County Sheriff's Office is doing every day. As the agency's followers grow, the Public Information Unit will continue to expand on its efforts to disseminate information quickly, efficiently, and in a manner that is consumed effectively throughout Clay County and beyond.





WWW.CLAYSHERIFF.COM

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